

EXECUTIVE CABINET

THURSDAY, 22ND JUNE 2017, 6.30 PM
COUNCIL CHAMBER, TOWN HALL, CHORLEY

AGENDA

APOLOGIES FOR ABSENCE

1 **MINUTES OF MEETING THURSDAY, 16 MARCH 2017 OF EXECUTIVE CABINET**

(Pages 5 - 8)

2 **DECLARATIONS OF ANY INTERESTS**

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

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

3 **PUBLIC QUESTIONS**

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

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

4 **UPDATE OF COMMUNITY INFRASTRUCTURE LEVY REGULATION 123 LIST**

(Pages 9 - 22)

Report of the Director of Business, Development and Growth.

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

5 **CHORLEY COUNCIL PERFORMANCE MONITORING REPORT - FOURTH QUARTER 2016/17**

(Pages 23 - 42)

Report of the Director of Policy and Governance.

6	PROVISIONAL REVENUE AND CAPITAL OUTTURN 2016/17	(Pages 43 - 72)
	Report of the Chief Executive.	
	ITEM OF EXECUTIVE MEMBER (CUSTOMER, ADVICE AND STREETSCENE SERVICES) (INTRODUCED BY COUNCILLOR ADRIAN LOWE)	
7	DIGITAL STRATEGY 2017 - 2020	(Pages 73 - 112)
	Report of the Director of Customer and Digital.	
8	ICT STRATEGY 2017 - 2020	(Pages 113 - 128)
	Report of the Director of Customer and Digital.	
	ITEM OF EXECUTIVE MEMBER (PUBLIC PROTECTION) (INTRODUCED BY COUNCILLOR PAUL WALMSLEY)	
9	BUILDING CONTROL FEES	(Pages 129 - 138)
	Report of Director of Customer and Digital.	
10	EXCLUSION OF THE PUBLIC AND PRESS	
	<p>To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.</p> <p>By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information) Condition:</p> <p>Information is not exempt if it is required to be registered under-</p> <ul style="list-style-type: none"> 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 <p>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.</p> <p>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).</p>	

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

**11 APPROVAL FOR THE CONTRACT AWARD PROCEDURE AND
EVALUATION CRITERIA FOR THE PROCUREMENT OF ICT
INFRASTRUCTURE**

(Pages 139 -
142)

Report of the Director of Customer and Digital.

12 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>

This page is intentionally left blank

**MINUTES OF****EXECUTIVE CABINET****MEETING DATE****Thursday, 16 March 2017****MEMBERS PRESENT:**

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

MEMBER RESPONSIBLE:

Councillors Matthew Lynch and Alistair Morwood

COUNCIL CHAMPIONS:

Councillors Gordon France and Margaret France

OFFICERS:

Gary Hall (Chief Executive), Chris Sinnott (Director (Policy and Governance)), Asim Khan (Director (Customer and Digital)), Mark Lester (Director (Business, Economic and Growth)), Chris Moister (Head of Legal, Democratic & HR Services), Louise Elo (Head of Early Intervention), Angela Barrago (Time Credits Facilitator), Vanessa Fitzgerald (Policy and Engagement Assistant) and Dianne Scambler (Democratic and Member Services Officer)

APOLOGIES:

None.

OTHER MEMBERS:

Councillors Tom Gray, Tom Gray, Eric Bell and John Walker

17.EC.67 Minutes of meeting Thursday, 16 February 2017 of Executive Cabinet

DECISION: The meeting of the Executive Cabinet meeting held on 16 February were confirmed as a correct record for signing by the Executive Leader.

17.EC.68 Declarations of Any Interests

There were no declarations of any interest.

17.EC.69 Public Questions

There were no public questions.

17.EC.70 Purchase of Victory Park and Oak House and Associated Land

The Executive Member (Resources) presented the report of the Director of Policy and Governance requesting authorisation to purchase Victory Park, Oak House and associated land.

The Council had been in negotiations with Northern Trust concerning a proposed land swap whereby Northern Trust would transfer their interest of the land opposite the Town Hall (comprising the Royal Oak Public House, Oak House (the offices), the former Cash Converters site and offices occupied by Miller Metcalfe and Entwistle Green) and the Victory Park Football Ground site in exchange the Council would transfer their interest in the land at Southport Road.

The Monitoring Officer commented that the sale of Southport Road was expected to be completed by the end of the month.

Whilst a short-term licence would be issued to Chorley Football Club, the Executive Leader made it clear that the Council had purchased the land that the football club was sited upon, not the actual Football Club.

Decision:

1. **Approval granted for the Council to purchase the land and buildings known as Victory Park, Duke Street, Chorley for the sum of £200,000 and the land and buildings known as Oak House, High Street, Chorley to include the former Converters site, High Street Chorley and other offices within that title for the sum of £2.05m. The total estimated cost of the purchase including stamp duty and land tax is £2.375m**
2. **Approval granted that the Council approves the temporary use of prudential borrowing if the receipt from the sale of Southport Road is not received before the purchase of Victory Pak and Oak House.**
3. **Delegated authority granted to the Head of Legal, Democratic and HR Services to prepare the necessary legal documentation to complete the purchase.**

Reasons for recommendation(s)

The purchase will support the Council's ambitions in the delivery of the Town Centre Masterplan and provide parking to support developments such as the Market Walk extension.

Alternative Options Considered and Rejected

To acquiring the leasehold titles to the site.

17.EC.71 Home Energy Conservation Act (HECA) Report 2017

The Executive Member (Early Intervention) presented the report of the Director of Early Intervention and Support that explained the Council's requirements in respect of the Home Energy Conservation Act (HECA) and to advise on HECA related activity carried out to date. The report also set out proposed HECA related activity for the future.

One of the key aspects of the Council's HECA report was the work being undertaken to address Fuel Poverty. The Council's corporate strategy target was for Chorley's rates to be below the North West average and although Members noted that this target had been achieved, they still felt that there was additional work that could be done in this area.

Decision:

Approval of the proposed Councils HECA related activities for the next two years as outlined in Appendix 1 of the report.

Reasons for recommendation(s)

By accepting the HECA report the Council has ensured that it is meeting its statutory obligations to publish such a report by 31 March 2017.

Alternative options considered and rejected

There were no alternative options to be considered in terms of providing a HECA report, because the Council has a statutory duty to publish one.

17.EC.72 Care Leavers Council Tax Discount

The Executive Member (Customer and Advice) presented a report of the Director of Customer and Digital that highlighted the difficulties that Care Leavers can face when they leave care (aged 16 or over), and have to manage their own budgets for the first time.

To support care leavers, the report recommended making changes to our Council Tax Scheme (CTS) discretionary hardship policy to give Care Leavers who meet the CTS criteria 100% Council Tax relief until they reach the age of 25. It also recommended that where a Care Leaver didn't meet the CTS criteria, the Council offers Council Tax relief of Chorley Council's element, which is roughly a 10% discount.

The Council would then encourage all preceptors to offer the same support to Car Leavers, with the aim of enabling all care leavers to benefit from 100% council tax relief until they reach the age of 25.

Decision:

Approval granted to:

- a) **change the existing discretionary hardship policy which applies to council tax payers who receive Council Tax support (CTS) to make provision for Care Leavers who meet the CTS criteria to be granted 100% relief from paying Council Tax from 1 April 2017.**
- b) **change the Council's discretionary hardship policy which applies to council tax payers who do not receive CYS to provide 100% relief of Chorley Council's element of the Council Tax for al Care Levers who do not meet the CTS criteria up until the age of 25.**
- c) **Write to all major preceptors to make them aware of the difficulties care leavers face, and asking them to support giving all care leavers 100% relief until the age of 25 by contributing to the cost chargeable to this council's General Fund in proportion to their share of council tax income for 2017/18.**

Reasons for recommendation(s)

Lancashire County Council has provided information that many young adults that leave the care of Lancashire County Council find it difficult to begin the transition out of care into adulthood.

Awarding former care leavers who meet the council tax scheme criteria council tax relief until they are 25 years will assist this vulnerable group to make the transition from care to adult life is as smooth as possible, and will mitigate the chances of care leavers falling into debt as they begin to manage their own finances. It is recommended that they should be exempt from paying Council Tax until they are 25.

Changing the Council's discretionary hardship policy for care leavers who do not meet the CTS criteria, will provide them with some level of relief, and also show other major preceptors that the council consider it important to support Care Leavers. It is hoped that leading by example will encourage other preceptors to offer the same support and relief.

Alternative options considered and rejected:

The Council could choose to have no special provision for this group. The existing hardship policies could already be used to provide discretionary financial assistance, however, this would only be if all the current conditions in the policy were met.

Chair

Date

This page is intentionally left blank



Chorley Council	Meeting	Date
Director of Business, Development and Growth (Introduced by the Executive Member for Economic Development and Public Service Reform)	Executive Cabinet	22 June 2017

UPDATE OF COMMUNITY INFRASTRUCTURE LEVY REGULATION 123 LIST

PURPOSE OF REPORT

1. To inform Members about the update of the Community Infrastructure Levy (CIL) Regulation 123 List.

RECOMMENDATION(S)

2. To approve the revised changes to the Regulation 123 List for a 4 week consultation to Monday 17 July 2017 and to delegate any changes following consultation to an Executive Member decision.

EXECUTIVE SUMMARY OF REPORT

3. To approve the revisions to the Regulation 123 list for a 4 week consultation to Monday 17 July 2017

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

Key Decision? Please bold as appropriate	Yes	x
--	-----	----------

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)

4. To update infrastructure schemes and reflect changes to the Regulation 123 List

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

5. None

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

BACKGROUND

7. The Community Infrastructure Levy (CIL) is a charge on some forms of development. For Chorley this is housing (although some relief can be claimed for certain types of housing development) and retail (excluding neighbourhood convenience stores), which allows Local Authorities to raise funds from developers to pay for strategic and local infrastructure that is needed as a result of development. CIL was adopted by the Council on 16 July 2013 and charging commenced from 1 September 2013
8. CIL is used to contribute to the infrastructure requirements identified in the list prepared under Regulation 123 of the Community Infrastructure Levy Regulations 2010 (as amended). The CIL Regulations define infrastructure as the meaning given in section 216(2) of the Planning Act 2008, as amended by Regulation 63. The list supplied by the Act includes, but is not exclusive to:
 - a. Roads and other transport facilities
 - b. Flood defences
 - c. Schools and other educational facilities
 - d. Medical facilities
 - e. Sporting and recreational facilities
 - f. Open spaces
9. The Regulation 123 List (as adopted September 2013 and amended April 2016) was derived taking into account the background supporting documents that were prepared in association with the Central Lancashire Core Strategy (adopted July 2012), which sets out the infrastructure needed to deliver the development set out in the Core Strategy up to 2026 and the Lancashire County Council adopted Local Transport Plan 3 Strategy and Implementation Plan 2011-2021 which sets out the strategic objectives for transport and travel.
10. The Regulation 123 List specifies the infrastructure projects to be funded in part by CIL in Chorley and includes schemes such as transport improvements, health facilities and education provision. Chorley’s Regulation 123 list was adopted in September 2013 and updated in April 2016.
11. A 4 week consultation extending until 3 May 2017 was held with appropriate stakeholders asking for expression of interests for inclusion on the Regulation 123 List.

PROPOSED SCHEMES FOR THE REGULATION 123 LIST

12. 18 requests and 4 updates have been received for inclusion on the Regulation 123 List. Of these, 7 schemes have been put forward by parish councils and a councillor, 4 schemes (and 4 updates) have been put forward by Lancashire County Council as the education authority and 7 schemes have been put forward by officers. No expressions of interest have been received from Lancashire NHS.

13. Lancashire County Council (LCC) has previously made representations to the Council to request that opportunity be provided for their education schemes to be added to the CIL Regulation 123 list. There have been some occasions where requests for contributions for education have been made via section 106 requests in response to planning applications. As Chorley Council has CIL in place, it is this which is the mechanism for LCC to access education infrastructure funding to meet the needs generated from development. This means that until LCC come forward with projects for education that identify the specific school for funding, the Council are unable to allocate any CIL monies for generic provision for schools for the benefit of the borough.
14. The list of schemes requested for inclusion is shown below:
1. New length of footway along Clancutt Lane extending to junction with Spendmore Lane, Coppull (Councillor Toon)
 2. "Access only" and signage at both ends of Town Lane, Heskin (Heskin Parish Council)
 3. Yarrow Valley Walk, link paths from Euxton to Chorley (Euxton Parish Council)
 4. Pedestrian Crossings over Southport Road, Euxton and Westway, Euxton (Euxton Parish Council).
 5. Increased parking at Hallgate, off Chancery Road (Astley Village Parish Council)
 6. Cycle Lane improvements through Astley Village (Astley Village Parish Council)
 7. Improvements to Lay-by on Chancery Lane (Astley Village Parish Council)
 8. Resurfacing of Redwing Drive Play area, Gllibrand
 9. Footpath improvement works within Yarrow Valley Country Park
 10. Highways infrastructure (provision of necessary access arrangements) to support the delivery of the employment allocation at the Digital Office park, Euxton Lane, Chorley
 11. Highways infrastructure (provision of necessary access arrangements) to support the delivery of the employment allocation at Clayton- Le- Woods.
 12. Infrastructure improvements along Millennium Way, Chorley
 13. Highways infrastructure (provision of necessary access arrangements) to support the delivery of the employment allocation at Cowling Farm, Chorley
 14. Extension to Adlington Cemetery, Adlington
 15. Chorley Town -139 primary school places
 16. Coppull - 8 primary school places
 17. Euxton – 36 primary school places
 18. Holy Cross - secondary school provision - expansion of 1 form of entry.
15. The 4 updates to the Reg 123 List required by Lancashire County Council confirm the following items are to remain but require amendments:
- Adlington half form entry primary places – timings to be amended to: 2017 – end of plan period
 - Clayton-le-Woods one form entry primary places – Timings to be amended to 2017 – end of plan period. Amend name of area to 'Clayton-le-Woods/Clayton Brook/Green and Whittle-le-Woods'.
 - Eccleston half form entry primary places – Timings to be amended to 2017 – end of plan period. Amend name of area to 'Eccleston and Rural'. Amend funding deficit to £2m to update costs.
 - Group 1 Site, 1 form entry primary school, Buckshaw Village – amend name to 'additional one form of entry at Trinity CE/Methodist Primary School, Buckshaw Village – two form entry to three form entry'. Timings to be amended to 2017 – end of plan period.
16. The purpose of the Regulation 123 List is to ensure clarity on what CIL might be spent on and there is no duplication ('double dipping') between CIL and S106 agreements in funding the same infrastructure projects. The Community Infrastructure Regulations 2010 (as amended) restrict the use of planning obligations where there have been 5 or more obligations in respect of a specific infrastructure project or type of infrastructure entered

into on or after 6 April 2010. Open space contributions are entered into via s106 agreements and therefore are not included as specific schemes or as a generic open space on the Regulation 123 List.

- 17 CIL monies cannot be used to remedy existing deficiencies in infrastructure unless development would have an impact on the infrastructure.

Schemes Not Appropriate for the Regulation 123 List

- 18 The following schemes are **not** appropriate for inclusion on the Regulation 123 List:

(1). New length of footway along Clancutt Lane extending to junction with Spendmore Lane, Coppull. The proposal is to provide a new length of footway as the existing footway is limited in width and obscured by a hedge which Lancashire County Council as the highway authority has indicated is not a registered footpath and not one they maintain. LCC estimate the cost for the provision of a footway is £6,600 (including £3,300 to cover site clearance and removal of section of leylandii). Two large trees may also require removal in order to facilitate a footway and the road may require Traffic Management or even a closure. Costings do not cover replacement of the lost vegetation or any unknown variables e.g. statutory undertakers service issues etc or the costs to cover appropriate compensation for additional land to form the footway and boundary work for the owner of 1, Clancutt Lane.

- 19 This is not a strategic scheme and is more suitable as a local area scheme. A local council such as Coppull Parish Council can use CIL receipts passed to it in accordance with regulation 59A or 59B to support the development of the local council's area, or any part of that area by funding:

- a) the provision, improvement, replacement, operation or maintenance of infrastructure; or
- b) anything else that is concerned with addressing the demands that development places on an area.

20. **(2). "Access only" and signage at both ends of Town Lane, Heskin.** This proposal is to improve the safety of pedestrian, cyclists and horse riders who use Town Lane, as it is a narrow lane with very few passing places and yet it is increasingly used by cars, vans, and large vehicles as a "rat run". Lancashire County Council as the highways authority has reiterated advice given in September 2016 that they are currently operating on a prioritisation basis whereby sites with injury accidents take precedence over other locations on the highway network which have no injury accidents in the last 5 years. Whilst they understand the Parish Council concerns regarding the narrowness of Town Lane and speeding traffic, it is not as unsafe as it seems and it would appear that the injury accident record supports this with no injury accidents occurring in the last 5 years. To this end Lancashire County Council do not feel that further consideration in terms of introducing permanent signage/speed bumps etc. is necessary at the present time. Furthermore there are existing signs saying the road is unsuitable for motor vehicles. Therefore this scheme is not appropriate for the Regulation 123 List.

21. **(3). Yarrow Valley Walk, link paths through from Euxton to Chorley.** The proposal is a full tidy up of the path system including rebuilding of bridges and hand rails. No map has been provided of the route. Cost unknown. However the scheme is not appropriate for the Regulation 123 List because part of the route is a public right of way and the route is in different ownerships, none in Chorley Council's ownership. Cost unknown.

22. **(4). Pedestrian Crossings over Southport Road, Euxton and Westway, Euxton** The proposal is to provide pedestrian crossings at these roads (which have no crossings) to improve safety for all users including young people using the area around Southport road

and Westway. Cost unknown. Euxton Parish Council has indicated Lancashire County Council has previously investigated but given this low priority due to other items on the 'shopping list' being first. Lancashire County Council has been asked to provide a comment and cost for this scheme but their response is awaited.

23. **(5). Increased parking at Hallgate, off Chancery Road, Astley Village.** The proposal is to increase parking at Hallgate available for available for Astley Park/Hall/Events. There are a number of schemes to assist improved car parking for Astley Park/Hall/Events and therefore there is no need to include this proposal on the Regulation 123 List. These include a scheme to deliver an additional 25 no. parking spaces at the existing Hallgate car park. The scheme will require planning consent. The scheme will utilise Astley 2020 funding (£50,000) with works commencing in 2017/2018. Further provision of events car parking currently being considered is at Westway Playing Fields. The current iteration of the scheme provides 92 permanent car parking spaces and 328 events car parking spaces to alleviate parking congestion during major events at Astley Hall and Park. Funding for the car parking is provided by an Astley 2020 budget (£175k) and s106 monies committed to improving Westway Playing Fields. The development of the Southport Road car park will also provide a further 100 car spaces for Astley Hall and Park by 2020.
24. **(6). Cycle Lane improvements through Astley Village.** The Local Plan protects cycle routes including route ST1.9 which extends along the whole length of Chancery Road from Euxton Lane to Westway. This scheme is already on the Regulation 123 List (Buckshaw-Chancery Lane-Cuerden Valley Park-Southport Road), and there is no proposal to remove it from the list. Further work is being undertaken by officers with Lancashire County Council and transport consultants Jacobs on a Central Lancashire Walking and Cycling Strategy. This has identified 12 primary routes for commuting and leisure in Central Lancashire. Part of route ST1.9 in this locality is identified within a primary route and the Strategy will indicate the work required and the broad costs for bringing forward these routes.
25. **(7). Improvements to Lay-by on Chancery Lane.** The cycle lane and sight lines for Chancery Road are blocked by parked cars including damage to the grass verges. The proposal is to change parts of the grass verge into lay-by or parking areas which could keep the vehicles from blocking the cycle lane. This land is in ownership of Lancashire County Council as the highway authority. Adtley Village Parish Council has indicated Lancashire County Council has looked into this and are conducting a further investigation (May 2017).
26. Lancashire County Council has responded to an officer's request to provide a comment and cost for this scheme. LCC state "following concerns raised by the Parish Council officers carried out observations at the reported location on 4 dates (29 March, 5 April, 21 April and 27 April 2017) during hospital visiting periods which had been conveyed as the peak time the issues existed. During the observations a varying degree of parking was observed between the entrance to Derian House and the junction with Long Croft Meadow although vehicles were not witnessed parked within 10 metres of either junction in a position which would likely restrict sightlines for emerging traffic. Chancery Road at this point has a width of approximately 7.5 metres and the positioning of the parked vehicles on the eastern radius did not represent a significant reduction to the running lane width with no requirement observed for traffic to overrun the centreline or, as a result of the direction of the bend, a restriction of sightlines for approaching traffic. The small section of grass verge in the vicinity of Long Croft Meadow is protected by low level fencing and is therefore not accessible for parking with the remaining section consisting of metalled footway and no instances of vehicle damage to verges or contamination of the carriageway were witnessed. Lancashire Constabulary provide records of accidents within the public highway which is an important tool used by engineers to assess how a particular area operates in road safety terms. If a road has a historically good injury accident record as in the case of Chancery Road then it is considered to be operating satisfactorily with no significant road safety issues that would necessitate the installation of further highway measures. Lancashire County Councils current finite Highway budget and resources are prioritised to carrying out improvements to the many sites in the county which currently experience evidenced injury incidents and where the

installation of further measures can be deployed to alleviate identified issues, reduce incidents and improve road safety throughout the highway network. At this stage it would not be possible to provide an accurate estimate of likely costs of such a scheme and further detail of the proposed extent of improvements envisaged and initial site plans would need to be provided to allow the county councils highway team to produce a prospective cost estimate”.

27. **(8). Resurfacing of Redwing Drive Play area, Gllibrand.** Play area inspections have shown this play area needs resurfacing due to wear and tear of existing equipment and safety. Cost £100k. Completion proposed by 2022. As referred to above at para 16, Open space contributions are entered into via s106 agreements and not included on the Regulation 123 List as this would be ‘double dipping’
28. **(9). Footpath improvement works within Yarrow Valley Country Park.** Improvement and repair of existing footpath due to usage. Cost £50k. Works to start by 2020. As referred to above at para 16, Open space contributions are entered into via s106 agreements and not included on the Regulation 123 List as this would be ‘double dipping’

Schemes for the Regulation 123 List

29. The publication of a Regulation 123 list does not signify a commitment from the council to fund all the projects listed, or the entirety of any one project through CIL – it just signifies projects that will be considered by the council in its decision as to what might receive CIL funding. The following 9 schemes are appropriate to be included on the Regulation 123 List as shown in bold and underlined at Appendix 1.
30. **(10). Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at the Digital Office park, Euxton Lane, Chorley** This scheme is required to bring forward the employment at this site which is allocated in the Chorley Local Plan. It will involve a right turning lane and new access into and within the site. Cost Unknown.
31. **(11). Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at Clayton- Le- Woods.** This scheme is required to bring forward the employment at this site which is allocated in the Chorley Local Plan to 2026. Cost Unknown. This scheme will involve highway access into and within the employment site and improvements along Wigan Lane (A49)/Leyland Way/Lancaster Lane (B5256) from junction 28, M6.
32. **(12). Highway access improvements along Millennium Way and A6 corridor, Chorley** to accommodate the increase in traffic from new development in Chorley. Cost Unknown.
33. **(13). Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at Cowling Farm, Chorley.** This scheme is required to bring a highway access into and within the site to bring forward the employment at this site allocated in the Chorley Local Plan to 2026. Cost Unknown.
34. Payment of CIL does not replace S278 agreements, as S278s are not planning obligations. A S278 Agreement (under Section 278 of the Highways Act 1980) is made between a developer and a Highways Authority to enable works to be carried out on the public highway to facilitate development. The need to enter into a S278 usually arises as a result of a planning application and will be a condition of the planning consent. Examples of works delivered through a S278 agreement include construction of a new access junction, improvement of an existing junction or safety related works. Authorities can use monies from both sources to fund improvements to the highway network. A S278 agreement can be entered into to boost CIL funding towards these schemes.

35. **(14). Extension to Adlington Cemetery, Adlington.** The land for an extension to this cemetery is allocated in the Chorley Local Plan to 2026. Cost Unknown.
36. Lancashire County Council has indicated the demand for school places across Chorley is based on identified sites in the Chorley Local Plan without planning permission.
(15) Chorley Town -139 primary school places show the need for over half a form of entry. A feasibility assessment is required to identify the school.
(16) Coppull - 8 primary school places which will be delivered through the expansion of an existing local primary school. A feasibility assessment is required to identify the school.
(17) Euxton – 36 primary school places;
(18) Holy Cross - secondary school provision – contribution expansion of 1 form of entry as a result of housing development in the Chorley Central area. LCC have front funded from basic need to fund this project.
37. Charging authorities cannot borrow against future levy income, but the levy can be used to repay expenditure on infrastructure that has already been incurred.

Schemes to be Amended from the Regulation 123 List

38. The following schemes are deleted from the Regulation 123 List because money from the CIL has been approved and allocated for the Market Walk extension. All deletions are shown at Appendix 1 in bold and as a strikethrough:
- ~~Chorley Town Centre enhancements~~
 - ~~Flat Iron enhancements~~
- 39 The following schemes are to be amended on the Regulation 123 List:
- Adlington half form entry primary places – timings to be amended to: 2017 – 2026
 - Clayton-le-Woods one form entry primary places – Timings to be amended to 2017 – 2026. Amend name of area to ‘Clayton-le-Woods/Clayton Brook/Green and Whittle-le-Woods’.
 - Ecclestone half form entry primary places – Timings to be amended to 2017 – 2026. Amend name of area to ‘Ecclestone and Rural’. Amend funding deficit to £2m to update costs.

As the planning application for the Group 1 site stems from the original outline consent pre-Sept 2013 then no CIL can be charged but a S106 education can be sought through S106. Therefore it is proposed to delete the original reference to “Group 1 Site, 1 form entry primary school” and decline any LCC proposed amendments (referenced in paragraph 15, bullet point 4 of this report).

