

EXECUTIVE CABINET

THURSDAY, 30TH JUNE 2016, 6.00 PM
COUNCIL CHAMBER, TOWN HALL, CHORLEY

AGENDA

APOLOGIES FOR ABSENCE

- 1 **MINUTES OF MEETING THURSDAY, 17 MARCH 2016 OF EXECUTIVE CABINET**

(Pages 5 - 10)

- 2 **DECLARATIONS OF ANY INTERESTS**

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

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

- 3 **PUBLIC QUESTIONS**

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

MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY COMMITTEE (INTRODUCED BY THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE, COUNCILLOR JOHN WALKER)

- 4 **FINAL REPORT OF OVERVIEW AND SCRUTINY TASK GROUP - STAFF SICKNESS ABSENCE REVIEW**

(Pages 11 - 16)

To consider and respond to the recommendations from the Overview and Scrutiny Task Group on the topic of Staff Sickness Absence (report enclosed).

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

5	REVENUE AND CAPITAL BUDGET MONITORING - PROVISIONAL OUTTURN 2015-16	(Pages 17 - 44)
	Report of Chief Executive (enclosed)	
6	EQUALITY SCHEME REFRESH 2016	(Pages 45 - 68)
	Report of the Director of Policy and Governance (enclosed)	
7	CHORLEY COUNCIL PERFORMANCE MONITORING REPORT - FOURTH QUARTER 2015/16	(Pages 69 - 82)
	Report of the Director of Policy and Performance (enclosed)	
	ITEM OF EXECUTIVE MEMBER (PUBLIC PROTECTION) (INTRODUCED BY COUNCILLOR PAUL WALMSLEY)	
8	FIXED PENALTY NOTICES - FLY-TIPPING REPORT	(Pages 83 - 86)
	Report of the Director of Early Intervention (enclosed)	
	ITEM OF EXECUTIVE MEMBER (EARLY INTERVENTION) (INTRODUCED BY COUNCILLOR BEV MURRAY)	
9	CHORLEY VCFS COMMISSIONING - END OF YEAR TWO REVIEW	(Pages 87 - 98)
	Report of the Chief Executive (enclosed)	
	ITEM OF EXECUTIVE MEMBER (CUSTOMER AND ADVICE SERVICES) (INTRODUCED BY COUNCILLOR GRAHAM DUNN)	
10	EXECUTIVE CABINET RESPONSE TO THE OVERVIEW AND SCRUTINY TASK GROUP REVIEW OF THE SINGLE FRONT OFFICE	(Pages 99 - 104)
	Report of the Director of Customer and Digital (enclosed)	
11	EXCLUSION OF THE PUBLIC AND PRESS	

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

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

Condition:

Information is not exempt if it is required to be registered under-
The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

ITEM OF EXECUTIVE LEADER AND EXECUTIVE MEMBER (ECONOMIC DEVELOPMENT AND PUBLIC SERVICES REFORM) INTRODUCED BY COUNCILLOR ALISTAIR BRADLEY)

12 DIGITAL HEALTH VILLAGE, EUXTON LANE

(Pages 105 -
114)

Report of the Chief Executive (enclosed)

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

13 KEY PARTNERSHIPS MONITORING REPORT

(Pages 115 -
124)

Report of the Director of Policy and Governance (enclosed)

14 ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR

GARY HALL
CHIEF EXECUTIVE

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

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

To view the procedure for public questions/ speaking click here

<https://democracy.chorley.gov.uk/documents/s60977/Appendix%203%20Standing%20Orders%20Jan%202016.pdf> and scroll to page 49

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

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

**MINUTES OF****EXECUTIVE CABINET****MEETING DATE****Thursday, 17 March 2016****MEMBERS PRESENT:**

Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Graham Dunn, Adrian Lowe and Paul Walmsley

MEMBER RESPONSIBLE:

Councillors Danny Gee, Matthew Lynch and Alistair Morwood

COUNCIL CHAMPIONS:

Councillors Julia Berry, Jean Cronshaw and Gordon France

OFFICERS:

Gary Hall (Chief Executive), Lesley-Ann Fenton (Director of Customer and Advice Services), Jamie Carson (Director of Public Protection, Streetscene and Community), Chris Moister (Head of Governance and Property Services), Simon Clark (Head of Health, Environment and Neighbourhoods), Rebecca Huddleston (Head of Policy and Communications), Jane McDonnell (Head of Human Resources and Organisational Development) and Dianne Scambler (Democratic and Member Services Officer) (Democratic and Member Services Officer)

APOLOGIES:

Councillor Beverley Murray

OTHER MEMBERS:

Councillors Charlie Bromilow, Margaret France, Tom Gray, Marion Lowe, June Molyneaux, Eric Bell, Greg Morgan, John Walker and Ralph Snape

16.EC.200 Minutes

The minutes of the Executive Cabinet meeting held on 18 February 2016 be confirmed as a correct record for signing by the Executive Leader.

16.EC.201 Declarations of Any Interests

There were no declarations of any interests.

16.EC.202 Public Questions**16.EC.203 Neighbourhood Preferred Projects 2016/17**

The report of the Director of Public Protection, Streetscene and Community was presented by the Executive Leader. The report updated Members on the delivery of the 24 preferred projects in 2015/16 and sought approval for the new 24 preferred projects to be delivered in 2016/17.

Councillor Ralph Snape spoke in support of the preferred project proposals for the Chorley Town West Neighbourhood area.

The projects had been determined at the recent round of Neighbourhood Area meetings in January and February. The details of all the proposed projects was provided within the report and delegated authority was required for the Executive Member (Community) to approve finalised details and costs for each priority as they emerged from within the overall budget allocation for all eight areas of the borough.

It was recognised that there was a diverse range of preferred projects and that some would require further consultation to fully understand and determine community needs. Funding of their delivery would be through existing budgets, business as usual resources, leveraging in partner resources and approaching Parish Councils to release a proportion of their precept.

Decision:

- 1. Approval granted of the 24 preferred projects and actions identified at the Neighbourhood Area Meetings for delivery in 2016/17 as listed in Appendix 1 to the report.**
- 2. Delegated responsibility granted to the Executive Member (Community) to approve details and costs for each priority as they emerge but within the overall budget allocation for neighbourhood preferred projects.**
- 3. The successful delivery of neighbourhood preferred projects in 2015/16 as listed in Appendix 2 of the report was noted.**

Reasons for recommendation(s)

To progress the preferred projects determined by the neighbourhood area representatives for the benefit of the communities within their respective neighbourhood areas during 2016/17.

Alternative options considered and rejected

None

16.EC.204 Energy Efficiency Update

The report of the Director of Customer and Advice Services was presented by the Executive Member for Customer and Advice Services and updated on the Council's involvement with various activities relating to Energy Efficiency and continued efforts to combat fuel poverty.

The Council are required to provide a HECA (Home Energy Conservation Act) update report every two years. The last report was in March 2015 and this report acted as an interim report in advance of the next, in March 2017.

The Council has a long standing commitment to combating Fuel Poverty, reflected in the Corporate Strategy. The Council's various Energy Efficiency initiatives therefore aim to deliver Affordable Warmth for customers and reduce the incidence of Fuel Poverty in the borough.

There are currently a number of Energy Efficiency initiatives either in progress or being developed and further details were provided about each of them in the report:

- Energy Switching Support Service
- Affordable Warmth Fund Interventions
- Cosy Homes in Lancashire (CHiL)
- GB Energy Partnership

It was reported that CHiL has yet to deliver for Chorley residents, thought mainly to be because of issues relating to its promotion and complex processes. Measures had now been taken to address this and the scheme was now being advertised on the Council's website.

GB Energy is a Lancashire company that offers a wide range of energy related services including competitive rates of Energy supply and the facilitation of Energy Company Obligation (ECO) funded measures for customers experiencing Fuel Poverty. The Council are exploring the possibility of working in partnership with GB on a variety of energy initiatives with the main aim of achieving financial savings for Chorley residents.

Decision: The report was noted.

Reasons for recommendation(s)

The report is for noting and does not contain any specific recommendations.

Alternative options considered and rejected

None

16.EC.205Bus Services

The report of the Chief Executive was presented by the Executive Leader and Executive Member (Economic Development and Partnerships) that informed Members and sought approval of a commitment made by the Executive Leader in respect of funding allocated to mitigate the impact of Lancashire County Council (LCC) budget reductions to support bus services in the borough.

In the Council most recent budget a sum of £500k had been set aside to help mitigate the impact on the Chorley area and residents of reduction in LCC budgets. The money is intended as short term financing to allow time to find other sustainable solutions. Decisions already taken by the County Council mean that from 3 April a number of bus services will be cut or reduced.

The report detailed the reasons for looking to continue the 24a and 109a bus services and set out a financing agreement based upon a 70/30% split of costs that had been agreed by both Councils.

There were further reports of other bus services that would also be under threat across the borough and the Cabinet were asked to consider ways of progressing these issues within a formal decision making process.

Decision: Approval granted of the funding commitment given by the Executive Leader in respect of 24a and 109a bus services currently servicing the Chorley area

Reasons for recommendation(s)

To progress a set of options to mitigate the impact on local services of Lancashire County Council budget reductions.

Alternative options considered and rejected.

None.

16.EC.206 Exclusion of the Public and Press

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

Councillor Peter Wilson, Executive Member (Resources) left the meeting at 6.40pm.

16.EC.207 Land at Southport Road

The report of the Chief Executive was presented by the Executive Member (Resources) and sought authority for the sale of Council owned land at Southport Road, Chorley.

Decision: Approval that recommendations contained in the report are granted.

Reasons for recommendation(s)

A marketing exercise has been undertaken and the recommendation demonstrates best value has been obtained for the site.

Alternative options considered and rejected

Not to pursue the sale. This will not generate a capital receipt and will not enable the Council to deliver civic space proposed within the Town Centre Masterplan

16.EC.208 Senior Management Review

The report of the Chief Executive was presented by the Executive Leader and Executive Member (Economic Development and Partnerships) which responded to the feedback received to the consultation on the proposed restructure of senior management in the organisation and outlined any amendments made in light of comments received. The report also sought approval for the implementation of the new management structure for the Council.

Decision:

1. **Approval granted that the Directors posts salaries be increased to £70k including car to reflect more recent benchmarking of neighbouring Councils.**
2. **Approval granted that the Building Control Trainee post be deleted instead of a Building Control Officer post.**
3. **Approval granted for other changes to job descriptions and job titles to be made as listed in the report.**
4. **Approval granted that the senior management structure presented to Full Council on 19 January encompassing the changes above.**

Reasons for recommendation(s)

This will deliver the objectives identified in the review and, when fully implemented, will realise cashable savings of £336K.

Alternative options considered and rejected

Retain recommendations of the original report.

16.EC.209Cotswold Supported Housing

The report of the Director of Customer and Advice Services was presented by the Executive Member (Customer and Advice Services) and outlined the proposed next steps for the refurbishment of Cotswold supported Housing following the outcome of the bid to the Homes and Communities Agency for Homeless Change Grant funding.

The report also sought delegated authority for the awarding of the contract of works by the Executive Member (Resources)

Decision:

1. **Approval granted that the Homes and Communities Contract for Homeless Change Programme funding is accepted along with the associated grant payments totalling £658,735.00.**
2. **Approval granted that the Council commences the procurement exercise to select a contractor to undertake the schedule of works to complete the final phase of modernisation of the building and its facilities for homeless people.**
3. **Approval granted that the decision to award the contract of works to the successful bidder be delegated to the Executive Member (Resources)**

Reasons for recommendation(s)

1. The refurbishment of Cotswold Supported Housing will be complete and no further significant investment will be required.
2. The quality of the accommodation will be the same for all 25 flats and the facilities available for life skills, education and training on site will be much improved.

Alternative options considered and rejected.

None

Chair

Date

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Report of	Meeting	Date
Chair of Overview and Scrutiny Task Group – Staff Sickness Absence	Overview and Scrutiny Committee	31 March 2016

FINAL REPORT – STAFF SICKNESS ADSENCE

PURPOSE

- To consider the reasons for the high sickness absence figures recorded in 2015/16, the interventions deployed by the Council to support and promote health and wellbeing in the workplace, and the proposed actions to improve the health and wellbeing provision.

RECOMMENDATION(S)

- To consider the recommendations of the Overview and Scrutiny Task Group contained within the report.

EXECUTIVE SUMMARY OF REPORT

- Chorley Council has historically performed well in terms of attendance management, particularly in 2011/12 which saw the least number of days lost per employee (5.44) compared with other local authorities in the North West. Despite this and a solid health and wellbeing and attendance management policy, unprecedented sickness absence figures have been recorded in December 2015 for both short-term and long-term absences

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

INTRODUCTION

- In the Council's attendance policy statement it states that the Council values the contribution of its staff in the delivery and maintenance of quality services to the community. Whilst recognising that employees may be prevented from attending work through ill health, the Council has a duty to maintain service delivery and minimise disruption. The Council is committed to managing attendance and sickness absence and believes that this is the responsibility of the Council's managers, trade union representatives and employees to work together to promote an attendance culture, the management of sickness absence and ill health.

6. The Overview and Scrutiny Committee noticed that the sickness absence figures during 2015/16 had increased when compared to previous years. Absence is defined as all non pre-authorised time off work including self-certificated absence, medically certified absence and unauthorised absence.

As part of our investigation, we received an overview of the authority's current performance information relating to staff absence. We also looked at information on the interventions the Council currently implements to support the health and wellbeing of its staff.

METHODS OF INVESTIGATION

7. I invited the Acting Head of HR and OD to outline the procedure that an employee is required to follow under the Sickness Absence Policy if they are unwell and feel unable to come in to work.
8. The Acting Head of HR and OD informed the Task Group that the Council's policy states that when an employee is absent due to sickness, there is a specific policy to follow. The employee needs to contact their manager directly and provide reasons for their absence, an estimate of the duration of their absence, if they have or intend to visit a doctor, and if so had any medication been prescribed. Employees are also expected to inform their manager if they had any meetings that needed to be re-arranged and outstanding work that had to be completed before their expected return.
9. This process is then repeated on days three and five of continued absence. If the level of sickness exceeded seven days a doctor's note is required. The individual would then be expected to contact their manager on a weekly basis to keep them informed of any improvement, or deterioration in their health and a likely date when they will return.
10. If the employee is suffering from a long term illness, every fourth week the individual would receive a welfare visit at a location to suit them. The visit would be undertaken by their manager and a representative from HR and would be a supportive conversation, which includes offers of welfare support and a discussion on what adjustments/adaptions (ie phased return to work, reduced hours, changed to equipment, and light duties) were required to speed up the individual's return to work. If the absence is due to a stress related illness, the welfare visit would start earlier and be more frequent than four weeks, especially if it was work related.
11. It is accepted that all employees will have occasional absences due to minor ailments. However, cause for concern arises when the frequency of such absences is considered to be excessive, or a pattern of absence becomes apparent. The incentives and initiatives that are explained in the Health and Wellbeing Strategy aims to protect and promote the health and wellbeing of employees throughout the Council. It is believed that with this support employees can take reasonable steps to ensure they are fit to maintain regular attendance.
12. On their return to work, all employees were required to have a return to work interview with their manager. The purpose of the interview was to establish if the individual was fit to work, and if they required any support.
13. Managers will review absence level on a formal basis when trigger points are reached or where there is a pattern of absence eg absences on Mondays or Fridays, absence directly after annual leave and absences at the end of the leave year. The trigger points are as follows –

Trigger Points	Meeting	Potential Outcome	Period Valid
3 occasions or 7 working days or more within a rolling 6 months	Stage 1	Verbal Warning	6 Months
A further 2 occasions or a further 6 working days or more in the following 6 months	Stage 2	Written Warning	6 Months
A further 2 occasions of a further 6 working days or more in the following 6 months	Stage 3	Final Warning	6 Months
A further 2 occasions or a further 4 working days or more in the following 6 months	Stage 4	Dismissal	

14. It was explained that when a trigger point was reached, the employee would be issued with a letter asking them to attend an interview with their manager and a member of the HR team. The letter suggests that the outcome of the interview could result with the employee receiving disciplinary action. It was therefore possible that some employees would feel concerned if their absence reached a trigger point, especially if their usual sickness absence record was exemplary. However, the Task Group were reassured that this outcome is not common practice.
15. The Acting Head of HR & OD is confident that staff viewed the policy positively, and that it offered employees support and flexibility taking in to account individual circumstances.
16. The Acting Head of HR & OD informed the Task Group that as well as having a robust sickness absence policy, the Council also has a package of health and wellbeing services for employees to access as a sickness preventative measure. This includes access to counselling, physiotherapy, health insurance, health checks, fitness sessions, work related training courses, therapeutic interventions, flu jabs and eye tests.
17. In considering the sickness reporting procedure, we raised concern that on certain occasions, individuals may not be able to cope with being questioned on day one of an absence. In response we were advised that all sickness reported is handled sensitively and in strict confidence. However, to be able to support the individual and manage the impact of their absence effectively, questions do need to be asked as to the nature of their illness, the support required and the likely return date.
18. Where the absence is stress related, especially if it was related to work; external counselling sessions are offered. If the individual reported that they were suffering from stress due to their manager, the HR team work with both parties to identify what the conflict is and put solutions in place to overcome any issues identified.
19. We noted that individuals who had been off work long-term, often benefited from a phased return to work. In this case their working hours would be reduced on their first day back, increasing gradually over time until they had returned back to their contractual working hours. We were informed that doctors seemed to be more willing to sign an individual back to work sooner if they are able to have a phased return.
20. The Task Group raised whether there was a perception, from employees that they had to come to work even when they were unfit to do so. The Acting Head of HR & OD informed us that a lot of work had been carried out to convince employees that this was not the case and if they were ill they must take time off work sick, and not come to work or use leave instead of reporting a sickness absence. It is considered important that a true record of sickness was lodged to be able to detect any trends, so that were possible preventative measures could be put in place.

21. The Acting Head of HR and OD was questioned whether mounting pressures both internally and externally about job cuts and restructures and the daily pressures of everyday life was a contributing to the levels of long-term staff sickness. The Acting Head of HR and OD advised that most of the absences were physical in nature and there is no evidence to support the suggestion that this was a problem amongst employees.
22. The Task Group is satisfied that the Council's sickness absence policy was robust, fair and supportive. We are also pleased with the number of health and wellbeing opportunities being made available to staff. However, to get a balanced view we invited the Branch Secretary for Unison and a member of the Council's Staff Matters group to attend the meeting to answer questions of the Task Group on the Sickness Absence Policy.
23. The Branch Secretary for Unison informed us that she had asked its members for their thoughts on the Sickness Absence Policy. From the responses received, there is a split in opinion. From those who responded, the general feeling is that the approach for dealing with long-term absence was fair, while the approach for short-term sickness absence felt more punitive.
24. Further discussion identified that the main cause of concern for some staff is receiving a letter informing them that they have triggered the sickness absence policy and that they are required to attend an interview that could result in disciplinary action and in particular, the way in which the letter is given to them. It is felt that there are some inconsistencies of approach by managers. Most managers were extremely supportive, and gave the letter to the individual by hand and explained the process and the reason for the letter, while some did not. It is felt that a more consistent approach is needed across the Council to ensure all employees are treated the same.
25. The Branch Secretary and Staff Matters representatives support HR's view that most staff do not feel under pressure to come to work ill or take annual leave instead of reporting a sickness absence. It is accepted that some individuals may be hesitant about taking time off sick, but this was a personal point of view and not one that the Council was encouraging.
26. They also welcomed the wide range of health and wellbeing initiatives open to staff, and are particularly complementary about the health focused days for specific teams such as one recently held for the Contact Centre Staff. A whole range of activities were available for staff to take part in, which can include blood pressure checks, bmi checks and advice on how to improve fitness and diet.

Conclusion

27. The Task Group feels that the current increase in the level of sickness absence for 2015/16 did not suggest any underlying cause for concern and is a blip. We also feel that the Council's current Sickness Absence Policy and approach to short and long term staff sickness absence is fair and proportionate to manage staff sickness effectively. We were pleased with the range of health and wellbeing initiatives and interventions available to employees to help maintain a healthy workforce. It is acknowledged that a lot of work had taken place to reassure employees that the Sickness Absence Policy is to help and support employees suffering short or long term sickness. We are also encouraged that those employees who have been through the processes generally felt supported.
28. A lot of work has taken place to reassure employees that the Staff Sickness Absence Policy is to help and support those employees suffering short or long term sickness and, we felt

that employees who have been through the processes generally feel supported. However, it was accepted that employees may consider the Staff Sickness Absence Policy relating to the triggers somewhat harsh especially to those who have previously had very few instances of sickness absence but then have a couple of absences quite close together, although these concerns were unsubstantiated.

29. The Task Group agreed it was important to have a consistent approach throughout the Council and we agreed it is essential that managers have training on applying the policy and in particular how to support staff through the sickness absence procedures which would improve staff confidence in the Council being a caring and supportive employee.

Recommendations

30. The Task Group agreed that the following recommendations be considered by the Executive Cabinet –
1. Employees to complete a survey, a minimum of three weeks following their return to work after a period of absence to provide feedback to HR on their experience of the application of the Sickness Absence Policy.
 2. Managers should receive refresher training on applying the Sickness Absence Policy to ensure a consistent approach across the Council.
 3. Review the wording in the letter that employees receive when the Sickness Absence Policy is triggered.
 4. To review the current performance measure for sickness absence monitoring and establish a range of measures using figures prior to the policy being introduced when compared with current information.

COUNCILLOR JOHN WALKER CHAIR OF OVERVIEW AND SCRUTINY TASK GROUP – STAFF SICKNESS ABSENCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Cathryn Filbin	5132	18 February 2016	***

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources)	Executive Cabinet	30 June 2016

PROVISIONAL REVENUE AND CAPITAL OUTTURN 2015/16

PURPOSE OF REPORT

1. To present the provisional revenue outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2015/16.
2. To present the provisional outturn figures for the 2015/16 Capital Programme and update the Capital Programme for financial years 2016/17 to 2018/19 to take account of the re-phasing of expenditure from 2015/16 and other proposed budget changes.
3. The accounts are provisional at this stage and are also subject to final checking and scrutiny by the Council's external auditor. Should there be any significant changes to the outturn as a result of this process a further report will be submitted to Executive Cabinet.

RECOMMENDATION(S)

4. Note the full year outturn position for the 2015/16 revenue budget and capital investment programme.
5. Request Council approval for slippage requests and other transfers to reserves outlined in Appendix 2 of the report to finance expenditure on specific items or projects in 2016/17.
6. Request Council approve the set aside of £80,000 from the 2015/16 surplus on Market Walk and £70,000 from other in-year revenue underspends to fund the additional one-off costs of the new Management Structure.
7. Request Council approve the transfer of £50,000 from in-year revenue underspends to the Buildings Maintenance Fund to finance asset improvements in 2016/17.
8. Note the 2015/16 outturn position on the Council's reserves.
9. Request Council approve transfer of the £0.415m underspend in respect of the Central Government Business Rates Retention (BRR) Levy Budget to the BRR Equalisation Reserve.
10. Note the impact of the final capital expenditure outturn and the re-phasing of capital budgets to 2016/17 and approve the additions and deletion to the 2015/16 capital budget outlined in paragraphs 96 to 99.
11. Request Council approval of the financing of the 2015/16 Capital Programme to maximise the use of funding resources available to the Council.

EXECUTIVE SUMMARY OF REPORT

- 12. The Council’s overall savings target of £150k in 2015/16 from management of the establishment has been achieved.
- 13. There is a provisional underspend against the budget at year-end of £187k (as detailed in Appendix 1) which takes into account requests for slippage of committed items of £171k. The provisional underspend excludes any variances on investment items added to the budget in 2015/16. Details of the balances remaining at year end are shown in Appendix 2 and will be transferred into specific reserves and matched to expenditure in future years.
- 14. In the 2015/16 budget the expected net income from Market Walk after deducting financing costs is £0.929m. The final outturn position shows that the net income is £1.009m, the £80k surplus being driven by lower than budgeted financing costs.
- 15. The total BRR receipts for the 2015/16 are less than anticipated. This has been brought about as a result of the Valuation Office Agency appeals process and a decision made by the VOA, outwith this usual process, to significantly reduce the Rateable Value of the M6 Service Station at Charnock Richard and backdate this decision to 01/04/2010. The vagaries of the system mean that this reduction in financial performance actually creates an underspend of £0.415m against the anticipated budgeted position. This has been brought about by the fact that the Council does not need to pay as much BRR Levy payment to Central Government. The negative financial impact falls to the Council’s revenue account in two years’ time, being 2017/18. It is therefore recommended that the underspend in 2015/16 is transferred to the BRR Equalisation reserve to off-set this potential charge in 2017/18.
- 16. The capital outturn for 2015/16 is £4.019m.
- 17. 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. Should the recommendations in this report be accepted, the level of balances at 31 March 2016 will be £2.684m. With further budgeted contributions of £1.259m planned to be made over the next three years, the target of £4.0m by 2018/19 is forecast to be achievable.
- 18. Balances in the Change Management Reserve and Buildings Maintenance Fund have been fully committed during 2015/16 and as such it is recommended that contributions of £150k and £50k are made to these reserves from the surplus on Market Walk and other provisional 2015/16 underspends for use in 2016/17.

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

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

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

20. None.

CORPORATE PRIORITIES

21. This report relates to the following Strategic Objectives:

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

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

BACKGROUND

22. The last report to the Executive Cabinet on 18th February contained a projected outturn for 2015/16 which showed a forecast underspend of £103k based on information to the end of December and that the level of General Balances at year-end would be £2.741m.
23. The previous forecast underspend reported to Executive Cabinet excluded the following special items:
- Underspends on committed items which are expected to be carried forward into 2016/17.
 - Investment items included in the budget for 2015/16.
 - Any surplus/deficit relating to Business Rates Retention.
24. A full schedule of the investment budgets carried forward from 2014/15 and the new (non-recurrent) investment budgets introduced in the 2015/16 budget are shown in Appendix 3 together with expenditure to date against these projects and any balances carried forward for use in future years.
25. The Council's approved revenue budget for 2015/16 included target savings of £150,000 from the management of the staffing establishment
26. The previous forecast for capital expenditure in 2015/16 was £5.415m
27. A report on the Council's Management Structure Review was presented to Council in January of this year and detailed the estimated total costs of early retirement and severance packages to be around £614k. These one-off costs were to be financed by use of the Change Management Reserve and various uncommitted reserves.

SECTION A: CURRENT FORECAST POSITION – REVENUE

28. The net expenditure at the end of the financial year shows a provisional underspend against the Council’s budgets of around £187,000 (after taking requests for slippage and other special items into account). Details of the revenue outturn position are shown in Appendix 1 and requests for slippage and the transfer of resources to reserves are outlined in Appendix 2. The main variances over and above those previously reported in quarter 3 monitoring are shown in table 1 below. Further details are contained in the service unit analysis available in the Members’ room.

ANALYSIS OF MOVEMENTS

Table 1 – Significant Variations from the Cash Budget

Note: Savings/Underspends are shown as ()

	£'000	£'000
Expenditure:		
Staffing costs	(22)	
Meals on Wheels Service	(19)	
Telephony - Rental/Maintenance charges	(14)	
Utilities (Gas/Electricity)	(14)	
Local Development Framework	<u>(13)</u>	
		(82)
Income:		
Planning Fee Income	66	
Cemetery Income	(17)	
S106 Maintenance of Public Open Spaces	(16)	
Surplus on IHIS Minor Adaptations	(15)	
Various Government Grants	<u>(15)</u>	
		3
Other:		
Net Financing Transactions	(84)	
Other minor variances	<u>(20)</u>	
		(104)
Net Movement		(183)

29. The forecast additional saving of £22,000 on staffing costs shown in the table above are predominantly from the Public Protection, Streetscene & Community Directorate. The majority of these staffing savings are as a result of vacant posts in the Planning Team from January through to March.

30. In 2014/15 the Council introduced a new mainstream investment budget of £30k for the Meals on Wheels service to deliver hot meals to older vulnerable people. For 2015/16, the service offered 5 meals per week at a subsidised rate with an introductory offer of 2 weeks at half price. Take up of the service has been lower than anticipated in the first 2 years of the scheme, with expenditure of around £6k in 2014/15, increasing to around £11k in the second year, resulting in an underspend against the 2015/16 budget of £19k. The provider is undertaking additional marketing and promotion including targeted leaflet drops, taster sessions and working with other organisations to raise awareness. It’s likely that a further evaluation and assessment of the market for meals on wheels will be carried out in coming

months. As this is a recurrent budget a further £30k is available in 2016/17 and this should be sufficient to cover any costs over the next 12 months.

31. There have been further underspends of around £14,000 in 2015/16 against the Council's telephony budgets as a result of various factors. Savings have been achieved against the telephony maintenance budget for the main phone system and contact centre software following contract negotiations with Unify Enterprise Communications, although it should be noted that an element of the savings are one-off reductions relating to the previous contract. There has also been a reduction in the cost of rental and calls with British Telecommunications over the past 12 months. A budget provision was also made in 2015/16 for an increase in data charges in anticipation of the continued roll-out of mobile devices. Costs in 15/16 were lower than anticipated but are expected to increase in 16/17 as further mobile devices are issued.
32. The Council's annual costs for utilities have been lower than budgeted in 2015/16 as the energy industries wholesale charges for gas and electrical supply have continued to fall over the last 12 months. This has resulted in a saving to the Council of around £14,000 for the year.
33. One issue highlighted in previous monitoring reports was the legal costs associated with the Chorley Local Plan 2012-26 and work on the Community Infrastructure Levy (CIL) review to be commissioned as part of the LDF joint working with Preston and South Ribble Councils. Although the Community Infrastructure Levy review was in the programme of works for 2015/16, the timetable has slipped and this review will now take place sometime in the new financial year. The cost of the work is £30k and will be shared between each of the three authorities. The previous forecast in December was for total costs of around £41,000 in 2015/16 but this has reduced by around £13,000 at year-end, predominantly as a result of the CIL review being delayed to 2016/17.
34. One area where forecast income levels have fallen in recent months is for Planning Application fees. This has resulted in a final income figure of £484,000 for the year, £166,000 below budget and £66,000 lower than anticipated in the December forecast. Income received for the final quarter was again lower than budgeted levels for 2015/16 as a number of the larger planning applications that were anticipated to be realised in quarter four have now been received in the new financial year. The December forecast included four applications in particular, with total fee income of £55.5k, which have now been received in 2016/17.
35. Income levels received from funeral directors for burial and interment fees have seen a significant increase over the final quarter of the year compared to budget, predominantly in relation to Chorley Cemetery. This has resulted in additional income of around £17,000 compared to the forecast reported in December.
36. The Council occasionally receives S106 contributions from property developers in the form of commuted sums for maintenance of adopted public open space and recreation facilities. Once a site has been adopted by the Council, the relevant income can be allocated or amortised over a number of years to contribute to the Council's annual maintenance costs. Total income of around £16,000 has been allocated to 2015/16 but as the work involved on the new sites has been absorbed into the existing Streetscene staffing rota, there are no additional costs involved.
37. The Council has entered into a 3 year collaboration agreement with Lancashire County Council named Integrated Home Improvement Service to provide handyperson and minor repairs work which came into effect from 1st July 2015. The minor repairs/adaptions are carried out by Mobility Care on behalf of Chorley and we then claim a fixed rate cost back from LCC based on the type of work. The mix and volume of works is not known beforehand which makes it difficult to accurately forecast any potential surplus, and as this was a relatively new scheme, a conservative surplus of £2,000 was forecast in December

2015. The scheme has proved to be popular with volumes of work at a high level and as a result, an additional £15,000 income has been generated for the Council in 2015/16.

38. The Council has received further income of around £15,000 in the final quarter in the form of various Government Grants. A Transparency Code New Burdens Grant of £8,103 was awarded by the DCLG in February, and the DWP awarded minor benefits related grants for Information Data Matching, Removal of Family Premium, and Universal Credit.
39. The Council's budget for 2015/16 included a provision of £100k for a local poll to seek the views of residents if the Council decided to seek unitary status. Following a report to Council in November 2015 on future governance models, it was approved that up to £70k of this provision could be used to provide the necessary resource to continue the delivery of work pending the completion of the Council's management structure review. A total sum of around £40k was used to continue this work in 2015/16, leaving a balance of £60k available. As the Council is not currently seeking unitary status following recommendations made in the report, it is not appropriate at this point to hold a local poll and the remaining £60k can be transferred to general balances.

COMMITTED ITEMS/SLIPPAGE REQUESTS

40. Each year the Council commits itself to expenditure that may not always be incurred in the financial year. It is customary to allow directorates that have a budget underspend to carry forward these resources to pay for specific items in the following year. This is an important part of the budget management process as it allows officers to commit earmarked resources to specific projects particularly towards the end of the financial year.
41. A full schedule of the budget carry forward (slippage) requests for 2015/16 is outlined in Appendix 2.

MARKET WALK

42. The final outturn resulted in a saving of £227k and is detailed in Table 2 below. From this saving, a sum of £72k has been transferred to the Council's Change Management Reserve to finance some of the one-off redundancy and pension strain costs arising from the Management Structure Review as approved by Council on 19th January 2016. In addition £75k has been allocated to the extension of the Retail Grants Programme as approved by Council on 19th January 2016. It is recommended that the remaining surplus of around £80k is transferred to the Council's Change Management Reserve to fund additional one-off costs of the new management structure.
43. The 2015/16 income forecast has not changed since the December report. Income was £30k under budget due to a unit being vacant and lower than budgeted concession and advertising income.
44. The approved budget made provision for a £50k transfer to reserve to fund asset maintenance costs outside of the service charge agreement and a £50k transfer to an equalisation account to build up a reserve to fund any future reduction to income levels. These transfers have been actioned. The income equalisation reserve now stands at £200k and the asset maintenance reserve is £86k.

Table 2: Market Walk (March 2015)

	2015/16 Budget	2015/16 Outturn	2015/16 Variance
	£	£	£
Income Budget			
Gross Income	(1,893,790)	(1,863,160)	30,630
Expenditure Budget			
Operational costs (excluding financing)	180,400	173,021	(7,379)
	(1,713,390)	(1,690,139)	23,251
Commitments			
Market Walk Extension costs	101,780	0	(101,780)
Net Income before Financing Costs	(1,611,610)	(1,690,139)	(78,529)
Financing Costs within Net Financing	756,880	607,800	(149,080)
Net Income after Financing Costs	(854,730)	(1,082,339)	(227,609)
Transfers to/(from) reserves			
Equalisation Reserve (annual contribution)	50,000	50,000	0
Asset Management re Market Walk	50,000	50,000	0
Market Walk Reserve re Extension costs	(26,780)	(26,780)	0
Total transfers to/(from) reserves	73,220	73,220	0
Net Income			
	(781,510)	(1,009,119)	(227,609)
Virement to Retail Improvement Programme	(75,000)		75,000
Virement to Change Management Reserve	(72,000)		72,000
Remaining Market Walk Surplus	(928,510)	(1,009,119)	(80,609)

45. The Council's budget for 2015/16 was prepared on the assumption that £5m extra 25-year PWLB borrowing would be taken to replace the use of internal cash balances by the end of 2014/15. The reason being to secure cash at a lower interest rate than might be available in the future. The extra borrowing was not taken, so this accounts for most of the one-off saving in Financing Costs in Table 2. Should the Council be advised that PWLB rates are due to rise, additional borrowing could be taken and the impact would be reflected in budget monitoring. Additional borrowing would be taken only when longer term budget savings could be achieved by avoiding interest rate increases.

2015/16 INVESTMENT AREAS

46. The budget for 2015/16 saw the addition of a new budgeted investment package funded from available surplus of New Homes Bonus. The total revenue investment programme for 2015/16, including balances from investment budgets carried forward from 2014/15, totalled £1.7m and the progress to date with regard to spend is detailed in Appendix 3.

47. Due to the scale of the investment, delivery of these projects will be made over more than one year and any unspent balances at the end of the 2015/16 financial year will be transferred to specific project reserves. The reserves will be matched to expenditure as it is incurred during 2016/17.

GENERAL FUND RESOURCES AND BALANCES

48. With regard to working balances, and as per Appendix 1, the Council started the year with a balance of £2.287m. 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 impact of the initial provisional underspend, together with the in-year transfers to and from reserves, is a closing balance of £2.884m for working balances.
49. There are a number of items, however, that will impact on this position that should be considered by Cabinet, these being:
- Carrying over £171k into 2016/17 via slippage requests (outlined in Appendix 2)
 - Transfer of £150k to the Change Management Reserve.
 - Transfer of £50k to the Buildings Maintenance Fund.
50. The Council's Change Management Reserve has been fully utilised in 2015/16 to finance £636k of one-off costs arising from the recent Management Structure Review. Following the restructure and recruitment to the second and third tier of management, further redundancies have arisen with costs anticipated to be in the region of £179k. It is therefore recommended that a sum of £150k is transferred from the provisional 2015/16 underspends to the Change Management Reserve to contribute to the financing of these additional one-off costs.
51. A further restructure of the Streetscene team has taken place in 2016/17 agreed as an Executive Members Decision 13th April 2016. This generated £36k savings per annum and one-off ERVS costs of £111k. Resultantly throughout 2016/17 potential underspends will be identified and balances created to manage these costs and the potential costs of other restructures, this includes using a potential surplus from the Market Walk account in 2016/17.
52. The balance in the Council's Buildings Maintenance Fund has also been fully committed during 2015/16 and as a result it is recommended that a contribution of £50k is made from 2015/16 underspends to cover one-off asset improvements in 2016/17.
53. The provisional outturn position (after taking requests for slippage and the above recommendations into account) shows that the General Fund closing balance will be around £2.684m as detailed in the table below.

Table 3 – Movement in General Fund Balance

General Balances	£m
Opening Balance 2015/16	2.287
Budgeted contribution to General Balances	0.350
Balance of Local Referendum budget to balances	0.060
Revenue budget underspend	0.187
General Fund Balance	2.884

Change Management Reserve	(0.150)
Buildings Maintenance Fund	(0.050)
Final General Fund Balance	2.684

54. Appendix 4 provides further information about the specific earmarked reserves and provisions used throughout 2015/16, and those that would be available for use in 2016/17 if the recommendations of this report are approved.
55. The medium term financial strategy approved at Full Council in March 2016 set a target for general fund balances to reach £4m by the end of 2018/19. Budgeted contributions will be made to the general fund of £500k (16/17), £500k (17/18) and £260k (18/19). Based on these budgeted contributions the general fund balance will approach £4m by 2018/19.

BUSINESS RATES RETENTION (BRR)

56. The BRR regime has been in existence since 2013/14. The rationale of this scheme being that the local retention of Business Rates income incentivises Local Authorities to generate additional income by growing the tax base. The scheme does indeed provide a vehicle to generate additional receipts, however, it also transfers the financial risk associated with maintaining and growing the tax base, and the collection of monies due, from Central Government to Local Government.
57. The amount of BRR income collected reduced in 2015/16 in the final quarter of the year. This was due to reductions in the tax base as a result of appeals and also a decision by the Valuation Office Agency (VOA) to reduce the amount due to be paid by the M6 Charnock Richard Service Station outside of the usual appeals process. The Rateable Value was reduced from £1.680m to £1.300m. This adjustment was also backdated for a further 5 years to an effective implementation date of 1st April 2010, equating to a total refund circa. £0.170m per annum. This action amplifies the risk profile of this particular income stream as this reduction was made with no prior notice and outwith the decision making processes, and therefore control, of the council.
58. On a positive note, more tax base growth than was originally estimated was achieved within the Borough, however, the benefit of this growth has been off-set in 2015/16 by the financial impact of VOA decisions. The process by which the income was forfeited from the M6 Service Station is currently being queried and challenged in order to assess future risk of similar negative significant movements with no prior notification or opportunity to appeal.
59. The table below compares the budget for 2015/16 with the out-turn position. It is important to note that the financial implications of this out-turn position has a multi-year effect and impacts, both positively and negatively on the revenue account from 2015/16 through to 2017/18.

BRR	Budget 2015/16 £m	Actual Out-turn 2015/16 £m	Variation to Budget 2015/16 £m	Comments
Chorley Local Share of BRR Income	(11.352)	(11.352)	-	This amount is fixed earlier in the year and will still be paid in 2015/16. The income shortfall in 2015/16 will be charged to the revenue account in 2017/18
Tariff Paid to Central Government	7.792	7.792	-	
Levy Payment due to Central Government	0.801	0.385	0.416	Reduced levy payment due in 2015/16
Impact of Collection Fund Balance in 2015/16 (based on prior year performance)	0.358	0.358	-	
Sub Total – CBC Income	(2.401)	(2.817)	0.416	
Grants Receivable	(0.770)	(0.763)	(0.007)	
Total – CBC BRR Income	(3.171)	(3.580)	0.409	
Transfer TO BRR Equalisation Reserve		0.415	(0.415)	Transfer of underspend to BRR Equalisation Reserve
Transfer (FROM) BRR Equalisation Reserve	(0.092)	(0.092)	-	
Total – CBC BRR Income (including Transfers To/(From) Equalisation Reserves)	(3.263)	(3.257)	(0.006)	

60. The vagaries of the system mean that this reduction in income performance within the BRR Collection Fund results in a beneficial budget underspend as the amount payable to Central Government via the Levy Payment element is reduced. The impact of the actual reduced level of receipts is delayed by two years and hits the Council's budget in 2017/18. It is recommended therefore that this budget underspend, in the sum of £0.415m, is transferred into the BRR Equalisation Reserve to help off-set this subsequent potential charge to the Council's revenue account in 2017/18.
61. As indicated above the financial 'cost' implications for this 2015/16 out-turn position impact on the revenue account in 2017/18. If nothing at all changes between now and 2017/18 the charge to the Council's revenue account will be £0.778m and will be funded, in part, from a transfer out of the BRR Equalisation Fund totaling £0.615m leaving an in-year commitment to be paid in 2017/18 of £0.163m. That said, we do know that the Business Rates environment **will** indeed change before then and any new growth achieved will off-set this temporary charge. A reducing adjustment to the Provision for Appeals in 2016/17, if applicable, would also provide an offsetting increase in total BRR receipts.
62. It should be noted that the balance within this earmarked reserve may at this point be minimal and its planned maintenance will form part of the budget review and setting process for the 2017/18 to 2019/20 Medium Term Financial Strategy (MTFS).

BRR Appeals

63. The primary cause of this current position is the VOA appeals process. The current status of the backlog waiting to be processed by the VOA is therefore very much worthy of mention and consideration in the approach to be followed to cover the negative impact as described above. As at 31/03/16 the total Rateable Value (RV) subject to appeal totaled £30.3m (circa £14.6m in actual annual gross cash terms). When the total tax base RV within the borough totals £71.15m the scale of potential risk is evident. Clearly a proportion of these appeals will be either withdrawn or dismissed and will not be successfully in their challenged.
64. To cover this potential pending liability the Collection Fund contains a provision that must be maintained by either topping it up or releasing funds from it when it is considered appropriate. This assessment is carried out by taking into account the total RV subject to appeal and applying historical trends in past years' appeal outcomes in an attempt to place a an estimated cash value on the risk exposure for the Council. This includes estimating the percentage of successful appeals that will be successful and also estimating the percentage reduction in RV.
65. It is the VOA's responsibility to assess appeals and ideally make sure that the total pending potential liability, and therefore risk profile, is kept to a minimum. Within 2015/16 the VOA's throughput of processed appeals was very much reduced when compared to previous years, (it has been reported that VOA resources are being assigned to the current national re-valuation exercise), and therefore in 2015/16 we have increased the provision for appeals within the Collection Fund. It should be noted, however, that a reassessment of outstanding appeals during 2016/17 may conclude that this top up could be reversed if the VOA clears some of the backlog from 2015/16. Should the provision be reduced in this way during 2016/17 this is also a potential additional unbudgeted financial benefit that could be applied to fund the £0.163m potential revenue charge in 2017/18 (as per paragraph 62 above).
66. With regard to the move into the Lancashire Pooling Arrangements in 2016/17 the impact of adjustments to the Collection Fund Provision for Appeals also changes. Within the pool arrangements, the Council will receive 90% of any funds released from the provision (10% are passed to LCC) which is an increase from the 50% receivable outside a pooling agreement.