NEXT STEPS

40. Following the 4 weeks consultation which ends on Monday 17 July 2017, any further changes to the Regulation 123 List will be delegated to an Executive Member Decision. Should there be significant objections or comments that are not in accordance with the proposals being consulted on the decision on the amendment of the list will be brought back to Cabinet for consideration. The Regulation 123 List will then be published on the Council’s website.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

42. As stated in the report the amended 123 list gives an indication of the projects that will be considered by the council in its decision as to what might receive CIL funding. Once designed, costed and approved these projects will be added to the Council's capital programme. A decision will be made as to what projects are part-funded through CIL with other funding sources required to be identified to fully finance the projects.

COMMENTS OF THE MONITORING OFFICER

43. The process used for the amendment of the Council Reg 123 list is compliant with the legislative requirements and the proposals have been considered for consultation properly.

44. The report does not address the expenditure of CIL receipts. This is an Executive Function which should be exercised in accordance with the legislation. Receipts can only be spent on infrastructure on the regulation 123 list which should be prioritised in accordance with the Council's Corporate Strategy or evidenced need.

MARK LESTER
DIRECTOR OF BUSINESS, DEVELOPMENT AND GROWTH

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Alison Marland	5281	7 June 2017	***



APPENDIX 1

**CHORLEY COUNCIL
COMMUNITY INFRASTRUCTURE LEVY
Regulation 123 List**

Adopted September 2013

The Regulation 123 List was updated on 22 June 2017

Central Lancashire Community Infrastructure Levy

Introduction

The purpose of the list is to demonstrate the broad range and type of infrastructure that it is likely the Council will seek to spend CIL funds upon. This is a 'living' document and will be the subject of on-going update and monitoring.

Regulation 123 List

The Community Infrastructure Regulations 2010 (as amended) restrict the use of planning obligations where there have been 5 or more obligations in respect of a specific infrastructure project or type of infrastructure entered into on or after 6 April 2010.

The Regulations (paragraph 123) provide for a charging authority to set out a list of projects or types of infrastructure that the levy is intended to fund, and this is referred to as the 'Regulation 123 List'.

The purpose of this Regulation 123 List is to ensure clarity on what CIL might be spent on and there is no duplication ('double dipping') between CIL and S106 agreements in funding the same infrastructure projects.

A CIL charging authority is expected to publish a list of infrastructure that it intends will benefit from CIL on its website. The Council can review this list at least once a year as part of its monitoring of CIL collection and expenditure.

The inclusion of a project or type of infrastructure in this list does not signify a commitment from the Council to fund either in whole or in part the listed project or type of infrastructure through CIL. Nor does the order of the table imply any order of preference or weighting of one project as opposed to another.

Payment of CIL does not replace S278 agreements, as S278s are not planning obligations. A S278 Agreement (under Section 278 of the Highways Act 1980) is made between a developer and a Highways Authority to enable works to be carried out on the public highway to facilitate development. The need to enter into a S278 usually arises as a result of a planning application and will be a condition of the planning consent. Examples of works delivered through a S278 agreement include construction of a new access junction, improvement of an existing junction or safety related works. Authorities can use monies from both sources to fund improvements to the highway network. A S278 agreement can be entered into to boost CIL funding towards these schemes.

Background

The Regulation 123 List (adopted September 2013) was derived taking into account the background supporting documents that were prepared in association with the Central Lancashire Strategy (adopted July 2012), which sets out the infrastructure needed to deliver the development set out in the Strategy up to 2026 and the Lancashire County Council adopted LTP3 Strategy and Implementation Plan 2011-2021 which sets out the strategic objectives for transport and travel.

Infrastructure projects to be funded in part by the CIL

CHORLEY INFRASTRUCTURE DELIVERY SCHEDULE

PROJECT	TIMING	FUNDING DEFICIT £M
Transport		
New Coppull Railway Station	2014-2024	8
Mini interchange: Clayton Green Asda	2012-2015	0.2
Chorley Railway Station car parking –Friday Street (110 spaces)	2012-2015	0.8
Car park on Southport Road, Chorley (100 spaces to support Astley Park)	-	-
<u>Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at the Digital Office park, Euxton Lane, Chorley</u>	-	-
<u>Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at Clayton- Le- Woods including improvements along Wigan Lane (A49) / Leyland Way / Lancaster Lane (B5256) from junction 28, M6.</u>	-	-
<u>Highway access improvements along Millennium Way and A6 corridor, Chorley to accommodate the increase in traffic from new development in Chorley</u>	-	-
<u>Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at Cowling Farm, Chorley.</u>	-	-
Cycle Schemes		
Clayton-le-Woods	2015-2020	0.2
Clayton Brook and Whittle-le-Woods to Chorley A6	2015-2020	0.5
Canal towpath, Botany to Blackburn	2015-2020	0.5
Chorley to Abbey Village –old railway	2015-2020	1
Cycle Schemes near Wheelton on the A676	2015-2020	0.125
Chorley North-East-Harpers Lane, Railway Rd- Park Rd	2015 -2020	0.3
Cycle Link, Croston to Ulnes Walton to Leyland	2015-2020	0.15
Euxton-Wigan Rd and School Lane	2015-2020	1.5
Buckshaw-Chancery Lane-Cuerden Valley Park-Southport Road	2015-2020	0.6
Chorley East –Eaves Lane, Lyons Lane, Yarrow Gate to Carr Lane/Myles Standish Way	2015-2020	0.25
Improvements to Cycle Links - Adlington	2015-2020	0.34
Chorley South to Coppull	2015-2020	0.4
Eccleston to Chorley via Back Lane	2015-2020	0.15

PROJECT	TIMING	FUNDING DEFICIT £M
Health		
Local Community Health Hub, Friday Street, Chorley	-	-
Education		
Group 1 Site, 1 form entry primary school, Buckshaw Village	2016-2021	2.5
Adlington half form entry primary places #	2016-2021 2017- 2026	2
Clayton-le-Woods/ Clayton Brook/Green and Whittle-Le-Woods# 1 form entry primary places	2016-2021 2017-2026	3.5 – 5
Eccleston and Rural half form entry primary places#	2016-2021 2017-2026	1.72 2
Chorley Town -139 primary school places show the need for over half a form of entry. #	2017-2026	2
Coppull - 8 primary school places which will be delivered through the expansion of an existing local primary school#	2017-2026	114,000
Euxton – 36 primary school places #	2017-2026	511,823
Holy Cross - secondary school provision expansion of 1 form entry	2017-2026	2,185,363
Green Infrastructure/public realm		
Chorley Town Centre enhancements	2012-2016	4
Flat Iron enhancements		0.30
Extension to Adlington Cemetery	-	-

Key

A feasibility assessment is required by Lancashire County Council to identify the school.

PAN CENTRAL LANCASHIRE

PROJECT	TIMING	FUNDING DEFICIT £M
Transport		
Bus Rapid Transport Routes: Chorley to Preston B6258 Preston East – City Centre Preston - Lostock Hall – Leyland Cottam – Preston Cuerden – Preston via A6	2012-2018	
HOV/Bus Lanes on A582 corridor serving Park & Ride sites	2012-2018	55.2

This page is intentionally left blank



Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member for Resources)	Executive Cabinet	22 June 2017

CHORLEY COUNCIL PERFORMANCE MONITORING – FOURTH QUARTER 2016/17

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 2016/17, 1 January – 31 March 2017.

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 2016/17. Project performance is assessed based on the delivery of key projects outlined within the new 2016 strategy and against the measures in the 2015 Corporate Strategy along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with nine (64%) of the projects rated as green and four (29%) of projects are currently rated amber; actions plans for each of these projects are contained within this report. One project (7%) is now complete and outcomes have been recorded.
5. Performance of the Corporate Strategy indicators and key service delivery measures is also good. 73% of Corporate Strategy measures are performing on or above target and 70% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures which will be put into place to improve performance.

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

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

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

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 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.
10. The new Corporate Strategy was approved by Council in November 2016. It includes 14 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
11. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.



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

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

12. The project to 'improve the look and feel of local neighbourhoods' looks to bring together the principles of Neighbourhood Working and Community Action Plan delivery as a way of not only supporting environmental projects but also directing resources to address longer term concerns linked to the wider determinants of health and social inequalities. As part of preparatory work, the 24 neighbourhood priority projects for 2016/17 have been reviewed and a further 24 projects identified for delivery in 2017/18. The implementation of the new Integrated Community Wellbeing Service for Chorley contributes additional value to integrated place based delivery, particularly focusing on those wards and issues that put higher demands on both the council and wider public services. This will be developed further as part of the next phase of the project.
13. Work has also progressed on the project to develop new ways of delivering services for communities, with the council and the community 'doing their bit' together to provide the best service solutions for people living in the Chorley area. This project has now commenced with a partnership analysis session of the practical findings of the Chorley Time Credits work over the last year, to inform the next stage of this project. This has helped to formulate the future business plan for developing new ways to deliver services for communities which will be presented to Executive Cabinet in August.
14. During quarter four there has been a 63% increase in the number of volunteering hours earned meaning more people are providing a valuable contribution towards their local community. We continue to deliver work to ensure that all of our residents take pride in where they live and the things that they achieve; the percentage of the population with NVQ level 3 and above is performing above target at 58%, this is higher than both the national (56.9%) and North West (53.7%) averages.
15. We have increased the number of digital access points across the borough by 44% this quarter, exceeding the target of 11%. Chorley now has a substantial list of locations where residents can get online or have received digital training including Tatton Community centre and Clayton Brook Village Hall. This quarter, we have delivered 26 digital sessions, 52 hours in total to 59 learners which is equivalent to 424 learner hours. Customers at our Union Street offices have received one to one assistance with using digital terminals, increasing their confidence in using technology and supporting the Council's digital strategy through encouraging people to get online and do more online.

Performance of Key Projects



16. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the fourth quarter overall performance is good, with two projects reported as green and on track:
 - Develop new ways of delivering services for communities
 - Improve the look and feel of local neighbourhoods across the borough
17. One project is currently rated as amber which is an early warning that there may be problem with the project:

Project Title		Project Status
Progress delivery of the Westway integrated sports facility		AMBER
Explanation	<p>This project is currently in the stages of negotiation between partners regarding funding and planning consent. There has been little progress made this quarter with work currently halted on site whilst negotiations continue.</p> <p>Any further progression is dependent on complex interdependencies within the project including the release of funding which is tied to numerous conditions including planning consent and community benefit outcomes. This project is dependent on a number of complex agreements between parties and partnership arrangements.</p> <p>Due to delays with progress and further decisions to be made by partners, this project has been rated as Amber for this quarter.</p>	
Action Required	<p>Chorley Council has been proactive in taking part in negotiations between partners.</p> <p>A risk management strategy will be prepared detailing how Chorley Borough Council manages the potential risks with regards to not securing funding or any potential partnership failures.</p>	

Performance of Corporate Strategy Measures



18. At the end of the fourth quarter, it is possible to report on three of the seven performance indicators under this priority. These are all performing better than target:
 - % increase in the number of volunteering hours earned
 - % increase in digital access points across the borough
 - % of the population with NVQ level 3 and above
19. The full outturn information for the performance indicators is included at Appendix A.



Clean, Safe and Healthy Communities

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

20. Over the fourth quarter, preparations have commenced to ensure the building site for the Primrose Gardens Retirement Village is ready for construction. Work has progressed well with the marketing and communications strategy evolving, a website being developed for the village and public realm discussions having taken place with residents and the local Doctors Surgery. The delivery of Primrose Gardens remains on track and will see the delivery of 65 supported units for older people in Chorley, providing purpose built accommodation to support older residents when they need it most.
21. In quarter 4, work to bring LCFT and Chorley Council teams together as part of the enabling phase of the Integrated Community Wellbeing Service progressed with the aim of having the new service co-located by the end of April 2017. Staff engagement sessions were held with information and development sessions attended by all LCFT and Council staff involved. The Executive Group and Senior Management Team for the integrated service have also been established and continue to provide oversight and guidance to the new service.
22. Residents have been encouraged to be healthier as the number of visitors to Council leisure centres continues to increase, with 40,000 more visits than the same time last year. In addition, 5,344 young people took part in 'Get up and Go' activities during this fourth quarter.
23. The number of long term empty properties has decreased by 4% compared to the same period last year, and the number of people who present as homeless for support by the council has exceeded the target set for this quarter, supporting the long term outcomes for clean, safe and healthy communities.

Performance of Key Projects




24. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the fourth quarter overall performance is good.

25. Two projects were rated as green, meaning they are progressing according to timescale and plan:
- Deliver the Primrose Gardens Retirement Village for Chorley
 - Deliver the enabling phase of Integrated Community Wellbeing
26. One project is currently rated as amber which is an early warning that there may be a problem with the project:

Project Title		Project Status
Deliver a project to get people ready for work (Chorley Futures)		AMBER
Explanation	<p>Since January 2017, this project has been awaiting a formal offer letter from the DWP. Since this date, and therefore across the quarter, there has been little progress made in this project. This is because the Chorley Futures Project is externally funded by the European Social Fund (60% ESF). The project was approved in January 2017 at the ESF committee; however a formal offer letter has not yet been received from DWP.</p> <p>Response received from DWP states that the Treasury have given assurance that any agreements entered into before the UK exit the commission will be honoured and that there are additional requirements that will need to be fulfilled in light of this before an agreement can be entered into.</p> <p>Preparatory work on the project has continued including development of initial assessment forms, referral arrangements and marketing literature. However, due to a lack of progress and confirmation on funding, an Amber rating has been given and remains in place.</p>	
Action Required	<p>Chorley Council has been proactive in chasing DWP for updates both directly and through the ESIF committee and will continue to be proactive in this.</p> <p>Once the formal offer letter is received, and Chorley Council are made aware of timescales involved, a full re-profile of key programme milestones will be required to be completed. Staff will be recruited to ensure the project outputs are within the timescales of the project, with planned dates for this activity to be re-scheduled. The programme will be marketed and development of a tender specification for procurement of a skills workshops training provider.</p>	

Performance of Corporate Strategy Measures



4 Performance is better than target

0 Worse than target but within threshold

1 Worse than target, outside threshold

27. At the end of the fourth quarter, it is possible to report on five of the nine key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.



28. Four of these indicators were performing on or better than target at quarter four:

- The number of visits to Council leisure centres
- The number of people taking part in get up and go activities
- Number of long term empty properties across the borough
- Number of homelessness preventions and reliefs

29. One indicator is performing below target, outside of the 5% tolerance threshold:

- Number of affordable homes delivered

The reasons for this are listed in the table below:

Performance Indicator		Target	Performance
	Number of affordable homes delivered	100	87
Reason below target	National welfare reform measures including the social rent reduction has led to significant reductions in Registered Providers' appetite to develop new social housing. The pending regulations for the Housing and Planning Act including the detail regarding starter homes has resulted in developers not wanting to finalise Section 106 agreements because a high percentage of starter homes has resulted in providers being unwilling to accept intermediate home ownership units on section 106 sites.		
Action required	Action which will be taken over the next quarter to improve performance will include proactively and robustly negotiating section 106 sites and challenging viability claims for reduced affordable contributions and maintaining engagement with Registered Providers to maximise opportunities for grant funded scheme. Clawback clauses on section 106 agreements will also be introduced where there has been a deviation to the policy for affordable contributions proactively working with the Homes and Communities Agency and other partners to bring forward appropriate allocated housing which includes affordable housing. The Council is developing its own affordable housing scheme, Primrose Gardens (65 units) which will be completed in 2019.		
Trend:	 Performance at the end of quarter three 2016/17 was 60, with a target of 75 (20% off target). Out turn this quarter is 13% off target, meaning that for quarter four, the difference between the target and actual has reduced, creating a positive trend although indicator is still off target		



A strong local economy

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

- Over the fourth quarter, there has been further development and promotion of the Chorley visitor website, 'Check out Chorley' to improve access to information regarding Chorley as a visitor destination. Work has focused on developing and improving the content of the Check out Chorley website including the use of blogs, marketing the website and continuing to work with Marketing Lancashire to promote visitor attractions and events in the borough. Visitors to the website increased by 1,139 this quarter compared to last, totalling 4,715 visitors to the website for quarter four.
- Promotion of Chorley's extensive event programme has continued this quarter, with the third Chorley Grand Prix being held in March. This event was a resounding success with the town centre packed with people of all ages and a great involvement of local businesses and community groups. Around 2,000 people visited the cycle village on Park Road throughout the day and social media posts about the event reached over 55,700 people. The increased visitor numbers that Chorley Grand Prix brought to the town centre across the weekend helped the local town centre economy thrive and exhibited Chorley as a vibrant town centre.
- The Market Walk extension has been progressing well over the fourth quarter, with a significant amount of work being undertaken during this time period. There has been a continued push towards filling the remaining vacant units, a car parking feasibility strategy has been prepared setting out short, medium and long term strategy and site preparation works are commenced on site in mid-April 2017. In addition to this, over the last quarter a more detailed project plan has been developed which still aims to deliver the new extension ready for Christmas opening 2018.
- We continue to aim to ensure that our residents are supported to access to high quality employment and education opportunities through the work that we do. This quarter, the number of projected jobs created through targeted interventions has increased by 20% compared to quarter three, with 26 more jobs created this quarter.

Performance of Key Projects



- There are five key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the fourth quarter overall performance is good.
- At the end of the fourth quarter, two projects were rated green, meaning that they are progressing according to timescale and plan:

- Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show
- Deliver the extension to Market Walk

36. At the end of the fourth quarter, one project has been completed and the key outcomes are detailed below:

- Deliver economic opportunities at Botany

Project Title	Project Status
Deliver economic opportunities at Botany	COMPLETE
<p>The Botany masterplan has been delivered and will support a key priority of the Economic Development Strategy by promoting and increasing levels of inward investment in Chorley. This will maximise the best use of employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs.</p> <p>The delivery of the masterplan will maintain and grow the business rate base which will be fundamental to the Council’s future financial stability. Further scoping will be undertaken following the completion of the masterplan and work packages for each of the sites to be brought forward developed to be managed through business as usual. Next phases and major sites will be considered as part of the corporate planning process for 2017/18 to identify possible strategic opportunities.</p>	

37. Two projects are currently rated as amber which is an early warning that there may be a problem with the projects:

Project Title		Project Status
Deliver street level improvements in the town centre		AMBER
Explanation	<p>The progress of this project has experienced some delays this quarter.</p> <p>Firstly, Gala Bingo is in need of relocation before the Civic Square can progress and the United Reformed Church needs relocating to progress Hollinshead Street Car Park. Therefore, the early elements of this project are being reprioritised to account for the relocation difficulties.</p> <p>The timing of the consultation has been reviewed and re-profiled in light of significant activity in town centre.</p>	
Action Required	<p>Dialogue will continue with Gala Bingo and United Reformed Church over potential sites for relocation.</p> <p>Preparation will commence to prepare for public consultation on later phases and the wider plan. Although timescales have not fully been defined for this work it is expected that consultation will take place sometime late summer/early autumn.</p>	

Project Title		Project Status
Deliver the Steeley Lane Gateway Project		AMBER
Explanation	<p>Year 1 elements (and Fazakerley Street) of the projects have not yet started. The project is currently waiting on the signing of a Section 278 agreement by Lancashire County Council (LCC). This agreement needs to be signed to allow for works to the highway to process. LCC have agreed the possibility of beginning the works in parallel with the signing of a S278.</p> <p>The subway elements of this project is currently still in the process of progressing further with liaison with Network/Northern Rail over funding for station accessibility.</p>	
Action Required	<p>The S278 agreement is to be agreed with LCC during quarter one meaning work can progress with the highways elements of the project.</p> <p>Discussions with Northern Rail over funding for station accessibility vital for Year 2 subway elements will continue.</p>	

Performance of Corporate Strategy Measures



2 Performance is better than target



0 Worse than target but within threshold



3 Worse than target, outside threshold

- 38. At the end of the fourth quarter, it is possible to report on six of the 11 key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 39. Two of these indicators, are performing on or better than target:
 - The number of projected jobs created through targeted interventions
 - The number of employment sites being brought forward
- 40. Three indicators are performing below target, outside of the 5% tolerance threshold:
 - Overall employment rate
 - Growth in business rate base
 - Number of projected jobs created through inward investment

41. The reasons for areas of underperformance are listed in the tables below:

Performance Indicator		Target	Performance
	Overall employment rate	80%	74.8%
Reason below target	Whilst Chorley's employment rate is considered to be high compared to North West (71.6%) and national (74.0%) averages, performance in this area has declined when compared to the same period last year (when performance was at 80.8%). DWP state that reasons for this decline in performance in Chorley include the fact that there has been a steady negative impact from Universal Credit which allows claimants to remain on benefit whilst being able to work up to 24 hours per week and not classed as in work.		
Action required	Whilst we will continue with our successful Chorley Works programme, our employability service will expand through our Chorley Futures programme; subject to the award of European Social Funding. The Chorley Futures programme aims to support people to move towards the labour market and therefore closer towards employment opportunities, enabling people with multiple and complex barriers to move towards employment, training or education.		
Trend:	 Performance at the end of quarter three 16/ 2017 was 77.6%		

Performance Indicator		Target	Performance
	Growth in business rate base	1%	-0.145%
Action Reason below target	A revaluation of rateable values came into effect in England and Wales on 1 April 2017. At revaluation, the Valuation Office Agency (VOA) adjusts the rateable value of business properties to reflect changes in the property market. The 2017 revaluation has resulted in this reduction in gross rateable value.		
Action required	An external organisation, Capacity Grid, is working on behalf of Chorley Council to identify new non-domestic assessments. This, along with our internal inspections regime which is carried out as and when we are notified of new business properties or alternatively on a monthly basis and identifies any new properties subject to business rates, should increase the gross rateable value by 31 March 2018.		
Trend:	 Performance at the end of quarter four 2015/2016 was 0.64% against a target of 2%		

Performance Indicator		Target	Performance
	Number of projected jobs created through inward investment	60	25
Action Reason below target	Our Choose Chorley grant is the main driver for attracting business to re-locate to Chorley and therefore provide inward investment jobs. There are a number of reasons for underperformance in this area with regards to company re-locations and they include demand, competition from surrounding areas, lead in timescales and eligibility of those companies coming forward to access the grant. This year, one company has re-located to Chorley, bringing with it a total of 25 jobs.		
Action required	Investor development will be a main priority for the Employment and Skills Team in the coming year which should impact on a greater number of inward investment relocations. A number of potential re-locations are in the pipeline and will be progressed over the next quarter. Promotion of the Choose Chorley Grant will continue through the Council website, promotional signage on the M61 and continued delivery and coordination of the Choose Chorley business events, the next of which will be held on 13 July at Runshaw Business Centre.		
Trend:	 Performance at the end of quarter three 2016/2017 was 0 with a target of 11		



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

The long term outcomes for this priority are:

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

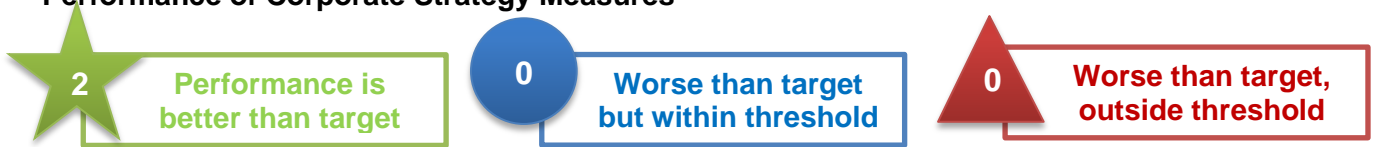
ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

42. The delivery of the Youth Zone is progressing well, with the construction phase underway. There have been some delays to the projects progression due to design and site conditions and some drainage issues. However, project managers state that there is a reasonable expectation that the project will remain on timetable. The construction phase will continue and the steel frame should start to be erected before the end of June 2017.
43. The year two work programme for the Chorley Public Service Reform Programme is now in the delivery phase and progressing activity to integrate public services and improve wellbeing outcomes with a focus on prevention. Plans to establish a collocated service hub at Washington Hall community fire station have been developed to go live from the start of April 2017. This team will test out coordinated case management of vulnerable individuals with representatives from six services including fire, police, council and mental health operating from a single base. Work is also commenced with primary care to test more effective management of GP frequent attenders through the Primary Care User Support Team, operating across four GP Practices in Chorley to help identify early interventions, and create capacity in primary care settings.
44. During this fourth quarter there has been a significant increase in the percentage of people making service requests online, with 29% increase compared to the same period last year. The WorkSmart programme, which is working towards improving access to council services by making service more efficient, is on schedule with an organisational development plan and communications plan drafted. Co-location of teams has begun and the new office environments including reduced desk sizes, removal of pedestals and increased meeting spaces are being implemented.

Performance of Key Projects



45. There are three key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the fourth quarter overall performance is excellent.
46. At the end of the fourth quarter, all three projects were rated as green, meaning that they are progressing according to timescale and plan:
- Improve access to council services by making service more efficient
 - Integrate public services through the Chorley Public Service Reform
 - Deliver the Chorley Youth Zone

Performance of Corporate Strategy Measures

47. At the end of the four quarter, it is possible to report on two of the five key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
48. Both of these indicators, are performing on or better than target:
- % Service requests received online
 - % customers dissatisfied with the service they received from the Council

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

49. 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 B: Key Service Delivery Measures.



50. Five of the Key Service delivery measures are performing on or above target:

- Processing of planning applications as measured against targets for 'major' application types
- Processing of planning applications as measured against targets for 'minor' application types
- Processing of planning applications as measured against targets for 'other' application types
- Number of households living in Temporary Accommodation
- Vacant Town Centre Floor Space

51. Two indicators are performing slightly below target, but within the 5% tolerance threshold:


- Supplier payment within 30 days
- % Council Tax collected



52. There are three indicators performing below target at the end of quarter four:



- Time taken to process all new claims and change events for Housing Benefit and Council Tax benefit
- Number of missed collections per 100,000 collections of household waste
- Average working days per employee (FTE) per year lost through sickness absence

The reasons for this are listed in the tables below:

Performance Indicator		Target	Performance
	Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	6 days	6.4 days
Action Reason below target	This was an ambitious target and the legislation dictates that claimants have a calendar month in which to supply information in support of their claim so improvement in performance is partly influenced by customer behaviour. There is still improvement to be made in the productivity in the single front office		
Action required	Weekly reports are received showing the days to process for new claims and changes by user. These reports are worked through and any cases with long processing times are investigated. Where an error has been made this is corrected. Where there is a training need this will be feedback to the assessor. The team leader has introduced a spreadsheet of outstanding new claims allocated and monitors on daily basis when reminders are sent to customers chasing information and the days to process for new claims. Customers will continue to be proactively chased for information which will hasten the processing of their claim and changes in circumstances. Training continues to enable additional resources to be focussed on benefit processing which will help to reduce processing times.		