SECTION B: CURRENT FORECAST POSITION – CAPITAL

67. Amendments to the 2015/16 to 2017/18 capital programme have been reported to Executive Cabinet through the quarterly in-year monitoring reports
68. The Capital Budget for 2016/17 to 2018/19 was reported to Special Council in March 2016 as well as the latest forecast expenditure in 2015/16. The capital programme was as follows:
- 2015/16: £5.208m
 - 2016/17: £21.540m
 - 2017/18: £11.643m
 - 2018/19: £4.287m

69. Capital expenditure in 2015/16 was £4.019m. Appendix 5 gives a summary of the capital schemes undertaken as well as the requests for carry forwards and additions resulting in an updated capital programme for 2016/17 to 2018/19 budgets.

Asset Management, Regeneration and Governance – £1.360m

70. There has been £163k of capital works at the **town hall** in 2015/16. Works include the replacement and enhancement of windows, doors, flooring and lighting and works to the roof access walkway.
71. In 2015/16 the Council began to invest in the extension to the **Market Walk Shopping Centre** as part of the £12.9m budget agreed in September 2015 Council. Total expenditure of £613k has been incurred in 2015/16 including £42k for constructing the High St Car Park, £108k professional fees for the final design of the extension and £463k relating to the purchase of Eaves Lane depot site. This is £171k lower than forecast in quarter 3 as the purchase of Apex House has not yet been finalised, this budget will be re-phased into 2016/17. It must be noted that the £108k professional fees and any other professional fees incurred would be written back to revenue if the project were to not go ahead.
72. The refurbishment of **Market St** was predominantly completed in 2014/15 however there were additional costs incurred in 2015/16 totalling £56k relating to continued works to the street as well as street furniture. The final forecast was £10k lower than that assumed in quarter 3 due to negotiated reductions in LCC fees.
73. As per the quarter 3 monitoring report, the £1m identified for **public realm works** has been re-phased into 2016/17. The works relating to this budget are being appraised and costed. Enabling works relating to the extension of market walk, such as the works to Fazarkerley St, will be charged to the market walk extension budget.
74. The extension of **Clayton Brook Village Hall** was completed in 2015/16 at a cost of £225k.
75. The new **Buckshaw Community Centre** is being constructed under a design and build contract. The initial £150k deposit was paid in 2015/16 with the final payment to be made when the asset is completed by the contractor and handed over to the Council in 2016/17. The final payment is scheduled to be £476k bringing the total cost to £626k.
76. Forecast preliminary capital expenditure of £100k relating to the **Chorley East Health Centre** did not go ahead in 2015/16. The total project cost is £7.036m and has now been re-phased as part of the budget setting process across 2017/18 & 2018/19.
77. The Council in partnership with Onside, LCC and other contributors are constructing a new **Youth Zone** in Chorley town centre. The original 15/16 budget was £1.118m including £118k demolition fees. As a result of the capital contribution from LCC increasing, in return for a lower revenue contribution, CBC total capital contribution has been reduced to £0.918m. Chorley Council made a £150k capital grant contribution to the project in 2015/16, the remaining budget to be carried forward into 2016/17 and 2017/18 is therefore £0.768m. This is a £200k reduction in the carry forward approved in the quarter 2 budget monitoring report.
78. There is £3.6k remaining of the **Climate Change Grant**, a potential applicant has come forward to claim against this pot of money in 2016/17.

Housing - £0.432m

79. The Council contributed £420k in 2015/16, funded from government grant and contributions from registered providers, to the **disabled facilities programme** for work to adapt homes for disabled occupants
80. The works to improve **Cotswold House** were predominantly finalised in 14/15 however a final payment of £12k was made in 2015/16. Further works and the extension of the facility are due to begin in 2016/17.
81. The purchase of two sites at **Fleet Street** were due to be completed in 2015/16 as part of enabling the construction of the new extra care facility. One site has now been purchased however this was finalised in April 2016. The £250k budget will be re-phased into 2016/17 to supplement the budget of £9.1m approved by Council on the 19th May 2015. The final cost of the purchases is forecast to be £362k, as such a request to increase the re-phased 2016/17 budget will be made to Council (see paragraph 98).
82. The final phase of the extension and improvements at **Cotswold House** will take place in 2016/17. As per the budget report agreed in March 2016, the £200k contribution from CBC in addition to the £658k HCA grant will be committed in 2016/17.

People and Places - £2.225m

83. The £110k outturn for **leisure centre improvements** includes £70k repairs of the All Season's pool and £35k replacement pump as well as £5k for a new boiler at Brinscall pool. The budget for 16/17 is £200k including approved carried forward budgets from the 15/16 programme.
84. The final outturn for **recycling receptacles** was £133k, £20k of which is funded by charges to residents. The forecast in quarter 3 was £116k however this increased towards year end due to demand being higher than previously anticipated. The budget for 2016/17 is set at £115k and it is anticipated this will be sufficient to meet demand however if the growth in housing developments continues at 15/16 rates additional resources made be required to meet demand.
85. The forecast preliminary scoping of works to **Buckshaw Village Railway Station** was not undertaken in 2015/16. The S106 agreement that funds this budget is being reviewed with the potential outcome of investing in alternative transport related expenditure. The remaining £30k budget will be carried forward into 2016/17 to supplement the £696k budget already carried forward.
86. **Eaves Green play development** is section 106 funded and the final outturn expenditure was £48k including £34k for the Community Centre Play Area. The total approved budget for the project is £106k. The remaining £57k will be re-profiled into 2016/17 and committed to additional community centre play area equipment and landscaping.
87. The expenditure for the **Play, Recreation and Open Space Projects** in 2015/16 was £42k. Works and installations at Amber Drive are complete however the Knowley Brow and Union St projects have been partially completed and the works to Abbey Village play area will begin in 16/17. They were all expected to be completed in 15/16 but the time from order of equipment to delivery of play equipment was longer than forecast and so the projects slipped slightly into early 2016/17, all of these projects are due to be spent to budget.
88. The total budget for works at **Rangletts Recreation Ground** was £454k but was re-profiled to £384k 15/16 and £70k 16/17. The £70k budget is to be spent on access roads surrounding the park. The final 15/16 outturn was £391k of this £10k is funded by the

Veteran's Allotment grant and the remainder is funded through S106 contributions. There is still anticipated to be £70k of works to access roads in 2016/17.

89. The S106 funded works at the **Puffin Crossing Collingwood Rd** have not been completed, the total budget of £47k is to be re-phased into 2016/17.
90. The original budget for **Astley Hall & Park Development** was £675k however £320k was re-phased into 2016/17 as per the quarter 3 monitoring report leaving £355k in 2015/16. Expenditure in 2015/16 was £280k including £100k works to Astley Hall, £138k for the completion of the destination play area and £24k of works to the glasshouse. In addition, £30k for the costs of signage was charged to revenue resulting in an underspend of £45k in 2015/16. Further commitments will be made in 2016/17 including the completion of the glasshouse and £100k match funding for a HLF bid if the bid is successful.
91. The Council's contribution to the **Croston Flood Prevention** scheme was not made in 2015/16 however subject to a meeting held with the Environment Agency a contribution of £1m is forecast to be made 2016/17. The agreement with the agency states that the payment was to be made upfront, as such the £1m has been charged to the 2015/16 accounts. The scheme is forecast to be completed in the autumn of 2016.
92. The **Carr Brook Trim Trail** is funded from a S106 receipt. The expenditure in 15/16 was £72k with the remaining £11k of works expected to be completed in 2016/17.
93. Works to **Yarrow Valley Car Park** are scheduled to begin in 2016/17. £215k of the £225k was re-phased into 2016/17, only £5k of the forecast £10k budget was spent in 2015/16 resulting in a 2016/17 budget of £220k.
94. The **Recreation Strategy** budget of £170k was £105k underspent at year end. £65k was paid for financial support to Cuerden Valley Visitors Centre. A further £55k has been committed to Wymott Bowling Club including £35k to purchase the site from HM Prison Service and £20k grant to demolish the building on the land. Due to the government review of its prisons and other buildings, this project has not finalised in 2015/16. The remaining budget of £105k has been re-phased into 2016/17.
95. The total budget for the delivery of the **CCTV** programme in 2015/16 was £335k. The quarter 2 monitoring report re-phased this to £263k (2015/16) and £71k (2016/17). The final capital expenditure in 2015/16 was zero as the control room the CCTV equipment was scheduled to be delivered to was not ready to receive the equipment. The equipment was delivered in April 2016. The full budget is profiled to be spent in 2016/17.

CAPITAL PROGRAMME 2015/16 ADDITIONS

96. An Executive Member Decision on 11/01/16 approved the purchase of a refuse collection vehicle, one skip wagon and three ride on mowers. A total value of £71k additional expenditure was incurred during 2015/16 to fund the purchase of the three mowers. The purchase was expected to take place in 2016/17 however the current vehicles were unreliable. An exercise to determine the best way to finance the vehicles, for example through leasing, will be carried out during 2016/17. It is requested that Council approve this addition to the 2015/16 capital budget.
97. In addition the estimated costs of the remaining vehicles yet to be purchased are £73k for the skip wagon and £93k for the refuse vehicle. It is requested that Council approve this addition of £166k to the 2016/17 capital budget.

98. The budget for the purchase of the two sites at **Fleet St** was £250k however due to a better bargaining position of the sellers the forecast costs of these purchases is £362k. It is requested that Council approve this addition of £112k to the 2016/17 capital budget.

CAPITAL PROGRAMME 2015/16 DELETIONS

99. The final contribution to the Croston Flood Prevention scheme was £1m against a £1.1m budget. It is requested that Council approve the deletion of the remaining £100k budget from the capital programme. The cost of the scheme is funded through prudential borrowing.

CAPITAL PROGRAMME FINANCING 2015/16

Table 4: Capital Financing as at 31st March 2016

Fund	Quarter 1 2015/16 £'000	Quarter 2 2015/16 £'000	Quarter 3 2015/16 £'000	Outturn 2015/16 £'000
External Contributions	2,190	1,238	922	736
Grants	500	449	456	389
New Homes Bonus	637	637	322	246
Earmarked Reserves	1,862	1,942	842	600
Revenue	9	94	114	29
Capital Receipts	676	435	501	184
Borrowing	4,333	1,707	2,257	1,835
Capital Financing 2015/16	10,210	6,502	5,415	4,019

100. External Contributions

- Developer contributions totalled **£695k** in 2015/16 and were used as follows:
 - £382k - Rangleetts Recreation Ground
 - £150k – Buckshaw Community Centre
 - £49k – Eaves Green Play Development
 - £41k - Play, Recreation and Open Space Projects
 - £72k – Carr Brook Trim Trail
- £40k from registered providers was used to fund disabled facility adaptations

101. Grants

- £9k Veterans Allotment grant towards works at Rangleetts Recreation Ground
- £369k Disabled Facility Grant (DFG) to fund the 2015/16 disabled facility adaptations
- £11k from the Regional Housing Pot Fund was used to fund disabled facility adaptations

102. New Homes Bonus

- £640k New Homes Bonus was to be allocated to the Astley Hall and Park Development, of this £245k has been allocated to the capital project and £30k for signage leaving £365k to be carried forward into 2016/17.

103. Earmarked Reserves

Several revenue reserves have been earmarked to fund capital expenditure in 2015/16 onwards these include the following use of reserves.

- £80k VAT shelter income was fully utilised to fund leisure centres improvements in 15/16
- £169k of the building maintenance reserve was earmarked to fund capital expenditure in 15/16. This was fully utilised and allocated as follows:
 - £81k to fund town hall asset improvements
 - £19k to fund expenditure relating to the improvements at Market St
 - £68k to fund expenditure at Clayton Brook Village Hall Extension
- £69k from a lease surrender payment relating to Clayton Brook public house was placed in a reserve in 2013/14. This was earmarked to part fund the works at Clayton Brook Village Hall and was fully utilised in 2015/16.
- In 2013/14 a reserve was created from the reimbursement of empty property and small business rate relief grants over and above budgeted levels. This was earmarked for capital expenditure to reduce the impact of the capital programme on borrowing. The balance brought forward in 2015/16 was £146k of which £113k was allocated to fund the purchase of recycling receptacles leaving £33k to be allocated in 2016/17
- The reserve for non-recurrent expenditure has been earmarked for capital expenditure and had an opening balance in 2015/16 of £1.750m relating to the former earmarked pension reserve. The total use of this reserve was £167k relating to the following financing:
 - £30k leisure centre improvements
 - £35k Astley Hall & Park Development
 - £25k Clayton Brook Village Hall & Extension
 - £4k to fund the final retention at the Astley Hall Farmhouse
 - £5k to fund the works at Yarrow Valley Car Park
 - £65k to fund the expenditure at Cuerdon Valley Visitors Centre as part of the Council's Recreation Strategy

The remaining balance of £1.6m will be used to fund projects in the Council's approved 2016/17 to 2018/19 capital budget, including the £1m public realm works and £335k investment in CCTV.

104. Revenue

- In year underspends of £85k were agreed to contribute toward the cost of CCTV expenditure in 2015/16. As no costs have been incurred the £85k underspend has been moved into the Non-Recurrent Expenditure Reserve to be used to fund the CCTV programme in 2016/17.
- £20k of charges for replacement bins were used as contribution to the total cost of purchasing recycling receptacles.
- In year underspends of £9k were approved to contribute toward extension of Clayton Brook Village Hall

105. Capital Receipts

Capital receipts brought forward totalled £530k with an additional £766k received in 2015/16, this included the £500k sale of land at Ackhurst Rd, Chorley.

Of this, £185k was utilised on the following schemes:

- £82k towards the cost of the Town Hall improvements

- £12k to fund the remaining costs of improvements to Cotswold House
- £36k towards the remaining costs of the regeneration of Market St
- £53k towards the cost of Clayton Brook Village Hall Extension

106. Prudential Borrowing

Capital expenditure of £1.835m was financed from external borrowing compared to the forecast in quarter 3 of £2.257m. The reduction in the 2015/16 borrowing requirement is due to re-phasing of the Chorley East Health Centre project and the £170k cost of Apex House not being incurred until 2016/17.

Prudential borrowing is being used to finance the following projects:

- £1m contribution to the Croston Flood Prevention scheme
- £613k Market Walk Extension
- £150k Chorley Youth Zone
- £71k purchase of 3 mowers

An exercise to determine the best funding approach between borrowing and leasing for the additional mowers will be undertaken during 2016/17. In order to best plan for the future use of the Council's own resources, long term investment such as the Market Walk Extension and Youth Zone have been financed through borrowing which allows capital receipts and reserves to fund short term assets, which would be more costly to finance through borrowing, in future years.

IMPLICATIONS OF REPORT

107. 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

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

COMMENTS OF THE MONITORING OFFICER

109. 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	26/05/16	Provisional Revenue

			and Capital Outturn 2015-16
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	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
General Fund Revenue Budget Monitoring Provisional Outturn 2015/16	Original Cash Budget	Impact of Council Restructure	Agreed Changes (Directorates)	Agreed Changes (Other)	Amended Cash Budget	Contribution to Corp. Savings (Staffing)	Contribution to Corp. Savings (Other)	Current Cash Budget	Forecast Outturn	Variance	Variance
	£	£	£	£	£	£	£	£	£	£	%
Chief Executive	4,628,940	(420,180)	(35,680)	(474,920)	3,698,160			3,698,160	3,640,720	(57,440)	-1.6%
Customer & Advice Services	2,221,980		39,050	477,750	2,738,780	(100,000)		2,638,780	2,324,738	(314,042)	-11.9%
Public Protection, Streetscene & Community	6,939,880	484,780	(3,370)	(80,140)	7,341,150	(50,000)		7,291,150	7,531,425	240,275	3.3%
Directorates Flood Related Expenditure 2015/16	-				-			-	99,059	99,059	-
Directorate Total	13,790,800	64,600	-	(77,310)	13,778,090	(150,000)	-	13,628,090	13,595,942	(32,148)	-0.2%
Budgets Excluded from Directorate Monitoring:											
Pensions Account	235,560				235,560			235,560	225,908	(9,652)	-4.1%
Pensions Deficit Recovery (Fixed Rate)	831,900				831,900			831,900	831,900	-	-
Benefit Payments	(33,470)			(51,000)	(84,470)			(84,470)	(107,507)	(23,037)	27.3%
Market Walk	(1,042,000)	(64,600)		(722,840)	(1,829,440)			(1,829,440)	(1,832,960)	(3,520)	0.2%
Corporate Savings Targets											
Management of Establishment	-			(150,000)	(150,000)	150,000		-	-	-	-
Total Service Expenditure	13,782,790	-	-	(1,001,150)	12,781,640	-	-	12,781,640	12,713,283	(68,357)	-0.5%
Non Service Expenditure											
Contingency - Management of Establishment	(150,000)			150,000	-			-	-	-	
Revenue Contribution to Capital	557,820			316,800	874,620			874,620	874,462	(158)	
Net Financing Transactions (general capital expenditure)	464,410			(128,390)	336,020			336,020	237,002	(99,018)	
Net Financing Transactions (Market Walk)	-			684,160	684,160			684,160	607,800	(76,360)	
Parish Precepts	532,960				532,960			532,960	532,962	2	
Total Non Service Expenditure/Income	1,405,190	-	-	1,022,570	2,427,760	-	-	2,427,760	2,252,226	(175,534)	
Total Expenditure	15,187,980	-	-	21,420	15,209,400	-	-	15,209,400	14,965,509	(243,891)	-1.6%
Financed By											
Council Tax	(6,654,350)				(6,654,350)			(6,654,350)	(6,654,355)	(5)	
Grant for freezing Council Tax 2014/15	(65,000)				(65,000)			(65,000)	(68,069)	(3,069)	
Revenue Support Grant	(2,132,380)				(2,132,380)			(2,132,380)	(2,132,385)	(5)	
Retained Business Rates	(2,759,370)				(2,759,370)			(2,759,370)	(3,175,906)	(416,536)	
Government S31 Grants (Small Business Rate Relief)	(769,780)				(769,780)			(769,780)	(763,483)	6,297	
Government S31 Grants - Flood Related Issues	-			(131,480)	(131,480)			(131,480)	(205,716)	(74,236)	
Government S31 Grants - Council Tax Discount Family Annexes Grant	-				-			-	(4,210)	(4,210)	
Business Rates Retention Reserve	(91,830)				(91,830)			(91,830)	323,118	414,948	
New Homes Bonus	(3,379,070)				(3,379,070)			(3,379,070)	(3,387,725)	(8,655)	
New Burdens Grant	-			(88,040)	(88,040)			(88,040)	(117,124)	(29,084)	
Collection Fund (Surplus)/Deficit	222,960				222,960			222,960	222,958	(2)	
Use of Earmarked Reserves - capital financing	-			(80,140)	(80,140)			(80,140)	(80,144)	(4)	
Use of Earmarked Reserves - revenue expenditure	90,840			335,420	426,260			426,260	426,240	(20)	
Community Infrastructure Levy (CIL)	-			(57,180)	(57,180)			(57,180)	(57,180)	-	
Other Misc. Balances	-				-			-	(410)	(410)	
Budgeted Contribution to General Balances	350,000				350,000			350,000	350,000	-	
Total Financing	(15,187,980)	-	-	(21,420)	(15,209,400)	-	-	(15,209,400)	(15,324,391)	(114,991)	0.8%
Net Expenditure	-	-	-	-	-	-	-	-	(358,882)	(358,882)	
General Balances Summary Position									Less Slippage to 2016/17	171,290	
				Target	Forecast				Forecast Underspend	(187,592)	
				£	£						
General Fund Balance at 1 April 2015				2,000,000	2,287,660	Less use of in-year underspend					
Budgeted Contribution to General Balances					350,000	Change Management Reserve (from Market Walk)			80,000		
Balance of Local Referendum budget transferred to General Balances					59,570	Change Management Reserve (from other savings)			70,000		
Provisional (Over)/Under Spend					(12,408)	Buildings Maintenance Fund			50,000		

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Slippage Requests to 2016/17

Directorate/Service	Details of Request	Amount £
Chief Executive		
Human Resources	Extension to HR & OD Advisor post 01/04/16 to 30/09/16 for implementation of HR systems	16,000
Human Resources	Training & Development in 2016/17	12,000
Policy & Performance	Extension to Policy Officer post 01/04/16 to 30/06/16 to cover restructure period.	8,790
Communications	Funding for additional staffing capacity in communications and events team in 2016/17	13,500
Governance	Councillor Community Grants. 2015/16 grant allocations to be awarded in 2016/17	1,000
Shared Financial Services	Business Improvement Plan project for member and staff training towards self-serve functionality.	5,000
Customer & Advice Services		
Customer & ICT Services	Software-Maintenance - New Time Management System. 80% balance due to pay in 2016/17	16,000
Customer & ICT Services	Estimated cost for replacement of the projector and screen in the Lancastrian.	10,000
Customer & ICT Services	TV's for 3 Director offices	3,000
Customer & ICT Services	Commitment already made for extra Call Centre hours as agreed with Cllr Dunn.	20,000
Customer & ICT Services	Further IDOX training required during major system upgrade.	5,000
Customer & ICT Services	Expenditure is already committed for eforms engine.	10,000
Customer & ICT Services	HR online training module for ISF.	6,000
Customer & ICT Services	Cost of HP server for hosting IDOX if Oracle decline proposed VM set-up.	10,000
Customer & ICT Services	Expenditure is already committed for Esri software.	5,000
Customer & ICT Services	Contribution to ICT Infrastructure reserve for major review in 2016.	30,000
Total		171,290

Transfer to Specific Reserves for use in 2016/17

Directorate/Service	Details of Request	Amount £
Chief Executive		
Policy & Performance	Public Service Reform funding to reserve for use in 2016/17	17,820
Policy & Performance	Transformation Challenge Award funding to reserve for use in 2016/17	227,070
Policy & Performance	Balance of Local Referendum budget transferred to General Balances	59,570
Governance & Property Services	Balance of reverse assignment income for Royal Oak Public House for redevelopment use in 2016/17.	692,240
Shared Financial Services	Balance of NWIEP funding to reserve for Shared Financial Systems project 2016/17	19,710
Customer & Advice Services		
Customer & ICT Services	Transfer Council Tax Summons/Liability income to reserve as agreed in September budget monitoring report.	40,000
Housing	LCC Affordable Warmth Grant received in 2015/16. This grant is allowed to be used in subsequent years.	17,430
Housing	New Burdens Grant - Right to Move. For use in 2016/17.	3,040
Public Protection, Streetscene & Community		
Streetscene	British Army Civil engagement grant re Sacrifice Scheme.	17,560
Streetscene	British Army Civil engagement grant re Chorley Veterans Allotments Garden.	6,830
Streetscene	British Army Civil engagement grant re Fron Somme To Some Other Land.	17,000
Streetscene	Section 106 reserve for Buckshaw Youth and Community Projects	1,370
Planning	CIL Admin not applied in year: transferred to earmarked reserve	33,020
Health, Environment and Neighbourhoods	Neighbourhoods Pump Priming Budget (Buttermere scheme)	66,710
Health, Environment and Neighbourhoods	Schools Income funding to reserve for use in 2016/17.	9,500
Health, Environment and Neighbourhoods	Doorstep Sports Club funding to reserve for use in 2016/17.	2,200
Health, Environment and Neighbourhoods	Warm Home Healthy People funding to reserve for use in 2016/17.	14,820
Health, Environment and Neighbourhoods	Empty Homes Officer funding to reserve for post extension with 16/17 investment.	12,510
People & Places Management	Chorley Youth Zone budget to reserve for use in 2017/18.	25,000
Total		1,283,400

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Investment Projects 2015/16

Investment Area (Revenue)	Investment Budgets c/fwd from 2014/15 to 2015/16	2015/16 New Investment	2015/16 Budget Virements	2015/16 Total Investment Budget	2015/16 Expenditure	2015/16 Investment Budgets c/fwd to 2016/17	Committed to Date	Budget Remaining
Deliver Neighbourhood Priorities/Environmental Clean-ups	53,350	50,000		103,350	79,320	24,030	10,520	13,510
16/17 year old drop in scheme	2,000	19,000	(2,000)	19,000	19,000	-	-	-
Connecting Communities through food	10,260	-		10,260	1,820	8,440		8,440
Support to the VCFS Network	-	15,000		15,000	15,000	-	-	-
Extension & improvement of street furniture	3,950	-		3,950	3,950	-	-	-
Play and Open Space Strategy	10,930	-		10,930	10,930	-	-	-
Mediation service for Anti-Social Behaviour disputes	7,000	7,000		14,000	6,600	7,400	-	7,400
Chorley Council energy advice switching service	15,000	-		15,000	-	15,000	-	15,000
Inward investment delivery	244,500	50,000	9,960	304,460	113,940	190,520	86,900	103,620
Town Centre Masterplan	35,000	-	(5,000)	30,000	30,000	-	-	-
Support the expansion of local businesses (BIG grant)	79,100	40,000	30,000	149,100	35,100	114,000	101,800	12,200
Business Start-up (Grant and Loan)	49,680	-	(24,670)	25,010	22,610	2,400	-	2,400
Town Centre & Steeley Lane Pilot Action Plans	83,650	100,000		183,650	53,380	130,270	63,223	67,047
British Cycling tour of Lancashire	-	45,000		45,000	45,000	-	-	-
Unify Credit Union	9,000	50,000	(9,000)	50,000	50,000	-	-	-
Community development and volunteering	25,530	70,000		95,530	74,090	21,440	-	21,440
Employee Health scheme	-	20,000		20,000	20,000	-	-	-
Support the food bank	-	15,000		15,000	15,000	-	-	-
Free Swimming	-	8,000		8,000	8,000	-	-	-
Private Property Improvement Scheme	38,230	-		38,230	33,050	5,180	-	5,180
Joint employment initiative with Runshaw College	6,870	10,000		16,870	11,870	5,000	-	5,000
Digital access and inclusion	-	25,000		25,000	19,480	5,520	86	5,434
Investigate opportunities to expand Chorley Markets	-	30,000	(4,960)	25,040	20,870	4,170	-	4,170
Supporting communities to access grant funding	-	20,000		20,000	11,700	8,300	8,300	-
Increase visitor numbers to Chorley	-	35,000		35,000	-	35,000	-	35,000
Chorley Public Service Reform Board work plan	-	15,000		15,000	15,000	-	-	-
Campaigns and events	-	65,000	(3,640)	61,360	61,360	-	-	-
Disabled and dementia online venue access guides	-	20,000		20,000	5,140	14,860	-	14,860
Accommodation finding service	-	6,000		6,000	-	6,000	-	6,000
Development and delivery of community action plans	-	200,000		200,000	-	200,000	-	200,000
Chorley Flower Show	-	50,000	13,040	63,040	63,040	-	-	-
North West in Bloom	-	45,000		45,000	45,000	-	-	-
Town and Country Festival	-	10,000	(10,000)	-	-	-	-	-
Additional events in Astley Hall and Park	-	14,000	3,640	17,640	17,640	-	-	-
TOTALS	674,050	1,034,000	(2,630)	1,705,420	907,890	797,530	270,829	526,701

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Analysis of Reserves and Provisions 2015/16

Reserve or Provision	Purpose	Opening Balance 01/04/15 £	Other Transfers 2015/16 £	Use in 2015/16 £	Closing Balance 31/03/16 £	Notes
Reserves						
General Fund Balance						
		2,287,660	397,160	0	2,684,820	(1)
Change Management Reserve	From Market Walk net income 2013/14	382,770	460,310	(691,680)	151,400	
VAT Shelter Income	Capital/revenue financing	91,510		(75,140)	16,370	
Non-Recurring Expenditure	Revenue resources for capital financing	1,929,500	472,030	(257,740)	2,143,790	(2)
Market Walk	Income Equalisation Reserve	150,370	50,000		200,370	
Market Walk	Asset Management	50,000	50,000	(14,140)	85,860	
Market Walk	Extension feasibility and planning	101,780		(101,780)	0	
Market Walk	Market Walk Project Work- Service Charge	0	115,830	0	115,830	
S31 Grant	Empty property/small business rate relief	146,670		(113,700)	32,970	
Business Rates Retention	Business Rates Retention - Equalisation Reserve	383,600	765,210	(442,090)	706,720	(3)
Non-Directorate Reserves		3,236,200	1,913,380	(1,696,270)	3,453,310	
Chief Executive						
	Slippage from 2014/15	23,670	(23,670)	0	0	
Chief Executive's Office						
	Slippage from 2014/15	41,660		(41,660)	0	
	PRG - uncommitted	29,350	(29,350)		0	
	Public Service Reform funding	36,430		(18,610)	17,820	
	Transformation Challenge funding	0		227,070	227,070	
	2013/14 New Investment Projects	9,000	(9,000)	0	0	
	2014/15 New Investment Projects	10,260		(10,260)	0	
	2015/16 New Investment Projects	0	60,460		60,460	
	Slippage from 2015/16	0	22,290		22,290	(4)
Policy & Performance						
	Retail Grants Programme	88,250	105,970	(88,250)	105,970	
	Town Centre Reserve (Revenue)	22,680		(22,680)	0	
	New Investment Projects	498,800		(52,440)	446,360	
	Slippage from 2014/15	2,070		(2,070)	0	
	2015/16 Investments	0	10,000		10,000	
	External Funding Officer budget for 2016/17	0	9,200		9,200	
Economic Development						
	Legal Case Mgt System	1,520		0	1,520	
	Capital financing	69,380		(69,380)	0	
	2013/14 New Investment Projects	38,230		(33,050)	5,180	
	New Burdens Funding	32,500	(32,500)		0	
	Slippage from 2014/15	11,900		(11,900)	0	
	Redevelopment Fund - Oak House Site	0	692,240		692,240	(5)
	Slippage from 2015/16	0	1,000		1,000	(4)
	Buildings Maintenance Fund	224,520	50,000	(213,350)	61,170	
	Elections	58,000		(29,000)	29,000	
Governance						
	Slippage from 2014/15	15,000		(15,000)	0	
	NWIEP grant for Shared Financial Systems project	0	19,710		19,710	
	Slippage from 2015/16	0	5,000		5,000	(4)
Shared Financial Services						
	Slippage from 2014/15	13,100		(13,100)	0	
	HR Reserve for maternity cover	20,000	(20,000)		0	
	Impact of 2014/15 Pay Policy	10,000	10,000	0	20,000	
	Additional external NEETs (Econ Dev)	39,000		(39,000)	0	
	Slippage from 2015/16	0	28,000		28,000	(4)
Human Resources & OD						
		82,100	18,000	(52,100)	48,000	
Chief Executive						
		1,295,320	899,350	(432,680)	1,761,990	
Customer & Advice Services						
	Slippage from 2014/15	10,000		(10,000)	0	
	Government Grants (Housing)	214,370	(70,350)	(106,350)	37,670	
	Handyperson Scheme	43,870		(2,480)	41,390	
	Employability Officer Funding	30,000		(30,000)	0	
	2014/15 New Investment Projects	17,000	(2,000)		15,000	
	2015/16 Investments	0	29,520		29,520	
	New Burdens Grant - Right to Move	0	3,040		3,040	
	Disabled Facility Contribution	0	12,810		12,810	
Housing						
		315,240	(26,980)	(148,830)	139,430	
	ICT Projects	146,880	(7,500)	(32,070)	107,310	
	Slippage from 2013/14	26,540		(26,540)	0	
	Slippage from 2014/15	288,000	(156,000)	(91,280)	40,720	
	Single Front Office	40,000		(40,000)	0	
	2015/16 Investments	0	25,000		25,000	
	ICT Contract Renewal Reserve	0	80,000		80,000	
	ICT Infrastructure Reserve	0	300,170		300,170	(6)
	Single Front Office Apprentices 2016/17 to 2017/18	0	104,220		104,220	
	Council Tax Summons/Liability Order Bad Debts	116,000	40,000		156,000	

Analysis of Reserves and Provisions 2015/16

Reserve or Provision	Purpose	Opening Balance 01/04/15 £	Other Transfers 2015/16 £	Use in 2015/16 £	Closing Balance 31/03/16 £	Notes
Reserves						
	Land Charges litigation - legal costs	0	41,000		41,000	
	Capital financing	8,450			8,450	
	Slippage from 2015/16	0	85,000		85,000	(4)
	ICT Services	625,870	426,890	(189,890)	947,870	
	Customer & Advice Services	941,110	399,910	(338,720)	1,087,300	
Public Protection, Streetscene & Community						
	Buckshaw Youth Development Grants	1,370		0	1,370	
	Neighbourhood Working (pump priming)	71,270		(4,560)	66,710	
	2014/15 New Investment Projects	85,880		(85,880)	0	
	Disability Shortbreaks Funding	10,580	(10,580)		0	
	Slippage from 2014/15	18,500		(18,500)	0	
	S106 Contribution re: Carr Brook Trim Trail	15,000		(15,000)	0	
	2015/16 Investment Budgets	0	261,310		261,310	
	External Funding	0	26,520		26,520	
	Empty Homes Officer	0	12,510		12,510	
	Chorley Youth Zone	0	25,000		25,000	
	Health, Environment & Neighbourhoods	202,600	314,760	(123,940)	393,420	
	2014/15 New Investment Projects	14,880		(14,880)	0	
	North West in Bloom	40,000		(40,000)	0	
	Redrow Funding for Gas Cowls at Gillibrands	16,830	(16,830)		0	
	British Army Civil Engagement Grant	0	41,390		41,390	
	Astley Hall Works of Art	5,880	(5,880)		0	
	Maintenance of Grounds	72,200	10,000	(25,000)	57,200	
	Streetscene & Leisure Contracts	149,790	28,680	(79,880)	98,590	
	Planning Appeal Costs	39,130		(8,040)	31,090	
	Community Infrastructure Levy	0	33,020		33,020	
	Planning	39,130	33,020	(8,040)	64,110	
	Public Protection, Streetscene & Community	391,520	376,460	(211,860)	556,120	
	Directorate Reserves	2,627,950	1,675,720	(983,260)	3,405,410	
	Earmarked Reserves	5,864,150	3,589,100	(2,679,530)	6,858,720	
	Total Reserves - General and Earmarked	8,151,810	3,986,260	(2,679,530)	9,543,540	
Provisions						
Insurance Provision	Potential MMI clawback	19,540			19,540	
Other Provisions	Asda re: land at Bolton Street	10,000		0	10,000	
	Total Provisions	29,540	0	0	29,540	

Notes

- (1) Closing General Fund Balance as at 31 March 2016.
- (2) Closing balance includes £360k NHB carried forward for Astley 2020, £1m for public realm works and £335k to fund CCTV Upgrade
- (3) Equalisation reserve is used to smooth the impact of fluctuations in the level of business rates retained year-on-year
- (4) Slippage from 2015/16 total £171,290. Please see Appendix 2 for itemised list.
- (5) Premium received relating to Royal Oak Public House from the former tenant, reserve to be utilised to purchase further sites
- (6) Includes review and upgrade of council wide network, replacement of desktop thin client devices and touch screen technology.

Capital Programme 15/16 - 18/19

Appendix 5

	Qtr. 3 Forecast 15/16	Outturn 15/16
Asset Improvements	161,000	163,114
Market Walk Extension	784,646	613,225
Regeneration Projects - Market Street Redevelopment Phase 1	66,562	55,870
Regeneration Projects - Public Realm Works Phase 2	0	
Clayton Brook Village Hall Extension	230,308	225,361
Buckshaw Community Centre	150,000	150,000
Thin Client Implementation	8,450	0
Electoral Management System	4,160	0
Chorley East Health Centre	100,000	0
Chorley Youth Zone	150,000	150,000
Climate Change Pot	6,680	3,000
Total Asset Management, Regeneration & Governance	1,661,806	1,360,570

Disabled Facilities Grant	417,333	420,197
Cotswold House Improvements	24,910	12,664
Land Assembly Extra Care	250,000	0
Cotswold House Improvements Final Phase - CBC Funded	200,000	0
Total Housing	892,243	432,861

Big Wood Reservoir	0	0
Leisure Centres Improvements	108,950	110,004
Recycling receptacles	116,900	133,703
Buckshaw Village Rail Station	30,000	0
Eaves Green Play Development	105,149	48,971
Play, Recreation and Open Space Projects	80,400	42,620
Rangletts Recreation Ground	384,779	391,788
Puffin Crossing Collingwood Rd	47,820	0
Astley Hall & Park Development	356,931	280,772
Astley Farmhouse - Final Retention	3,610	3,837
Croston Flood Prevention Scheme	1,100,000	1,000,000
Carr Brook Trim Trail	83,174	72,036
Yarrow Valley Car Park	10,000	4,835
Recreation Strategy	170,000	65,000
Delivery of CCTV 15/16 - 17/18	263,466	0
People & Places Vehicles & Plant	0	71,826
Total People & Places	2,861,179	2,225,393

New Investment

Extra Care Facility		
Astley 2020		
Westway		
Cotswold House Improvements Final Phase - HCA Funded		
Total Capital Expenditure	5,415,228	4,018,823

(1)	(2)	(3)	(1) + (2) + (3)		
Approved 16/17 budget	Qtr. 4 Carry Forward Request	Qtr. 4 Additions Requested	16/17 Budget	17/18 Budget	18/19 Budget
105,000			105,000	200,000	200,000
12,078,324	171,421		12,249,745		
0			0		
1,000,000			1,000,000		
0			0		
476,000			476,000		
0	8,450		8,450		
0	4,160		4,160		
0			0	3,517,800	3,517,800
325,000	118,000		443,000	325,000	
0	3,680		3,680		
13,984,324	305,711	0	14,290,035	4,042,800	3,717,800

414,087			414,087	369,561	369,561
0			0		
	250,000	112,000	362,000		
200,000			200,000		
614,087	250,000	112,000	976,087	369,561	369,561

86,100			86,100		
200,000			200,000	85,000	85,000
115,000			115,000	115,000	115,000
696,000	30,000		726,000		
0	56,178		56,178		
860,538	37,780		898,318	440,000	
70,000			70,000		
	47,820		47,820		
315,283	45,975		361,258		
0			0		
0			0		
0	11,138		11,138		
215,000	5,165		220,165		
0	105,000		105,000		
71,534	263,466		335,000		
0		116,000	116,000		
2,629,455	602,522	116,000	3,347,977	640,000	200,000

2,519,529			2,519,529	6,590,821	
350,000			350,000		
785,000			785,000		
658,000			658,000		
21,540,395	1,158,233	228,000	22,926,628	11,643,182	4,287,361

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Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member for Resources)	Executive Cabinet	30 th June 2016

EQUALITY SCHEME REFRESH 2016

PURPOSE OF REPORT

- To present a revised and updated version of the Equality Scheme for the Executive's consideration and approval (the updated scheme can be found at Appendix 1).

RECOMMENDATION(S)

- That the updated Equality Scheme be noted and approved.

EXECUTIVE SUMMARY OF REPORT

- This report presents a refreshed Equality Scheme for the Council.
- The scheme represents our most recent approach towards equality and diversity based on a comprehensive review of legislation, data and best practise. It outlines our approach, the processes we undertake and the strategies and policies we have in place to ensure that we continue to undertake our duties as defined by the Equality Act 2010.
- The scheme contains an action plan (Appendix A) which outlines the key activities we will undertake over 2016/17 to enhance and improve our performance by incorporating the principles of equality into the work we undertake as a Council.

Confidential report Please bold as appropriate	Yes	No
--	-----	-----------

Key Decision? Please bold as appropriate	Yes	No
--	-----	-----------

Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 6. Our Equality Scheme sets out our vision for equality. If approved, the scheme will outline the steps we will be taking over the coming years to proactively promote equality and diversity through our roles as a service provider, community leader and employer. It also enables us to set out our plans as to how we will meet the Equality Act 2010 in terms of both the general duties and the specific public sector duty.
- 7. A strong commitment to equality and diversity will not only help us to meet our legal requirements but will also provide benefits to our local communities. As an organisation that is committed to understanding and shaping its services around customer needs, we need to be able to recognise and adapt to the diverse nature of our local communities.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8. To continue with the existing Equality Scheme.
- 9. Continuing with our current Equality Scheme is not considered an option as, whilst comprehensive, the current scheme is outdated and does not reflect our most up to date approach towards equality and diversity considerations as an organisation.

CORPORATE PRIORITIES

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

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

BACKGROUND AND LEGISLATION

- 11. As a public body, Chorley Council is subject to the requirements of the Equality Act 2010 which includes both general equality and specific public sector duties.
- 12. The general equality duty states that we must, in the exercise of all of our functions, have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 13. In addition, Public Authorities listed in Schedule 1 and 2 of the Equality Act 2010 (specific duties) Regulations 2011 must:
 - Publish information to show compliance with the Equality Duty, at least annually; and,
 - Set and publish equality objectives at least every four years
- 14. Chorley Council published an updated Equality Scheme in 2011, to reflect the changes that were introduced by the Equality Act 2010. Since then, the scheme has been amended slightly, to reflect the updated census data available in February 2013.

15. The scheme recognises ten equality strands:
- Age
 - Disability
 - Gender Reassignment
 - Pregnancy and Maternity
 - Race
 - Religion and Belief
 - Rurality
 - Sex
 - Sexual Orientation
 - Marriage and Civil Partnerships
16. Each strand identifies a group of customers who share a similar characteristic, which is protected by law. The exception to this is the rurality strand which is not protected by law but is contained within our scheme to ensure the needs of customers who live in rural areas are considered. Rurality was adopted as an equality strand by the Council following an overview and scrutiny inquiry in 2007 which made the recommendation (30.9% of the Chorley population live in rural areas).

LOCAL PICTURE

17. In order to ensure that our most recent equality scheme reflects the needs of our local communities, it is important to understand what our Chorley population looks like, how it is changing and what we are currently doing as a Council to promote equality and diversity across the borough. In summary:
- Chorley has a larger proportion of 45-64 year olds and those aged 65+ than both the regional and national average (ONS 2013). By 2020 it is estimated that almost 25% of Chorley's population will be aged 60 years and over.
 - The number of households in Chorley increased by 9.4% from 41,027 in 2001 to 44,900 in 2011, this is the largest rate of increase in Lancashire and higher than in England and Wales.
 - According to the 2011 census, 96.9% of the Chorley population reported themselves to be white, 1.6% of population reported themselves to be Asian/Asian British, 0.9% of the population reported themselves to be mixed/multiple ethnic groups, 0.4% of the population reported themselves to be Black/African/ Caribbean/ Black British and 0.2% any other ethnic group.
 - The percentage of people stating no religion has increased from 9.08% to 17.9% between 2001 and 2011 census (ONS 2001 and 2011 Census). The Muslim population has almost doubled in Chorley between 2001 and 2011, from 647 people to 1130 people (ONS 2001 and 2011 Census).
18. The following provides an example of activities which have been undertaken by the Council to promote equality and diversity within the borough:
- **Disabled Go venue access guides** – This project has developed online disabled and dementia venue access guides to enable residents and visitors to make an informed choice when they visit venues in Chorley. Chorley Council was the first to include dementia friendly as a category within the guide.
 - **Rural Community Action Plans** – 30.9% of our residents live in rural areas, the rural community action plan has been developed to deliver positive outcomes for those who live within rural wards in Chorley.
 - **Reach Up and Go sporting activities** – our unique programme funded by and working in partnership with LCC to provide activities for children and young people with disabilities. This project delivers specific programmes in arts and sport and also helps with assistance for young people to access regular activity.