Trend:	 Performance at the end of last month Feb 2017 was 7.19 days
---------------	---

Performance Indicator		Target	Performance
	Number of missed collections per 100,000 collections of household waste	49	55
Reason below target	As also reported at quarter 3, the changes to collection crews and rounds so paper and card can be collected together has resulted in an increased level of missed bins Some of the reports will be due to errors by collections crews; others will be due to residents presenting their bins for collection later as they "expect" the vehicle later in the day. We ask all residents to put their bins out for collection from 7am on collection day.		
Action required	The Council is working with its contractor, Veolia, to reduce the number of missed collections. With further changes taking place to waste collections, we will continue to monitor progress and seek improvement in this area.		
Trend:	 Performance at the end of last month February 2017 was 54		

Performance Indicator		Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	7 days	8.24 days
Reason below target	<p>There have been high levels of long-term absence experienced during the year. In March there were five cases of long-term absence due to personal stress, work-related stress, suspected neurological disorder and cancer. Two cases relating to personal stress have now ended with two employees returning to work on a phased return.</p> <p>There have also been a high number of short term absences in 2016-2017 with around 70 days lost to short term absence across the council this month. This has been due to 20.55 days to Operations, 24.59 days to stomach related absences, 12.00 days to infection, nine days to shoulder injuries and suspected broken rib, two days to back and neck problems, 1.6 days to anxiety and 1.0 day to toothache.</p>		
Action required	We will continue to manage both long term and short term cases in accordance with the Council's attendance policy, and have implemented the actions agreed as part of the review undertaken by overview and scrutiny during 2016/17.		
Trend:	 Performance at the end of last month Feb 2017 was 7.4 days against a target of 6.42 days		

IMPLICATIONS OF REPORT

53. 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
Kate Cronin	5061	6 th June 2017	Fourth Quarter Performance Report 2016/17

Appendix A: Performance of Corporate Strategy Key Measures

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend
% increase in the number of volunteering hours earned	Bigger is better	20%	63%		↑
% of the population with NVQ level 3 and above	Bigger is better	57%	58%		↓
% increase in digital access points across the borough	Baseline	11%	44%		→
Overall employment rate	Bigger is better	80%	74.8%		↓
Number of projected jobs created through targeted interventions	Bigger is better	150	159		↓
Number of projected jobs created through inward investment	Bigger is better	60	25		↑
Number of employment sites being brought forward	Bigger is better	2	3		N/A
The number of visits to Council's leisure centres	Bigger is better	1million	1,139,070		↑
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	20,000	24,856		↑
Number of Homelessness Preventions and Reliefs	Bigger is better	600	659		↑
Number of affordable homes delivered	Bigger is better	100	87		↓
Number of long term empty properties in the borough	Smaller is better	190	161		↓
% service requests received online	Bigger is better	18%	57.8%		↑
*% customers dissatisfied with the service they have received from the council	Smaller is better	20%	18.3%		↓
Growth in business rate base (#)	Bigger is better	1%	-0.145%		↓

Trend shown is for change from quarter three 2016/17 (# trend from Q4 2015/16)

*Figure shown is from February 2017

Appendix B: Performance of key service delivery measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	6 days	6.4	▲	↑
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	83%	★	↓
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	85%	★	↑
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	92%	★	↑
Number of households living in Temporary Accommodation	Smaller is better	15	7	★	↑
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	55	▲	↓
Supplier Payment within 30 days	Bigger is better	99%	97.42%	●	↓
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	7 days	8.24 days	▲	↓
Vacant Town Centre Floor Space	Smaller is better	6%	4.52%	★	↓
% Council Tax collected	Bigger is better	98.8%	98.02%	●	↓

Trend shown is for change from quarter three 2016/17.

This page is intentionally left blank



Report of	Meeting	Date
Chief Finance Officer (Introduced by the Executive Member for Resources)	Executive Cabinet	22 June 2017

PROVISIONAL REVENUE AND CAPITAL OUTTURN 2016/17

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 2016/17.
2. To present the provisional outturn figures for the 2016/17 capital programme and update the capital programme for financial years 2017/18 to 2019/20 to take account of the re-phasing of expenditure from 2016/17 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 2016/17 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 2017/18.
6. Request Council approval for the contribution of £49,000 from in-year revenue underspends to the Change Management Reserve to finance one-off redundancy and pension strain costs arising from transformation and shared service strategies. This will supplement the £200k budget set aside in 2017/18 to increase the reserve.
7. Request Council approval for the contribution of £49,000 from in-year revenue underspends to the Buildings Maintenance Reserve to finance one-off costs relating to office utilisation and transformational change.
8. Note the 2016/17 outturn position on the Council's reserves.
9. Note the impact of the final capital expenditure outturn and the re-phasing of capital budgets to 2017/18 and approve the additions to the 2016/17 capital budget outlined in paragraph 77.
10. Request Council approval of the financing of the 2016/17 capital programme to maximise the use of funding resources available to the Council.

EXECUTIVE SUMMARY OF REPORT

- 11. There is a provisional underspend against the budget at year-end of £320k (as detailed in Appendix 1) prior to requests for slippage of committed items of £222k. The provisional underspend excludes any variances on investment items included in the budget in 2016/17. 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.
- 12. In the 2016/17 budget the net income from Market Walk excluding financing costs is £1.756m. The final outturn position shows that the net income is £1.786m, the £30k surplus being generated by underspends in various expenditure budgets including professional fees. This is in addition to the £60k surplus income already reported in monitoring which was used to invest in the Public Realm works capital scheme.
- 13. The capital outturn for 2016/17 is £11.037m.
- 14. The Council’s 2016/17 Medium Term Financial Strategy proposed that working balances are to reach £4.0m by 2018/19. A budgeted contribution into general balances of £500k was contained within the new investment package for 2016/17. Should the recommendations in this report be accepted, the level of balances at 31 March 2017 will be £3.188m and in line to achieve the target of £4.0m by 2018/19.

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)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 16. None.

CORPORATE PRIORITIES

- 17. 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

18. The last report to the Executive Cabinet on 16 February contained a projected outturn for 2016/17 which showed a forecast budget underspend of £98k based on information to the end of December and that the level of General Balances at year-end would be £3.283m.
19. A full schedule of the investment budgets carried forward from 2015/16 and the new (non-recurrent) investment budgets introduced in the 2016/17 budget are shown in Appendix 3 together with expenditure to date against these projects and any balances carried forward for use in future years (for capital items see Appendix 5).
20. The Council's approved revenue budget for 2016/17 included target savings of £150,000 from management of the staffing establishment. The full savings target of £150,000 had previously been identified and reported in quarter 2.
21. Following the recommendations made in the December 2016 budget monitoring report, in-year revenue underspends have been set aside to fund the following items:
 - £150,000 to the Change Management Reserve.
 - £50,000 to the Buildings Maintenance Reserve.
22. The previous forecast for capital expenditure in 2016/17 was £14.563m.

SECTION A: CURRENT FORECAST POSITION – REVENUE

23. The net expenditure at the end of the financial year shows a provisional underspend against the Council's budgets of £320k (prior to requests for slippage and other special items into account). Details 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 to Executive Cabinet are shown in table 1 below.

Table 1 – Significant Variations from the last monitoring report

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

	£'000	£'000
Expenditure:		
Staffing costs	32	
Redundancy Costs	(140)	
Elections (combined elections in 2016)	15	
Car Parking Pay & Display Machines	<u>15</u>	(78)
Income:		
Council Tax Summons Costs	41	
Planning Application Fees	<u>(32)</u>	9
Other:		
Net Financing Transactions	13	
Housing Benefits	115	
Community Infrastructure Levy (CIL) Admin	25	
Market Walk	30	
Other minor variances	<u>19</u>	202
Slippage items (underspends not previously reported)		89
Net Movement Since Quarter 3		222
Underspend Reported in Quarter 3		98
Outturn Underspend 2016/17		320

Expenditure

24. The additional savings on staffing costs of £32,000 shown in table 1 above reflects the changes made from the position reported to the end of December in the last monitoring report. The main changes are as a result of vacant posts, predominantly in the Early Intervention directorate, resulting from delayed recruitment to a number of posts following the introduction of new departmental structures.
25. As detailed in the December budget monitoring report, departmental restructures planned for the final quarter of the year would inevitably result in further one-off costs for both redundancy and pension strain. The Council subsequently approved a sum of £150,000 from in-year underspends to transfer to the Change Management Reserve and this has been fully utilised to finance some of the initial costs.
26. Further redundancy and pension strain costs of around £79,000 have since been incurred following the implementation of the Waste & Streetscene staffing review and £28,000 from the review of the Communications & Events team. In addition, costs of around £33,000 have been incurred following formal requests for early retirement from within the Customer Transformation team. These additional one-off costs of £140k can be met from the in-year

underspends detailed in this report and are necessary to enable the Council to restructure and deliver its transformation and shared services savings outlined in the 2017/18 MTFS.

27. As previously reported to Executive Cabinet, as a result of the combined Borough and Police and Crime Commissioner (PCC) elections, together with the EU Referendum, a significant proportion of the Council's costs were shared and as a result, a revenue budget saving of around £45,000 was initially forecast for 2016/17. The final claims for reimbursement of costs relating to the PCC Election and EU Referendum have still to be agreed but the final estimated saving for 2016/17 is now around £60,000 representing a further saving of £15,000.
28. At December 2016 it was reported that there was additional expected expenditure to be made against the Council's car parking budget owing to the necessary reprogramming and upgrading of the Council's 21 Pay & Display Machines. However rather than reprogramming all the machines, 11 new Pay & Display Machines will be purchased to replace ageing machines and therefore the revenue costs of these upgrades proved lower than previously anticipated.

Income

29. Over the financial years 2014/15 and 2015/16 the Council has set aside any surplus income generated from charges relating to council tax summons and liability orders in a specific earmarked reserve to offset any future increased liability in bad debts as a result of non-payment of these charges. A total of £156,000 was held in the reserve at the start of the 2016/17 financial year and a sum of £66,980 has been used to cover the cost of debts written-off over the course of the year, leaving a balance of £89,020 available to mitigate the impact of future bad debts. After taking into account the bad debts written-off in year, the Council received total income of £298,000 compared to a budget of £257,000 in 2016/17 giving a surplus of £41,000 for the year.
30. One area where income levels have fallen in recent months is for planning application fees. This has resulted in a final income figure of £528,024 for the year, £122,325 below budget and £32,325 lower than anticipated in the December forecast. Income received for the final quarter was again lower than budgeted levels for 2016/17 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. This has increased the income receivable in the early part of the new financial year as larger planning applications to the value of £128,572 have already been received in April and early May.

Other Items

31. Expected borrowing to replace internal cash balances was not required until mid-March 2017; this resulted in additional financing savings of £13k. As the Council's expenditure on major capital projects accelerates additional borrowing may be taken as has been assumed in the 2017/18 budget.
32. Housing benefits payments and the value of subsidy received is one area that historically has a significant impact on the Council's year-end financial position due to the nature of the costs being demand driven and the uncertainty over the level of overpayments recovered and their associated bad debts. The additional net income of £115,000 received in Housing Benefits subsidy payments for 2016/17 reflects the additional specific work done over the past two years in aiming to reduce fraud and claimant error in Housing Benefit claims. This work was part of the DWP's Fraud and Error incentive work and resulted in higher volumes of Housing Benefit overpayments being identified in 2015/16.

33. In most cases the Council can reclaim the full cost of Housing Benefit payments as part of the year-end claim to the DWP for Housing Benefit Subsidy. However, in cases of benefit overpayments due to fraud and claimant error, the Council can only reclaim 40% of the overpaid expenditure, with the remainder being a cost to the Council. As the level of overpayments has reduced in 2016/17 due to the targeted work in reducing these costs, the Council has been able to reduce the amount of lost subsidy compared to previous years.
34. The Council is permitted to use 5% of the income collected through the Community Infrastructure Levy (CIL) to cover the cost of administering CIL. Staffing expenditure previously expected to be covered through the base budget was instead legitimately met through the CIL admin allocation therefore creating an underspend in 2016/17.

Budget Requests from Underspends

35. As a consequence of departmental restructures to be implemented in the final quarter of the year, a sum of £150,000 was previously set aside in the Change Management Reserve to offset initial costs for both redundancy and pension strain. However, as this reserve has now been almost fully utilised in 2016/17, it is proposed that a sum of £49k is transferred to this reserve from in-year savings to help finance any additional costs arising from implementation of the recent restructures. This will supplement the £200k budget set aside in 2017/18 as part of the 2017/18 budget setting process.
36. The majority of the Buildings Maintenance Reserve has also been utilised during 2016/17. This reserve is used to finance one-off expenditure in addition to the Council's annual maintenance budget and includes improvement works to Council offices and other buildings. It is expected that the Council will incur further one-off expenditure in coming months during a period of transformational change and as a result, it is proposed that a sum of £49k from 2016/17 revenue underspends is transferred to this reserve to finance these one-off costs.

COMMITTED ITEMS/SLIPPAGE REQUESTS

37. 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.
38. A full schedule of the budget carry forward (slippage) requests for 2016/17 is outlined in Appendix 2.

MARKET WALK

39. The budgeted net rental income from Market Walk after taking account of financing costs in 2016/17 is £0.902m with a final outturn of £0.932m net income.

Table 2: Market Walk Income Forecast (Mar 2017)

	2016/17 Budget	2016/17 Outturn	2016/17 Variance
Rental & Insurance Income	1,784,100	1,784,700	600
Operational Costs (excluding financing)	152,950	123,350	29,600
Net Income (excluding financing)	1,631,150	1,661,350	30,200
Financing Costs	628,830	628,830	0
Net Income (including financing)	1,002,320	1,032,520	30,200
Income Equalisation Reserve (Annual Contribution)	50,000	50,000	0
Asset Management Reserve (Market Walk)	50,000	50,000	0
Net Income	902,320	932,520	30,200

40. There was a £30k underspend on various expenditure budgets including professional fees. Due to the expanding occupancy of units at Market Walk there were underspends against budgets that had been set aside for the business rates and service charge liabilities of vacant units.
41. The approved budget made provision for a £50,000 transfer to reserve to fund asset maintenance costs outside of the service charge agreement and a £50,000 transfer to an equalisation account to build up a reserve to fund any future reduction to income levels. For example there are currently tenants with an annual rental value in excess of £100k per annum. The forecast balances at the end of 2016/17 after the in-year contributions are £250k (income equalisation) and £136k (asset management reserve). Further contributions to the income equalisation reserve will be made in the coming years to mitigate against any potential lost income and affording the Council some time to seek alternative tenancy agreements.
42. The service charge to tenants includes a contribution towards a sinking fund to fund large unforeseen works to the shopping centre that can't be met within the maintenance budget. The total balance of the sinking fund is £154k. With the construction of the Market Walk Extension underway in 2017/18 it is envisaged that a number of improvement works to the fabric of the existing Market Walk buildings will be undertaken to provide both aesthetic and physical upkeep. It is likely that these works will include a schedule of repainting works as well as paving improvements. In addition to this, a full review of existing Planned Preventive Maintenance (PPM) works is also taking place in 2017/18.

2015/16 INVESTMENT AREAS

43. The budget for 2016/17 saw the addition of a new budgeted investment package funded from available surplus of New Homes Bonus. The total revenue investment programme for 2016/17, including balances from investment budgets carried forward from 2015/16 and changes approved during the year, totalled £2.3m and the progress to date with regard to spend is detailed in Appendix 3.

44. 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 2016/17 financial year will be transferred to specific project reserves. The reserves will be matched to expenditure as it is incurred during 2017/18.

GENERAL FUND RESOURCES AND BALANCES

45. With regard to working balances, and as per Appendix 1, the Council started the year with a balance of £2.685m. The approved 2016/17 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 £3.508m for working balances.
46. There are a number of items, however, that will impact on this position that should be considered by Cabinet, these being:
- Carrying over £222k into 2017/18 via slippage requests (outlined in Appendix 2)
 - Transfer of £49k to the Change Management Reserve
 - Transfer of £49k to the Buildings Maintenance Fund
47. 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 £3.188m as detailed in the table below.

Table 3 – Movement in General Fund Balance

General Balances	£m
Opening Balance 2016/17	2.685
Budgeted contribution to General Balances	0.500
Prior year adjustment to General Balances	0.003
Forecast revenue budget underspend	0.320
Initial General Fund Balance	3.508
Slippage Requests into 2017/18	(0.222)
Contribution to Change Management Reserve	(0.049)
Contribution to Asset Maintenance Reserve	(0.049)
Final General Fund Closing Balance	3.188
Budgeted contribution to General Fund 17/18	0.500
Budgeted contribution to General Fund 18/19	0.259
Forecast General Fund Closing Balance 2018/19	3.947

48. The medium term financial strategy approved at Full Council in February 2017 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 (17/18) and £259k (18/19). Based on these budgeted contributions the general fund balance will approach £4m by 2018/19.

EARMARKED RESERVES

49. Appendix 4 provides further information about the specific earmarked reserves and provisions used throughout 2016/17, and those that would be available for use in 2017/18 if the recommendations of this report are approved.

	Balance 1 April 2015 £'000	Transfers		Balance 31 March 2016 £'000	Transfers		Balance 31 March 2017 £'000
		Out £'000	(In) £'000		Out £'000	(In) £'000	
Rephasing of planned expenditure	(822)	168	(405)	(1,059)	642	(925)	(1,342)
Rephasing Investment Projects	(686)	673	(877)	(890)	885	(1,458)	(1,463)
Grants reserved for specific expend	(278)	258	(96)	(116)	47	(75)	(144)
Financing of capital expenditure	(2,246)	700	(1,464)	(3,010)	1,252	(967)	(2,725)
Planning purposes incl. appeals	(39)	12	(38)	(64)	32	(72)	(104)
Restructuring of services	(384)	692	(459)	(151)	297	(199)	(54)
Retail Investment	(110)	111	(107)	(106)	106	(112)	(111)
Apprenticeships for young people	(39)	39	(104)	(104)	40	0	(64)
Resource equalisation	(534)	92	(465)	(907)	80	(50)	(878)
Maintenance of Council buildings	(275)	234	(107)	(147)	43	(104)	(208)
Maintenance of Grounds	(72)	25	(10)	(57)	38	(10)	(29)
Elections	(58)	29	0	(29)	29	0	0
Other	(321)	168	(64)	(217)	67	(6)	(157)
Total	(5,864)	3,201	(4,196)	(6,859)	3,558	(3,979)	(7,280)

Purpose of Earmarked Reserves

- **Rephasing of planned expenditure** – there are a number of directorate initiatives which span more than one financial year or for which funds have been budgeted but not yet started. These reserves will ensure that such initiatives can be completed. They include ICT projects and infrastructure £400k, Transformation Challenge funding £135k and slippage from 2016/17 £222k.
- **Rephasing Investment Projects** – there are a number of specific investment packages included in the Council's annual revenue budget aimed at delivering corporate priorities. As delivery on these schemes will be made over more than one year, these reserves enable unspent balances to be carried forward to future years. They include investment budgets carried forward to 2017/18 (£1,037k) and an investment fund for realising income generation (£402k).
- **Grants reserved for specific expenditure** – this represents income from Government Grants received which have no conditions attached or where no expenditure has yet been incurred.
- **Financing of capital expenditure** – these reserves represent financing of the capital programme from revenue resources. £1m relates to reserves set aside to fund public realm works in the town centre. In addition £160k is carried forward to part-fund Astley 2020 and £600k relates to the Oak House site reverse premium that will fund public realm works in the town centre.

- **Planning purposes including appeals** – this reserve has been established to mitigate future costs of planning appeals.
- **Restructuring of services** – this reserve is provided to support the one-off staffing cost implications of service transformation programmes.
- **Retail Investment** – this reserve represents the Council's investment in the borough through the Retail Grants Programme which provides specific funding for local businesses in the form of refurbishment grants and business rate subsidy.
- **Apprenticeships for young people** – this reserve provides funding over a two year period for apprenticeships within the Customer Transformation service.
- **Resource equalisation** – this represents the Business Rates Retention reserve £627k and Market Walk income equalisation reserve £250k established to minimise the risk of fluctuations in future income levels from Business Rates and the Council owned shopping precinct.
- **Maintenance of Council buildings** – this reserve has been established to provide funding for future asset improvement works in relation to the Council owned Market Walk retail precinct and other Council properties.
- **Maintenance of Grounds** - this reserve provides for future investment in the Council's parks and open spaces.
- **Elections** – this has been established to equalise the costs of holding local elections over the Council's four year election cycle.
- **Other** – this represents other balances set aside in reserves to mitigate the impact of various issues including potential future bad debts on Council Tax Summons/Liability Orders and changes in the Council's pay policy.

SECTION B: CURRENT FORECAST POSITION – CAPITAL

50. Amendments to the 2016/17 to 2018/19 capital programme have been reported to Executive Cabinet through the quarterly monitoring reports. The Capital Budget for 2016/17 to 2019/20 was reported to Special Council on 28 February 2017 as well as the latest forecast expenditure in 2016/17. The capital programme was as follows:

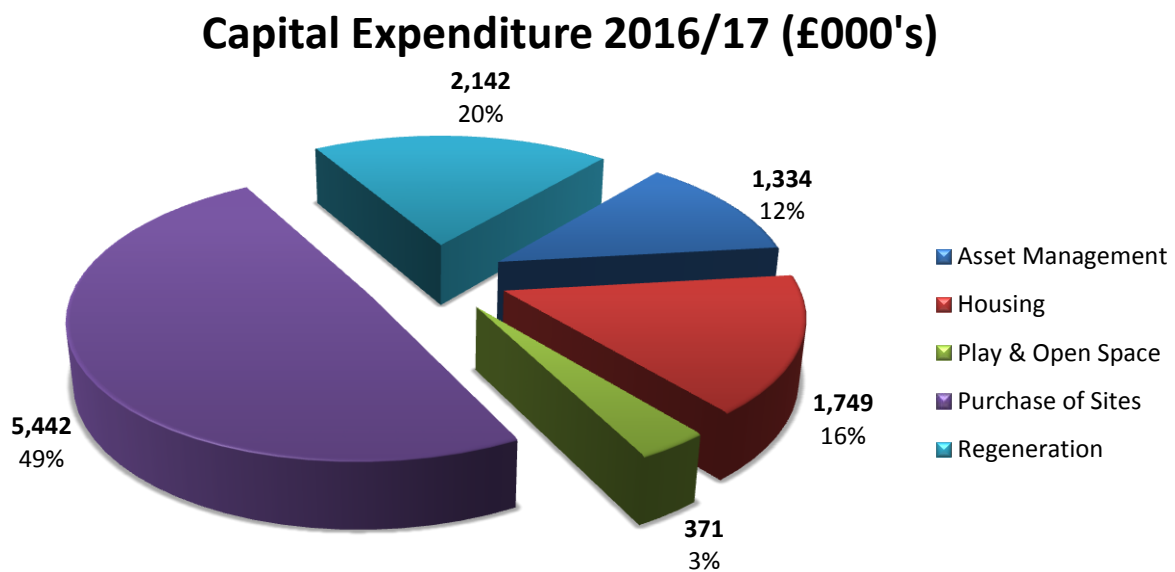
- 2016/17: £14.563m
- 2017/18: £24.648m
- 2018/19: £8.965m
- 2019/20: £0.800m

51. Capital expenditure in 2016/17 was £11.037m. 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 2019/20 budgets.

SUMMARY OF CAPITAL EXPENDITURE AND FINANCING 2016/17

Capital Expenditure 2016/17

The chart below outlines the key areas the Council invested its capital expenditure in 2016/17



52. The £5.4m purchase of sites relates to the following purchases:

- a £3m land swap whereby the Council exchanged residential land for other land in the borough, the majority of which is designated to be developed for employment purposes. The Council will develop the newly acquired employment land realising employment and income generation opportunities;
- the £2m purchase of further land in the Town Centre to be developed into public realm space as well as the £0.2m purchase of Victory Park Football Ground where the Council will act as landlord.