- **Equality Forum** – The Equality Forum meets three times per year. The meetings are a mechanism for engaging with the equality strands through the community groups that represent them; in a way that builds community cohesion and resilience within our communities.
- **Integrated Impact Assessments (IIA's)** – All new policies, functions or services are required to undergo an impact assessment as part of their development process. The assessment involves assessing the policy, function or service against our equality strands, health, sustainability and reputational impact and an action plan is required to be compiled from any actions identified through the assessment.
- **Staff training** – Equality and diversity training (Knowing Your Customers and Communities) is built into the Council's induction process for all new staff. Senior staff have received training on Understanding Unconscious Bias which aims to ensure the Council is at the leading edge of inclusion.

THE EQUALITY SCHEME

19. To ensure that the council continues to meet legislative requirements as well as demonstrating our commitment to equality, a refresh of the Equality Scheme was completed by:
 - Completing a self-assessment exercise against the Local Government Association Equalities Framework for Local Government. Overall, the Council was found to be 'Achieving' across most areas of the framework. Some of our strengths identified included; communication, staff engagement and being a proactive community leader. Some areas for development were also identified such as; equality objectives monitoring, developing a shared vision of equality and shared engagement processes with partners and developing an updated process regarding Integrated Impact assessments
 - A review of the data available (including census information, customer satisfaction information and local crime statistics).
 - Consultation with service areas and review of our existing equality processes.
 - Development of an action plan for 2016/17(Appendix A)
 - The introduction of new Equality Objectives for 2016/2020, which were developed through analysis of available data and consultation with the Equality Forum, Local Partners and the wider public through the Council website (Appendix B).
20. The refreshed scheme sets out the steps we will be taking over the coming years to proactively promote equality through our role as a service provider, community leader and employer. It describes how we ensure that equality is embedded into our processes and indicates the information and tools that are used to do this.

CHANGES AND UPDATES

21. Whilst the scheme itself and the provisions within it remain largely unchanged, some updates have been made in light of the refresh, these updates include:

SECTION	UPDATE
PROFILE INFORMATION	The information about our Chorley community has been updated where possible to reflect more recent data. The data is now displayed through using infographics to make it more visual and accessible.
EQUALITY STRANDS	Marriage and Civil Partnerships has been added as an equality strand, aligning our policy with all equality strands as outlined by the Public Sector Equality Duty. This characteristic is covered by the duty, however only in respect of eliminating unlawful discrimination. For all other strands due regard must also be given to: advancing equality of opportunity between people who share a relevant protected characteristic and people who do not share it and; fostering good relations between people who share a relevant protected characteristic and those who do not share it.
PROCESSES	Our processes for embedding equality and diversity have been updated; the Equalities Framework for Local Government has been included within the scheme. This is something which we have introduced through this refresh as a tool to self-assess our performance against this framework.
EQUALITY OBJECTIVES	<p>As part of our commitment to meeting the standards of the Equality Act 2010, the Council is required to publish a set of equality objectives. The objectives help to make sure that the Council and its partners have clear goals for improvement and a way of measuring whether we achieve these goals.</p> <p>We have developed a list of potential objectives for 2016-2020 by reviewing information about our customers and communities using recent data, consultation with managers, local partners and the Equality Forum.</p> <p>The list of objectives can be found within the Equality Scheme document and are outlined at Appendix B of this report.</p>
ACTION PLAN	<p>An action plan has been developed which outlines tasks to be completed in 2016/17.</p> <p>The actions contained within the plan aim to ensure we continually improve our processes and procedures and comply with our duties under the Act. Undertaking and completing the tasks will also ensure that we are working towards improving our performance against the Equalities Framework for Local Government, where this is deemed proportionate and appropriate for Chorley residents.</p>

IMPLICATIONS OF REPORT

22. 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 Governance	√

COMMENTS OF DIRECTOR (POLICY AND GOVERNANCE)

23. The Equality Scheme is a key document for the council in demonstrating our compliance with the public sector equality duty. In addition, the scheme will support the council in meeting the needs of our residents and customers, so ensuring that it is reviewed and relevant is important.

COMMENTS OF THE MONITORING OFFICER

24. The Equality Scheme provides documentary evidence of how the Council intend to comply with our Equality Duties. This fulfils the council's legal obligations in this regard.

CHRIS SINNOTT
DIRECTOR (POLICY AND GOVERNANCE)

Report Author	Ext	Date	Doc ID
Kate Cronin	5348	15 th June 2016	Equality Scheme Refresh Exec Cabinet report June 2016

Appendix A – Action Plan 2016/17

EFLG Theme	Action	By When?	By Who?
All	Ensure that we work towards applying the principles of excellence under the EFLG framework , reaching achieving in the majority of areas	March 2017	Organisation wide Policy and Governance overview
Knowing your communities	Undertake a review of our approach to data collection as a council, understand where our gaps are and address these gaps	August 2016	Policy and Governance
	Ensure equality monitoring is applied consistently across the organisation	September 2016	Policy and Governance Directorate Management Teams
	Work with our partners to ensure plans and protocols are in place to collect, share and use equality information	March 2017	Equality Forum Local Networks Chorley Council
Leadership, partnership and organisational commitment	Publish Equality Objectives 2016/2020	April 2016	Policy and Governance
	Ensure that our equality objectives are cascaded to all services and outcomes are measured	May 2016	Directorate Management Teams Policy and Governance
Involving your communities	Map our consultation and engagement activity to establish any engagement gaps	March 2017	Directorate Management Teams Policy and Governance
Responsive Services and Customer Care	Develop and implement an updated process for Integrated Impact assessments	March 2017	Policy and Governance
A skilled and Committed workforce	Roll out of equality and diversity refresher training for all staff and members, building in any new considerations	November 2016	Policy and Governance

Appendix B – Equality Objectives 2016-20

Objective		Targets and measures	By when?
1	To ensure that the Council takes into account equality considerations and population trends when planning the delivery of its services	80% of impact assessments will be completed/reviewed.	April 2017
2	To improve outcomes for those who live in rural areas, reducing the effect of rural isolation across our borough	A 50% increase in the number of people attending digital access sessions. The number of people attending the sessions will be measured annually. Develop and deliver a community transport scheme.	April 2020 April 2017
3	To increase the satisfaction levels of our customers and make sure that everyone feels that they are able to engage and has the opportunity to do so if they wish	Less than 20% of customers dissatisfied, this will be measured through our monthly customer satisfaction survey. 85% of residents satisfied with the local area, this will be measured through our residents satisfaction survey.	April 2020 April 2018

Objective		Targets and measures	By when?
4	To improve relationships within our local communities, making sure that positive relationships are encouraged and established	<p>60% of residents willing to work together to improve the local area as measured through our resident's satisfaction survey.</p> <p>A 35% increase in the number of volunteering hours earned, measured through our Time Credits scheme.</p>	<p>April 2018</p> <p>April 2020</p>
5	To make sure that the age of our workforce reflects the local population as much as possible, and to continue to ensure that all of our employees feel they are treated fairly and with respect	<p>Increase the percentage of those aged 16-24 in the workforce by 25%; this will be measured through our employment data.</p> <p>Increase the percentage of staff feeling they are treated with respect and consideration by 5%, measured through our staff survey.</p>	<p>April 2018</p> <p>April 2018</p>
6	Chorley council will aim to promote the highest standards with regards to equality and diversity	<p>Reaching excellence in specific areas of the EFLG framework self-assessment, more information on the framework can be found below: http://www.local.gov.uk/equality-frameworks/-/journal_content/56/10180/3476575/ARTICLE</p>	<p>April 2020</p>

Objectives		Targets and measures	By when?
7	We will make sure that the needs of protected groups are taken into account when considering changes we plan to make to the local town centre	<p>Increase the percentage of consultation and engagement views and responses from communities across protected groups by 5%. This will be measured through the equalities monitoring information we collect when we consult with the public.</p> <p>Results of Integrated Impact Assessments</p>	April 2020

Equality Scheme

June 2016



Purpose of this Equality Scheme

This scheme sets out the steps we will be taking over the coming years to proactively promote equality through our roles as a service provider, community leader and employer.

It also outlines how we meet the Equality Act 2010 in terms of both the general duties and the specific public sector duty.

A strong commitment to equality and diversity does not only have a strong moral argument, and legal obligations, but it also makes good business sense. As an organisation that is committed to understanding and shaping services around customers' needs, we need to be able to recognise and adapt to the diverse nature of our customers.

This Equality Scheme will set out;

- Our ten equality Strands, and an understanding of the community of Chorley
- Our processes for embedding equality and diversity
- Our commitments to meeting the general duty and the specific public sector duty
- An Action Plan for 2016/17

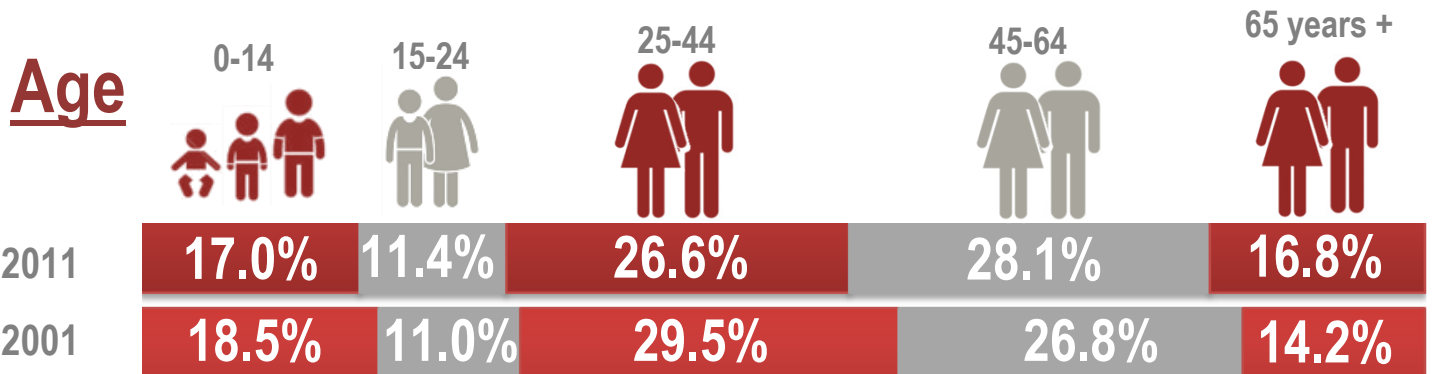
Our Equality Strands

We have identified ten equality strands. Each strand refers to a group of customers who share a similar characteristic, which is protected. These groups may need additional support or consideration in service delivery or policy development. The ten strands are:

- Age
- Disability
- Gender Reassignment
- Pregnancy and Maternity
- Race
- Religion and Belief
- Rurality
- Marriage and Civil Partnerships
- Sex
- Sexual Orientation

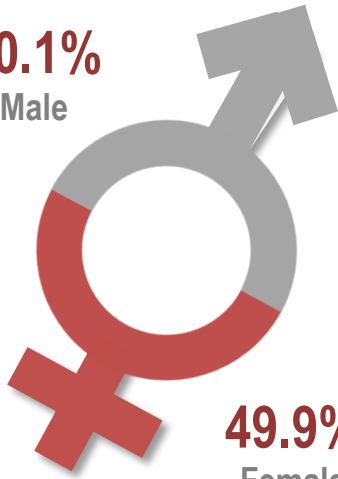
All of the strands, except rurality, are protected by law through the Equality Act as people who have protected characteristics. Chorley Council has chosen to recognise rurality as an equality strand because of the issues that people living in rural areas can face when accessing services. As well as making sure that we meet the duties set out in the Equality Act, this scheme will ensure that we make consideration of the particular needs of different customers and residents.

Understanding our Community



Gender

50.1% Male



49.9% Female

Rurality

69.1%* URBAN



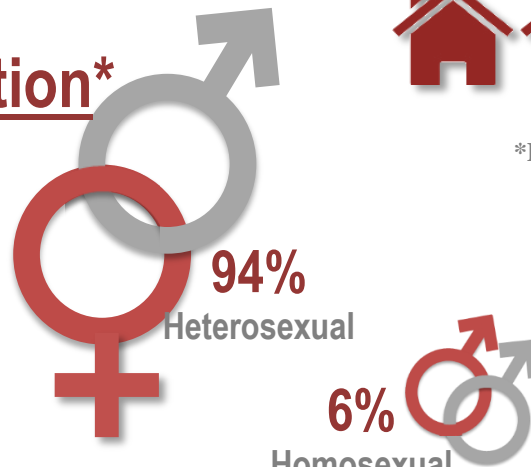
30.9%* RURAL



Sexual Orientation*

94% Heterosexual

6% Homosexual



*Percentage of the population

Disability



1 IN 6 PEOPLE have a long-term health problem or disability



1 IN 10 PEOPLE day-to-day activities are limited a lot



1 IN 20 HOUSEHOLDS

Have at least one person with a long-term health problem or disability With dependent children



4 IN 20 HOUSEHOLDS

Have at least one person with a long-term health problem or disability With no dependent children

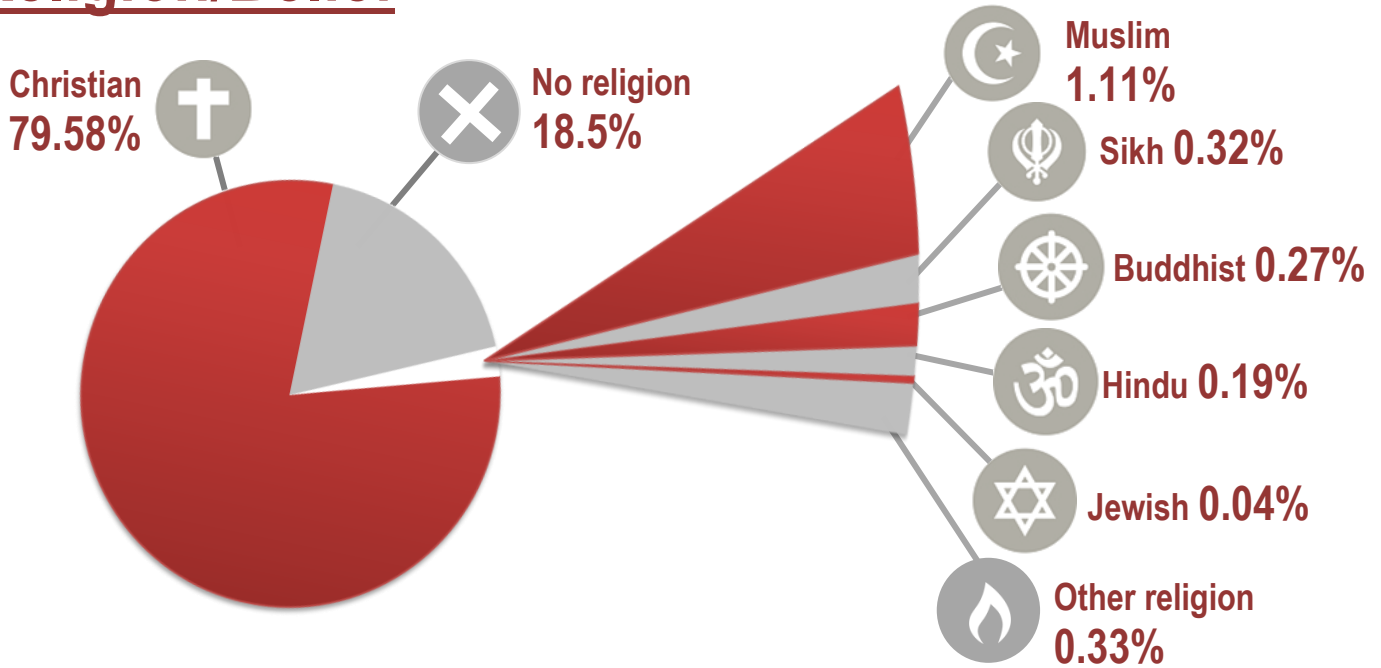
*2001 Census (ONS)

Understanding our Community

Race

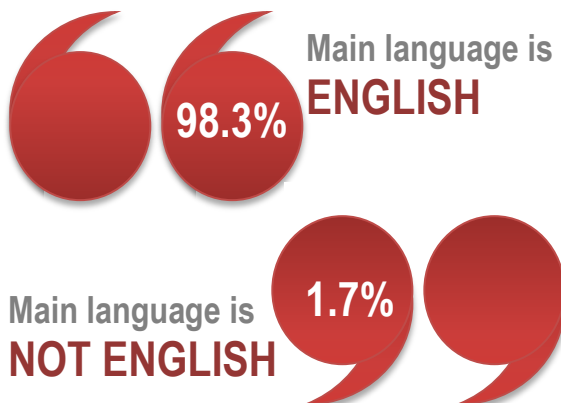


Religion/Belief



English as a Main Language

Percentage of the population aged 3 and over



Our Legal Duties

The Equality Act 2010 imposes duties on all public bodies, including the Council. There is the general equality duty and the specific public sector duty. The boxes below give some summary information about what the duties mean. This scheme supports the Council in complying with these duties.

The General Equality Duty

When exercising its functions (for example, making policies or delivering services), the Council must give due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard involves; removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these are different from the needs of other people; and, encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low. This may involve treating some people more favourably than others.

The Specific Public Sector Duty

As well as complying with the general duty, the Council must also comply with some specific duties. These are:

1. Publish information to show compliance with the Equality Duty, at least annually; and,
2. Set and publish equality objectives at least every four years

We must publish new equality objectives at least every four years and refresh the information we produce to show our compliance with the equality duty annually.

Our Equality Objectives for 2016-2020 can be found at **Appendix A**.

Ensuring equality issues are considered in our services

Chorley Council already does much to ensure that the needs of particular customers and residents are met, and that equality and diversity are considered in service delivery and policy making. This section outlines how we ensure that the needs of groups with protected characteristics are always considered.

The Equality Framework for Local Government

The Equality Framework for Local Government comprises of five performance themes:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce

In addition, it has three levels of achievement which are:

- Developing
- Achieving
- Excellent

As a council, we use the Equalities Framework for Local Government as a tool to review and improve our performance for people with characteristics which are protected by the Equality Act 2010.

Integrated Impact Assessments

Integrated Impact Assessments (IIA) assess the possible impact that a proposed policy, function or service may have on different groups within Chorley. Anyone who is designing or changing a service, or developing or changing a policy or procedure, is responsible for carrying out an impact assessment. Directors have overall responsibility for ensuring that impact assessments are undertaken and acted upon.

Policy and Communications can provide support to anyone carrying out an assessment, to make sure there is consistency across the organisation.

All new policies, functions or services will have to undergo an IIA as part of their development process. Existing assessments should be updated at least every two years.

The assessment involves assessing the policy, function or service against the following:

- Equality Strands
- Health
- Sustainability
- Reputational impact

Each assessment requires an action plan to be compiled from any actions identified through the assessment. These actions will be incorporated into organisational business planning to ensure they are undertaken and completed.

How the Council Monitors Progress

All **Committee and Council reports** include details on equality implications of proposed recommendations, so that elected Members are aware of them when taking decisions.

Policy and Communications maintains an officer oversight and is accountable for ensuring implementation of the Equality Scheme. Human Resources and Organisation Development monitor and provide information about staff make-up, recruitment and other workforce related issues.

Roles and Responsibilities - The Executive Member for Resources has responsibility for equality and diversity. The Director of Policy and Governance is the lead Chief Officer from the management team. However, all elected Members and senior officers are responsible for ensuring that equality and diversity principles are reflected in all functions of the Council.

The tasks contained within the **Action Plan** will be monitored for progress on a six monthly basis; this performance review will be led by the Performance and Partnerships Team.

Sources of Support and Information

Policy and Communications ensures that information about customer groups is available for staff to use to inform integrated impact assessments. This includes population profiles which ensure that the specific needs of our customers and communities are accounted for when planning and delivering services.

The **Equality Forum** invites representatives from groups from all strands of diversity to participate in discussions about new policies and Council activities and raise any concerns with regards to policies and service delivery. Any member of the community is welcome to attend and take part in meetings.

In terms of **Staff Training**, Equality and Diversity (Knowing Your Customers and Communities) is built into the Council's induction process, with all new staff receiving training on equality and diversity and the Council's objectives and processes. Specific training is given as required, including one-to-one training sessions on integrated impact assessments.

Processes

Equality and Diversity is built into the following organisational processes:

Annual Service Assurance statements are required to be produced yearly; these statements ask services to outline, amongst other things, how they have considered equality and diversity in their service delivery and require them to report on their completion of Integrated Impact Assessments over the year.

Procurement and Contract Management: The process of undertaking equality assessments is built into the procurement and contract management guidance to ensure that the equality and diversity implications of contracted out services is fully addressed.

In terms of **Project Management**, the requirement to undertake an integrated impact assessment is built into our Project Management Toolkit. For **Performance Management**, there are some key performance indicators that are built into our monitoring of services and monitoring of the workforce that are measured and reported – more information is in the Council as an employer section of this Scheme.

Processes for Embedding Equality and Diversity

Sources of Support and Information

Equality Forum
Borough Profile Information
Organisational Development
Equalities Framework for Local Government

Processes

Committee Reports
Project Management
Procurement and Contract Management
Performance Management
Equality Scheme

Outcome

Equality is built into all Council policies and functions

The Council as an employer

The Council is committed to equality of opportunity at all stages of employment. This includes advertising jobs, the recruitment and selection process, appointment, promotion, training and development, disciplinary proceedings, grievance and complaints procedures. All Human Resources policies are reviewed and developed with due consideration to the implications of legislation, specifically the Equality Act 2010, and best practice relating to the protected characteristics of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity, along with other equality and social inclusion issues.