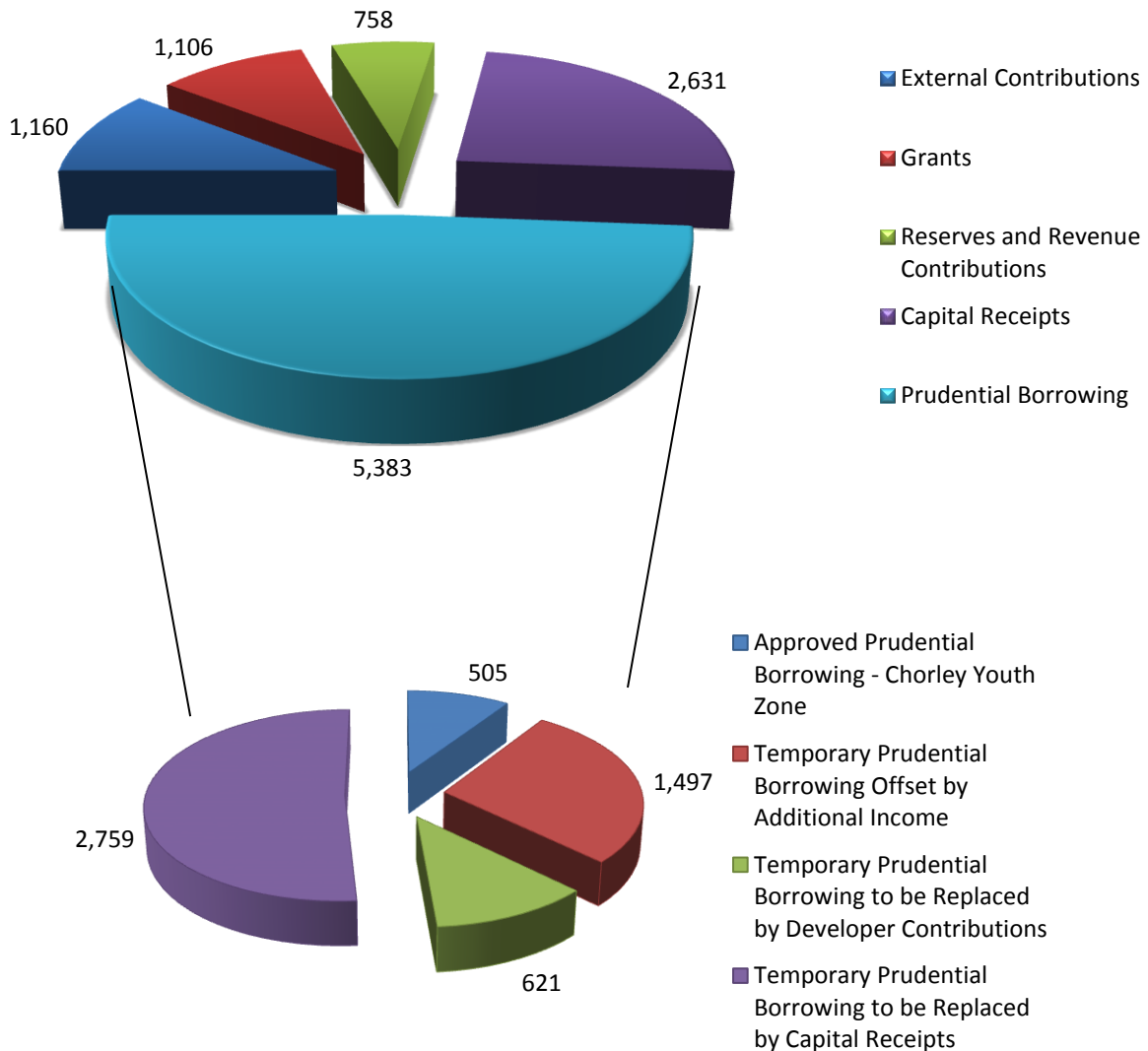
53. The Council invested £1.7m in Housing in 2016/17. The Council secured £658k external funding for the extension of Cotswold House supported housing for homeless families and individuals, £600k was spent in 2016/17. The Council purchased the necessary sites to begin work on Primrose Requirement Living supported housing; a total of £600k was spent in 2016/17 regarding these purchases and additional preliminary works.

54. Over £2m was invested in regeneration projects including £505k contributions to the Chorley Youth Zone project, £412k for the further development of Market Walk Shopping Centre and £475k for the completion of the Buckshaw Community Centre. In December 2016 the Council completed the purchase of land in Euxton that will enable the construction of a Digital Office Park. The total spend on this project, 50% funded through European funding, was £705k.

Capital Financing 2016/17

55. As has been demonstrated above, the Council has invested in a number of key areas including purchase of employment sites, economic regeneration and housing. The Council has financed this expenditure through a number of different sources outlined in the charts below.

Capital Financing 2016/17 (£000's)



56. The Council has been successful in securing total grants of £658k from the HCA and £4.05m from the remaining tranche of European Regional Development funding. These grants along with other smaller grants have funded over £1m of capital expenditure in 2016/17.

57. The purchase of land from the HCA for £3m was part funded through the sale of Council owned land valued at £2.5m.
58. The Council used £5.383m of prudential borrowing to fund capital expenditure in 2016/17. £4.878m of this will be temporary as it will be replaced by other sources:
- Borrowing to fund works to the Digital Office Park, Market Walk Extension and the purchase of employment land will be funded through future income streams generated from these sites.
 - The purchase of new bins relating to the introduction of subscription based garden waste collections will be funded through the income generated by the new scheme.
 - The works to Primrose Garden Retirement Village are to be funded through developer contributions that have been identified but are not yet payable to the Council.
 - The £2.3m purchase of land in the Town Centre and Victory Park will be funded through the sale of land at Southport Rd Chorley that completed in May 2017.

DIRECTORATE SPECIFIC CAPITAL PROJECTS

Customer & Digital - £0.915m

59. In 2016/17 the Council took delivery of 16,850 grey, 240L **wheeled bins** at a cost of £255k, including delivery costs to residents, to facilitate the roll-out of the new subscription based garden waste collection. A total of 20,000 240L grey bins were ordered with the remaining quantity due for delivery in 2017/18. In addition to the new bins purchased specifically for the chargeable garden waste scheme a further £23k was spent on caddies and recycling boxes plus £78k on supplementary wheeled bins representing a continual investment in the Council's commitment to further increase recycling rates across the borough.
60. In 2016/17 £535k investment was made in **vehicles and machinery** to enhance the Streetscene fleet. This included a skip wagon (£72k), 14 flat-bed Movano vans (£351k), 3 mowers (£15k) and a bin wagon (£97k). An exercise to determine the best way to finance the vehicles, for example through leasing, will be carried out during 2017/18. A budget of £166k was already included in the capital programme for the purchase of the bin and skip wagons, it is requested that Council approve a £369k addition to the 2016/17 capital budget for the remaining vehicles. An options appraisal will be carried out in 2017/18 to ascertain the most cost effective way to finance the £535k purchases. The options are, borrow from prudential borrowing and repay through existing revenue budgets or sell the fleet purchased to the successful lease company for them to lease back Chorley for a specific period of time, and again financed through existing revenue budgets. Revenue budgets are already in place to fund these purchases whether they are owned by the Council or sold and leased back.
61. As part of increasing efficiency in the working day of office based staff a one-off purchase of a **Time Management Software system** was purchased and implemented at a cost of £12k. The costs of the purchase and subsequent costs of licensing have been budgeted for in revenue budgets.
62. Works to the value of £12k were completed in 2016/17 in respect of improvement works to the paths at Chorley Cemetery. Works to the value of £12k were completed in 2016/17 in respect of improvement works to the paths at Chorley Cemetery. This represents the first stage of works in a wider scheme of improvements to **Cemetery Paths** to the value of £230k. The remaining £218k budget is re-profiled as £141k in 2017/18 and £77k in 2018/19 to the value of £230k.

63. The entire £2.2m budget for the **Bank Hall** Heritage Lottery funded project was added to the capital programme in the previous quarter's monitoring report. The profiled expenditure is not yet available and so this will be re-profiled into 2017/18.

Policy & Governance - £0.685m

64. As a continuation of the Council's partnership with Onside, LCC and other contributors in constructing a new **Youth Zone** in Chorley Town Centre further capital contributions of £505k were made in 2016/17 in addition to the £150k contribution made in 2015/16. It had been anticipated that the Council would contribute £880k in 2016/17 and as such the remaining £375k will be re-profiled into 2017/18.
65. It is requested that the total budget for the Youth Zone be increased by £100k due to a revised capital contribution from LCC from £1m to £1.1m. Chorley Council will receive this agreed contribution from LCC and passport it, when required, to the project. The budget for the Council's contributions to the Youth Zone will be as follows:

Expenditure	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s
Demolition (CBC Contribution)	0	55	0	55
Chorley Contribution	150	450	400	1,000
LCC Contribution via CBC	0	0	1,100	1,100
Total Contributions from CBC	150	505	1,500	2,155

66. £180k was spent on the **Astley Hall & Park Development** in 2016/17 against a forecast budget at Q3 of £210k. Of this, £62k was spent on Astley Hall and events infrastructure, £82k was spent on the completion of the Victorian Glasshouse, and £36k on the completion of the upgrade to the tennis courts. The 2017/18 budget, including underspends brought forward from 2016/17, now stands at £474k. The use of this budget is currently being reviewed but it is expected to be spent on a match funded Heritage Lottery Fund bid for renovations to the hall as well as upgrades to footpath lighting and events infrastructure and car parking.

Early Intervention - £1.455m

67. The Council's **Disabled Facilities Grant (DFG)** allocation from the Better Care Fund was £614k in 2016/17 with the cost of adaptations totaling £529k. Additional contributions from housing associations of £74k resulted in a carried forward DFG allocation of £158k. The allocations for 2017/18 have been announced and Chorley's allocation will be £666k. It is proposed the budget for 2017/18 is increased to £824k to reflect the new allocation and the carried forward funding. On the 16th March 2017 an approval was made to adopt revised housing assistance policies. It is anticipated that these changes will increase the expenditure against the DFG allocation.
68. The final phase of the works at **Cotswold House** was begun in 2016/17 at a cost of £598k. This included the upgrade of 16 units with works to bathroom and shower facilities. £658k of HCA funding was secured for these works with £200k match funding from Chorley Council. The original tender for the works came in £200k under budget and additional, valuable works are being undertaken and completed in early 2017/18 to fully upgrade the site and meet the £858k project budget.

Regeneration & Inward Investment - £7.981m

69. Progress continues to be made on the **Market Walk Extension** project. £413k was spent in 2016/17 on acquisitions and pre-construction delivery. Main building works on the project are due to take place in 2017/18 from a capital budget of £11.6m. A full update regarding this project will be made to Full Council in July 2017.
70. The new **Buckshaw Community Centre** was completed under a design and build contract in 2016/17. After a £150k deposit was paid to the contractor in 2015/16 a further £475k was spent in 2016/17 bringing the total cost of the project to £626k.
71. A total of £621k was spent on the **Primrose Gardens Retirement Living** project in 2016/17. This included the purchase of land and buildings on the existing site amounting to £384k along with £205k design and consultancy costs from the main contractor and £25k project management costs. A full update regarding this project will be made to Full Council in the coming weeks.
72. £706k was spent on preliminary costs relating to the build of the **Digital Office Park**. This included £635k on the purchase of the site (inclusive of £20k stamp duty) and £70k on design, engineering and consultancy fees. The budgets for 2017/18 and 2018/19 throughout the construction phase of the project are £4.965m and £2.45m respectively. These will be updated in 2017/18 subject to revised profiling of expenditure.
73. The expenditure for the **Play, Recreation and Open Space Projects** in 2015/16 was £155k. Works and installations at Knowley Brow and Union Street were begun in 2015/16 and were completed in 2016/17 at a cost of £13.8k and £3.5k respectively. Other projects completed in 2016/17 include works at Abbey Village (£21.6k), Buttermere (£48k) and Wymott Park Playground (£17k), whilst expenditure on on-going projects include Eaves Green Play Area (£3k), Rangletts Recreation Ground (£4.8k), Drapers Avenue (£5.4k) and footpath improvements and resurfacing at Tatton Recreation Ground (£35.4k). Two large scale playing pitch improvement schemes are in their early stages of development - £10k was spent on bore holing and feasibility studies at King George V playing field, £9.4k was spent on pitch design and ecological surveys at **Westway Playing Pitches**.
74. £90k was spent in 2016/17 on **asset improvement** works to the Council's portfolio of administrative and rental buildings. This included roofing and electrical works to tenanted properties of £55k and improvement works to Bengal Street and Union Street offices in preparation for LCFT staff moving into the Council offices as part of the Integrated Community Wellbeing Service.
75. £1m had been budgeted for in 2016/17 to improve **Public Realm** works in and around Chorley Town Centre. Owing to delays in works commencing on these improvement schemes only £43k was spent in 2016/17 whilst the remaining budget has been carried forward to the 2017/18 budget.
76. In 2016/17 the Council undertook the acquisition of a number of sites in keeping with the authority's medium to long term strategic aims of creating a strong local economy and fulfilling the ambitions of meeting the needs of local residents. This included the purchase of the **Royal Oak Block** (£2.142m) and **Victory Park Football Ground** (£210k). In addition to the above purchases the Council entered into a **land exchange arrangement with the Housing and Communities Agency** (HCA) to enable to the further development of

provision of affordable housing in the borough. In exchange for land suitable for residential development, Chorley Council received over 30 acres of land that has the potential to be brought forward for employment use. The net cost to the Council of the exchanges, including stamp duty and land tax, was £600k.

ADDITIONS TO THE CAPITAL PROGRAMME

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

- The additional capital budget requirement will be met from Prudential Borrowing and amounts to £369k of the £535k fleet purchases during 2016/17. An options appraisal will be carried out in 2017/18 to ascertain the most cost effective way to finance the £535k purchases. The options are, borrow from Prudential Borrowing and repay through existing revenue budgets or sell the fleet purchased to the successful lease company for them to lease back Chorley for a specific period of time, and again financed through existing revenue budgets. Revenue budgets are already in place to fund these purchases whether they are owned by the Council or sold and leased back.
- £12k budget for the purchase of the time management system. This will be funded through ICT revenue budgets already put aside in 2016/17.
- £100k increase in the Chorley Youth Zone budget to factor in the increased contribution from LCC, from £1m to £1.1m, towards this capital project.
- Increase the DFG budget in line with the carry forward DFG from 2016/17 and the new £666k allocation announced for 2017/18. This will result in a budget of £824k in 2017/18 and £666k in 2018/19 onwards, assuming the allocation levels remain the same as in 2017/18. A proportion of this budget will be drawn-down to meet the revenue costs of managing the scheme as per the Revised Housing Assistance Policies report approved by Executive Cabinet on 16 March 2017.
- As a result of the review to upgrade Car Park Pay & Display Machines to reflect the new charging regime it was deemed that a number of machines had, over time, become technologically obsolete. An exercise was undertaken to procure 12 x Car Park Pay & Display Machines to replace technologically obsolete models at a cost of £38k to be installed in early 2017/18. £20k of 2017/18 Car Parking revenue budget was identified to contribute to the capital investment with a further £19k to be funded through reserves.
- A number of minor variations to Play and Open Space budgets as schemes are finalised and Section 106 monies are allocated according to their specified conditions. This has resulted in a budget increase of £18k in 2017/18 to be funded through S106 funding.
- The purchase of Victory Park and Oak House and associated land was approved by Executive Cabinet on 16 March 2017. The total budget is £2.375m with a final purchase cost of £2.352m.

CAPITAL PROGRAMME FINANCING 2016/17**Table 4: Capital Financing as at 31st March 2017**

Fund	Quarter 1 2016/17 £'000	Quarter 2 2016/17 £'000	Quarter 3 2016/17 £'000	Outturn 2016/17 £'000s
External Contributions	4,530	4,535	1,420	689
Grants	1,971	2,424	3,966	1,576
New Homes Bonus	400	310	264	197
Earmarked Reserves	1,968	1,951	637	532
Revenue	0	0	20	29
Capital Receipts	852	852	2,678	2,631
Borrowing	4,285	4,016	5,579	5,383
Capital Financing 2016/17	14,006	14,088	14,564	11,037

78. The fall in expected external contributions throughout the year is mainly due to:
- The delay in funding being received from LCC for the Chorley Youth Zone, it was expected £500k of this contribution would be utilised in 2016/17.
 - The re-profiling of expenditure originally budgeted to be funded through S106 contributions for example Westway Playing Fields and Town Centre Public Realm works
79. The reduction in funding from grants when compared to quarter 3 is due to £2.2m HLF grant for the Bank Hall project being reprofiled into 2017/18.
80. Approximately £2m of earmarked reserves were forecast to be utilised at the start of 2016/17. £1m of reserves were forecast to fund public realm works to the town centre that have now been reprofiled into future years. The remaining £500k variance is due to the reprofiling of expenditure for Astley 2020 and the play and open space projects into future years.
81. The Council's forecast borrowing decreased by £2.5m since quarter 1 as expenditure relating to the development of the Market Walk extension was reprofiled into 2017/18. This has been offset by the additional temporary borrowing outlined earlier in this report.

IMPLICATIONS OF REPORT

82. 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

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

COMMENTS OF THE MONITORING OFFICER

84. 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	06/06/17	Provisional Revenue and Capital Outturn 2016-17

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
General Fund Revenue Budget Monitoring Provisional Outturn 2016/17	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
	£	£	£	£	£	£	£	£	£	£	%
Customer & Digital	6,499,430	(158,520)	(160,840)	477,750	6,657,820	(40,000)		6,617,820	6,639,357	(21,537)	-0.3%
Policy & Governance	4,005,280	147,360	16,470	167,000	4,336,110	(30,000)		4,306,110	4,234,505	71,605	1.7%
Early Intervention	2,605,910	(17,300)	(52,300)	134,900	2,671,210	(30,000)		2,641,210	2,546,733	94,477	3.6%
Business Development & Growth	814,240	28,460	196,670	342,530	1,381,900	(50,000)		1,331,900	1,337,743	(5,843)	-0.4%
Directorate Total	13,924,860	-	-	1,122,180	15,047,040	(150,000)	-	14,897,040	14,758,338	138,702	0.9%
Budgets Excluded from Directorate Monitoring:											
Pensions Account	240,270	-	-	-	240,270	-		240,270	220,205	20,065	8.4%
Pensions Deficit Recovery (Fixed Rate)	955,600	-	-	-	955,600	-		955,600	955,600	-	-
Benefit Payments	(55,450)	-	-	8,600	(46,850)	-		(46,850)	(105,887)	59,037	-126.0%
Market Walk	(1,696,450)	-	-	(60,000)	(1,756,450)	-		(1,756,450)	(1,786,712)	30,262	-1.7%
Transition Fund	-	-	-	141,410	141,410	-		141,410	141,414	(4)	0.0%
Corporate Savings Targets	-	-	-	-	-	-	-	-	-	-	-
Management of Establishment	-	-	0	(150,000)	(150,000)	150,000		-	-	-	-
Efficiency/Other Savings	-	-	-	-	-	-		-	-	-	-
Net Cost of Service	13,368,830	-	-	1,062,190	14,431,020	-	-	14,431,020	14,182,958	248,062	1.7%
Non Service Expenditure											
Contingency Fund	-	-	-	-	-	-		-	-	-	-
Contingency - Management of Establishment	(150,000)	-	-	150,000	-	-		-	-	-	-
Efficiency/Other Savings	-	-	0	-	-	-		-	-	-	-
Investment Properties	-	-	-	(67,490)	(67,490)	-		(67,490)	(67,493)	3	0.0%
Revenue Contribution to Capital	400,000	-	-	358,230	758,230	-		758,230	758,261	(31)	
Net Financing Transactions (general capital expenditure)	510,470	-	-	(223,750)	286,720	-		286,720	273,240	13,480	
Net Financing Transactions (Market Walk)	628,830	-	-	-	628,830	-		628,830	628,830	-	
VAT Shelter Income	-	-	-	-	-	-		-	-	-	-
Transfer to Earmarked Reserve - VAT Shelter Income	-	-	-	-	-	-		-	-	-	-
Parish Precepts	533,160	-	-	-	533,160	-		533,160	533,160	-	
Total Non Service Expenditure/Income	1,922,460	-	-	216,990	2,139,450	-	-	2,139,450	2,125,998	13,452	
Total Expenditure	15,291,290	-	-	1,279,180	16,570,470	-	-	16,570,470	16,308,956	261,514	1.6%
Financed By											
Council Tax	(6,774,750)	-	-	-	(6,774,750)	-		(6,774,750)	(6,774,749)	(1)	
Revenue Support Grant	(1,397,190)	-	-	-	(1,397,190)	-		(1,397,190)	(1,397,205)	15	
Retained Business Rates	(2,976,960)	-	-	-	(2,976,960)	-		(2,976,960)	(2,864,991)	(111,969)	
Business Rates Pooling	(725,660)	-	-	-	(725,660)	-		(725,660)	(826,354)	100,694	
Government S31 Grants (Small Business Rate Relief)	(583,170)	-	-	-	(583,170)	-		(583,170)	(606,697)	23,527	
Government S31 Grants - Flood Related Issues	-	-	-	(64,190)	(64,190)	-		(64,190)	(64,194)	4	
Government S31 Grants (Other Grants)	-	-	-	(1,710)	(1,710)	-		(1,710)	(13,104)	11,394	
New Homes Bonus	(4,455,200)	-	-	-	(4,455,200)	-		(4,455,200)	(4,461,389)	6,189	
New Burdens Grant	-	-	-	(29,650)	(29,650)	-		(29,650)	(46,442)	16,792	
Community Infrastructure Levy (CIL)	-	-	-	-	-	-		-	(47,588)	47,588	
Collection Fund (Surplus)/Deficit	(131,180)	-	-	-	(131,180)	-		(131,180)	(131,176)	(4)	
Other Misc. Balances	-	-	-	-	-	-		-	1,158	(1,158)	
Business Rates Retention Reserve	(91,830)	-	-	-	(91,830)	-		(91,830)	(79,581)	(12,249)	
Use of Earmarked Reserves - capital financing	-	-	-	-	-	-		-	-	-	
Use of Earmarked Reserves - revenue expenditure	1,344,650	-	-	(1,183,630)	161,020	-		161,020	183,261	(22,241)	
Conts in CGUA Reclassified as Revenue	-	-	-	-	-	-		-	-	-	
Budgeted Contribution to General Balances	500,000	-	-	-	500,000	-		500,000	500,000	-	
Total Financing	(15,291,290)	-	-	(1,279,180)	(16,570,470)	-	-	(16,570,470)	(16,629,052)	58,582	-0.4%
Net Expenditure	-	-	-	-	-	-	-	-	(320,095)	320,095	
General Balances Summary Position											
				Target	Forecast			Less Slippage to 2017/18		(222,040)	
				£	£			Provisional Underspend		98,055	
General Fund Balance at 1 April 2016				3,240,000	2,684,821						
Budgeted Contribution to General Balances					500,000			Less use of in-year underspend			
Prior year adjustment to General Balances					2,658			Change Management Reserve		(49,000)	
Provisional (Over)/Under Spend					55			Buildings Maintenance Reserve		(49,000)	
Forecast General Fund Balance at 31 March 2017				3,240,000	3,187,535			Provisional Outturn 2016/17		-	

This page is intentionally left blank

Slippage Requests to 2017/18

Directorate/Service	Details of Request	2017/18 £
Customer & Digital		
ICT Services	Additional Microsoft Licences	10,000
ICT Services	Consultants for Business Continuity and Disaster Recovery	10,000
ICT Services	Microsoft 365	10,000
Customer Transformation	Customer Services uniforms	1,400
Policy & Governance		
Legal, Democratic & H.R.	Funding for Temporary Solicitor post in 2017/18 including agency transfer fee.	24,180
Legal, Democratic & H.R.	Funding for Temporary Solicitor post in 2018/19.	26,320
Legal, Democratic & H.R.	Funding for Corporate Support Apprentice in 2017/18	15,000
Legal, Democratic & H.R.	Funding for Corporate Support regrade for PA to Director	3,230
Legal, Democratic & H.R.	Training & Development	12,000
Performance & Partnerships	Small Community Funding Grants due to be paid out in 2017/18	3,140
Performance & Partnerships	Meals on Wheels Service	2,740
Shared Financial Services	Implementation of Civica purchase card module & fixed asset module.	10,750
Shared Financial Services	Capital cost of PCI-DSS compatible ICON telephone payment system	27,530
Shared Financial Services	Upgrade of Civica ICON for PCI-DSS Compliance + onsite assessor	20,050
Shared Financial Services	Property Services Tech Forge System upgrade for Civica Financials interface	10,700
Early Intervention		
Health & Wellbeing	Staffing underspend to fund caretaker post at Eaves Green CC for a further year	5,000
Business Development & Growth		
Development & Regeneration	LDF - Fully Objectively Assessed Housing Needs Study	10,000
Development & Regeneration	Gypsy & Traveller Site Plan	10,000
Development & Regeneration	Central Lancs cycle path contribution	6,000
Property Services	District Valuation Officer consultants fees for Asset Valuations	4,000
Total		222,040

Transfers to Specific Reserves for use in 2017/18

Directorate/Service	Details of Request	Amount £
Policy & Governance		
Performance & Partnerships	Public Service Reform funding to reserve for use in 2017/18	21,900
Performance & Partnerships	Transformation Challenge Award funding to reserve for use in 2017/18	135,000
Early Intervention		
Health & Wellbeing	Warm Homes Healthy People grant to be used for energy switching service.	14,820
Neighbourhoods	Neighbourhoods Pump Priming Budget	63,090
Business Development & Growth		
Property Services	Balance of Redevelopment Fund for Oak House Site to reserves for use in 2017/18	615,850
Other		
Investment Fund	Balance of invest-to-earn budget to reserve for use in 2017/18	401,990
Transition Fund	Balance of LCC Transition budget to reserve for use in 2017/18	358,590
Government S31 Grants	S31 Grant - Custom Build Grant Local Authority to reserve for use in 2017/18	15,000
Government S31 Grants	S31 Grant - Brownfield Register & PIP LA Grant to reserve for use in 2017/18	14,650
Change Management Reserve	Contribution to Change Management Reserve from in-year revenue underspends	49,000
Buildings Maintenance Reserve	Contribution to Buildings Maintenance Reserve from in-year revenue underspends	49,000
Total		1,738,890

This page is intentionally left blank

Investment Projects 2016/17

Investment Area (Revenue)	Investment Budgets c/fwd to 2016/17	Investment Agreed 2015/16	Investment Agreed 2016/17	In-Year Changes 2016/17	Total Budget 2016/17	2016/17 Expenditure	Investment Budgets c/fwd to 2017/18	Committed to Date	Budget Remaining
Digital access and inclusion	5,520	25,000			30,520	13,080	17,440	7,900	9,540
North West in Bloom	-		50,000	(22,290)	27,710	27,710	-	-	-
Customer & Digital	5,520	25,000	50,000	(22,290)	58,230	40,790	17,440	7,900	9,540
Support to the VCFS Network	-		15,000		15,000	15,000	-	-	-
Support the food bank	-		15,000		15,000	15,000	-	-	-
Supporting communities to access grant funding	10,600				10,600	5,300	5,300	5,300	-
Campaigns and events	-		80,000		80,000	60,500	19,500	-	19,500
Disabled and dementia online venue access guides	14,860				14,860	5,160	9,700	5,077	4,623
Develop Chorley's town and rural tourism economy	35,000		35,000		70,000	47,690	22,310	9,600	12,710
Chorley Flower Show 2016	-		40,000		40,000	40,000	-	-	-
Employee Health scheme	-		20,000		20,000	20,000	-	-	-
Additional events in Astley Hall and Park	-		14,000		14,000	14,000	-	-	-
Chorley Public Service Reform Board work plan	17,820		15,000		32,820	10,920	21,900	-	21,900
Private Property Improvement Scheme	5,180			(5,180)	-	-	-	-	-
Policy & Governance	83,460	-	234,000	(5,180)	312,280	233,570	78,710	19,977	58,733
Empty Homes Officer	12,510		26,000		38,510	28,970	9,540	-	9,540
Police Community Support Officers	-		297,000		297,000	297,000	-	-	-
Deliver Neighbourhood Priorities/Environmental Clean-ups	24,030		50,000		74,030	74,030	-	-	-
Mediation service for Anti-Social Behaviour disputes	7,400		10,000		17,400	650	16,750	3,560	13,190
Development and delivery of community action plans	200,000		-		200,000	9,420	190,580	-	190,580
Public Noticeboards	-		10,000	(10,000)	-	-	-	-	-
Replacement of CBC's Control Orders with Public Space Protection Orders	-		20,000		20,000	-	20,000	-	20,000
Connecting Communities through food	8,440				8,440	2,100	6,340	-	6,340
Community development and volunteering (Spice)	21,440		20,000	(1,440)	40,000	40,000	-	-	-
Chorley Grand Prix - British Cycling 2016	-		25,000	(20,890)	4,110	4,110	-	-	-
Free Swimming	-		7,500		7,500	7,500	-	-	-
Chorley Council energy advice switching service	15,000			(10,000)	5,000	5,000	-	-	-
16/17 year old drop in scheme	-		15,000		15,000	15,000	-	-	-
Accommodation finding service	6,000	18,000			24,000	24,000	-	-	-
Early Intervention	294,820	18,000	480,500	(42,330)	750,990	507,780	243,210	3,560	239,650
Investigate opportunities to expand Chorley Markets	4,170				4,170	550	3,620	-	3,620
Town Centre & Steeley Lane Pilot Action Plans	130,270		-		130,270	4,060	126,210	126,210	-
Chorley Works (Employability Officer)	-		39,000	(13,770)	25,230	25,230	-	-	-
Extend the External Funding Officer post	9,200		24,000	(13,200)	20,000	20,000	-	-	-
Support the expansion of local businesses (BIG grant)	114,000		60,000		174,000	77,580	96,420	46,898	49,522
Business Start-up (Grant and Loan)	2,400		30,000		32,400	16,520	15,880	-	15,880
Joint employment initiative with Runshaw College	5,000	10,000			15,000		15,000	-	15,000
Choose Chorley Grants	104,400		75,000		179,400	-	179,400	131,895	47,505
Inward Investment delivery (Euxton Lane - Digital Health)	-		25,000		25,000	1,000	24,000	-	24,000
Deliver the Skills Framework	-		30,000		30,000	-	30,000	-	30,000
Vulnerable families employment project	-		3,500		3,500	250	3,250	-	3,250
Furthering Key Employment Sites	26,120		125,000		151,120	93,180	57,940	-	57,940
Choose Chorley Campaign	60,000				60,000	25,320	34,680	-	34,680
Borough wide retail grants improvement programme	105,970		80,000	167,000	352,970	241,470	111,500	49,739	61,761
Business Development & Growth	561,530	10,000	491,500	140,030	1,203,060	505,160	697,900	354,742	343,158
TOTALS	945,330	53,000	1,256,000	70,230	2,324,560	1,287,300	1,037,260	386,179	651,081

This page is intentionally left blank

Analysis of Reserves and Provisions 2016/17

	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
Reserves					
General Fund Balance	2,684,821	502,714	0	3,187,536	(1)
Change Management Reserve	151,392	199,000	(296,880)	53,512	
VAT Shelter Income - Capital/revenue financing	16,371		(7,090)	9,281	
Non-Recurring Expenditure - Revenue resources for capital financing	2,143,788	312,784	(551,729)	1,904,842	(2)
Market Walk - Income Equalisation Reserve	200,366	50,000		250,366	
Market Walk - Asset Management	85,860	50,000		135,860	
Market Walk - Project Work funded through Service Charge	115,830	38,600		154,430	
Section 31 Grant - Empty property/small business rate relief	32,970		(475)	32,495	
Business Rates Retention - Surplus on levy payment	706,719		(79,581)	627,138	(3)
Investment Fund - Income Generation	0	401,990	0	401,990	
LCC Transition Fund	0	358,590	0	358,590	
Non-Directorate Reserves	3,453,295	1,410,964	(935,756)	3,928,503	
Policy & Governance					
Slippage from 2015/16 - additional staffing capacity in comms & events team	13,500		(13,500)	0	
Investment Projects	60,460	51,510	(55,160)	56,810	(4)
British Army Civil Engagement Grant	41,392		(24,490)	16,902	
Communications & Events	115,352	51,510	(93,150)	73,712	
Slippage from 2015/16 - Extension to Policy Officer post to 30/06/16	8,790		(8,790)	0	
Slippage from 2016/17	0	5,880		5,880	(5)
Transformation Challenge funding	227,070	135,000	(227,070)	135,000	
Public Service Reform funding	17,820	21,900	(17,820)	21,900	
Funding for Graduate Policy Officer post 2017/18	0	32,220		32,220	
Performance & Partnerships	253,680	195,000	(253,680)	195,000	
Slippage from 2015/16 - Extension to HR & OD Advisor post to 30/09/16	16,000		(16,000)	0	
Slippage from 2015/16 - Training & Development	12,000		(12,000)	0	
Slippage from 2015/16 - Councillor Community Grants	1,000		(1,000)	0	
Slippage from 2016/17	0	80,730		80,730	(5)
Elections	29,000		(29,000)	0	
Impact of Pay Policy/Living Wage	20,000	6,300	0	26,300	
Legal Case Mgt System	1,522			1,522	
Legal, Democratic & H.R.	79,522	87,030	(58,000)	108,552	
NWIEP grant for Shared Financial Systems project	19,710		(19,710)	0	
Slippage from 2015/16 - training for self-serve functionality	5,000		(5,000)	0	
Slippage from 2016/17	0	69,030		69,030	(5)
Shared Financial Services	24,710	69,030	(24,710)	69,030	
Policy & Governance	473,264	402,570	(429,540)	446,294	
Business Development & Growth					
Community Infrastructure Levy - Admin Reserve	33,019	22,236	(32,358)	22,898	(6)
Government Grants - Single Homeless Initiative	20,250		0	20,250	
Local Development Framework	0	50,000		50,000	(5)
Slippage from 2016/17	0	26,000		26,000	
Development & Regeneration	53,269	98,236	(32,358)	119,148	
Retail Grants Programme	105,968	111,500	(105,970)	111,498	(4)
Investment Projects	321,920	456,570	(321,920)	456,570	
External Funding Officer budget for 2016/17	9,200		(9,200)	0	
Employment Skills & Business Support	437,088	568,070	(437,090)	568,068	
Investment Projects	134,440.00	129,830	(134,440)	129,830	
Markets & Town Centre	134,440	129,830	(134,440)	129,830	
Buildings Maintenance Fund	61,172	54,180	(43,000)	72,352	
Buildings Maintenance Fund	5,180		(5,180)	0	
Redevelopment Fund - Oak House Site	692,240	615,850	(692,240)	615,850	(7)
Slippage from 2016/17	0	4,000		4,000	(5)
Property Services	758,592	674,030	(740,420)	692,202	
Business Development & Growth	1,383,389	1,470,166	(1,344,308)	1,509,248	

Analysis of Reserves and Provisions 2016/17**Reserves****Customer & Digital Services**

	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
New Investment Projects 2016/17	30,520	17,440	(30,520)	17,440	(4)
Single Front Office Apprentices 2016/17 to 2017/18	104,220		(39,770)	64,450	
Council Tax Summons/Liability Order Bad Debts	156,000		(66,980)	89,020	
Land Charges litigation - legal costs	41,000		(25,180)	15,820	
Funding for Debt Recovery Officer post (April to Oct 2017)	0	13,460		13,460	
Slippage from 2015/16 - extra Call Centre hours	20,000		(20,000)	0	
Slippage from 2016/17	0	1,400		1,400	(5)

Customer Transformation

Slippage from 2014/15 - ICT consultancy & equipment (iPads/mobile devices)	40,720		(16,480)	24,240	
Slippage from 2015/16 - ICT Software upgrades	41,000	6,620	(41,000)	6,620	
Slippage from 2015/16 - projector, screen and TV's	13,000	10,000	(13,000)	10,000	
Slippage from 2015/16 - ICT Software training and online training module	11,000	6,000	(11,000)	6,000	
Slippage from 2016/17	0	30,000		30,000	(5)
ICT Projects	107,310	8,380	(7,500)	108,190	
ICT Contract Renewal Reserve	80,000		(80,000)	0	
ICT Infrastructure Reserve	300,170			300,170	
Capital financing	8,450		0	8,450	

ICT Services

Maintenance of Grounds	57,207	10,000	(38,190)	29,017	
Yarrow Meadows Project, Environment Agency grant	0	10,000		10,000	

Waste & Streetscene Services

	57,207	20,000	(38,190)	39,017	
Planning Appeal Costs	31,089			31,089	
New Burdens Grants - S31 Government Grants	0	29,645		29,645	

Planning Services

	31,089	29,645	0	60,734	
--	--------	--------	---	--------	--

Customer & Digital Services

	1,041,686	142,945	(389,620)	795,011	
--	-----------	---------	-----------	---------	--

Early Intervention

Investment Budgets	44,880	86,340	(44,880)	86,340	(4)
External Funding	26,520	23,530	(26,520)	23,530	
Home Improvements - Housing Affordable Warmth Grant	17,426	23,750	0	41,176	
Home Improvements - Handyperson Scheme	41,390		0	41,390	
Home Improvements - Disabled Facility Contribution	12,810	11,850		24,660	
Buckshaw Youth Development Grants	1,367			1,367	
Slippage from 2016/17	0	5,000		5,000	(5)

Health and Wellbeing

Investment Budgets - Empty Homes Officer	12,510	81,540	(12,510)	81,540	(4)
--	--------	--------	----------	--------	-----

Regulatory Services

Neighbourhood Working (pump priming)	66,710	63,090	(66,710)	63,090	(4)
Investment Budgets	231,430	232,630	(231,430)	232,630	
Chorley Youth Zone	25,000		(25,000)	0	

Neighbourhoods

Investment Budgets	24,000		(24,000)	0	(4)
New Burdens Grant - Right to Move	3,040		(3,040)	0	

Housing Options and Support

	27,040	0	(27,040)	0	
--	--------	---	----------	---	--

Early Intervention

	507,083	527,730	(434,090)	600,723	
--	---------	---------	-----------	---------	--

Directorate Reserves

	3,405,422	2,543,411	(2,597,558)	3,351,275	
--	-----------	-----------	-------------	-----------	--

Earmarked Reserves

	6,858,717	3,954,375	(3,533,314)	7,279,778	
--	-----------	-----------	-------------	-----------	--

Total Reserves - General and Earmarked

	9,543,538	4,457,089	(3,533,314)	10,467,314	
--	-----------	-----------	-------------	------------	--

Provisions

Insurance Provision - Potential MMI clawback	19,540	10,000	(16,424)	13,116	
Other Provisions - Asda re: land at Bolton Street	10,000	(10,000)		0	

Total Provisions

	29,540	0	(16,424)	13,116	
--	--------	---	----------	--------	--

Analysis of Reserves and Provisions 2016/17

Reserves

Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
-------------------------------------	------------------------------------	------------------------	--------------------------------------	-------

Notes

- (1) Provisional Outturn as at 31 March 2017.
- (2) Capital Financing - £1m to finance public realm works, £500k to part-fund the ICT Refresh, £160k Astley and £290k towards play and open space.
- (3) Equalisation reserve is used to smooth the impact of fluctuations in the level of business rates retained year-on-year.
- (4) Investment projects are often budgeted over a number of years and therefore carried forward in reserves. Full details are given in appendix 3
- (5) Slippage from 2016/17 total £222,040. Please see Appendix 2 for itemised list.
- (6) The Council is permitted to set aside 5% of the CIL income charged to developers. This income covers expenditure the Council incurs in administering the CIL charges.
- (7) Premium received relating to Royal Oak Public House from the former tenant, reserve to be utilised to purchase further sites.

This page is intentionally left blank

Capital Programme 16/17 - 19/20

Appendix 5

	(a)	(b)	(c)	(a) + (b) + (c)		
	Qtr 3 Capital Budget	Qtr. 4 Carry Forward Requested	Qtr. 4 Additions	Final 2016/17 Budget	Outturn 16/17	Variance
Recycling receptacles	115,000	0		115,000	101,056	13,944
Recycling receptacles - Garden Waste	500,000	(244,731)		255,269	255,269	0
Puffin Crossing Collingwood Rd	47,820	(47,820)		0	0	0
People & Places Vehicles & Plant	166,000	0	368,666	534,666	534,666	0
IT Refresh				0	0	0
TMS System		0	12,440	12,440	12,440	0
Bank Hall	2,200,000	(2,200,000)		0	0	0
Path Works to Cemeteries	55,000	(43,076)		11,924	11,924	0
Customer & Digital	3,083,820	(2,535,628)	381,106	929,298	915,354	13,944

Chorley Youth Zone	880,000	(375,000)		505,000	505,000	0
Astley 2020	209,868	(29,473)		180,395	180,395	(0)
Policy & Governance	1,089,868	(404,473)	0	685,395	685,395	(0)

Chorley Adaptation Grant (Formerly DFG)	614,000	(84,945)		529,055	529,055	(0)
Cotswold House Improvements Final Phase	858,000	(259,797)		598,203	598,203	0
Leisure Centres Improvements	3,500	(3,500)		0	0	0
Delivery of CCTV 15/16 - 17/18	355,000	(26,768)		328,232	328,232	0
Early Intervention	1,830,500	(375,010)	0	1,455,490	1,455,490	(0)

Asset Improvements	110,000	(19,707)		90,293	90,293	0
Royal Oak Block		0	2,163,889	2,163,889	2,142,933	20,956
Victory Park Football Ground		0	211,111	211,111	209,067	2,044
Market Walk Extension	3,000,000	(2,587,227)		412,773	412,773	(0)
Regeneration Projects - Public Realm Works Phase 2	80,000	(36,984)		43,016	43,016	0
Steeley Lane Gateway		0		0	0	0
Car Parks Pay & Display Ticket Machines		0		0	0	0
Buckshaw Community Centre	475,018	0		475,018	475,018	(0)
Big Wood Access Improvements	83,102	(83,102)		0	0	0
Buckshaw Village Rail Station		0		0	0	0
Eaves Green Play Development	9,665	(6,682)		2,983	2,983	(0)
Play, Recreation and Open Space Projects	241,260	(85,983)		155,277	155,277	0
Rangletts Recreation Ground	97,447	(92,592)		4,855	4,855	0
Carr Brook Trim Trail	11,138	0		11,138	10,763	375
Yarrow Valley Car Park	10,860	(3,250)		7,610	7,610	0
Recreation Strategy		0		0	0	0
Primrose Retirement Village	711,311	(90,016)		621,295	621,295	(0)
Westway Playing Fields Sports Campus	10,611	(1,128)		9,483	9,483	0
Digital Office Park	770,250	(64,527)		705,723	705,723	0
Land Swap with HCA	2,947,960	0		2,947,960	3,090,000	(142,040)
Regeneration & Inward Investment	8,558,622	(3,071,198)	2,375,000	7,862,424	7,981,089	(118,665)

14,562,810	(6,386,308)	2,756,106	10,932,608	11,037,328	(104,721)
-------------------	--------------------	------------------	-------------------	-------------------	------------------

(1)	(2)	(3)	(1) + (2) + (3)		
Approved 17/18 budget	Qtr. 4 Carry Forward Request	Qtr. 4 Additions Requested	17/18 Budget	18/19 Budget	19/20 Budget
55,000			55,000	45,000	30,000
0	244,731	0	244,731	0	
0	47,820	0	47,820	0	
0	0	0	0	0	
750,000	0	0	750,000	0	
	0	0	0	0	
0	2,200,000	0	2,200,000	0	
97,500	43,076	0	140,576	77,000	
902,500	2,535,628	0	3,438,128	122,000	30,000

1,025,000	375,000	100,000	1,500,000	0	
444,702	29,473	0	474,175	0	
1,469,702	404,473	100,000	1,974,175	0	0

369,561	84,945	369,898	824,404	665,945	665,945
0	259,797		259,797	0	
86,500	3,500		90,000	30,000	100,000
0	26,768		26,768	0	
456,061	375,010	369,898	1,200,969	695,945	765,945

335,500	19,707	0	355,207	280,000	300,000
0	0	0	0	0	0
0	0	0	0	0	0
9,030,000	2,587,227	0	11,617,227	0	
920,000	36,984	0	956,984	0	
114,000	0		114,000	160,000	
0	0	38,412	38,412	0	
0	0	0	0	0	
0	83,102	0	83,102	0	
726,000	0		726,000	0	
46,513	6,682	0	53,195	0	
1,001,437	85,983	18,072	1,105,492	0	
0	92,592	0	92,592	0	
0	0	0	0	0	
209,305	3,250	0	212,555	0	
105,000	0	0	105,000	0	
3,482,262	90,016	0	3,572,278	5,553,427	
949,389	1,128	0	950,517	0	
4,900,000	64,527	0	4,964,527	2,450,000	
0	0	0	0	0	
21,819,406	3,071,198	56,484	24,947,088	8,443,427	300,000

24,647,669	6,386,308	526,382	31,560,360	9,261,372	1,095,945
-------------------	------------------	----------------	-------------------	------------------	------------------

This page is intentionally left blank



Report of	Meeting	Date
Director of Customer and Digital (Introduced by the Executive Member for Customer, Advice and Streetscene Services)	Executive Cabinet	22 June 17

DIGITAL STRATEGY 2017 - 2020

PURPOSE OF REPORT

- To present and seek approval of the Digital Strategy 2017 – 2020.

RECOMMENDATION(S)

- That the Digital Strategy 2017 – 2020 be approved.

EXECUTIVE SUMMARY OF REPORT

- The report provides a summary of the updated Digital Strategy 2017 – 2020 which is presented for approval.
- It is a refresh of the 2014-2017 Digital Strategy and extends the scope of the strategy to also include digital inclusions and developing a positive culture which puts customers as the heart of everything we as two further key areas of work.
- The strategy should be seen as a corporate, council wide strategy as it will lead to changes and improvements to how all staff work, and also many service areas will be involved in delivery projects which are set out in the strategy.
- There are four key elements of the strategy;
 - increasing digital take up;
 - increasing digital inclusions;
 - working smarter; and
 - developing a positive culture which puts customers at the heart of everything we do.
- The strategy identifies 32 projects which will be delivered over three years and 23 measures which will help to measure the success and progress in achieving our objectives. It is proposed to report progress back to Executive Cabinet on an annual basis together with updating elements of the strategy and projects as required.

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	2, a contract worth £100,000 or more
---	--	--------------------------------------

	the service revenue budget by £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)

- 8. The Digital Strategy (2017-2020) sets out the Council’s aspirations to change and improve the way many residents interact with the Council and the way that we work by maximising the benefits that technology can bring, leading to more efficient delivery of services.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 9. A significant proportion of the projects within the strategy are reliant of the Council’s ICT infrastructure being upgraded, therefore there is a limit to how much progress can be made in delivering the Digital strategy projects, in the first year.
- 10. For this reason, an alternative option would be to postpone approval of this strategy for 12 months until the new ICT infrastructure is in place.
- 11. This has been rejected as there is still a lot which can be either delivered or planned during this period.

CORPORATE PRIORITIES

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

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

BACKGROUND

- 13. The Council’s first Digital Strategy (2014-2017) was approved by Executive Cabinet in January 2014, and had two main aims:
 - a. To ensure that customers are able to, and prefer to, access services easily online whilst also maintaining traditional channels and support for customers unable to benefit from self-service; and
 - b. To ensure that changes continue to be made in the way the council manages information and conducts its business in order to deliver efficiencies.
- 14. The Digital strategy 2017-2020, takes the existing strategy and extends the scope to also include digital inclusion and developing a positive culture which puts customers as the heart of everything we as two further key areas of work.
- 15. This strategy has been developed in conjunction with the refreshed ICT strategy which is presented separately for approval. Delivery of new infrastructure as set out in the ICT strategy will be a key enabler to many of the projects set out in this strategy.

16. It should also be noted that staff and some members have been engaged in the development of both strategies.
17. In addition, customers and residents will be consulted on in the delivery of a number of the projects which are set out in the strategy. For example understanding service users, their needs and barriers to using Chorley's digital services, and engaging with them in co-designing online services as far as possible is a principle of the first objective to increase the take up of digital services.
18. Further details of where we plan to further consult on with customers and residents as well as how the strategy will impact on different equality strands, health, reputation, and sustainability can be found in the Integrated Impact Assessment (IIA) in appendix A.

SUMMARY OF THE DIGITAL STRATEGY

19. Developing our use of technology to change the way that customers access our services and also the way that staff work, has a huge potential to transform our organisation and service delivery for the better.
20. This strategy is a corporate strategy, in that it will have impacts right across the organisation and all service areas will be involved in its delivery and success. It is not just a strategy for the Customer and Digital directorate.
21. The aim for the Digital strategy is to:

Provide the highest quality, customer focused digital services and maximise our use of technology to help us to work more efficiently and deliver more for our residents.

22. There are four key elements of the strategy, increasing digital take up, increasing digital inclusions, working smarter and developing a positive culture which puts customers at the heart of everything we do. Based on these areas the four main objectives of the strategy are to:
 - a. Further increase the digital take up of council services, enabling customers to access council services online when and wherever they like, while also reducing the demand on more expensive channels such as face to face and over the phone;
 - b. Embed and strengthen the council's approach and commitment to digital inclusion. Supporting individuals to benefit from being online and providing assisted support for users who genuinely need it;
 - c. Further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter; and
 - d. Finally to embed a culture and understanding across all staff that Customers should be at the heart of everything we do as a Council, and providing excellent customer services is a key element of that.
23. There are many small businesses in the borough which do not yet have an online presence and could benefit greatly by being online and extending their reach to more customers. Consideration has been given to including actions within the strategy aimed specifically at supporting businesses to take advantages of the benefits that being online can bring, however it is proposed that this would sit better within the Council's economic development strategy refresh which is shortly due to be refreshed.

INCREASING DIGITAL UP TAKE OF SERVICES

24. We want more people to use our services online. It should be easier and more convenient for our customers and residents and it is cheaper for us. While we have made some progress, take up of our digital services isn't happening quickly enough. This section of the strategy is therefore about how we can improve our online services so that more people will want to and prefer to at a time and place to suit them.

INCREASING DIGITAL INCLUSION

25. We are aware that not everyone has the equipment or skills to be able to benefit for being online, and that as a community leader we need to address this issue so that residents can take advantage of the benefits of the internet and not get left behind.
26. This section of the strategy develops the digital inclusion project work which was established in 2015 through working with local communities and partners to deliver more access and support points, more free basic skills training, free access to wifi and equipment.

WORKING SMARTER

27. This section is about how as an organisation we can modernise the environment we work in and the way we work to enable staff and Members to work smarter and more efficiently.
28. To take this forwards there are actions around improving the office environment, delivering technology which will help us to work in a more agile and unrestricted way and importantly how we can bring staff with us on this journey.

DEVELOPING A POSTIVE CHANGE CULTURE WHICH PUTS CUSTOMER AT THE HEART OF EVERYTHING WE DO

29. The delivery of this strategy will see significant changes regarding how staff work and how customers are able to access our services. It is essential therefore that staff and customers understand the benefits that the changes can bring and that they are engaged and supported through change.
30. In addition it is important that we aim to strengthen and further embed a high standard of customer service across the whole organisation and if possible beyond to our partners.

PROJECTS AND MEASURES

31. The strategy identifies 32 projects across each of the four areas which are deliverable over the three year term of the strategy.
32. It also sets out 23 measures which will be used to measure progress. Some of the measures will link to the implementation of the projects and therefore may not all be measureable within the first year.
33. The performance measures will also be monitored and reported on, on an annual basis to demonstrate the progress being made in the delivery of this strategy. However, not all measures may be able to be measured straight away, for example web chat is only scheduled to be introduced in year three, therefore measurement of the volume and take up of this new channel will only be measured from year three onwards. Written procedures need to be developed for all of the new measures, and targets will be set, either based on an improvement of current performance or for new measures the first year will be used to baseline performance and will enable a target to be set in year two.

34. It is proposed to review progress in delivering the strategy on an annual basis, and if required the strategy will also be refreshed in a similar way to the Corporate Strategy is reviewed and refreshed each year.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

36. Revenue cost implications are not fully understood at this time. All efforts must be actioned to keep any additional revenue costs within the current base budget.

COMMENTS OF THE MONITORING OFFICER

37. There are no comments.

ASIM KHAN
DIRECTOR OF CUSTOMER AND DIGITAL

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Huddleston	5779	26/05/17	Digital Strategy EC Report

This page is intentionally left blank

Digital Strategy

2017 - 2020



Introduction

Our aim is to:

Provide the highest quality, customer focused digital services and maximise our use of technology to help us to work more efficiently and deliver more for our residents.

This Digital strategy details our ambitions to further develop our use of technology to transform the way we work and the way we provide services and support to our customers, including residents, businesses and visitors. In addition it aims to promote the benefits of technology and being online, support those who want to become more digital and also address digital exclusion in the borough.

This strategy is underpinned by the Council's ICT strategy which will enable the delivery of this strategy.

This delivery of this strategy will change the way we work and the way customers can access our services and therefore another key element of this strategy is about developing a positive change culture which puts customer at the heart of everything we do.