Recruitment and Selection

The Council recognises its specific and general duties under the Equality Act 2010, in relation to our arrangements for monitoring of employees and potential employees. Equal Opportunities monitoring of applicants, shortlisted and successfully appointed candidates takes place at all stages of the recruitment and selection process. Monitoring covers the following areas and is taken from the equal opportunities monitoring form of the Council's application form:

- Age
- Disability
- Race
- Religion and Belief
- Sex
- Sexual Orientation
- Caring Responsibilities

Positive action measures will be taken where it is found, through monitoring of the work force and the recruitment and selection process, that there is under-representation of certain groups. Positive action measures may include the provision of training targeted at people from specific groups so that they may gain appropriate experience and skills to give them an equal opportunity in competing for jobs.

Pre-employment health-related checks; The Equality Act 2010 limits the circumstances when we can ask health-related questions before we have offered an individual a job. Consequently, the council will only ask a candidate to complete a pre-employment health questionnaire when a job offer has been made. The council will not ask health-related questions during the recruitment process unless it is to help us to decide whether we need to make reasonable adjustments, decide whether an applicant can carry out a function that is essential to the job, to monitor diversity among job applicants, to take positive action to assist a disabled person or if the post has an occupational requirement.

Training and Development

Staff from under-represented groups within the Council will be encouraged to participate in training and development initiatives. All employees will be given equal access to training and development opportunities that are identified via the Performance Reviews and PDP's.

Monitoring Equality in Employment

The Council also monitors and analyses data and information arising from:

- Bullying and harassment cases
- Disciplinary cases
- Grievances
- Mediation
- Capability
- Early retirement
- Redundancy
- Settlement agreements

In addition, the Council monitors on a monthly basis the percentage of staff who consider themselves to have a disability and staff from BME backgrounds. The Council also has a facility to produce monitoring information on staff broken down by grade, age, disability, race and sex.

Monitoring these areas during recruitment, selection and promotion and in employment ensures that our services extend to those hard to reach and disadvantaged groups, that our processes are fair and within the remits of legislation, that people from all backgrounds are represented and have equality of opportunity and that we eliminate all forms of discrimination.

Action Plan for 2016/17

The below plan contains a series of actions which have been identified to improve our performance against our Equality Scheme. The actions contained within the plan have also been identified to strengthen our performance against the Equalities Framework for Local Government.

EFLG Theme	Action	By When?	By Who?
All	Ensure that we work towards applying the principles of excellence under the EFLG framework , reaching achieving in the majority of areas	March 2017	Organisation wide Policy and Governance overview
Knowing your communities	Undertake a review of our approach to data collection as a council, understand where our gaps are and address these gaps	August 2016	Policy and Governance
	Ensure equality monitoring is applied consistently across the organisation	September 2016	Policy and Governance Heads of Service
	Work with our partners to ensure plans and protocols are in place to collect, share and use equality information	March 2017	Equality Forum Local Networks Chorley Council
Leadership, partnership and organisational commitment	Publish Equality Objectives 2016/2020	April 2016	Policy and Governance
	Ensure that equality objectives are cascaded to all services and outcomes are measured	June 2016	Senior Officers Policy and Governance
Involving your communities	Map our consultation and engagement activity to establish any engagement gaps	March 2017	Senior Officers Policy and Governance
Responsive Services and Customer Care	Develop and implement an updated process for Integrated Impact assessments	March 2017	Policy and Governance
A skilled and Committed workforce	Roll out of equality and diversity refresher training for all staff and members, building in any new considerations	November 2016	Policy and Governance

Appendix A – Equality Objectives 2016/2020

Objective		Targets and measures	By when?
1	To ensure that the Council takes into account equality considerations and population trends when planning the delivery of its services	80% of impact assessments will be completed/reviewed.	April 2017
2	To improve outcomes for those who live in rural areas, reducing the effect of rural isolation across our borough	A 50% increase in the number of people attending digital access sessions. The number of people attending the sessions will be measured annually.	April 2020
		Develop and deliver a community transport scheme.	April 2017
3	To increase the satisfaction levels of our customers and make sure that everyone feels that they are able to engage and has the opportunity to do so if they wish	Less than 20% of customers dissatisfied, this will be measured through our monthly customer satisfaction survey.	April 2020
		85% of residents satisfied with the local area, this will be measured through our residents satisfaction survey.	April 2018
4	To improve relationships within our local communities, making sure that positive relationships are encouraged and established	60% of residents willing to work together to improve the local area as measured through our resident's satisfaction survey.	April 2018
		A 35% increase in the number of volunteering hours earned, measured through our Time Credits scheme.	April 2020

Objective		Targets and measures	By when?
5	To make sure that the age of our workforce reflects the local population as much as possible, and to continue to ensure that all of our employees feel they are treated fairly and with respect	<p>Increase the percentage of those aged 16-24 in the workforce by 25%; this will be measured through our employment data.</p> <p>Increase the percentage of staff feeling they are treated with respect and consideration by 5%, measured through our staff survey.</p>	<p>April 2018</p> <p>April 2018</p>
6	Chorley council will aim to promote the highest standards with regards to equality and diversity	<p>Reaching excellence in specific areas of the EFLG framework self-assessment, more information on the framework can be found below:</p> <p>http://www.local.gov.uk/equality-frameworks/-/journal_content/56/10180/3476575/ARTICLE</p>	April 2020
7	We will make sure that the needs of protected groups are taken into account when considering changes we plan to make to the local town centre	<p>Increase the percentage of consultation and engagement views and responses from communities across protected groups by 5%. This will be measured through the equalities monitoring information we collect when we consult with the public.</p> <p>Results of Integrated Impact Assessments</p>	April 2020



Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member for Resources)	Executive Cabinet	30 June 2016

CHORLEY COUNCIL PERFORMANCE MONITORING – FOURTH QUARTER 2015/2016

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy, and key performance indicators during the fourth quarter of 2015/16, 1 January to 31 March 2016.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy, and key service delivery measures for the fourth quarter of 2015/16, 1 January to 31 March 2016. Performance is assessed based on the delivery of key projects and against the measures in the 2015/16 Corporate Strategy along with key service delivery measures.
4. The report also provides an update on the performance of last year's (2014/15) Corporate Strategy projects and the outcomes achieved. The majority of projects (89%) have been successfully completed or are rated green with highly positive outcomes that have been developed and taken forward in 2016/17. One of the projects which will continue to be progressed through the 2015/16 Corporate Strategy has currently been rated red.
5. Overall performance of 2015/16 key projects is excellent, with 94% of the projects on track. One project however has been rated red; 'Progress the delivery of Friday Street Health Centre'. This rating reflects recent delays to progress, pending the outcomes of a review by the Clinical Commissioning Group which will influence future funding.
6. Performance of the Corporate Strategy indicators and key service delivery measures is excellent. 84% of the Corporate Strategy indicators and 90% of the key service measures are performing above target or within the 5% tolerance
7. The Corporate Strategy indicators performing below target are: Town Centre visits, median workplace earnings in the borough, and growth in the business rate base. Action plans have been developed and this report outlines what actions are being taken to improve performance.
8. The key service delivery measure performing below target is: Average working days per employee per year lost through sickness absence. Again an action plan has been developed and is included within the report which outlines what actions are being taken to improve performance.

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

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 10. None.

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

BACKGROUND

- 12. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
- 13. The Corporate Strategy was refreshed and approved by Council in November 2015. The new strategy includes 16 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
- 14. Key performance measures have also been updated so that where targets were being successfully achieved they have been amended to ensure that they remain challenging and reflective of the Council's ambitions.

PERFORMANCE OF 2014/15 CORPORATE STRATEGY PROJECTS

- 15. In 2014/15 there were 18 key projects identified for delivery. The majority of these projects have now been completed with positive outcomes.
- 16. A summary of outcomes achieved by each of the 2014/15 Corporate Strategy key projects can be found at Appendix A.

PERFORMANCE OF KEY PROJECTS – 2015/16 CORPORATE STRATEGY

17. The 2015/16 Corporate Strategy includes 16 key projects. At the end of the fourth quarter overall performance of key projects is good.

18. At the end of the fourth quarter, 15 projects (94%) were rated green, meaning that they are progressing according to timescale and plan:

- Develop a new community centre for Buckshaw Village
- Working with communities to deliver improved outcomes
- Explore and deliver an integrated sports offer for the Westway area
- Improve connectivity in rural areas
- Deliver improvements to the Astley Walled Garden
- Deliver improved CCTV provision
- Deliver the Extra Care facility for Chorley
- Deliver the Market Walk extension
- Develop an economic masterplan for the Botany Bay area
- Improve the look and feel of the town centre
- Develop Chorley’s town and rural tourism economy
- Reform Public Services in Chorley
- Progress the delivery of the Chorley Youth Zone
- Review the way the Council operates and implement changes
- Develop a skills framework for Chorley

19. One project (6%) is currently rated as ‘red’, which indicates more serious problems such as falling behind schedule or exceeding budgets:

Project Title		Project Status
Progress the delivery of Friday Street Health Centre		Red
Explanation	<p>Following the Project Board in June 2015, the decision was taken to continue to progress the Friday Street Health Centre however due to a lack of clarity around financing, the project was rated Amber.</p> <p>The process for gaining approval from NHS England for new health facilities has now changed which means that Friday Street will undergo further consideration as part of a review by the Clinical Commissioning Group to gain approval from NHS England and access to finance via the Estates and Technology Fund.</p>	
Action Required	<p>The project team are in regular dialogue and continue to work to ensure that Friday Street Health Centre is recognised as a high priority by the Clinical Commissioning Group in support of the funding submission to the NHS England Estate and Technology Fund.</p> <p>Guidance suggests that the initial review process will be complete and feedback available by the end of August 2016 and the current outlook is positive.</p>	

PERFORMANCE OF CORPORATE STRATEGY MEASURES

20. At the end of the fourth quarter, it is possible to report on 19 of the key performance indicators within the Corporate Strategy, and 15 of these indicators (79%) were performing on or better than target. The full outturn information for the performance indicators is included at Appendix B.
21. The following indicators are performing better than target:
- % of the population with NVQ level 3 and above
 - % increase in the number of volunteering hours earned
 - Overall employment rate
 - Number of projected jobs created through targeted interventions
 - Number of projected jobs created through inward investment
 - % of working age people on out of work benefits
 - The % of 16-18 year olds who are not in education, employment or training (NEET)
 - % of businesses ceasing to trade
 - The number of visits to Council's leisure centres
 - Number of young people taking part in 'Get Up and Go' activities
 - Number of affordable homes delivered
 - Number of Homelessness Preventions and Reliefs
 - Number of long term empty properties in the borough
 - % of households living in fuel poverty
 - % customers dissatisfied with the service they have received from the council
22. One indicator (5%) is performing slightly below target, but is within the 5% tolerance threshold:
- % service requests received online
23. Three indicators (16%) performed below target; the number of town centre visits, the median workplace earnings in the borough, and growth in the business rate base.
24. The table below gives the reasons why performance is currently below target, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
Number of town centre visits		32,588	30,223
Reason below target	<p>There are numerous factors that can affect the number of town centre visits during the collection period however further analysis of the data indicates that footfall on a Saturday is in strong decline.</p> <p>Research suggests that families continue to be attracted to out-of-town shopping centres and retail parks, and nationally there is a decreasing footfall on the high street and an increase in on-line purchasing.</p>		

<p>Action required</p>	<p>It is anticipated that the Market Walk extension will improve the retail and leisure offer in the town centre, attracting quality national retailers, which in turn will increase the number of visitors.</p> <p>A Market Walk marketing action plan was developed and implemented between April 2015 and March 2016. This has been effective with footfall increasing in the centre when activities have taken place. In particular the February 2016 half term footfall figures indicated that over 1,000 more people visited Market Walk on the Thursday than the same Thursday during February half term in the previous year.</p> <p>A 2016/17 marketing action plan is currently being developed for Market Walk which will again include various family events taking place during the school holidays, with a view to attracting more visitors to the town centre.</p>
<p>Trend:</p>	<p>At the end of quarter four 2014/15 performance was 31,037, current performance shows a 2.6% decrease year on year.</p>

Performance Indicator	Target	Performance
<p>Median workplace earnings in the borough</p>	<p>Better than the North West average £488.80</p>	<p>£443.90</p>
<p>Reason below target</p>	<p>Performance shows that Median Workplace Earnings in Chorley are lower than the regional and national average.</p> <p>Whilst significant progress has been made to both attract new business to Chorley and support the expansion of existing Chorley-based businesses, there is a 12 to 18 month lead-in time for jobs created with the support of the Choose Chorley grant and Chorley Business Investment for Growth grant.</p> <p>The earnings by residence is £513.50, which is higher than the North West average of £492.00; this suggests that residents continue to commute outside the borough for higher paid jobs.</p>	
<p>Action required</p>	<p>The Council will continue to drive forward plans to bring well paid jobs to Chorley including working with developers and land owners to bring forward employment land eg Euxton Lane, promoting inward investment through Choose Chorley for Business, and supporting existing business expansion through the business advice service.</p> <p>There are plans in place to bring forward employment land to generate high value jobs, with considerable progress made at Euxton Lane, where planning permission has been approved for the new Digital Office Park, Data Centre and Business Centre which will bring well paid jobs to Chorley.</p> <p>The Chorley Skills Framework was developed during 2015/16 and delivery has now commenced, this project will support local businesses to access the workforce they need to support change and growth, as well as ensuring that residents are equipped with the skills required by employers.</p>	
<p>Trend:</p>	<p>At the end of quarter four 2014/15 performance was £455.50, current performance shows a 2.5% decrease year on year. North West has seen an increase of 1.26% and National an increase of 1.7%</p>	

Performance Indicator		Target	Performance
Growth in the business rate base		2.00%	0.64%
Reason below target	<p>This indicator compares the total rateable value at 31 March of one year to the total rateable at the 31st March the following year to ascertain growth, and growth has reduced during 2015/16 from the previous year.</p> <p>The economic development projects Market Walk Extension and Digital Health Village at Euxton Lane, have been in the development phase and these will ultimately achieve business growth through the creation of significant new floorspace.</p> <p>Furthermore, during 2015/16, there was a considerable devaluation of business rates payable at Charnock Richard Motorway Services following a successful appeal process. This has had a considerable impact on the total rateable value.</p>		
Action required	<p>Delivery of the Town Centre Masterplan, Inward Investment Action Plan and key flagship projects to attract new investment into the Borough will continue, which it is anticipated will result in an increase in the total number of properties on the rating list, thus increasing the total rateable value.</p>		
Trend:	<p>At the end of quarter four 2014/15 performance was 2.62%</p>		

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

25. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the fourth quarter. The full outturn information for this is included at Appendix C: Key Service Delivery Measures.

26. Nine (90%) of the Key Service delivery measures are performing on or better than target:
 - Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
 - Processing of planning applications as measured against targets for 'major' application types
 - Processing of planning applications as measured against targets for 'minor' application types
 - Processing of planning applications as measured against targets for 'other' application types
 - Number of households living in Temporary Accommodation (NI 156)
 - Number of missed collections per 100,000 collections of household waste
 - Supplier Payment within 30 days
 - Vacant town centre floor space
 - Percentage of Council Tax collected

27. There is only one indicator (10%) that is performing below target; the average working days per employee per year lost through sickness absence. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
Average working days per employee per year lost through sickness absence		6.0 days	9.33 days
Reason below target	<p>There have been a large number of both short-term and long-term absences during 2015/16. This equates to a total of 297 occasions of short term absence and 29 long term. There have been 7 occasions of long term sickness which each exceeded 26 weeks in duration.</p> <p>The highest number of occasions of short term sickness absence were in June (35), September (29) and March (29).</p>		
Action required	<p>The welfare process for managing long-term absences will continue, including issuing notifications in a timely manner and referring to occupational health for further guidance and advice. Absence review meetings are held within 10 working days for employees triggering stage 1 of the short term absence process. HR will continue to assist managers to offer support where possible; as well as the issuing of sanctions as necessary, and the communication of the annual flu vaccination service and physio provision.</p> <p>Human Resources have organised Health and Wellbeing days for individual services and the full council - e.g. Streetscene in September and Customer Services in January, and a full council Health and Wellbeing day was held in June 2016.</p> <p>Wellbeing initiatives for staff continue to be organised and promoted such as the Fit Camp and running club, as well as lunch time activities; all aiming to help reduce stress.</p> <p>Sickness absence was considered by the Overview and Scrutiny task group in January. The overall conclusion of the panel was that “the increase in the level of sickness absence did not suggest any underlying cause for concern and is a blip”.</p> <p>The Committee also felt the Council’s current Sickness Absence Policy and approach to short and long term staff sickness absence was fair and proportionate to manage staff sickness effectively. The Committee was also pleased with the range of health and wellbeing initiatives and interventions available to staff to help maintain a healthy workforce. The Committee agreed it was important to have a consistent approach throughout the Council and the Committee agreed it was essential that managers had training on applying the policy and in particular how to support staff through the sickness absence procedures which would improve staff confidence in the Council being a caring and supportive employer.</p> <p>A number of recommendations were agreed by the task group to be considered by the Executive Cabinet. This report can be found elsewhere on the agenda.</p>		
Trend:	Performance at the same time last year, end of quarter four 2014/15, was 5.98 days		

IMPLICATIONS OF REPORT

28. 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	

CHRIS SINNOTT
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	30 June 2016	Fourth Quarter Performance Report 2015/16

Appendix A: Performance of 2014/15 Corporate Strategy projects**INVOLVING RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL**

Digital Access and Inclusion	Green
<p>More people have been encouraged and enabled to get online with 56 individuals attending supported sessions and improved access to online facilities through providing new equipment to create access hubs in rural areas. A Digital Access Officer has now been appointed; the project will continue in 2016/17 and will be monitored through the organisational plan.</p>	
Development and Delivery of Community Action Plans	Green
<p>A plan has been developed for each of the four areas to set out how communities can work together to improve long term outcomes for the area and residents. Decisions have been made around budget with initial activity underway including: a targeted assessment of housing standards in Chorley East; support for businesses in Astley; employment projects and opportunities for young people in Clayton and; health walks, parking improvement and elderly resident engagement in rural areas.</p> <p>This project will carry over into this year as a 2015/16 corporate strategy project and year two will see these plans being strengthened, co-ordinated and delivered.</p>	
Implement a Working Together with Families Employment Scheme	Green
<p>Through working with partners including social landlords and the Council's Integrated Action Team, this project has successfully identified and supported 8 families with a range of complex needs and worked intensively with them to access further training or employment. Three individuals have completed the Chorley Works Placement Programme and two have been successful in gaining part time paid employment with their placement provider.</p> <p>This project will continue into 2016/17 as the "Vulnerable Families Employment Project" and will continue to support families to access training and employment, being monitored through the organisational plan.</p>	
Chorley Flower Show	Complete
<p>The Chorley Flower Show 2015 event took place on the 1st and 2nd August 2015 and was very successful, performing well against all planned targets. Visitor numbers to the event reached 10,000+ which surpassed expectations. People came to the show from across the North West and further afield, raising the profile of Chorley and supporting the local economy.</p> <p>Planning is well underway for the 2016 Flower Show, which hopes to build upon the success of the 2015 event. The Flower Show 2016 project will be monitored through the organisational plan.</p>	

CLEAN, SAFE AND HEALTHY COMMUNITIES

Destination Play Area Astley Park	Complete
<p>This project has focused on delivering aspects of the Astley 2020 development plan including the delivery of a themed play area for children at the park. The play area opened on 29th May 2015 within timescales and budget and has received very positive feedback with initial issues around ASB successfully addressed in partnership with the Police. The site is being well used locally, attracting visitors from across the central Lancashire area and offering another key attraction as part of the Chorley visitor offer.</p>	

Deliver Improvements to Rangleys Recreation Ground	Complete
<p>Major improvements have been made to Rangleys Recreation Ground as part of a two year, larger programme of work to improve play areas, sports facilities and open spaces throughout the Chorley borough.</p> <p>Developments this year have included an allotment site, (with all allotments now filled), grass pitch, footpath works, drainage scheme, lighting scheme and CCTV installed. The play area, MUGA ball court and the skate park are also now complete and providing a vital local asset for young people in the area.</p>	

Develop and Agree Plans for Delivery of the Friday Street (Chorley East) Health Centre	Red
<p>This project aims to deliver and agree with partners, plans for a new health centre on Friday Street (Chorley East). The project team continue to work with NHS England and the Chorley and South Ribble Clinical Commissioning Group (CCG) to progress the business case and funding for the scheme. The Health Centre is currently being considered as part of the CCG asset review and the project team work to position Chorley to respond efficiently to the outcomes of this process. This project will continue to be progressed through the 2015/16 Corporate Strategy project to ensure suitable provision for this locality.</p>	

Establish a business case and model for an extra care scheme including Land Assembly	Complete
<p>The project has developed a business case for an extra care scheme which aims to deliver housing options for older people in Chorley with the introduction of a 65 bed scheme. This year, work has included exploring the feasibility and cost-benefits of such a scheme for Chorley. A full planning application has also been submitted with a decision due at the end of June, and significant work has been completed to revise the financial model to reflect national changes to the social sector rent policy.</p> <p>There is a new Corporate Strategy project this year 'Deliver the Extra Care Scheme' which will move this project into the next phase of delivery.</p>	

Explore Alternative Ways of Providing Home Ownership	Complete
<p>This project developed a proposal and model for intermediate home ownership in Chorley to support a range of options that will enable more residents to get onto the property ladder, establishing a strong basis to inform future schemes.</p>	

Delivery of an improved CCTV provision	Green
<p>The project has supported an upgrade of the Councils CCTV infrastructure with the contract awarded and initial delays related to the physical location of the CCTV suite now overcome and physical work underway.</p> <p>The project is continuing as a Corporate Strategy project for this year and will see the delivery of the infrastructure. The upgraded CCTV system will provide better quality images and full digital recording availability for images captured and will support Police in crime detection and provision of evidence.</p>	