This strategy will also help to support and deliver the following Corporate Strategy priorities:

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

The benefits of delivering this Digital Strategy are vast. For example:

- It will transform the way resident's access information and services from the council, enabling people to access services at a time and a place to suit them.
- It will provide the skills, tools and culture that our staff need in order to be able to deliver efficient services and to consider the customer impact of each action that they take.
- It will also help to free up staff time which will enable us to focus our resources to those who need them most and where they can make the most difference. This might include:
 - providing digital training to support people to find and apply for work;

- supporting people to access financial support online such as universal credit; or
- developing access points, technology loan schemes, and computer clubs which can help to address social isolation and exclusion.
- Voluntary, community, and faith sector organisations will be encouraged and supported to develop their profile and reach within communities for example through developing their own websites and social media profiles. This will in turn help them to connect their services to people who need them and promote events etc.
- Websites and social media campaigns will be used to attract more visitors to the borough, again supporting local businesses and the economy as well as providing visitors with easy access to information and online booking facilities.
- As Chorley's public service partnerships develop, technology will be a key strand of the work, which will lead to more information and data sharing and potentially joint procurement of systems or standardisation of platforms. This approach will provide financial savings, but just as importantly it will support partnership collaboration in having shared, and consistent information, provide a much better picture of the customer, enabling the relevant partner to get the customer the help or support they need quicker and deliver more effective and efficient services.

Objectives

The objectives of this strategy are to:

- Further increase the digital take up of council services, enabling customers to access council services online when and wherever they like, while also reducing the demand on more expensive channels such as face to face and over the phone;
- Embed and strengthen the councils approach and commitment to digital inclusion. Supporting individuals to benefit from being online and providing support to users who genuinely need it;
- Further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter; and
- Finally to embed a positive change culture and understanding across all staff that Customers should be at the heart of everything we do as a Council, and delivering high quality services is everyone's responsibility.

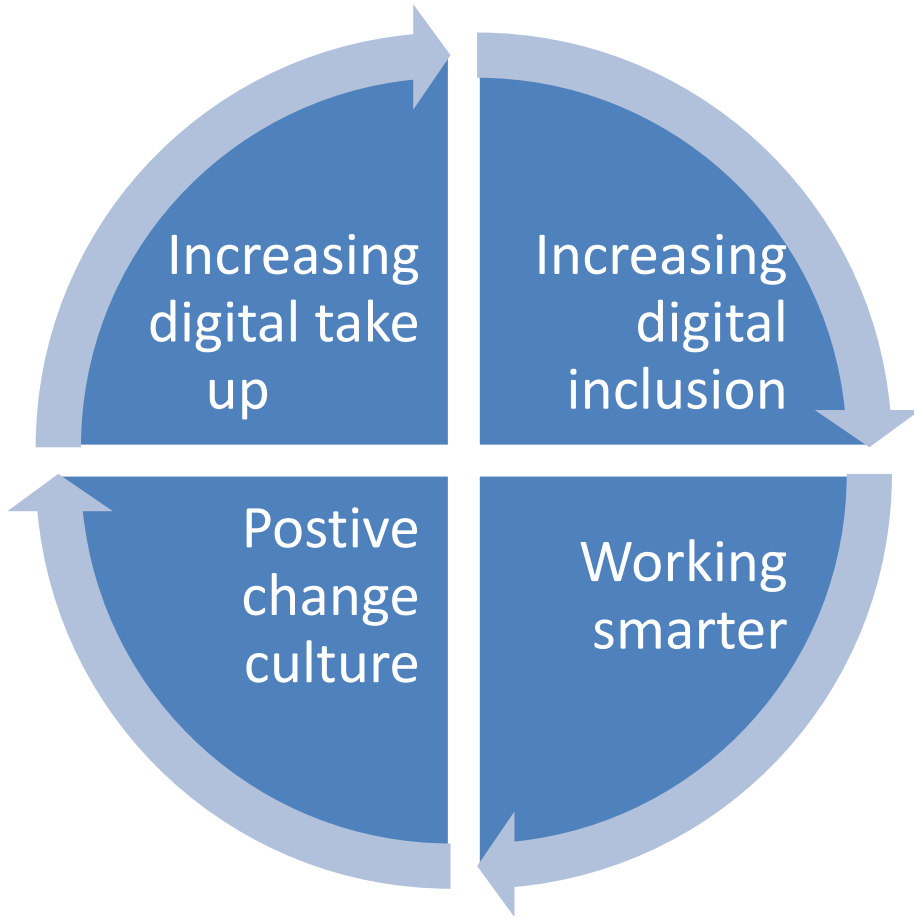
Delivery and monitoring

A total of 32 projects and 23 measures have identified which will support delivery and monitoring of the strategy. They breakdown by objective is set out in the table below:

Objective	Number of Projects	Number of Measures
Increasing take up of Council services	7	7
Increasing digital Inclusion	9	6
Working smarter	9	5
Developing a positive change culture which puts customers at the heart of everything we do	7	5
Total	32	23

The projects have been phased over the three years of the strategy and progress in delivering them as well as reviewing if any projects need to be re-phased or new ones added will be reported to Executive Cabinet on an annual basis.

The performance measures will also be monitored and reported on, on an annual basis to demonstrate the progress being made in the delivery of this strategy. However, not all measures may be able to be measured straight away, for example web chat is only scheduled to be introduced in year three, therefore measurement of the volume and take up of this new channel will only be measured from year three onwards. Written procedures need to be developed for all of the new measures, and targets will be set, either based on an improvement of current performance or for new measures the first year will be used to baseline performance and will enable a target to be set in year two.



The digital and customer strategy is made up of four elements which are all underpinned by a strong technical infrastructure which is set out in the Council's ICT strategy.

Increasing digital take up of Council services

Each month we:



ANSWER
12,000
CALLS



RECEIVE
600
EMAILS



SEE
2,000
CUSTOMERS AT
OUR OSS



DEAL WITH
1,100
SERVIVE REQUESTS
RECEIVED VIA
MYACCOUNT



TAKE
1,900
ONLINE
PAYMENTS



TAKE
1,600
TELEPHONE
PAYMENTS

Meeting and hopefully exceeding increasing customer expectations, delivering excellent services and dealing with increases in service demand is hugely challenging against a backdrop of reducing local government funding.

We will continue to need to reduce our operating costs and increase our income generation over the coming years, and the approach to delivering information and services to customers' needs to be more efficient and effective and to make the best use of technology if we are going to succeed.

We believe that one element of this is to ensure that customers are able to and prefer to access efficient services and information easily online.

This aligns to the governments digital by default strategy which aims to make digital services so good that people prefer to carry out transactions online, rather than by phone, post or in person.

¹It is well documented that online transactions can be 20 times cheaper than by phone, 30 times cheaper than by post and as much as 50 times cheaper than face to face. Developing high quality digital services will therefore not only enable the public to access services quickly and conveniently, at a time and in ways that suit them, it will save the Council money.

Completing transactions online has become second nature to many of our customers, with people increasingly going online for shopping, banking, information and entertainment. This is because online services tend to be quicker, more convenient and cheaper to use.

Customer expectations have also increased in respect of the quality of service they expect and also how and when they can access services. Customers expect a 'Amazon' quality service and to be able to request services and obtain information online at a time and place that suits them.

This strategy aims to ensure that customer are able to and are encouraged to access services easily online whilst supporting those who cannot do so.

Digital by default is not about offering services online or not at all, It is about designing services for the web first. Rather than modifying services which were originally designed for the phone or face to face online services should be properly designed for the web.

Principles

- Digital services should be simple and intuitive enough that users succeed first time, unaided, as people will only choose to use our services digitally if they are far more straightforward and convenient.
- Online services should be 'digital by default' – designed specifically for the web.
- We should ask customers for information once and they should only have to report or request a service once for it to be dealt with as a service request, within our customer service standards.
- We should understand services users, their needs, motivation and barriers to using Chorley's digital services, and engage with them in the co-design of online services as far as possible.

¹ The Digital Efficiency Report

- Where appropriate we should apply behavioural economics principles to identify the tone and message to drive online interactions
- We will put appropriate assisted digital support in place that's aimed towards those who genuinely need it.

Projects

The table below sets out the projects which will be delivered to support the increase in take up of our digital services over the next three years.

INCREASING TAKE UP OF DIGITAL SERVICES			
Project/Action	Description	Lead	Priority
Develop the use of Google analytics	We already have Google analytics in place, but the data collected could be used to help us better monitor and understand our website usage and performance, which can then be used to improve our website and online services.	Digital access and inclusion officer	Year 1
Review and refresh the Council's website	<ul style="list-style-type: none"> • The website will be easy to use, accessible and secure. • Information will be up to date and content will change regularly • The website should be responsive to different devices and screen sizes 	Lead: Digital access and inclusion officer Council wide project	Year 1
Investigate options for integrating website log in processes	To support the improvement and take up of the council's online services the MyAccount and e-citizens online services should be integrated so that a customer only has to sign in once. Currently you have to register for MyAccount to be able to access some online services (order replacement bins, report dog fouling, or report fly tipping) and then you need to register again to access services such as Council Tax, Housing Benefits, Council Tax Support and Business Rates.	Lead: ICT	Year 1
Investigate options for integrating social media channels to capture and manage service requests	Chorley Council has a strong social media following, with posts often being seen by 5,000 people ² and receiving hundreds of comments. We encourage people to interact with us via social media so we can promote events and get feedback, but when customers then use these channels to request services we have to ask them to request the service again via MyAccount. This action is to find a way to integrate social media request directly into MyAccount or another Customer Services system so that	Lead: ICT Working with Communications and Customer Transformation	Year 1

² This is organic content and doesn't include paid for views.

	customers only have to tell us about something once.		
E-enable all relevant Council services	<ul style="list-style-type: none"> Existing online services will be reviewed and where required redeveloped to be digital by default. New digital services will be developed using the digital by default principles A work plan will be developed which will be prioritised based on volume/demand. 	Lead: Digital access and inclusion officer Council wide project	From year 1
Deliver new software applications to support the digital agenda	<p>Examples include:</p> <ul style="list-style-type: none"> The implementation of an online booking and ticketing system for council run activities, events, training, community centres and other council resources. Cemeteries management application to deliver end to end electronic management including access for funeral directors to book online. Information request system to streamline the servicing of FOI, data protection, EIR and CCTV requests. A review and rationalisation of data layers in our Geographical Information System (GIS). A self-service functionality for the provision of simple maps will also be delivered. Implementation of relevant systems to support the modernisation of Streetscene. 	Lead: ICT	From year 2
Re-introduce web chat	Web chat functionality could support customers to self-serve by proactively engaging with customers while they are in the process of trying to help themselves to complete their enquiry online. This will deflect from more expensive phone calls or emails and give the customers the confidence to complete tasks themselves next time. It will also highlight common areas of difficulty which we can address.	Lead: Customer Transformation	Year 3

Performance Measures

1. % Increase in the number of services requests made online (Existing Corporate Strategy measure)
2. Increase in the % of payments made online (Existing local measure)

3. Increase in the number of council services/processes e-enabled (New)
4. Increase in the number of a) visits and b) return visits to the council website (New)
5. Increase in the number of people signed up to my account /e-Citizen (New)
6. Volume of web chats (New)
7. Rate your experience – website star rating (New)

Increasing digital inclusion

In the 2015/16 budget the Council invested £50,000 on its first digital inclusion project which had the aim that everyone in the borough should be able to get online, do more on line and benefit from being online.

Where we are now?

THE GO ON UK DIGITAL HEATMAP SHOWS THAT IN CHORLEY THE LIKELIHOOD OF OVERALL DIGITAL EXCLUSION IS MEDIUM



33%

OF SME'S IN LANCASHIRE DO NOT HAVE AN ONLINE PRESENCE

66%

OF SME'S IN LANCASHIRE DO NOT MARKET THEIR BUSINESS ONLINE

76%

OF ADULTS IN CHORLEY HAVE BASIC DIGITAL SKILLS

ONLY **4%**

OF HOUSEHOLDS RECEIVE BROADBAND SPEEDS OF LESS THAN 10MB

15.5%

OF ADULTS IN CHORLEY HAVE NEVER BEEN ONLINE

Digital changes create opportunities to access services and information more easily and quickly but also has the potential to create greater inequality and alienation for those left behind.

Principles

- Everybody should have access to technology and the opportunity to become confident users of technology.
- We should understand and join up digital support provision across the borough from public, private and VCFS sector and identify ways to add value through collaboration.
- We will develop training and ongoing support and access provision for those who need help getting online and remaining active online.

- We will raise awareness of the benefits of being online and the work the council is doing to improve digital access and inclusion in the borough.
- We will provide assisted digital support to those who genuinely need it.
- We will ensure that particular consideration is taken to increasing digital inclusion in rural areas of the borough, where residents and businesses may have lower broadband speeds, or due to their location have the potential to be socially isolated and therefore could really benefit from access to online services and communications tools.

Projects

The table below sets out the projects which will be delivered to support an increase in digital inclusion over the next three years.

INCREASING DIGITAL INCLUSION			
Project/Action	Description	Lead	Priority
Review planning policy regarding the installation of broadband fibre as part of new developments	Consideration of whether planning policy could be amended to incorporate a requirement for developers to ensure that they work with broadband providers to install fibre to new developments in the future enabling business and residents to benefit from high speed broadband access.	Development and regeneration / Planning Policy?	Year 1
Deliver digital hubs	This project will equip Council owned community centres (Tatton, Buttermere, Clayton Brook and Buckshaw) with ICT equipment to support the provision of basic skills training, free internet access points for the local community, access to assisted digital support and also low cost equipment and technical support.	Digital inclusion officer and Health and Wellbeing	Year 1
Establish a digital delivery partnership to work in a more coordinated way to improve digital inclusion within the borough	To facilitate a partnership with other organisations such as libraries, training providers and charities who will work together to improve digital access and support for individuals throughout Chorley. The partnership will: <ul style="list-style-type: none"> • Ensure clear signposting of digital inclusion, education and access opportunities. • Boost basic online skills and promote the benefits on being online. • To provide assisted digital support to vulnerable or older people. 	Digital inclusion officer	Year 1

	<ul style="list-style-type: none"> Ensure that everyone has access to technology. 		
Deliver basic online and digital skills training to digitally excluded groups	<p>Concentrating on hard to reach groups or rural parts of Chorley the training will be tailored depending on the needs of the group for example it could be focused on supporting unemployed people to find work, or how to use the internet to find information or to keep in touch with friends and family.</p> <p>Where appropriate training will also incorporate the use of council online services to people who need support.</p>	Digital inclusion officer	Ongoing years 1-3
Develop a sustainable and growing community resource to increase the future provision of free digital training opportunities	<p>We will support organisations to recruit and train digital champions who can provide basic skills training and digital support in the community. We will coordinate arrangements for initial volunteer training and to be an ongoing point of contact for digital champions who need practical help or advice around delivery. Individual organisations will remain responsible for selecting, screening and supervising their own volunteers.</p> <p>We will facilitate and encourage digital training to be delivered locally wherever funding provision is available in association with local colleges and learning providers.</p>	Digital inclusion officer and Health and Wellbeing	Ongoing years 1-3
Support the increase and promotion of digital access and support points across the borough	<ul style="list-style-type: none"> Supporting existing organisations to set up new digital access points, which may include supporting funding bids or sourcing low cost equipment for not for profit groups. Develop our own digital access points in council owned buildings and community centres. 	Digital inclusion officer and Communications	Ongoing years 1-3
Establish free town centre wifi	This will see the introduction of free wifi in the town centre which will benefit shoppers and businesses. It will provide internet access to people who could not otherwise afford it, help people navigate around the town centre and hopefully stay longer and spend more.	ICT	Year 2
Establish a laptop/tablet loan scheme	This service would be primarily targeted at people who don't have access to a device at home and who are unable to visit one of the boroughs free access points. The loan scheme would be run in conjunction with basic skills training which can involve making home visits to the most in need.	Digital inclusion officer	Year 2

Deliver a digital event	This may be a hack event to encourage digital creativity and bring groups of people together to solve a particular problem, or an event to promote, encourage and enjoy using technology, such as a gaming event.	Digital inclusion officer, Communications and Event and ICT	Year 2
-------------------------	---	--	--------

Performance Measures

1. Decrease in the % of adults in Chorley who have never been online (New)
2. Increase in broadband provision or decrease in the % of households who receive broadband speeds of less than 10MB (New)
3. Number of people successfully completing basic digital skills training (New)
4. Increase in the number of digital access points in the borough (Existing Corporate Strategy measure)
5. Number of digital champions trained (New)
6. Take up of the laptop loan scheme (New)

Working Smarter

We cannot expect our customers to interact with us digitally, if our own staff are not given the right tools, training and encouragement to be able to work in a smarter and more efficient way. As a council we want our staff to deliver high quality services, using the latest technology, working in modern and well-designed offices and with flexible working practices.

Transforming the way we work will enable staff to provide the services our customers expect and demand both now and in the future.

The Work Smart programme aims to create a shared culture of smarter working within the organisation. To this end, it will maximise the use of technology and digital information management, make the most of flexible working practices and improve working environments. The changes will increase staff and customer confidence in digital channels.

More efficient working practices will also result in improved productivity. There will be savings in staff time to enable additional support of more demanding service requests. There will also be potential for income generation as space is rented out to third parties.

New technology will ensure staff have the right tools to do the job and provide staff with the freedom and flexibility to act and be innovative and work in an agile way, for example the implementation of VOIP will support staff to be agile, not restricted to a particular desk or building, but able to log to IT and phone systems to work in any Council office.

Principles

- Staff should be able to work seamlessly across locations and not be tethered to a particular desk.
- Working environments should be standardised and improved, including break and welfare facilities.
- Space should be allocated to activities, not individuals and not on the basis of seniority.
- Internal printing should be minimised, and be replaced with offsite printing.
- A clear desk policy will apply, filing cabinets removed and documents digitised.
- Staff should have access to the right tools and training to be able to deliver their jobs – for example IT equipment such as iPads and should be distributed based on business need, not on seniority.
- Core business applications should be used to their fullest extent and upgraded as necessary to ensure that the latest features can be taken advantage of.

- Information and data must be accurate and accessible

Projects

The table below sets out the projects which will be delivered to enable staff to work smarter and more efficiently over the next three years.

WORKING SMARTER			
Project/Action	Description	Lead	Priority
Re-development of the loop	This will include the development of MyShare to deliver an internal management information system and the replacement of the online form system.	ICT and Communications and Events	Year 1
Carry out a review of the Councils Local Land and Property Gazetteer (LLPG)	Address information is central to the majority of the services the council delivers, we must ensure that this is accurate. The council will aim to achieve the gold national standard for this dataset whilst also reviewing and expanding integrations across all line of business applications	ICT	Year 1
Establish a more efficient office environment	This includes: <ul style="list-style-type: none"> • The standardisation of offices, creating a consistent and improved working environment that enables staff to work seamlessly across locations and not be tethered to a particular desk. • The creation of breakaway areas where staff can take their breaks in a comfortable environment away from their desks • The introduction of public Wi-Fi in council offices and meeting rooms 	Customer Transformation, Property and ICT (Impact on all services)	Year 1 onwards
Review existing applications ensuring they are used to their	<ul style="list-style-type: none"> • Review MyAccount and MyWork and deliver phase 2 including inspections module • Review existing GIS application and implementation of routing software 	ICT	Year 1 & 2

fullest extent	<ul style="list-style-type: none"> Implementation of key functionality within IDOX – for planning, licensing and enforcement. Review existing systems for taking payments online 		
Implement Voice Over IP	Currently while staff can log into different work stations to access their emails and files, their phone lines are not as easy to divert and can involve making physical changes to the 'switch'. VOIP will enable staff to be able to access their phone calls quickly and easily from different offices and locations which will enable staff to work seamlessly across locations.	ICT and Customer Transformation (Impact on all services)	Year 2
Development of an information sharing framework	This will involve developing information sharing protocols which will support data sharing across new delivery models and also more integrated partnership working.	Performance and Partnerships - PSRB	Year 2
Complete the hybrid mail roll out	This supports the removal of internal printers, and replaces them with off-site printing and mail services as well as encouraging staff to communicate with customer electronically. It will also facilitate the removal of the existing postal collection service.	Customer Transformation (Impact on all services)	Ongoing over 3 years
Review the corporate EDMS system to ensure better alignment of our corporate applications and delivery.	Digitising paper records and the completion of the electronic document management roll out will support a clear desk policy, and also enable better access to information.	ICT	Ongoing over 3 years
Review of service data warehouses	<p>It is essential that all services have a suitable data warehouse in place to facilitate the management of information enabling the future digitisation and possible migration of the service to the single front office.</p> <p>An example of one area of work will be the review all assets to ensure information is accurate and relevant to support the creation of a centralised assets register to support our e-</p>	ICT	Ongoing over 3 years

	PIMs requirements.		
--	--------------------	--	--

Performance Measures

1. % Increase in the volume of mail sent through UK Mail (New)
2. Decrease in the onsite printing volumes by service area (New)
3. % of the organisation who meet work smart standards (New)
4. Staff satisfied with their work environment (Existing staff satisfaction survey question)
5. % increase in the number of staff who agree they have the right tools and equipment to do the job expected of them (Existing staff survey question)

Developing a positive change culture which puts customers at the heart of everything we do

The delivery of this strategy will see significant changes regarding how staff work and how customers are able to access our services. It is essential therefore that staff and customers understand the benefits that the changes can bring and that they are engaged and supported through change.

In addition it is important that we aim to strengthen and further embed a high standard of customer service across the whole organisation and if possible beyond to our partners.

Where are we now?

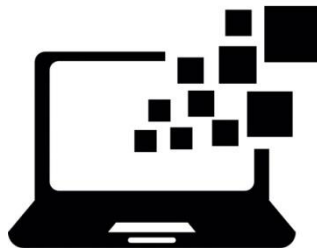
77%
OF PEOPLE ARE
SATISFIED WITH THE
WAY THE COUNCIL
RUNS THINGS



17%
OF CUSTOMERS ARE
DISSATISFIED WITH
THE SERVICE THEY
HAVE RECEIVED



113k
PEOPLE LIVE IN
CHORLEY



60%
OF PEOPLE PREFER
TO ACCESS INFO
ABOUT PUBLIC
SERVICES ONLINE



3.6m
VISITORS IN 2015

Chorley Council has long had a strong customer service ethos, being recognised for providing excellent customer services over the last decade through achieving Beacon Status for Transforming Services: Citizen Engagement and Empowerment and being awarded the Customer Services Excellent Standard.

While the last satisfaction survey showed that overall many people in the borough are happy with the way the Council runs things, those that access our services still report that we could do better in terms of letting customers know the outcome of their requests, keeping them better informed of progress and responding to them in a reasonable time. In essence we need to do better and this is everyone’s responsibility.

Customers should be at the heart of everything we do as a Council, and providing excellent customer services is a key element of that.

Principles

- All staff have a role to play in delivering excellent customer services.
- Public sectors services in Chorley should be working together as one public service and share similar standards when it comes to customer service and customer care.
- Staff should be well informed, have the opportunity to shape improvements and be supported through change in a positive way.
- Customers should be encouraged and supported to change the way they access Council information and services.
- That, as far as possible, all customer enquiries should be dealt with at the first point of contact without the need for reference to the back office.
- Increases in the take up of digital services and the integration of IT systems will support the delivery of more complex services to be completed end to end.

Projects

The table below sets out the projects which will be delivered to support the organisation in developing a positive change culture over the next three years.