A STRONG LOCAL ECONOMY

Deliver Improvements to Market Street	Complete
<p>This project aimed to undertake work to improve the public realm at the northern end of Market Street. Following the progress made over the last year on the concept design for the town centre public realm to incorporate the Market Walk extension, Youth Zone and high street projects, the scope of this project has now been extended beyond Market Street to consider improvements to the wider town centre areas.</p> <p>The original project has been incorporated into a new project to 'Improve the look and feel of the town centre' which has a widened scope and will consider improvements to wider town centre areas. The project was considered and approved as part of the Corporate Strategy refresh and will be delivered as a 2015/16 Corporate Strategy project.</p>	

Progress Key Employment Sites	Amber
<p>A number of key employment sites have been identified as suitable for inward investment. A hands on approach has been undertaken in working with developers, land owners and the LEP to enable these sites to be brought forward for development with work packages established for these sites. Whilst the majority of these sites have been progressed, on some sites it has not been possible to progress work as quickly as anticipated. Work will continue through the new budget growth project 'Furthering Key Employment Sites'.</p> <p>One of the identified sites, Botany Bay, will be progressed through the 2015/16 Corporate Strategy project 'Develop an economic masterplan for the Botany Bay area'.</p>	

Increase visitor numbers to Chorley	Green
<p>The aim of this project was to capitalise on the wider success of tourism in Lancashire and promote Chorley as a visitor destination to support a positive impact on the local economy. This included detailed market research, developing relationships with key attractions and improving Chorley's online presence.</p> <p>As a result of this process, a new visitor website for Chorley called checkoutchorley.com has been launched which aims to provide a platform to promote the attractions Chorley has to offer and provide information for visitors, the website had just over 7,000 page views in the first month of its launch.</p> <p>The project will carry over to be delivered as the 2015/16 Corporate Strategy project, 'Develop Chorley's town and rural tourism economy' which will aim to further increase visitor numbers to both Chorley's town and rural areas.</p>	

Progress plans to Extend Market Walk	Complete
<p>Following extensive consultation and development planning during 2015, plans to extend Market Walk and to develop a seven unit retail and leisure development were approved by Development Control Committee and Full Council in September 2015.</p> <p>The project aims to improve the retail and leisure offer in the town centre, attracting national retailers and increasing visitors and therefore creating growth and opportunities for the future.</p> <p>The delivery of the Market Walk extension will be carried out as a 2015/16 Corporate Strategy project.</p>	

AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA

Improve the functionality of online services	Complete
<p>Improvements have been made to the Councils external facing website to support the Digital Strategy. The developments have included replacing the current text based design with a more popular icon driven interface which has improved the functionality of the website and supported the change in user habits towards tablets and mobile based devices, whilst improving customer experience and continuing to increase the use of our online channels for service requests by the public. The new look website has had over 94,000 page views between December 2015 and May 2016.</p>	

Investigate future business models for public services in Chorley	Complete
<p>The project has provided the Council with a strong foundation to lead the change needed in public services. The work has been useful in supporting the proposed changes to the Councils management structure, in ensuring that Chorley is well- represented in discussions about the Combined Authority for Lancashire, and in changes to the delivery of healthcare.</p> <p>The delivery of the recommendations which have arisen from the project will be managed through the councils newly developed Transformation Strategy, new management structure and will be taken forward through the 2015/16 Corporate Strategy project 'Review the way the Council operates and implement changes'.</p>	

Deliver the Chorley public service reform board work plan	Green
<p>The project has facilitated the Chorley Public Service Reform Board in its aim to provide a clear focus regarding how organisations can work together to deliver high quality, effective public services with a focus on early intervention and prevention. Since the first meeting of the Executive in September 2015, the partnership has developed and commenced a full programme of activity for year 1 based on an extensive data collation exercise to produce a locality profile, for the first time on a partnership basis. Year 1 activity has included:</p> <ul style="list-style-type: none"> • Establishing a strong and effective task group of frontline partners to deliver new ways of working • Undertaking community based initiatives to increase resilience • Appointing a provider to test and develop a model for increasing community capacity • Brokering relationships with GP’s to increase primary integration • Completing extensive work to address information sharing barriers. <p>Year two of the work will be delivered as part of the 2015/16 corporate strategy project ‘Integrate partner services through the Chorley Public Service Reform Partnership.’</p>	
Continue to explore options to deliver the Chorley youth zone	Complete
<p>In its second year, this project has explored options for the Youth Zone, which has included the agreement of its site which to date, has been agreed as Railway Street. Local young people have agreed and launched their new brand for the youth zone - ‘Inspire – do your thing’.</p> <p>The work will be taken forward through the 2015/16 Corporate Strategy project ‘Progress the delivery of the Youth Zone’.</p>	

Appendix B: Performance of Corporate Strategy Key Measures

★ Performance is better than target
 ● Worse than target but within threshold
 ▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend*	% Change (year on year)
% of the population with NVQ level 3 and above	Bigger is better	57.0%	60.7%	★	↑	+0.3%
% increase in the number of volunteering hours earned	Bigger is better	35%	36%	★	→	N/A
Town centre visits	Bigger is better	32,588	30,223	▲	↓	-2.6%
Median workplace earnings in the borough <i>(better than the North West average)</i>	Bigger is better	£488.80	£443.90	▲	↓	-2.5%
Overall employment rate	Bigger is better	80%	80.8%	★	↓	+5.5%
Number of projected jobs created through targeted interventions	Bigger is better	128	185	★	↑	+45.7%
Number of projected jobs created through inward investment	Bigger is better	50	59	★	→	-4.8%
% of working age people on out of work benefits <i>(better than national average)</i>	Smaller is better	8.9%	7.85%	★	↑	-5.42%
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	4.8%	4.5%	★	↓	+25%
Growth in the business rate base	Bigger is better	2.00%	0.64%	▲	↓	-75.6%
% of businesses ceasing to trade <i>(better than the North West average)</i>	Smaller is better	10.1%	9.2%	★	↑	-4.2%
The number of visits to Council's leisure centres	Bigger is better	1,000,000	1,098,959	★	↑	+0.2%
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	20,000	26,462	★	↑	+26.3%
Number of affordable homes delivered	Bigger is better	300	379	★		
Number of Homelessness Preventions and Reliefs	Bigger is better	200	713	★	↑	-11.97%
Number of long term empty properties in the borough	Smaller is better	190	167	★	↑	-20.5%
% households in fuel poverty <i>(better than the North West average)</i>	Smaller is better	10.9%	8.2%	★	↑	
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	17.1%	★	↑	-19.7%
% service requests received online	Bigger is better	18%	17.4%	●	↑	N/A

**Trend shown is for change from quarter 3 2015/16*

Appendix C: Performance of key service delivery measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend*	% Change (year on year)
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	10 days	7.72 days	★	↑	-33.7%
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	91.13%	★	↓	+26.8%
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	73.53%	★	↑	+14.7%
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	81.38%	★	↑	+3.7%
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	15	12	★	→	0
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	46	★	↑	+12.2%
Supplier Payment within 30 days	Bigger is better	99%	99.35%	★	↓	+0.1%
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	6.0 days	9.33 days	▲	↓	+56.0%
Vacant Town Centre Floor Space	Smaller is better	6%	4.28%	★	↓	-28.9%
% Council Tax collected	Bigger is better	97.80%	97.86%	★	↑	+0.1%

*Trend shown is for change from quarter 3 2015/16



Report of	Meeting	Date
Director of Early Intervention (Introduced by the Executive Member for Public Protection)	Executive Cabinet	30 June 2016

FIXED PENALTY NOTICES - FLY-TIPPING

PURPOSE OF REPORT

1. To agree authorisations and the level of fixed penalty charges arising from the new regulations; `The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 as part of an amendment (part 2, section 33ZA) to the Environmental Protection Act 1990.

RECOMMENDATION(S)

2. That the Deputy Chief Executive / Director (Early Intervention and Support) is given authority to implement the regulations and, in turn, provide authorisation to designated officers within the Council and PCSOs to issue Fixed Penalty Notices for fly-tipping.
3. That the fixed penalty should be set at £400 in Chorley Borough; but this will be reduced to £200 if paid in full within 10 days of the notice being issued.

EXECUTIVE SUMMARY

4. The report highlights new regulations that allow local authorities to issue fixed penalty notices for those caught fly-tipping.
5. There is flexibility for authorities to set the penalty between £120 and £400, with the national default being £200 if no local penalty is set. The recommendation is to set the Chorley Borough penalty at £400; but this will be reduced to £200 if the penalty is paid in full within 10 days of the notice being issued.
6. The report also makes recommendations that the Deputy Chief Executive / Director (Early Intervention & Support) is given authority to implement the regulations, including designating those who can issue fixed penalty notices.

BACKGROUND

7. There are large environmental, social and financial impacts associated with fly-tipping and the illegal dumping of waste, which can lead to a source of pollution, danger to public health and a hazard to wildlife in the area.
8. Local authorities are responsible for investigating and clearing small scale fly-tipping on public land. Larger scale fly-tipping (classed as a lorry load or more) is the responsibility of the Environment Agency.
9. There are typically 800 incidents of fly tipping in the borough per year and this costs Chorley Council £90,000 to clear and dispose the waste.

10. From May 2016, local authorities were given greater powers to tackle fly-tipping by issuing fixed penalty notices of between £120 and £400 to those caught in the act of fly-tipping anything from old fridges or sofas to garden waste or rubble.
11. If no local figure is agreed, the default penalty is £200. Following consultation with the Executive Member for Public Protection, it is recommended that the penalty in Chorley be £400; but this will be reduced to £200 if the penalty is paid in full within 10 days of the notice being issued.
12. Members should note that the issuing of a fixed penalty notice is only one tool available to the Council. If the fly tipping is of sufficient scale and/or harm and the issuing of a notice is not proportionate, then the Council can choose to pursue a prosecution through the Courts.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
--	-----	-----------

Reason Please bold as appropriate	Significant impact in environmental, social or physical terms in two or more wards	
---	---	--

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

13. The exercising of the new regulations will deter people from committing the act and financially punish offenders, so enabling some of our costs to be retrieved and change behaviours within the community.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

14. If no decision as to the amount is agreed then the legislation sets the default amount of fine at £200. This option was rejected

CORPORATE PRIORITIES

15. 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	√

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	√	Integrated Impact Assessment required?	

No significant implications in this area		Policy and Communications	
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COMMENTS OF THE STATUTORY FINANCE OFFICER

- 17. Any income collected through fixed penalties will allow the Council to recover some of the cost of responding to illegal fly tipping.

COMMENTS OF THE MONITORING OFFICER

- 18. Recommended to approve the enforcement legislation and associated fixed penalty notices related to fly-tipping as above.

JAMIE CARSON
 DEPUTY CHIEF EXECUTIVE / DIRECTOR (EARLY INTERVENTION AND SUPPORT)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Louise Elo	5732	15/6/2016	FTip/New/2016

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Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Early Intervention)	Executive Cabinet	30 June 2016

VCFS COMMISSIONING 2014/15 – 2016/17: END OF YEAR TWO

PURPOSE OF REPORT

1. This report is provided to update the Executive on the performance of the commissioned VCFS providers during 2015/16 (year two of the three year contracts).

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. Overall performance of all of the commissioned providers is excellent; all of the organisations have met or exceeded all the aims as set out in their Contract.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
--	-----	-----------

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. To ensure effective monitoring of the council's commissioned providers.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. No alternative options considered.

CORPORATE PRIORITIES

6. This report relates to the following Strategic Objectives:

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

BACKGROUND

7. Chorley Council is committed to supporting its communities and to ensuring that the voluntary, community and faith sector (VCF) are enabled to play their part in our communities. In December 2013 a review of the Core Funding process was undertaken.
8. Based on the conclusions within the review, it was recommended and approved that we move towards a commissioning model. The commissioning model enabled Members to decide which are the areas of greatest need within Chorley, and prepare invites to tender for organisations to deliver services to meet these needs. This was supplemented by support for small organisations through a small community funding process. The benefit of this approach was to direct funding towards services that meet the needs of the community, whilst continuing to support the whole of the VCF sector.
9. An Executive Member Decision undertaken in January 2014 approved the procurement process for the commissioning model. This included an open advertisement through The Chest (the Council's e-procurement portal), asking for tenders from providers who can deliver the services as set out in the specifications. Also agreed was the evaluation criteria of 80% quality and 20% cost. The quality criteria were to be assessed using the information that tenderers provided in their method statements.
10. In March 2014 Executive Cabinet approved the providers for the contracts procured through the VCFS commissioning process. It was agreed that all contracts would be 1 +1 +1; this would mean that the contract would be for 1 year with the option to extend on an annual basis for up to a further two years subject to contract review, with a maximum contract length of 3 years.

Name of tender	Approved provider	Cost per annum
Delivery of Advice Services	Lancashire West CAB	£74,995.00
Delivery of a family support service	Home-Start Central Lancashire	£22,000.00
Delivery of a service to support vulnerable adults (women)	Chorley Women's Centre	£14,995.50
Delivery of volunteering provision to support older people	Age UK Lancashire	£9,996.48
Delivery of a community safety support service	Chorley Street Pastors	£7,998.92
Delivery of an arts and employability programme for young people	The Arts Partnership	£10,000.00

END OF YEAR TWO PERFORMANCE

11. Contract reviews have been undertaken with each of the providers to consider overall performance and give an opportunity to highlight any issues in delivery. An update on each of the contracts is provided within this report at Appendix A.
12. This report recognises the valuable work being undertaken within our communities by voluntary, community and faith groups. The following five organisations commissioned have met all the aims as set out in their Core Funding Contract, and have expressed that they can see no risks to the future delivery of their service, and that their service is on track to achieve year three targets.

13. Lancashire West Citizens Advice Bureau - Delivery of Advice Services.

The total number of clients accessing the service in 2015/16 was 5,736 against a target of 5,300. This is a slight increase of 1.6% compared to 2014/15 when the total number of clients was 5,647.
14. Home-Start Central Lancashire - Delivery of a Family Support Service

Over the last 12 months 147 families have been supported in the Chorley area, this includes 315 children, against a target of 110 families per annum. Again this is a slight increase on 2014/15 when 140 families and 291 children were supported, this is an increase of families by 5%, and children by 8%.
15. Chorley Women's Centre - Delivery of a service to support vulnerable adults (women)

Over the last twelve months a total of 896 women (and men) have received support through the Women's Centre, against a target of 769 per annum. Last year a total of 750 women (and men) received support, this is an increase of 19% year on year.
16. Age UK Lancashire - Delivery of volunteering provision to support older people

The number of people who either attend external engagement groups or visit the Lifestyle Centre for meals or groups is approximately 560 per quarter, with a number of older people attending more than one activity session or lunch per week. The target for the contract is 702 individuals supported through the service per annum, and this year has seen an approximate increase of 16% year on year. There are currently 80 volunteers supporting the Age UK Lancashire service.
17. Chorley Street Pastors - Delivery of a community safety support service

Over the last twelve months the Street Pastors have engaged with more than 2800 individuals, and more than 1,400 operational hours have been provided by the service. In 2014/15 the Street Pastors engaged with 2959 individuals; this is a slight decrease of 3.8% year on year which can easily be attributed to seasonal and/or economic changes.
18. As this performance shows, the majority of providers have seen an increase in demand over the last twelve months which would suggest that the large contracts continue to reflect the areas of greatest need within Chorley.
19. Following the successful contract reviews and strong performance against the stated contract objectives, it was agreed that in line with the contract, the Agreement would be extended for a further term of one year (1 April 2016 – 31 March 2017).
20. The Arts Partnership – Delivery of an arts and employability programme for young people

The Arts Partnership has now closed as a charity. By agreement with The Charity Commission, the remaining assets of the Arts Partnership as well as the effective maintenance of key aspects of its mission have transferred to a new registered charity, Chorley Youth Zone.
21. From 1 June 2016 the Project Manager is now employed by Chorley Youth Zone, and this new role will incorporate the delivery of the large contract to provide an arts and employability programme for young people.
22. A change to the arrangements will be agreed with the Executive Member (Early Intervention) to transfer the funding for 2016/17 to OnSide Youth Zones. Subject to the transfer of funding the service is on track to achieve year three targets.

23. Delivery of the final contract year has now commenced and monitoring will continue to take place on a quarterly basis, with final year monitoring and evaluation at the end of March 2017.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

25. The commissioned services, as outlined in this report, will be contained within the approved budget

COMMENTS OF THE MONITORING OFFICER

26. The Executive Decision to award the contracts allowed for a maximum contract term of 3 years. On the basis that performance is satisfactory there is no requirement for an Executive Decision to continue the contracts although it is correct to report for noting that the contracts are to continue.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Louise Wingfield	5061	9 June 2016	Chorley Commissioning end of year 2015/16

Appendix A: Performance of Commissioned providers during year two (2015/16)

Contract	Delivery of Advice Services
Approved provider	Lancashire West Citizens Advice Bureaux
Contract cost	£74,995.00 per annum

Contract objectives

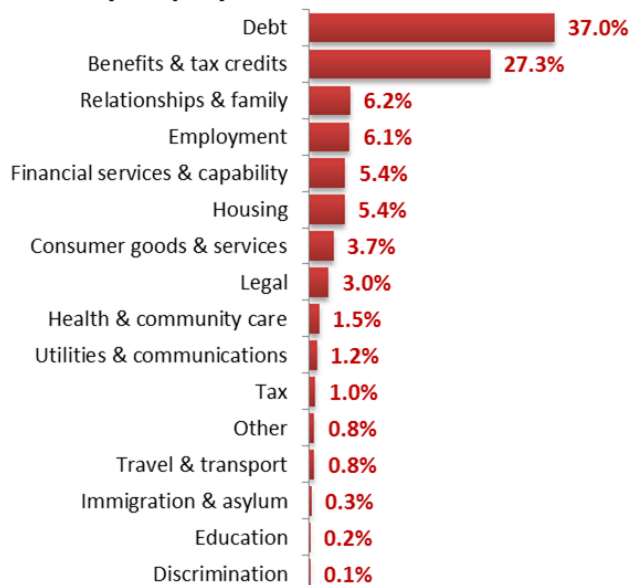
This contract is to provide a free advice and information service for all residents of Chorley on a range of issues, mainly focusing on debt, legal, housing, money, welfare benefits, utilities, employment and consumer issues, although advice should be available on a full range of issues, which also includes education, finance, health, immigration, relationships, tax and travel. The service will be a pivotal mechanism in supporting Chorley residents through the current welfare reform changes with an important role to play in terms of early intervention and prevention.

Performance summary

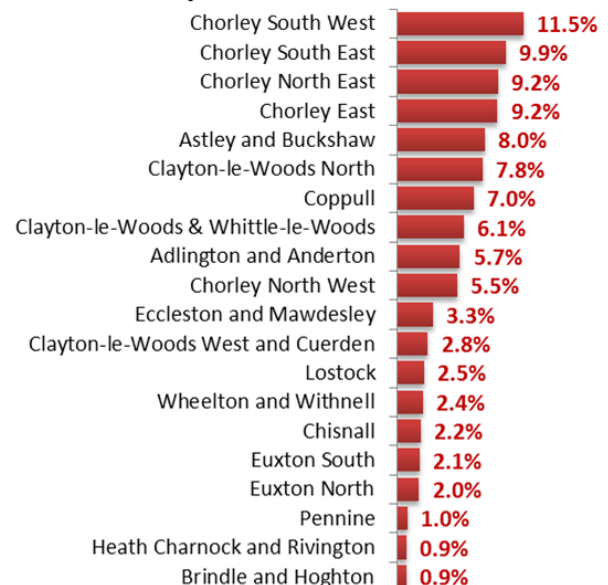
The organisation has met all the aims as set out in the Core Funding Contract as well as the target client numbers. Chorley CAB has provided a holistic, free, independent, confidential and impartial advice service delivered by both staff and volunteers. The service is available Monday to Friday between 9am and 5pm.

The total number of clients accessing the service in 2015/16 was 5,736 against a target of 5,300. The breakdown of issues by enquiry shows that the main issue is debt at 37% (in 2014/15 this was 43.6%), followed by benefits and tax credits at 27.3% (in 2014/15 this was 21.9%). The top four wards with the highest number of clients accessing the service also fall into the bottom 20% of areas in the country in terms of overall deprivation.

Issues by enquiry



Total issues by ward



Throughout 2015/16 Debt, Welfare Benefits, Relationships and Family, Employment, and Housing have remained the top enquiry areas. Advice in all categories was provided in a way which suited individual clients either face to face, by telephone, via email, on-line and during 2015/16 Webchat was introduced.

Gateway, general and specialist advice services have been provided via telephone and face to face. Clients start their journey with a simple interaction with a gateway assessor to see if they can help themselves with or without support, thus ensuring services have been targeted at those in most need and in order to manage demand. Where further support was needed client appointments were made for in-house CAB services ensuring they went straight to the correct adviser or caseworker appropriate to their enquiry.

Chorley CAB has provided volunteer opportunities for over 100 people throughout 2015/16, and the learning opportunities provided to volunteers through dedicated CAB training enhanced skills has resulted in many gaining employment outside of their CAB role.

Overall outcome

The total number of clients accessing the service in 2015/16 was 5,736 against a target of 5,300. In 2014/15 the total number of clients was 5,647; this is a 1.6% increase year on year.

Contract	Delivery of a Family Support Service
Approved provider	Home-Start Central Lancashire
Contract cost	£22,000.00 per annum

Contract objectives

The purpose of the service is to help parents who may need additional support to achieve better lives for their children. The contract is to deliver a service that should offer practical help, support and friendship to families who have children between the ages of 0 -11 years. A range of delivery formats will be used to achieve improved outcomes for the families including increased skills, knowledge, motivation and stronger support networks along with a better physical health and sense of wellbeing.