DEVELOPING A POSITIVE CHANGE CULTURE WHICH PUTS CUSTOMERS AT THE HEART OF EVERYTHING WE DO			
Project/Action	Description	Lead	Priority
Review and update the OD strategy to ensure it	Embed customer services values and responsibilities This will include strengthening the reference to customer care in the Council’s OD strategy, developing a training plan for all staff, refreshing the customer service element of induction training and	Customer Transformation and HR&OD	Year 1

<p>supports the delivery of this strategy</p>	<p>reviewing roles and responsibilities.</p> <p>Embed the benefits of digital and encourage staff to take responsibility for increasing take up and signposting to support</p> <ul style="list-style-type: none"> • Our staff will take up opportunities to promote the benefits of digital where necessary in interactions with customers, and show customers how to request Council service online themselves. • We will embed the promotion of digital into our community development activities. <p>Ensure training and development that is required to support the work smart programme is included/available</p> <p>Ensuring that staff have the skills and confidence as well as tools to take advantage of new technology and to work in a smarter way is essential.</p>		
<p>Develop and deliver a campaign to encourage the take up of digital services, to promote the wider benefits of being online and the support which is available</p>	<p>This campaign will help to achieve high digital take up of council services. It should promote the services which can be done on line and the benefits of doing so. As new services are e-enabled communications would promote them via a variety of channels. Incentives to use online services should be considered such as being entered into a free prize draw.</p> <p>The campaign should also promote the work that the council is doing to support people in learning basic digital skills and enabling access to technology. In addition it will cover the wider benefits of being online.</p>	<p>Digital inclusion officer and Communications</p>	<p>From year 1 onwards</p>
<p>Develop and implement an internal communications plan to inform and engage</p>	<p>This will help staff to understand the benefits of the new ways of working and engage them in the changes and ensure a commitment to the principles of Work Smart. It should incorporate the development of an internal digital champions group which would create a set of champions from each service area to provide encouragement and support</p>	<p>Communications</p>	<p>From year 1 onwards</p>

staff of the changes			
Update the Council's customer care policy	This will include consideration of how implementation of the policy could be monitored.	Customer Transformation	Year 1
Review all data standards and policies	This will include changes to the current ways of working across the council surrounding data protection/retention due to the legislative changes relating to the General Data Protection Regulation (GDPR).	ICT	Year 1
Develop a plan to migrate further services into the SFO	This will review all services to determine what further service areas could be migrated and what work would be required to review processes prior to any migration.	Customer Transformation and Performance and Partnerships	Year 2
Work with public sector partners to develop a shared customer service standard for Chorley	This work should form part of the Chorley Public Service Reform Board, and start with gaining an understanding of each partner's current approaches to customer service and digital working.	Performance and Partnerships	Year 2

Performance Measures

1. Reduction in the % of customer dissatisfied with the service they receive from the council (Existing Corporate Strategy Measure)
2. Increase in the % of call backs completed on time by service (Existing internal measure)
3. Reduction in the number of service related complaints (Existing internal measure)
4. Reach of digital awareness campaigns (New)
5. % of staff who have carried out the e-learning customer care training

Integrated Impact Assessment

<p>Name of the service, policy, strategy or project being assessed</p>	<p>Digital Strategy 2017-2020</p>
<p>What does the service, policy, strategy or project do?</p>	<p>The Digital Strategy is an ambitious corporate wide strategy which provides a clear statement of what the Council's ambition and objectives are regarding:</p> <ul style="list-style-type: none"> • Increasing digital take up of our services; • Increasing digital inclusion across the borough; • How our own staff should be enabled to work smarter, more flexibly and efficiently in the future; and • How we all have a role to play in providing excellent customer services to our customers. <p>The strategy also outlines the projects we will deliver to help us to achieve these outcomes and how we will measure our achievements.</p>
<p>Who is it intended to benefit and how?</p>	<p>The strategy affects all individuals living and working in the borough and also those visiting the local area as</p>

[Redacted]	well as staff and members.
------------	----------------------------

Officer responsible for completing the assessment	Rebecca Huddleston
--	--------------------

Date of Assessment	26/05/2017
---------------------------	------------

Date of Review	26/05/2018
-----------------------	------------

Equality Impact Assessment	Yes	No	Evidence	Further action required
----------------------------	-----	----	----------	-------------------------

<p>1. Have consultations with relevant groups, organisations or individuals indicated that this particular activity will create problems which are specific to them?</p>	✓		<p>The strategy will impact on residents, staff and to some extent Members. Staff and Members have been consulted but as the projects in the strategy are delivered residents will need to be engaged in the changes particularly around designing services which are digital by default. The draft strategy has been presented to:</p> <ul style="list-style-type: none"> the council's SMT and transformation programme board, each on two occasions as the strategy has been developed; Staff briefings were held on the 25th and 26th May; the O&S task and finish group who were looking at broadband connectivity; and it has been presented to the executive member for Customer, Advice and Streetscene services. 	<p>Consultation will need to be undertaken as required on each of the individual projects to ensure that the needs of residents are considered. Involving residents and co-production continue to be key within the strategy.</p> <p>In addition some of the proposed performance measures will require consultation with the staff and public to measure the success and impact of the strategy.</p>
--	---	--	---	---

What potential impact does this activity make to:						
	P	N	U	NI	Evidence	Further action required
<p>1. Equality of opportunity amongst customers of different ages (Age)</p>	✓				<p>The strategy and projects do not specifically target any age groups, however one of the key objectives to increase the take up of our digital services could be seen to place a negative</p>	

				<p>impact on older people who may not be as familiar with technology and therefore may prefer to use other channels. While there will be some examples where this is true (this could be also true of other age groups and may be due to factors other than age) increasingly analysis of our social media and e-marketing tools show that a significant number of older people do already connect with us digitally.</p> <p>In addition the objective to increase digital inclusion may provide some support to local community groups which may include a higher proportion of retired people; however the services are open to all.</p> <p>Projects such as the proposed delivery of a digital event maybe more attractive to younger people, but again it would be promoted to and open to all age groups.</p>	
<p>2. Equality of opportunity amongst individuals with or without a physical or mental disability (Disability)</p>	<p>✓</p>			<p>The objective and projects around increasing digital inclusion will provide support to people with a disability in accessing, using and taking advantage of the opportunities which technology and the internet can bring, to try and</p>	

					ensure that no one gets left behind. We are already working with other local providers such as Galloways and Brothers of charity to do this.	
3. Equality of opportunity amongst customers of different gender backgrounds (Gender Reassignment)				✓	No impact intended.	
4. Equality of opportunity amongst customers who are pregnant or parents (Pregnancy and Maternity)				✓	No impact intended.	
5. Equality of opportunity amongst customer groups of different racial backgrounds (Race)				✓	No impact intended.	
6. Equality of opportunity amongst customers of different religions (Religion or Belief)				✓	No impact intended.	
7. Equality of opportunity amongst customers that live in different parts of Chorley (Rurality)	✓				The objective and projects around increasing digital inclusion should provide a positive impact on different parts of the borough, some of which (particularly rural areas), who may suffer from slower broadband speeds; Not be able to access training, or access points as easily (due to them being further away) or due to social isolation may have more need to take advantages of the benefits of being online.	Delivery of digital inclusion projects, including: <ul style="list-style-type: none"> • Review planning policy regarding the installation of broadband fibre as part of new developments; • Deliver basis online and digital skills training to digitally excluded groups. • Establish a laptop/tablet loan scheme • Develop sustainable community resources to extend and increase the provision of free digital training.
8. Equality of opportunity amongst male and female customers (Sex)				✓	No impact intended.	

9. Equality of opportunity amongst customers of different sexual orientations (Sexual Orientation)				✓	No impact intended.	
10. Equality of opportunity amongst customers who are married or in a civil partnership (Marriage and Civil partnerships)*				✓	No impact intended.	
Health Impact Assessment	P	N	U	NI	Evidence	Further action required
What potential impact does this activity make upon:						
1. Promoting healthy lifestyles for Chorley residents. For the latest Health Observatory information please see the data on this link http://www.apho.org.uk/resource/item.aspx?RID=126958			✓		The strategy has no specific reference to health at this time, however it does support residents to take advantage of technology and the internet, and the benefits it can bring. It could therefore indirectly help people to develop the skills to book health related appointments or self-diagnose or find local services.	Consider whether promoting healthy lifestyles could or should be incorporated into the strategy, at the first annual review of this strategy.
2. Enabling residents to Start Well (pre-birth – 19) Possible issues to consider are; <ul style="list-style-type: none"> • Promoting healthy pregnancy • Reducing infant mortality • Reducing childhood obesity • Supporting children with long term conditions • Supporting vulnerable families and children 			✓		The strategy has no specific reference to enabling residents to start well at this time, however it does support residents to take advantage of technology and the internet, and the benefits it can bring. It could therefore indirectly help people to develop the skills to access services and information online which could help to address these start well issues	Consider how technology could support the start well objectives at the first annual review of this strategy.
3. Enabling residents to Live well (16 -75 years) Possible issues to consider are;	✓				The objective and projects to increase digital inclusion will	Some of the projects which will help to address this are:

<ul style="list-style-type: none"> Promoting healthy settings, healthy workforce and economic development Promoting mental wellbeing and healthy lifestyles Reducing avoidable deaths Improving outcomes for people with learning disabilities 					<p>support residents to live well, through helping them gain digital employment skills and also through supporting people with learning disabilities.</p>	<ul style="list-style-type: none"> Establish a digital delivery partnership Deliver basic online and digital skills training
<p>4. Enabling residents to Age Well (over 65 years). Possible issues to consider are;</p> <ul style="list-style-type: none"> Promoting independence Reducing social isolation Managing long term conditions and dementia Reducing emergency admissions and direct admissions to residential care settings Supporting carers and families 	✓				<p>The objective and projects to increase digital inclusion will support residents to age well, through promoting the use and benefits of technology and the internet to address social isolation and to access services which will help promote independence.</p>	<p>Some of the projects which will help to address this are:</p> <ul style="list-style-type: none"> Establish a digital delivery partnership Deliver basic online and digital skills training Develop and deliver a campaign to encourage the take up of digital services and to promote the wider benefits of being online and the support which is available.

Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
What potential impact does this activity make upon:						

Reputational Impact Assessment	P	N	U	NI	Evidence	Further action required
<p>1. Chorley Council's reputation. Possible issues to consider are;</p> <ul style="list-style-type: none"> • Proving to local residents that we provide value for money • Informing and engaging with local residents • Building trust and confidence in Chorley Council • Improving customer satisfaction with council services • Chorley Council's role as a community leader 	✓				<p>The Digital Strategy has the potential to have a very positive impact on the Council's reputation particularly if the work that the Council is doing in partnership with others and success stories are well promoted, and also changes to things like the website and online services have the potential to reach a large audience and make Council services and information, easy to access.</p> <p>If we don't get it right, it could equally have a negative impact on the Council's reputation.</p>	<p>Developing and delivering a campaign to encourage the take up of digital services, to promote the wider benefits of being online and the support which is available will be key to ensure the councils reputation is only enhanced by delivery of this strategy.</p>
<p>2. Our ability to deliver the Corporate Strategy. Issues to consider are;</p> <ul style="list-style-type: none"> ▪ A council that consults and engages with residents ▪ An ambitious council that continually strives to improve 	✓				<p>The Digital Strategy will support both of these Corporate Strategy priorities. Engaging with residents and customers to co-design on line services, consulting with staff on work smart changes and generally trying to improve the way we work, deliver services and provide excellent services to our customers.</p>	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
What potential impact does this activity make upon:						

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
<p>1. The effective protection of Chorley’s environment. Possible issues to consider are;</p> <ul style="list-style-type: none"> • Limiting waste generation & encouraging recycling • Limiting factors that contribute to climate change • Protection of and improving access to the natural environment 				✓	No impact intended.	
<p>2. Prudent usage of natural resources. Possible issues to consider are;</p> <ul style="list-style-type: none"> • Limiting use of non-sustainable energy, water, minerals and materials • Reducing the need to travel and encouraging walking, cycling and low carbon modes of travel 				✓	No impact intended.	
<p>3. Social progress amongst all of Chorley’s communities. Possible issues to consider are;</p> <ul style="list-style-type: none"> • Opportunities for education and information • Provision of appropriate and sustainable housing • Reduced fear of crime and community safety • Access to cultural and leisure facilities • Encouraging engagement and supporting volunteering 	✓				Supporting people to access technology and the internet, through the provision of basic skills courses and facilitation of other skills courses, as well as encouraging and supporting local communities to develop sustainable resources such as computer clubs will support social progress within Chorley’s communities.	

Sustainability Impact Assessment	P	N	U	NI	Evidence	Further action required
4. A vibrant local economy in Chorley. Possible issues to consider are; <ul style="list-style-type: none"> • Supporting better quality jobs and developing the skills of local residents • Supporting local business by procuring goods and services locally • Strengthening links with public, private and third sector partners 	✓				Supporting digital inclusion will help local residents to develop digital skills to support them in securing jobs and it will also include working in partnership with a range of public, private and third sector organisations to ensure we work in a more coordinated way to improve digital inclusion within the borough and to extend the reach of the support we can provide.	

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

Integrated Impact Assessment Action Plan

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

Actions needed following Integrated Impact Assessment	Start Date	End Date	Lead Officer
Any projects requiring consultation/ engagement with local residents to undertake this as necessary	June 2017	June 2018	Project Managers – TBC for each project
Consider whether the delivery of the Digital strategy should include actions regarding how technology could be used to support health.	June 2017	June 2018	Rebecca Huddleston

Actions needed following Integrated Impact Assessment	Start Date	End Date	Lead Officer
Delivery of the projects within the strategy	June 2017	June 2018	Project Managers – TBC for each project

This page is intentionally left blank



Report of	Meeting	Date
Director of Customer and Digital (Introduced by the Executive Member for Customer, Advice and Streetscene Services)	Executive Cabinet	22 June 2017

ICT STRATEGY 2017-2020

PURPOSE OF REPORT

1. To seek approval for the ICT Strategy 2017-2020.

RECOMMENDATION(S)

2. That the ICT Strategy 2017-2020 be approved.

EXECUTIVE SUMMARY OF REPORT

3. The report provides a summary of the performance of the ICT Strategy 2014-2017 and the changes proposed as part of the refreshed ICT Strategy for 2017-2020.
4. A review of the 2014-2017 strategy shows that 70% of the projects have been completed. Another 15% of the projects are well advanced and are due to be delivered in the first stage of the new strategy period and the final 15% of the projects require the datacentre infrastructure upgrades to be complete prior to their implementation.
5. ICT Services must be in a position to support the council as it moves forward over the next 3 years with likely significant change in relation to its operating model. This strategy therefore delivers a flexible and robust ICT Service that is capable of responding to the future needs of the organisation.
6. The new strategy will deliver a hybrid cloud model – with hardware sized for the next 3 year period, but with work to deliver significant projects within the public and private clouds. Combining this with an annual review should facilitate continued evolution of the infrastructure and result in an evolving approach to datacentre upgrades rather than a large project approximately every 5 years.
7. A number of other strategies have been reviewed to ensure that the ICT Strategy is well placed to support the rest of the organisation and has been developed alongside the Digital Strategy which now incorporates the GIS Strategy.
8. The first phase of the ICT Strategy will see the refresh of the data centre hardware including the SAN, network and servers as these are the key building blocks on which the rest of the strategy can be delivered.

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)

- 9. The ICT Strategy is a key document for the Council to ensure that it continues to meet the needs of the business. The current strategy expired in March 2017 and a new strategy is required to take the service forward.

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 council is facing significant changes over the next 3 years. The recent implementation of the integrated wellbeing service will see additional users requiring access to ICT services as the integration progresses. Future governance models are likely to change the shape of the organisation and there will be opportunities for the council to increase its shared services. The likely change will have an impact on the ICT service and the way that it is delivered.
- 13. ICT must be in a position to support these future changes to the organisation, but at the same time continue to facilitate effective working across all service areas. A key element to this strategy is to deliver a scalable service that can respond to the changing needs of the council.

PERFORMANCE OF THE ICT STRATEGY 2014-2017

- 14. The strategy was developed to build on the significant infrastructure changes that were made between 2010 and 2013 focussing on the delivery of software and ensuring that customers were able to access digital services. It was also designed to support the digital agenda internally as the council started on its journey to paperless operations.
- 15. A number of the projects are complete – currently about 70%.
- 16. MyAccount has been developed and implemented and is now a key business application – with customers being able to request services online, over the telephone or face to face. All channels make use of the same interface and additional functionality has been developed

to enable a back office mobile application enabling staff to manage their work whilst in the field.

17. A consolidated approach to desktop hardware has been implemented – with most areas of the Council having a dual screen alongside their thin client desktop. Terminals have also been rolled out to the customer facing areas to assist with the digital engagement of customers.
18. iPads have been rolled out successfully to members and staff and continue to support the move to digital working.
19. Further work to support the digital agenda has been delivered through the continued implementation of EDRMS functionality to teams and also continuing the move to hybrid mail services – most notably in the planning area. The number of printers have also been reduced to 4.
20. Significant progress has been made on the delivery of a number of the outstanding projects and their delivery is expected within the 1st period of the new strategy. This equates to 15% The projects that fall into this category are:
 - a. Implement a new booking system – achieved but a further review is necessary to deliver further resilience
 - b. Review mobile phone provision and implement changes – the principles of the roll out have been agreed, but the purchase of the MDM software that is required to manage the phones will be included in the costs for the infrastructure upgrades.
 - c. Implement MyShare – the development work on this is complete and a phased implementation about to commence
 - d. Introduce GIS for burial records – requirements have been documented and current work is underway to identify a potential software supplier
21. 4 projects (15%) will naturally follow the infrastructure upgrades and therefore have been carried forward into the new strategy – namely
 - a. Upgrade of Microsoft Windows and Office
 - b. Implementation of a new telephone system
 - c. Reviewing telephony provision for contact centre
 - d. Upgrade disaster recovery and business continuity provision

DEVELOPMENT OF THE ICT STRATEGY 2017 – 2020

22. Key to the strategy is placing infrastructure at the core of the Council and ensuring that ICT is an enabler.
23. The main theme to this strategy is to provide a secure, resilient and flexible ICT Service which can support the Council moving forward. The ICT Strategy lays out the work that needs to be done over the next 3 year period and identifies the individual projects that will be delivered. An annual review of the strategy will be implemented to ensure that it remains current and any further projects are scheduled.
24. A number of long term objectives have been identified :
 - a. Objective 1 – Ensure a modernised ICT infrastructure is at the core
 - b. Objective 2 – Deliver resilient and flexible ICT
 - c. Objective 3 – Facilitate the Digital Strategy

25. A hybrid cloud strategy will see the immediate replacement of the data centre infrastructure to facilitate a phased migration to cloud services over the next 3 years. This will include the implementation of software as a service.
26. The next 12 months will see the replacement of the data centre infrastructure, replacement of client desktop terminals and the commencement of the work to increase Wifi capability. Disaster recovery as a service will be implemented using the public cloud model.
27. Over the next 3 years, projects will be delivered to implement upgrades to Microsoft products including mail and telephony services using Microsoft 365 services and Office 365 for suitable users, as well as an extension of the corporate network and the wireless provision across corporate buildings and the town centre.
28. The requirements for infrastructure will be reviewed over the term of the strategy with the aim of reducing the reliance for on premise hardware over the next 5 year hardware lifecycle.
29. The importance of software and information are critical to the success of the strategy and for this reason, the elements contained in the previous GIS Strategy have been combined into the new Digital Strategy. This will include a full review of the data held within the GIS and LLPG systems to ensure that they are fit for purpose.
30. The ICT Strategy will provide the building blocks on which all other strategies will be delivered. It is essential that the infrastructure is in place to facilitate the delivery of the transformation agenda, Digital Strategy and the Streetscene Modernisation Strategy.
31. The ICT Strategy will also underpin the Corporate Strategy. It is essential that the technology is available to support the Integrated Wellbeing service. Town centre Wi-Fi is essential to support improvements across the town centre and corporate events such as the annual flower show. Technology is key to improving access to council services by making services more efficient as well as providing easy access to high quality public services – making sure that access is available and services are online. This will enable the target of 20% of service requests received online to be realised.

PROJECTS

32. The existing infrastructure was implemented in 2010 and is due for renewal. The equipment is now end of life and the hardware is not capable of meeting the current resource requirements of the Council.
33. The infrastructure delivers the building blocks on which everything is delivered. This must be robust and reliable to ensure continued and effective day to day access to digital systems, but must also be scalable so that it can flex in line with the requirements of the Council. The SAN, servers and network will be upgraded. Internet provision and Wi-Fi connectivity are also key deliverables.
34. A desktop will be provided for each user throughout the council. This will continue to be a virtual desktop service, but new hardware devices are required to ensure that they are fit for purpose for the future delivery of services. It is important that this is updated to deliver the latest software, but cloud services will also be considered in line with the hybrid cloud strategy.
35. The threat landscape is always evolving and we must do everything that we can to ensure that users can work within an environment which is as safe as possible. Adequate provision made for disaster recovery and business continuity must be in place.

36. 20 individual projects have been identified. The full strategy is shown in appendix A. An overview of what each of the projects will deliver is shown in appendix B.

FINANCIAL IMPLICATIONS

37. The ICT revenue budget for 2016/17 over the key areas of spend are as follows:

Staffing	Hardware	Software	Total
398,200	141,790	358,820	898,810

38. There is a significant cost to the implementation of the strategy due to the requirement to refresh the existing infrastructure. This will have an impact on the capital budget.
39. There will also be an impact on the revenue budget over the lifetime of the strategy as the move to cloud based operating model will transition the council to a revenue based cost model for ICT services.
40. There has been some money set aside over the past few years to plan for this work, but as each piece of work is scoped the costs will be identified and the impact on the capital program shown. The full implications of the cost will only be fully understood once market testing has taken place.
41. A budget of £750,000 has been set.
42. Spending of this budget will be subject to a full Council procurement exercise as outlined in the paper submitted to this Executive cabinet meeting for approval.

IMPLICATIONS OF REPORT

43. 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
No significant implications in this area		Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

44. ICT Infrastructure has a capital budget of £750k. Revenue cost implications are not fully understood at this time. All efforts must be actioned to keep any additional revenue costs within the current ICT base budget.

COMMENTS OF THE MONITORING OFFICER

45. No comments.

ASIM KHAN
DIRECTOR OF CUSTOMER AND DIGITAL

Report Author	Ext	Date	Doc ID
Debbie Wilson	5493	May 2017	ICT Services strategy Council report

Appendix B – Strategy projects 2017-2020

1. Short term (2017/2018)		
2.1	Upgrade Microsoft System Centre	Upgrade to the latest version to enable the delivery of mobile device management software
2.2	Mobile phones	Implement a new mobile device management solution and roll out new handsets
2.3	Replace storage infrastructure	Full data centre replacement including SAN and servers and split production and VDI workloads to improve productivity
2.4	Address end of life announcement for rest of infrastructure	This includes replacement of the server estate and the network switches
2.5	Redesign network	Implementation of metro Ethernet network to provide high speed converged corporate network
2.6	Printers	Replace current MFDs and increase scanning facilities
2.7	Refresh desktop kit	All client desktop hardware will be upgrade to facilitate the support of VOIP and agile working
2.8	Develop BCDR strategy	Will provide clear business Strategy for Business Continuity and DR arrangements and retention plan for archived data
2.9	Implementation of BCDR strategy	Will strengthen Business Continuity and DR arrangements and corporate digital risk management
2.10	SQL redundancy	This will provide bolstered resilience for the corporate database services
2.11	Replace corporate Wi-Fi	To enable a faster, more flexible and converged Wi-Fi platform
2.12	Internet Service Provider	Consider future provision of service
2. Medium – Long Term (2018/2020)		
1.1	Hypervisor consolidation	Migration of the CitrixVDI estate to VMware in order to unify the virtualisation platform in use
1.2	Microsoft Exchange upgrade	This will see the migration to Microsoft Exchange Online (public cloud service)
1.3	Microsoft Skype for Business	Deploy Microsoft Skype for Business to replace aging analogue phone system
1.4	Internal guest access wireless network	Implement additional wireless network for guest access within corporate buildings
1.5	Microsoft Office upgrade	Upgrade all users to the latest version of Office, implementing Office 365 where appropriate
1.6	Microsoft Windows upgrade	Upgrade all VDI users from Microsoft Windows 7 to 10
1.7	Network extension	Roll-out Metro Ethernet Network to additional buildings within the town, utilising existing and new ducting and dark fibre
1.8	Town centre wireless network	Implement additional wireless network infrastructure across Chorley town centre for public and corporate access

The Vision for Chorley Council ICT

ICT Strategy for 2017-2020



Introduction

The council is on a digitally enabled journey aiming to deliver improved and efficient digital services and increase customer engagement with the council via these channels. This journey also depends upon the commitment and engagement of employees to the changes to the way we work and access information. This is happening against the backdrop of the changing landscape of local government with increasing expectations of improved service delivery and reducing budgets. Additional challenges are an increase in the population and age of residents as well as changing consumer behaviour and on-going channel-shift.

The Council's relationship with its customers is changing. The way in which our customers want to transact with us is being transformed by their experiences of using increasingly innovative technology and devices. They want to be able consume services whenever and wherever they need to from whichever device they have.

The council's relationship with its employees is also changing. Employees need to be able to work smarter and access all their information and systems whenever and from wherever they need to from whichever device they have. The workforce of the future will not be confined to a location, but will be able to work anywhere and connect to council systems in a secure and protected environment.

This significant shift in how ICT is consumed requires strategic confidence in a digital infrastructure which is always available with no disruption. Services need to be easy to use, designed for use across all devices and need to be available when they are needed. There will also be a greater reliance on and expectations for improved access speeds and access to the internet. Therefore, it is essential that the Council has a resilient and flexible ICT infrastructure. It needs to be scalable in line with demand as more digital working will result in a greater storage requirement.

We need to continue with the progress made since 2010 to modernise the infrastructure to meet the new challenges faced by the Council as it moves forward over the next 3 years.

The ICT Strategy will support the Digital Strategy 2017-2020 which is to be delivered over the same period and will facilitate its four objectives of increasing digital take up, increasing digital inclusion, putting customers first and working smarter. A number of ICT-led projects within the Digital Strategy will support the council's digital aspirations.

ICT Strategy and Vision

The new strategy will deliver a hybrid cloud model providing some degree of infrastructure for the next 3 year period but will also deliver significant projects using both public and private cloud services.

The short term plan will see a refresh of the data centre hardware including the storage area network (SAN), network and servers as these are the key building blocks on which the rest of the strategy can be delivered. This infrastructure will be designed to take account of the emerging business landscape with potential partners and providers and align for opportunities to share services which will seek to connect, combine and consolidate ICT services over the period of the strategy. This phase will also see work to improve the disaster recovery and business continuity arrangements through the implementation of cloud services, implementation of a new Wi-Fi system and an upgrade of all users' desktop hardware.

This will be built on over the medium term to provide software upgrades, the first implementations of public cloud functionality through Microsoft 365 for email and telephony, and an extension to the corporate network through the installation of additional dark network fibre. Wi-Fi provision across the town centre will be rolled out to provide corporate and public access.

All of these elements contribute to the long term objectives which are to:

1. Ensure a modernised ICT infrastructure is at the core
2. Deliver resilient and flexible ICT
3. Facilitate the Digital Strategy

Technology platform for the future

The Council's last major infrastructure upgrade was in 2010 at which point the first storage area network was implemented, the network upgraded and the server estate virtualised. The last ICT Strategy (2014-2017) focussed on delivering services on top of this infrastructure. Investment is now essential to replace the ageing and outdated environment that is presently ineffective, expensive to maintain and coming to the end of its life. The environment is becoming increasingly unreliable and time consuming to manage, impacting on productivity.

This strategy is about putting new infrastructure at the very core of the Council. It is important that the key building blocks are in place to facilitate the delivery of the digital agenda and enable us to respond to the changing needs of the council over the period of this strategy. These building blocks include the data centre hardware, the network, Wi-Fi infrastructure, printers, disaster recovery and business continuity arrangements and the provision of client hardware for the corporate users. A number of other areas will also be considered; namely scalability and flexibility of ICT and the journey to consume cloud services.

It is likely that the shape of the organisation will change over the period of this strategy and it is essential that the ICT infrastructure is agile and able to respond to these changing requirements without needing expensive, disruptive and full scale replacement. Business improvements more frequently rely on technology and therefore the infrastructure must be able to respond to the changing demands of the Council as it continues to deliver more effective and efficient services. Any new infrastructure will be implemented with this in mind to ensure that it can grow, scale and flex as the council demands.