Performance summary

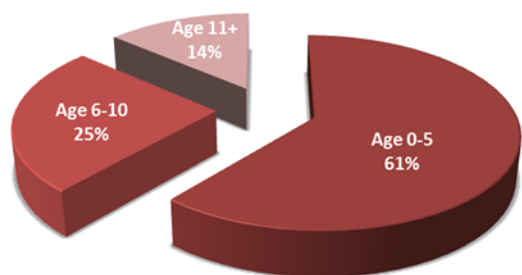
The organisation has met all the aims as set out in the Core Funding Contract as well as exceeding their targets during 2015/16. Over the last 12 months 147 families have been supported in the Chorley area, this includes 315 children.

Home-Start has also trained 30 new volunteers this year, and currently has 74 volunteers, with a training course planned for May 2016 for a further 17 volunteers. 10 volunteers have been trained to deliver the Big Hopes Big Future programme. Volunteers attend a 40 hour Home-Start preparation course before volunteering can commence and they are provided with ongoing, regular, face to face supervision and support in addition to ongoing training.

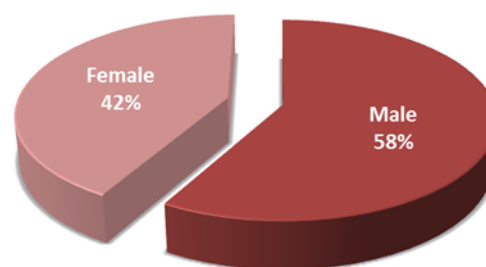
Home-Start provides practical help, support and friendship to families (parents, carers and grandparents) who have children aged 0 -11years and who may need support for a variety of difficulties. This might include issues such as isolation, illness, disability, post-natal illness, partner in prison, domestic abuse, debt, housing or relationships issues. Support is provided through home visiting and group support.

Home visits are provided by a supervised volunteer visiting for three hours each week supporting the family with needs identified through an Action Plan. Volunteers work alongside a parent identifying and building upon strengths, helping to build confidence, skills and knowledge through befriending. Support networks are also developed by looking at what is available within the family's local community and encouraging the family to take part in other activities. Two Family Support Groups are held; one in Clayton Brook on Mondays and one in Chorley Town Centre on Wednesdays.

Age range of children supported



Gender of children supported



In October 2015 Home-Start was successful in securing Lottery funding for three years, and part of this funding was to run the Big Hopes Big Future programme which has been developed by Home-Start in England to work directly with parents and children and help them to build the skills they need to be ready for the first day of school.

Overall outcome

Over the last 12 months 147 families have been supported in the Chorley area, this includes 315 children, against a target of 110 families per annum. In 2014/15 140 families and 291 children were supported; this is an increase of families by 5%, and children by 8%.

Contract	Delivery of a service to support vulnerable adults (women)
Approved provider	Chorley Women’s Centre
Contract cost	£14,995.50 per annum

Contract objectives

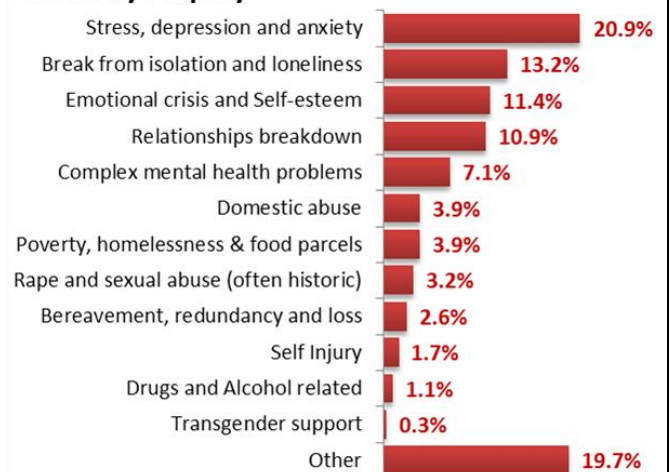
The contract is to provide support for women’s physical and mental health and wellbeing. To provide a safe and secure place for vulnerable women to access self help and support as well as free domestic violence counselling provision. The provider will work with a range of partners, ensuring the best service for clients which includes working in partnership with equivalent services for men, and linking into organisations who can support the needs of the children of any clients.

Performance summary

The organisation has met all the aims as set out in the Contract for support for vulnerable adults (women) as well as achieving their targets during 2015/16. Over the last twelve months a total of 896 women (and men) have received support through the Women’s Centre.

Chorley Women’s Centre has supported some of the most vulnerable women in Chorley and indirectly their families. The Women’s Centre has opened 3 days a week for drop in, Tuesday, Friday and Saturday, offering support both in a group social setting or one to one. They have also offered self-help groups, courses and weekly relaxation sessions. These groups promote self-awareness, self-esteem and coping skills/strategies. Free counselling has been offered to women, plus specialist counselling (Release) to those (including men) who have been raped and/or sexually abused.

Issues by enquiry



At the Women’s Centre there have been a total of 200 clients attending a total of 844 counselling sessions over the year; the main issues are stress, depression and anxiety, emotional crisis and self-esteem related issues, and relationship breakdown. A total of 309 clients have accessed drop in and one to one support, and 127 clients have accessed personal development courses, workshops and treatments; including assertiveness, self-esteem, relaxation and singing for fun.

Circle Counselling and Release offer confidential person centred counselling, sign posting and free legal advice for those who may be experiencing domestic violence or abuse, or have been raped and/or sexually abused. They have provided counselling and advocacy for 146 clients (including two males).

A total of 88 clients were referred to other agencies for further advice or support. The largest percentage of these were referred to specialised health related support which includes carer support, cancer support, and eating disorder services, the Crisis team or other mental health support services, alcohol and drug services, and the GP.

There is also a library at the Women’s Centre with a wide variety of books and tapes on offer including; relationships, assertiveness, alternative therapies, depression, stress and relaxation, pregnancy, children and parents, grief, eating disorders, as well as HRT and the menopause.

The Women’s Centre and Circle Counselling currently has 14 volunteers and 5 staff who are fully trained and supported by the organisation.

Overall outcome

Over the last twelve months a total of 896 women (and men) have received support through the Women’s Centre, against a target of 769 per annum. Last year a total of 750 women (and men) received support; this is an increase of 19% year on year.

Contract	Delivery of volunteering provision to support older people
Approved provider	Age UK Lancashire
Contract cost	£9,996.48 per annum

Contract objectives
The contract is to provide a volunteering provision to support older people (defined as age 50+ for the purposes of this service) in Chorley. This volunteering will deliver a range of provision including activities, community groups, and befriending, enabling people to remain independently in their own homes and help to reduce social isolation. The service will also encourage older people to take up volunteering opportunities themselves.

Performance summary
<p>The organisation has met all the aims as set out in the Contract for volunteering provision to support older people as well as exceeding their targets during 2015/16. There are currently 80 volunteers, and the number of people who either attend external engagement groups or visit the Lifestyle Centre for meals or groups is approximately 600 per quarter, with some people attending more than one activity session or lunch per week.</p> <p>Volunteers have provided support at both the Lifestyle Centre and within Age UK across the borough. The Lifestyle Centre volunteers provide support and the number of people visiting the Lifestyle Centre has increased over the last twelve months, with volunteers regularly welcoming new people to the lunches. The Lifestyle Centre also provides a number of sessions including art sessions, a breakfast club, a drop in café, bingo, exercise classes, dementia friend sessions and a computer club. More than 145 meals per week are provided at the Lifestyle centre with additional people attending special events such as St George's and Mother's Day meals. Age UK has also recruited 'Meet and Greet' volunteers to help manage the reception area at the Chorley Office.</p> <p>In 2015/16 Age UK made over 300 referrals to organisations including Meals on Wheels, Citizens Advice, Chorley Council, NCompass, the Red Cross, Cruse, Parkinsons and Galloways, as well as internal referrals to Age UK's Home Help, Dementia Community Links, Foot Care, Lifestyle Centre and Promoting Independence teams.</p> <p>The Community Engagement Manager has visited community groups and Sheltered Housing Schemes across the district over the past year to help strengthen links and raise the profile of Age UK in the community, as well as visiting libraries to support events and promote services and campaigns. Links have also been made with patient groups such as Parkinson's Disease and Galloways for the Blind.</p> <p>Over the past year the Community Engagement Manager has supported the establishment of a new Chorley Befriending Group, this has included providing copies of role specifications, information about free training and an introduction to the Promoting Independence Service to enable cross referrals between the Age UK time limited befriending service and the Chorley Befriending Group. Age UK are also supporting the establishment of a new friendship group in Chorley and district for older West Indian residents, as well as two new luncheon clubs in the Clayton le Woods and Clayton Brook areas.</p> <p>Age UK continue to work closely with Chorley Little Theatre to provide joint lunch/film ventures, these have proved popular with 35 people attending a buffet lunch and Dementia Friendly screening held in quarter four 2015/16.</p>

Overall outcome
The number of people who either attend external engagement groups or visit the Lifestyle Centre for meals or groups is approximately 560 per quarter, with a number of older people attending more than one activity session or lunch per week. The target for the contract is 702 individuals supported through the service per annum, and this year has seen an approximate increase of 16% year on year.

Contract	Delivery of a community safety support service
Approved provider	Chorley Street Pastors
Contract cost	£7,998.92 per annum

Contract objectives

The purpose of the service is to support local agencies in tackling community safety issues in Chorley, helping to reduce crime and the perception of crime. This contract is to deliver a service that will be a volunteer led provision that responds to local concerns. The service will help people who may be vulnerable and posing a risk to themselves or others, on the streets or in night-time venues by providing assistance, advice and practical support to promote healthier lifestyle choices.

Performance summary

The organisation has met all the aims as set out in the Contract for community safety support services as well as exceeding their targets during 2015/16.

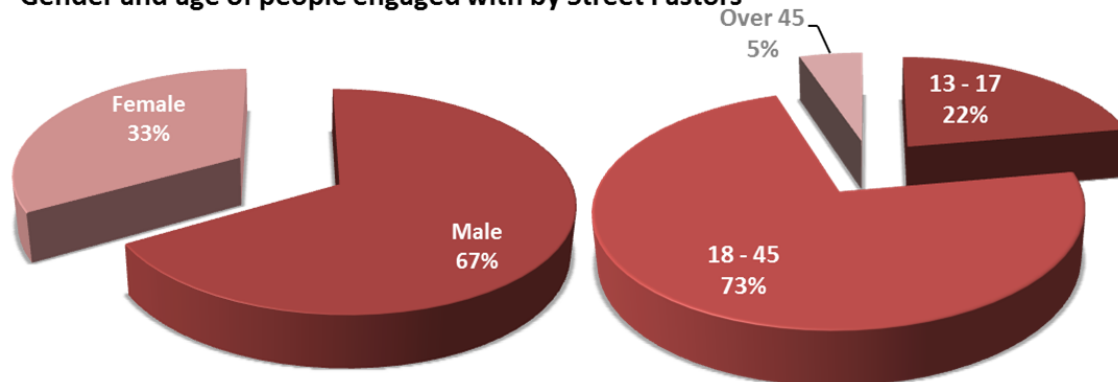
Over the year the Street Pastors have engaged with more than 2800 individuals, with more than 1,400 operational hours provided by the service. Numbers of Street Pastors have been maintained throughout 2015/16, with a new cohort of 9 volunteers trained, 95% of Chorley Street Pastors are in their third year of volunteering.

The Chorley Street Pastor teams have continued to provide an early team each Friday from 7pm until 10pm in the areas of Coppull, Euxton, Buttermere and Devonshire Road Recreation parks, Clayton Brook Village, Clayton Green Asda grounds and, on alternate Fridays, Adlington Village. A request was made by Chorley Police for an additional team to be deployed in Eccleston village following reports of anti-social behaviour by youths in October, and Chorley Street Pastors are keen to provide this service on a regular basis.

A regular presence of Street Pastor has been provided each Friday from 11pm until 2, 3 or 4am, patrolling Chorley Town Centre including the outside areas of the pubs and takeaway venues, the bus and railway station, and the Flat Iron car park. Occasionally this has also included outlying areas of Pall Mall, Lyons Lane and Eaves Lane. An additional late team provides support on alternate Saturday evenings.

The aim of the Street Pastors is to help make Chorley Town Centre a safe place to be. They provide support when necessary to vulnerable people ensuring they get home safely, accompanying them to hospital, and calming situations. They provide basic first aid to deal with minor cuts and bruises, bottles of drinking water to combat dehydration, lollipops to raise morale and to assist in raising blood sugar levels, flip flops when stilettos are a challenge and 'space cagoules' to re-warm those who are at risk of hypothermia

Gender and age of people engaged with by Street Pastors



Overall outcome

Over the last twelve months the Street Pastors have engaged with more than 2844 individuals, and more than 1,400 operational hours have been provided by the service. In 2014/15 the Street Pastors engaged with 2959 individuals; this is a slight decrease of 3.8% year on year which can easily be attributed to seasonal and/or economic changes.

Contract	Delivery of an arts and employability programme for young people
Approved provider	Arts Partnership
Contract cost	£10,000.00 per annum

Contract objectives

The contract is to design, develop and deliver a programme for young people (aged up to 25) which will allow them to develop essential employability skills such as confidence, time keeping, social and management skills through arts based activities, complemented with opportunities to gain work related skills as part of a series of work placements or workshops to achieve qualifications.

Performance summary

The organisation has met the aims as set out in the Contract for an arts and employability programme for young people as well as exceeding their targets during 2015/16.

49 young people have taken part on the introduction to radio/interview skills programme, this was a short introduction to Media using Chorley FM Community radio station, and young people worked on basic radio skills and an introduction to interview technique. All of the young people who took part work towards an AQA Level 1 award.

The young people developed new skills around how radio works, what community radio is and what it involves, which included interview techniques and recording sessions. This also helped to build their confidence and gave them a sense of achievement and pride in themselves, as well as helping them to realise the benefits of team working, allowing them to develop essential employability skills. Young people also how to listen when conducting an interview, how to research and how to develop effective questions.

The young people who took part in the course said they felt more confident and were able to take part in the radio interview. As a direct result of the programme Albany Academy are providing weekly interviews and updates to Chorley FM which are played both live and as podcasts. Through the programme the young people are more confident to complete work experience programmes, encouraged to volunteer in the local community and happier to progress onto further education.

Overall outcome

The Arts and Employability programme for young people was being delivered by the Arts Partnership and there is still 1 year left of the 3 year contract, however they have closed as a charity (contract value £10k per year). By agreement with The Charity Commission, the remaining assets of the Arts Partnership as well as the effective maintenance of key aspects of its mission have transferred to a new registered charity Chorley Youth Zone. From 1 June 2016 the Project Manager is now employed by Chorley Youth Zone, and this new role will incorporate the delivery of the arts and employability programme for young people.

A change to the arrangements will need to be agreed with the Executive Member (Early Intervention) to transfer the funding for 2016/17 to OnSide Youth Zones who provide the support and back-office services to the new Charity. Subject to the transfer of funding this service is on track to achieve year three targets.

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Report of	Meeting	Date
Director (Customer and Digital) (Introduced by the Executive Member for Customer and Advice Services)	Executive Cabinet	30 June 2016

EXECUTIVE CABINET RESPONSE TO THE OVERVIEW AND SCRUTINY TASK GROUP REVIEW OF THE SINGLE FRONT OFFICE

PURPOSE OF REPORT

- To provide the Executive Cabinet's response to the O&S Task Group on the Review of the implementation of the Single Front Office undertaken in 2015 and reported to Executive Cabinet in February 2016.

RECOMMENDATION(S)

- It is recommended that Members accept the recommendations made by the O&S Task Group Review of the implementation of the Single Front Office as outlined in the table contained in the main body of the report.

EXECUTIVE SUMMARY OF REPORT

- The Council's Overview and Scrutiny Committee established a task group in June 2015 to review the implementation of the Single Front Office.
- The task group reported its findings and recommendations to the Council's Executive Cabinet in February 2016 and this report provides the Executive response to those recommendations.
- All recommendations are accepted and this report outlines the actions which will be taken to address each of the recommendations and also any progress already made to date.

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 6. To provide a response to the recommendations made by the O&S task group review of the implementation of the Single Front Office.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 7. None.

CORPORATE PRIORITIES

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

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

BACKGROUND

- 9. The Single Front Office project was approved by the Executive in January 2014. The project aim was to create a Single Front Office where services are delivered end-to-end as far as possible at the first point of contact

- 10. In June 2015 an The O&S task group was established to:

- a. Ensure that the implementation of the SFO is successful and meets all the principle objectives of the project;
- b. Ensure that the customer experience, response times and productivity and performance targets continues to improve; and
- c. Maximise the use of technology to improve the effectiveness and efficiency of service delivery.

- 11. The task group took evidence from a number of sources which included a wide range of performance data and they also met with officers to discuss their use of the My Account system and shadowed staff in the Council’s contact centre.

- 12. In the final report the O&S task group concluded that the implementation of the Single Front Office contributed to the work that the Council is currently undertaking to create efficiencies. In addition the Single Front Office was found to have many examples of good working practices and the recommendations endorse the expansion of the principles into other service areas across the Council.

RESPONSE TO RECOMMENDATIONS

- 13. The table details the Executive Cabinet response to each of the recommendations made by the task group and the actions taken and planned.

O&S Task Group Recommendation	Executive Cabinet Response	
	Actions completed	Actions planned
<p>1. Member Learning Session to be delivered to all Members of the Council on the Single Front Office to help Councillors understand what the Council are trying to achieve and the reason why.</p>	<p>Agreed.</p>	<p>A member learning session will be arranged to communicate the objectives, principles and successes of the Single Front Office.</p>
<p>2 The implementation of the Single Front Office, agreed by Executive Cabinet and finalised in March, although only part way through has already demonstrated improved efficiencies and has had an impact on productivity. The Group endorse the current approach being taken by the authority and support its expansion in other areas.</p>	<p>Agreed. The recent senior management restructure has more closely aligned our customer-facing services of Planning, Streetscene and Grounds Maintenance with the Single Front Office. The Planning Support project is nearing completion and the changes put in place will support productivity in this area.</p>	<p>A thorough understanding of the other service areas and collection of detailed baseline performance data will need to be acquired. Following this an action plan will be developed detailing how the approach will be taken forward in other areas.</p>
<p>3. That the Group supports the continued development, implementation of and migration of accessible services online.</p>	<p>Agreed. Council tax applications for single person discount and certain reliefs and exemptions can now be made online. The Planning Support project has moved the planning application process online.</p>	<p>Further on-line forms are being developed and are being acquired as part of software contract renewal such as DHP applications. Further software is being tested which will allow improved access for customers to council tax and business rates accounts and to their housing benefit claim information.</p>
<p>4. That the Council continues to engage with those residents who need additional support to access services online</p>	<p>Agreed. The Council's Digital Inclusion Officer post now sits within the Single Front Office and is better placed to work with the frontline team to encourage more residents to access services online Introductory sessions to support people to get online are now being held on a regular basis out in the community and take up is increasing.</p>	<p>The Digital Inclusion Officer will work directly from the Customer Services Centre and One Stop Shop on a Tuesday, actively helping customers to access services online and sign up for My Account.</p>
<p>5. That online tutorials are made available for residents to help them make effective use of the My Account system.</p>	<p>Agreed. A tutorial has already been developed for the planning weekly list to help customers access this online and this is in use.</p>	<p>An online tutorial for My Account will be developed and made available on the website and social media.</p>
<p>6. That dialogue on the My Account system be improved at</p>	<p>Agreed. Staff using the My Account</p>	<p>The wording for all stages of</p>

the necessary stages to provide better information to residents regarding assurances on the status of jobs and the transfer of requests to other partner organisations.	system have been reminded that notes on the service requests are visible to customers where the customer and also of the importance of keeping customers up-to-date with progress.	the My Account workflow and processes is under review to ensure the information made available to customers is as clear and accurate as possible.
7. That the process for requesting the addition of an asset to the Council's Asset Register be better promoted to residents using the My Account system.	Agreed.	Consideration be given to adding a service request type to My Account specifically for the addition of assets to the Council's asset register or redirect to existing enquiry form.
8. That My Account training be made available to Parish Councils.	Agreed. A training session has been held for Parish Councillors.	Where further interest is shown additional sessions will be held.
9. That an option be considered on the My Account system that will allow customers to enter service requests when that specific option is not available to select.	Agreed.	A review will be carried out of the enquiries received through the 'General Enquiry' service request. This will indicate where there is a need for an additional form for a specific service request or further information for customers about where to report issues.
10. That a Suggestion Box be considered on the My Account system that will allow customers to feedback and promote ownership of the system by the residents of the borough.	Agreed. There is a service request type for the website which is what customers currently use to feedback to us about online issues.	Consideration will be given to how this could best be facilitated within the current configuration of the My Account system.
11. That the Task Group supports the Council's review of all its correspondence with the aim of improving this method of communication to its residents and details of how to register on the My Account system be incorporated into its design.	Agreed Work has already been undertaken on the review of correspondence in planning and Housing Benefits. As part of this review consideration has been given to the most effective way to promote online access to services.	Review of correspondence will continue to take place as part of the SFO development plan. Consideration will be given to the development of an icon for My Account which could be easily incorporated into the Council's corporate templates used for customer contact.
12. That the Council looks at ways to improve the process of customer call backs across the authority.	Agreed. Staff have been encouraged to monitor call backs and to keep customers better informed generally by information on The Loop and in Core Brief.	A more targeted approach will be developed with managers to help focus on the areas of most concern.

IMPLICATIONS OF REPORT

14. 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

15. The Executive Cabinet responses to these recommendations have no additional budgetary implications for the Council over and above what has already been agreed.

COMMENTS OF THE MONITORING OFFICER

16. There are no comments.

ASIM KHAN
DIRECTOR (CUSTOMER AND DIGITAL)

Background Papers			
Document	Date	File	Place of Inspection
Report of the Overview and Scrutiny Task Group – Single Front Office	December 2015	http://mod/documents/s61339/Final%20Report%20-%20Single%20Front%20Office%20Review.pdf	Mod Gov
Report Author	Ext	Date	Doc ID
Helen Sutton	5449	15/06/16	OandSRRecommendationsEC30062016

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