The implemented infrastructure will also provide the platform to facilitate the Council's migration to cloud services. The vision for the future is to take on more cloud based services in turn reducing the requirement for on premise infrastructure and facilitating the long term aim of reducing the ICT footprint. However this will take time as applications need to be cloud ready before they can be migrated and relationships with software suppliers need to change and evolve. There will be a knock on impact on budgets as consuming cloud services will result in increased operational costs rather than capital investments in the longer term. Implementing a hybrid cloud model is the first stage to migrating ICT services into the cloud.

It is essential that infrastructure is at the core to provide the foundation on which all systems can be built and developed. This will ensure that the people who need to can access systems from where they need to, when they need to.

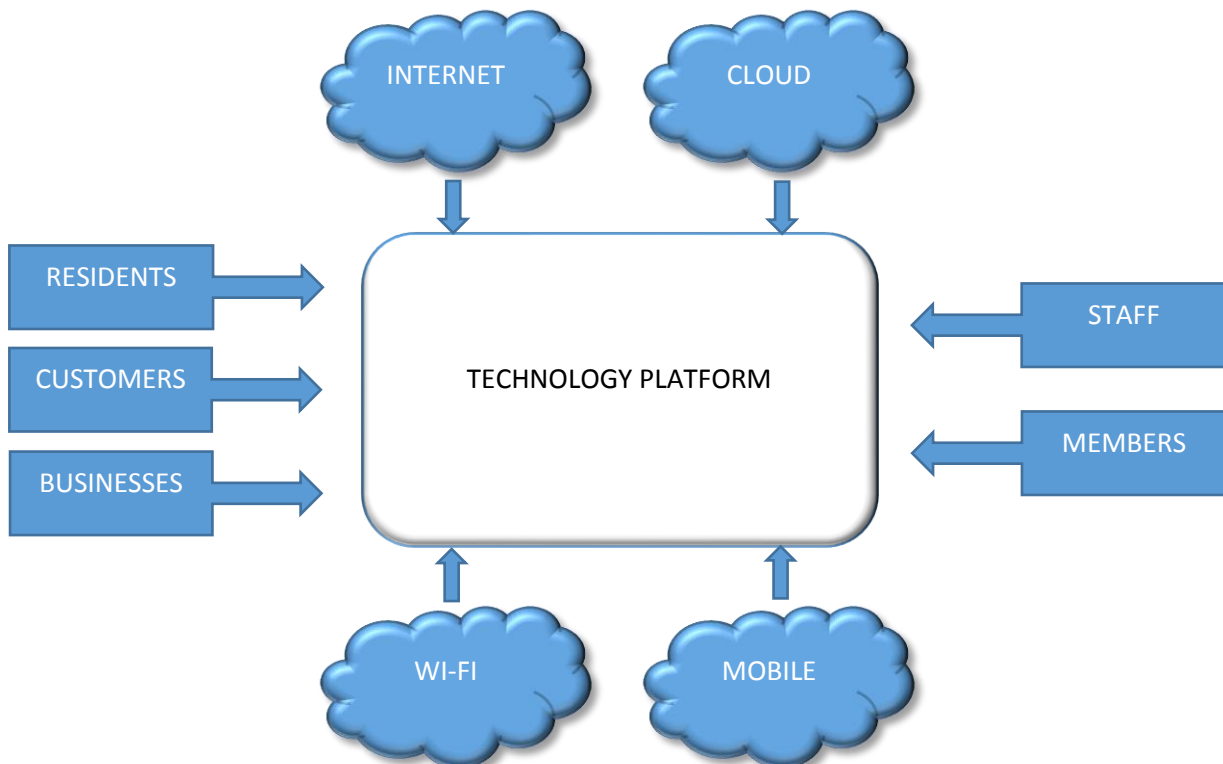


Figure 1 – technology platform

ICT as an Enabler

ICT is a key element to the strategic direction of the organisation. It underpins the very workings of the Council and it is key to the delivery of the Corporate Strategy such as improving access to council services by making services more efficient. Effective ICT is also essential to the successful delivery of the Digital Strategy 2017-2020. ICT is at the core of everything that the council is striving to achieve. It is at the foundation of each service area and will facilitate the delivery of digital systems by presenting innovative solutions which will in turn enable services to be more efficient and effective. The proliferation of mobile devices (smartphone and tablet) will be a key feature of the Council’s technology platform. As more and more people are consuming content and engaging with the Council through mobile devices, the Council’s mobile platform will be as important, if not more important than the web.

It is essential that ICT continues to be an enabler of business transformation that supports the council as it evolves over the next few years. Technology in turn enables innovation and opens the door to new ways of working and different ways of interacting with our customers. More efficient and productive virtual desktops will enable our staff to work in different ways and embrace the concept of an agile workforce. As technology becomes more ingrained in the core function of what we do, it must also be reliable and robust not only to ensure that work can be achieved in line with expectations, but to promote confidence in systems and also to ensure that data is secure and reliable.

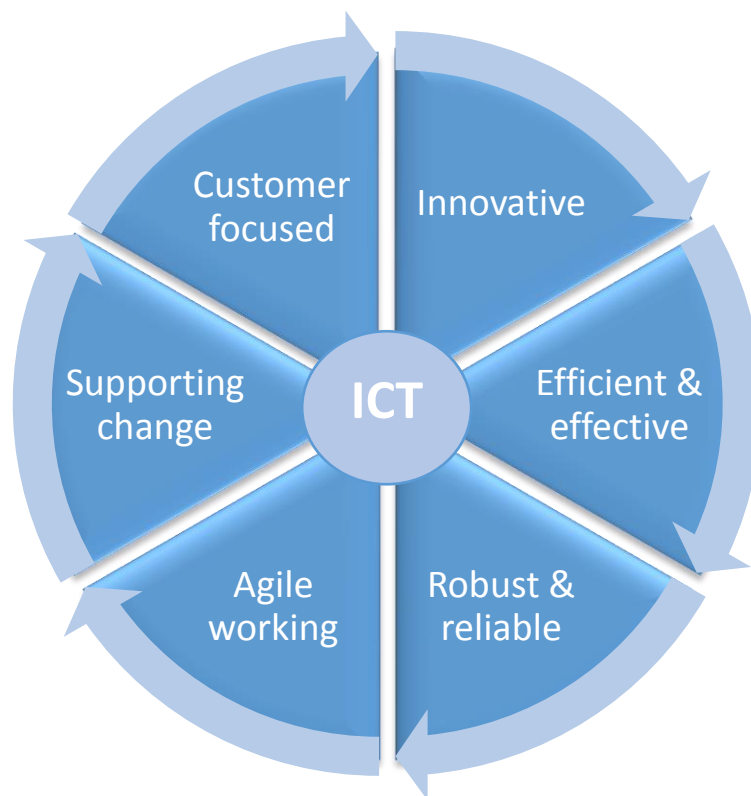


Figure 2 – ICT as an enabler

Long Term Objectives

There are three objectives that form the basis of the Council's ICT Strategy 2017-2020.

1. Ensure a modernised ICT infrastructure is at the core

This will ensure that a modern infrastructure is in place at the Council using the latest technology. This environment will be future proofed to facilitate the delivery of the Council's ambitions. It is important that the network is designed correctly to ensure that sufficient speeds can be delivered and the appropriate level of connectivity is available. The key aim is to deliver a robust platform to support the increasing digital systems and requirement for mobile working. A modern infrastructure will also add more value to the business by removing the need to continually firefight an out of date and aging environment, in turn helping to focus on projects that deliver real business value. The new infrastructure will be simple to monitor and easy to manage and deliver.

2. Deliver resilient and flexible ICT

The combination of a migration to cloud based services and effective disaster recovery and business continuity solutions will ensure that the Council is able to provide a resilient ICT infrastructure. As more digital solutions are implemented, so the reliance on the underlying infrastructure increases and it is essential that services are always available when needed and all Council data is adequately protected. Disaster recovery and business continuity will be delivered through a cloud hosted solution.

The infrastructure must also be flexible and agile to allow it to respond to the changing needs of the Council throughout the period of the strategy. This will be delivered through the implementation of a scalable ICT infrastructure which will allow year-on-year anticipated growth without the need to replace any major components and rapid expansion of the infrastructure due to possible changes in the operating models of the Council. This will provide the Council with predictable expansion costs rather than expensive infrastructure replacement.

3. Facilitate the Digital Strategy 2017-2020

The objectives of the Digital Strategy 2017-2020 all rely on the provision of a solid ICT platform. This strategy will provide the essential building blocks over which all digital services of the future can be delivered and consumed.

Short Term Plan (2017/2018)

A number of infrastructure project are planned to take place over the next 12 months.

No	Project	Detail	Prerequisite	Timescale
1	Upgrade Microsoft System Centre	Upgrade to the latest version to support the implementation of the mobile device management software	None	Q1
2	Mobile phones	Implement a new mobile device management solution and roll out new handsets	Upgrade Microsoft System Centre	Q1
3	Replace storage infrastructure	Full data centre replacement including SAN and servers and split production and VDI workloads to improve productivity	None	Q3
4	Address end-of-life announcement for rest of infrastructure	Production and VDI workloads will improve productivity	None	Q3
5	Redesign of Metro Ethernet Network	Will provide high speed converged corporate network	None	Q3
6	Printers	Replace current MFDs and increase scanning facilities	None	Q3
7	Refresh desktop kit	Replace Wyse terminals to facilitate the support of VOIP and agile working	None	Q3
8	Develop BCDR strategy	Will provide clear business strategy for business continuity and disaster recovery arrangements and retention plan for archived data	Replace storage infrastructure	Q4
9	Implementation of BCDR infrastructure	Will strengthen Business Continuity and DR arrangements and corporate digital risk management	Develop BCDR strategy	Q4
10	SQL redundancy	Provide redundant Microsoft SQL solution for resilience	Replace storage infrastructure	Q4
11	Corporate Wi-Fi	Replace the existing corporate Wi-Fi to provide a faster, more flexible and converged Wi-Fi platform	Redesign of Metro Ethernet Network	Q4
12	Internet Service Provider	Consider future provision of service	Redesign of Metro Ethernet Network	Q4

Medium Term Plan (2018/2020)

The following infrastructure projects are planned for the next three years.

No	Project	Detail	Prerequisite	Timescale
1	Hypervisor consolidation	Migrate Citrix VDI estate to VMware to unify virtualisation platform	Replace storage infrastructure	2017 – Q3
2	Microsoft Exchange upgrade	Migrate Microsoft Exchange to online cloud service	None	2018 – Q1
3	Microsoft Skype for Business	Deploy Microsoft Skype for Business to replace ageing analogue phone system and provide telephony for contact centre	Replace storage infrastructure & refresh desktop kit	2018 – Q1
4	Internal guest Wi-Fi	Implement additional wireless network for guest access within Council buildings	Replace corporate Wi-Fi	2018 – Q1
5	Microsoft Office upgrade	Upgrade all users to the latest version of Office, implementing Office 365 where appropriate	Replace storage infrastructure	2018 – Q2
6	Microsoft Windows upgrade	Upgrade all VDI users from Microsoft Windows 7 to 10	Replace storage infrastructure	2018 – Q2
7	Network extension	Roll-out Metro Ethernet Network to additional buildings within the town, utilising existing and new ducting and dark fibre	Redesign of Metro Ethernet Network	2018 – Q2
8	Town Centre Wi-Fi	Implement additional wireless network infrastructure across Chorley town centre for public and corporate access	Redesign of Metro Ethernet Network & replace corporate Wi-Fi	2018 – Q3

Strategy Overview

1 YEAR

- Upgrade Microsoft System Centre
- Mobile phones
- Replace storage infrastructure
- Address end-of-life announcement for rest of infrastructure
- Redesign of Metro Ethernet Network
- Printers
- Refresh desktop kit
- Develop BCDR Strategy
- Implementation of BCDR infrastructure
- SQL Redundancy
- Corporate WiFi
- Internet Service Provider

2 - 3 YEARS

- Hypervisor consolidation
- Microsoft Exchange upgrade
- Microsoft Skype for Business
- Internal guest Wi-Fi
- Microsoft Office upgrade
- Microsoft Windows upgrade
- Network extension
- Town Centre Wi-Fi

LONG TERM OBJECTIVES

Ensure a modernised ICT infrastructure is at the core

Deliver resilient and flexible ICT

Facilitate the Digital and Customer Strategy

This page is intentionally left blank



Report of	Meeting	Date
Director of Customer and Digital (Introduced by the Executive Member for Public Protection)	Executive Cabinet	22nd June 2017

BUILDING CONTROL FEES

PURPOSE OF REPORT

- To report to Members the proposal to amend the current Schedule of Charges for the Council's Building Service.

RECOMMENDATION(S)

- Executive Cabinet are asked to consider and accept the revised Schedule of Charges for the Building Control Service with a view to commencing 1st August 2017.

EXECUTIVE SUMMARY OF REPORT

- Fees charged for applications submitted under The Building Regulations 2010 and the associated site inspections are based upon the Council recovering the cost of the chargeable service over a 12 month period and budgeted accordingly. The current Schedule of Charges was last reviewed back in 2010 and has not been increased since. The new Schedule of Charges seeks to address small losses in the past and maintain our focus on value for money to the customer based upon the man-hours provided in relation to each application and the associated inspections.

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)

- 4. To ensure the Council’s budgetary targets are achieved and the service is charged at a rate relevant to the service provided to our customers.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 5. None

CORPORATE PRIORITIES

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

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

BACKGROUND

- 7. The Building (local Authority Charges) Regulations 2010 permit Local Authorities to set their own scale of charges relating to chargeable Building Control functions with the expectation that the cost of the service is recovered through these charges in accordance with the guidance document produced by The Chartered Institute of Public Finance and Accountancy. Our current scale of charges was set back in 2011 in conjunction with both South Ribble and Preston City Council, to standardise the fees across the neighbouring authorities and help facilitate easier cross boundary applications and, at the time, any movement towards shared services between any of the three authorities. No increase has been implemented since although the charges have been kept under review.

PROPOSAL

- 8. In light of falling figures, Preston Council, in conjunction with South Ribble Council and Chorley Council have re-drafted our joint scale of charges to affect an overall increase of 6% although this is not uniform across all charges. Additional charges have been set, under Table E for other standard charges including copies of notices, exemption confirmation, application information and the issuing of S81 Demolition Notices. Figures have also been adjusted to create more rounded values making the charges simpler. Currently the proposed Charge Scheme has been implemented by Preston City, South Ribble are awaiting the proposal to be approved by their Council. The desire is to maintain the standardised fees across the 3 authorities for reasons previously mentioned.

Submissions for Full Plans, Building Notice and Regularisation applications for the last financial year, ignoring all other applications, amounted to 312 in total and had a fee income potential of £122803 whereas the new proposed fee structure would have brought in £135,875. This equates to a 9.6% increase in revenue and there would have been an additional £2100 for new charges relating demolitions.

The income stream is dependent upon market performance within the construction industry and may peak or trough at any time based upon the economy at large.

Increased charges for Building Regulation applications does have an element of risk attached to it insofar as this may push the work towards the private sector, however, they do not operate with fixed charges and frequently price to undercut the Local Authority service, the result is likely to be that the Private Sector put their charges up too.

I believe the Council offers an excellent competitive service backed up by an experienced team of officers, local knowledge and a desire to provide excellent value for money.

The Schedule of Charges is set out as below (see supporting document).

Table A Standard Charges for New Housing.

Table B Standard Charges for certain small domestic buildings, extensions and alterations to dwellings.

Table C Standard Charges for alterations to dwellings.

Table D Standard Charges for all other work not in Tables A, B, & C.

Table E Other Standard Charges.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

10. Building Control Fees have fallen short of the base budget in recent years. The increase and introduction of new fees should address this shortfall, however, it must be noted that although the Building Control fee earning service is a statutory function, the council is in direct competition with external providers of the service. With this in mind the Building Control income base budget will remain unchanged in the first year of the fee increases.

COMMENTS OF THE MONITORING OFFICER

11. The report properly states that fees received under these charges should be used to support the service. It is noted that the increase seeks to address a shortfall and therefore the proposed increases are in line with the legislation

DIRECTOR NAME Asim Khan
 DIRECTOR OF Customer and Digital

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
John Bethwaite	5241	7 th June 2017	***

CHORLEY COUNCIL

BUILDING REGULATION CHARGES **The Building (Local Authority Charges) Regulations 2010** **Charges with effect from 1st August 2017**

Explanatory Notes

- 1.0** Before you build, extend or convert, you or your agent must advise your local authority either by submitting Full Plans or a Building Notice. The charges payable depends on the type of work, the number of dwellings in a building and the total floor area. The following tables may be used in conjunction with the current scheme to calculate the charges. If you have difficulties calculating the charges, please contact the Building Control Office on 01257 515241.
- 2.0 Charges are payable as follows:**
 - 2.1** Should you submit Full Plans you will pay a plan charge at the time of submission to cover their passing or rejection.
 - 2.2** With Full Plans submissions, for most types of work, an inspection charge covering all necessary site visits will be payable following the first inspection.
 - 2.3** Should you submit a Building Notice, the appropriate Building Notice charge is payable at the time of submission and covers all necessary checks and site visits.
 - 2.4** Should you apply for a regularisation certificate, regarding unauthorised building work, commenced on or after 11 November 1985, you will pay a regularisation charge to cover the cost of assessing your application and all inspections. The charge is individually assessed, but typically will be a minimum of 150% greater than the gross Building Notice charge.
- 3.0 Table A:** Charges for small domestic buildings e.g., certain new dwelling houses and flats. Applicable where the total internal floor area of each dwelling, excluding any garage or carport does not exceed 300m² and the building has no more than three storeys, each basement level being counted as one storey. In any other case, Table D applies.
- 4.0 Table B:** Where work comprises more than one domestic extension the total internal floor areas of all the extensions shown on the application may be added together to determine the relevant charge. Please note however, the area of loft conversions or loft conversions may not be aggregated to an extension but a 50% discount can be applied. If the extension(s) exceed 100m² or three storeys in height then Table D applies (subject to a minimum plan charge equal to a minimum build cost of £100,000).
- 5.0 Table C:** Standard charges for minor works to dwellings.
- 6.0 Table D:** Applicable to all other building work not covered by Tables A, B, C or D. Total estimated cost means an estimate accepted by the local authority of a reasonable cost that would be charged by a person in business to carry out the work shown or described in the application excluding VAT and any professional fees paid to an architect, engineer or surveyor, etc., and also excluding land acquisition costs.
- 7.0** All other non-domestic works will be individually determined.
- 8.0 Exemptions/reduction in charges:**
 - 8.1** Where plans have been either approved or rejected no further charge is payable on resubmission for substantially the same work.
 - 8.2** Works to provide access and/or facilities for disabled people to existing dwellings and buildings to which the public have access are exempt from charges. In these regulations 'disabled person' means a person who is within any of the descriptions of persons to whom section 29(1) of the National Assistance Act 1948 applied, as that section was extended by virtue of section 8(2) of the Mental Health Act 1959, but not taking into account amendments made to section 29(1) by paragraph 11 of schedule 13 to the Children Act 1989. The work must be for the sole use of the disabled person.

With the exception of the regularisation charge, all local authority Building Regulation charges are subject to VAT at 20%.

TABLE A - STANDARD CHARGES FOR NEW HOUSING (up to 300m² floor area) or FOR NEW DWELLINGS – FORMED BY CONVERSION / CHANGE OF USE

	Plan Deposit Charge		Inspection Charge		Total Charge	
	Basic charge	Inc. VAT	Basic charge	Inc. VAT	Basic Charge	Inc VAT
1	180.00	216.00	420.00	504.00	600.00	720.00
2	230.00	276.00	605.00	726.00	835.00	1002.00
3	280.00	336.00	740.00	888.00	1020.00	1224.00
4	330.00	396.00	875.00	1050.00	1205.00	1446.00
5	380.00	456.00	1010.00	1212.00	1390.00	1668.00

1. For more than 5 dwellings or if the floor area of the dwelling exceeds 300m² the charge is individually determined.

TABLE B - STANDARD CHARGES FOR CERTAIN SMALL BUILDINGS, EXTENSIONS AND ALTERATIONS TO DWELLINGS

CHARGES FOR CERTAIN SMALL BUILDINGS, EXTENSIONS AND DOMESTIC ALTERATIONS						
Proposal	Plan Deposit Charge		Inspection Charge		Building Notice Charge	
	Basic Charge	Inc VAT	Basic Charge	Inc VAT	Basic Charge	Inc VAT
<i>CATEGORY 1: Extensions to dwellings</i>						
Extension(s): Internal floor area not exceeding 5m ²	125.00	150.00	200.00	240.00	325.00	390.00
Internal floor area over 5m ² but not exceeding 40m ²	150.00	180.00	250.00	300.00	400.00	480.00
Internal floor area over 40m ² but not exceeding 70m ²	150.00	180.00	350.00	420.00	500.00	600.00
Internal floor area over 70m ² but not exceeding 100m ²	150.00	180.00	500.00	600.00	650.00	780.00
<i>CATEGORY 2: Garages and Carports</i>						
<i>Erection or extension of detached or attached building or an extension to a dwelling:</i>						

which consists of a garage, carport, or both, having a floor area not exceeding 60m ² in total and is intended to be used in common with an existing building & the conversion of an attached garage into a habitable room	100.00	120.00	200.00	240.00	300.00	360.00
<p><i>CATEGORY 3: Loft Conversions and Dormers</i></p> <p><i>Formation of a room in roof space, including means of access thereto. Fees for lofts greater than 40m² are to be based on the cost of work. The fee cannot be less than shown below:</i></p>						
Erection of room in roof space with a floor area not exceeding 40m ² (without dormer)	150.00	180.00	250.00	300.00	400.00	480.00
Erection of room in roof space with a floor area not exceeding 40m ² (with dormer)	150.00	180.00	300.00	360.00	450.00	540.00

TABLE C - STANDARD CHARGES FOR ALTERATIONS TO DWELLINGS

Proposal	Plan Deposit Charge		Inspection Charge		Building Notice Charge	
	Basic Charge	Inc VAT	Basic Charge	Inc VAT	Basic Charge	Inc VAT
1. Installation of replacement windows and doors in a dwelling where the number of windows/doors does not exceed 20	100.00	120.00	Inc	Inc	100.00	120.00
2. Underpinning with a cost not exceeding £30,000	250.00	300.00	Inc	Inc	250.00	300.00
3. Controlled Electrical work* to a single dwelling (not carried out in conjunction with work being undertaken that falls within Table B)	250.00	300.00	Inc	Inc	250.00	300.00
4. Renovation of a thermal element i.e. work involving recovering of a roof, replacement of a floor or renovation of an external wall to which L1b applies	100.00	120.00	Inc	Inc	100.00	120.00
5. Formation of a single en-suite bathroom/shower room or cloakroom within an existing dwelling (excluding electrical work)	200.00	240.00	Inc	Inc	200.00	240.00

6. Removal of load bearing wall and insertion of steel beam/s	150.00	180.00	Inc	Inc	150.00	180.00
7. Installation of heating appliance to a single dwelling e.g. Wood burning stove.	200.00	240.00	Inc	Inc	200.00	240.00

* Not carried out under a Competent Person Scheme.

All other work within dwellings will be charged as set out in Table D.

TABLE D - STANDARD CHARGES FOR ALL OTHER WORK NOT IN TABLES A, B & C
(excludes individually determined charges)

Estimated Cost		Plan Deposit Charge		Inspection Charge		Building Notice Charge	
From	To	Basic Charge	Inc VAT	Basic Charge	Inc VAT	Basic Charge	Inc VAT
0	1,000	100.00	120.00	-	-	100.00	120.00
1,001	5,000	100.00	120.00	100.00	120.00	200.00	240.00
5,001	10,000	100.00	120.00	150.00	180.00	250.00	300.00
10,001	20,000	100.00	120.00	250.00	300.00	350.00	420.00
20,001	30,000	150.00	180.00	300.00	360.00	450.00	540.00
30,001	40,000	150.00	180.00	400.00	480.00	550.00	660.00
40,001	50,000	150.00	180.00	500.00	600.00	650.00	780.00
50,001	75,001	200.00	240.00	550.00	660.00	750.00	900.00
75,001	100,000	200.00	240.00	650.00	780.00	850.00	1020.00

Where it is intended to carry out additional work on a dwelling at the same time as undertaking an extension within Table B then the charge for this additional work (as indicated in Table D) shall be discounted by 50% subject to a maximum estimated cost of less than £10,000.

Notes:

All the above charges are on the basis that any controlled electrical work is carried out by a person who is a member of a registered Competent Person Scheme, if this is not the case an additional charge will apply.

Where the estimated cost of work exceeds £100,000 the charge will be individually assessed by Chorley Council

**Subject to a minimum plan fee of £250.00 + VAT
and inspection fee of £650.00 + VAT**

TABLE E - OTHER STANDARD CHARGES

Category of Work	Basic Charge	Inc VAT
Copy of Completion Certificate or Decision Notice	25.00	30.00
Building Regulation Confirmation letter (eg, letter of exemption)	67.50	81.00
Supply of information relating to Building Regulation applications or calculated by hourly rate if greater than 1 hour.	67.50	81.00
Service of Section 81 (Building Act 1984): Demolition Counter notice (No VAT)	150	-

HOW TO CONTACT US

Building Control Team Leader

John Bethwaite
Tel: (01257) 515241
Mobile: 07800 616004
Email:
john.bethwaite@chorley.gov.uk

Principle Building Control Officer

Michael Unsworth
Tel: (01257) 515243
Mobile: 07800 616007
Email:
mick.unsworth@chorley.gov.uk

Building Control Officer

Graham Pryle
Tel: (01257) 515242
Mobile: 07800 616005
Email:
graham.pryle@chorley.gov.uk

GENERAL EMAIL: buildingcontrol@chorley.gov.uk
Tel: (01257) 515151



This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank