

EXECUTIVE CABINET

THURSDAY, 15TH FEBRUARY 2018, 6.30 PM
COUNCIL CHAMBER, TOWN HALL, CHORLEY

AGENDA

APOLOGIES FOR ABSENCE

1 **MINUTES OF MEETING THURSDAY, 18 JANUARY 2018 OF EXECUTIVE CABINET**

(Pages 5 - 10)

2 **DECLARATIONS OF ANY INTERESTS**

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

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

3 **PUBLIC QUESTIONS**

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

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

4 **REPORT OF THE OVERVIEW AND SCRUTINY TASK GROUP - COUNCIL'S LEISURE CONTRACT**

(Pages 11 - 26)

To receive the report of the Overview and Scrutiny Task Group and accept it for consideration, with a view to the Executive Cabinet's recommended response to the recommendations being reported to a future meeting.

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

5	YARROW MEADOWS - RIVER CORRIDOR ENHANCEMENT	(Pages 27 - 68)
	Report of the Director (Business, Development and Growth).	
	ITEM OF DEPUTY EXECUTIVE LEADER AND EXECUTIVE MEMBER (RESOURCES) (INTRODUCED BY COUNCILLOR PETER WILSON)	
6	REVENUE AND CAPITAL BUDGET MONITORING 2017/18 REPORT 3 (END OF DECEMBER 2017)	(Pages 69 - 94)
	Report of the Director (Policy and Governance)	
7	CHORLEY COUNCIL PERFORMANCE MONITORING REPORT - QUARTER THREE 2017/18	(Pages 95 - 112)
	Report of the Director (Policy and Governance).	
8	EXCLUSION OF THE PUBLIC AND PRESS	
	To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.	
	By Virtue of Paragraph 1: Information relating to any individual. Condition: Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).	
	By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information) Condition: Information is not exempt if it is required to be registered under- The Companies Act 1985 The Friendly Societies Act 1974 The Friendly Societies Act 1992 The Industrial and Provident Societies Acts 1965 to 1978 The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act) The Charities Act 1993 Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	

ITEM OF EXECUTIVE MEMBER (CUSTOMER, ADVICE AND STREETSCENE SERVICES) (INTRODUCED BY COUNCILLOR ADRIAN LOWE)

- 9 **APPROVAL FOR THE CONTRACT AWARD PROCEDURE AND EVALUATION CRITERIA FOR CHORLEY CEMETERY PATHS AND ASSOCIATED WORKS**

(Pages 113 -
132)

Report of the Director (Customer and Digital)

ITEM OF EXECUTIVE MEMBER (HOMES AND HOUSING) (INTRODUCED BY COUNCILLOR GRAHAM DUNN)

- 10 **RESTRUCTURE OF HOUSING OF HOUSING OPTIONS**

(Pages 133 -
150)

Report of the Director (Early Intervention and Support)

- 11 **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.

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To view the procedure for public questions/ speaking click here <https://democracy.chorley.gov.uk/documents/s67429/Appendix%203%20Standing%20Orders%20Aug%2016.pdf> and scroll to page 48

To view the procedure for “call-in” of Executive Decisions click here <https://democracy.chorley.gov.uk/ieListMeetings.aspx?CId=117&Year=0>

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MINUTES OF	EXECUTIVE CABINET
MEETING DATE	Thursday, 18 January 2018
MEMBERS PRESENT:	Councillor Peter Wilson (Deputy Executive Leader in the Chair), Councillor Alistair Bradley (Vice-Chair) and Councillors Beverley Murray, Paul Walmsley and Adrian Lowe
OFFICERS:	Gary Hall (Chief Executive), Mark Lester (Director (Business, Economic and Growth)), Rebecca Huddleston (Director (Policy and Governance)), Chris Moister (Head of Legal, Democratic & HR Services), James Thomson (Principal Management Accountant), Andrew Daniels (Communications and Events Manager) and Ruth Rimmington (Democratic and Member Services Team Leader)
APOLOGIES:	Councillor Graham Dunn
OTHER MEMBERS:	Councillors Jane Fitzsimons, Gordon France, Danny Gee, Tom Gray, Marion Lowe, Richard Toon, Alan Cullens, June Molyneaux, Greg Morgan and Alistair Morwood

18.EC.1 Minutes of meeting Thursday, 14 December 2017 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet held on 14 December be confirmed as a correct record for signing by the Chair.

18.EC.2 Declarations of Any Interests

There were no declarations of interest received.

18.EC.3 Public Questions

There were no public questions received.

18.EC.4 Draft budget and summary position over the medium term 2017/18

At the request of the Chair this item was considered first.

The Executive Member (Resources) presented the report of the Chief Finance Officer which set out the budget position for 2018/19 including the forecast for the following

two years to 2020/21, the relevant proposals in respect of the use of forecast resources identified in 2018/19 and budget consultation.

The budget forecasts over the next three years have been updated to take account of council tax to be increased by 2.99% in 2018/19, this is the equivalent of a £5 increase per year for an average band D property or about 10p per week. In addition, the council will bring into its budget forecasts a 2.99% increase in 2019/20 and 2% increase in 2020/21. The final decisions on Council Tax increases will be made as part of the annual budget setting process. Additional investment of £673k will deliver corporate strategy priorities. Progress against the current Medium Term Financial Strategy (MTFS) budget efficiency objectives including staffing reviews, contract savings and base budget reviews. Budget forecasts also take account of policy decisions taken to reduce the budget deficit and the movement to specific reserves to help the council manage change and invest in future income generation and strategies to reduce the budget deficit in the medium term.

The report set out the budget pressures and funding cuts that the council face in bridging the budget gap over the next 3 years, including the reduction in Revenue Support Grant from the Government and income from the New Homes Bonus and Lancashire County Council. The council has experienced expansion of the council tax base, but the additional income is insufficient to meet the inflationary pressures placed on the council's budget. In addition, the expansion of the council tax base has resulted in a faster reduction in the council's grant funding. Unfortunately, there is no further clarity on how the reforms to the business rates regime will affect Chorley Council in 18/19 to 20/21.

A key influencing factor on the forthcoming budget is the effective management of the budget in the preceding financial year. The council recognised that reductions in funding and ongoing expenditure budget pressures have resulted in a budget gap of £0.870m in 2018/19. To bridge this immediate budget gap the Executive Cabinet has achieved and identified proposals for immediate budget savings in preparation for 2018/19. This is in addition to a total of £3.229m savings already achieved in previous years, and includes productivity savings, a review of contracts and the base budget. A review of income streams and financing and Lancashire Business Rates Retention Pooling have also been undertaken.

The report set out that through savings achieved to date, additional income identified, a review of net financing, the use of unutilised reserves and increases in council tax the council is able to set a balanced budget in 2018/19 with some resources available to invest.

Consideration was given to the estimated Medium Term Financial Strategy cumulative budget deficit and cumulative savings, which included the renegotiation of contracts, productivity gains and shared services, and income generation, via delivering the Market Walk extension, council owned housing stock and council owned employment land.

Through setting this budget and utilising underspends in 2017/18 the council has achieved, a year earlier than budgeted, its MTFS target of having £4m set aside in general balances. A part of the budget strategy is to ensure that the council maintains robust reserves to cater for uncertainties it faces.

Members noted that potential incomes streams, including the delivery of the Market Walk Extension, are based on assumptions.

Members discussed that the council is exploring the strategy of delivering and managing its own housing stock with the view to increasing and improving the quality of housing within Chorley Borough whilst generating a sustainable net income stream for the council. The council is also modelling a potential approach to entering the energy industry through setting up an energy supply company. The proposal requires huge investments with subsequent large rewards and potential large risks. To deliver the energy supply company the council will require a collaborative approach with investments from other councils. Further modelling is being undertaken as to how this collaborative approach would work and what the returns to Chorley Council could potentially be.

Members highlighted that savings through the renegotiation of contracts, such as the waste contract are assumed and higher savings are possible.

Decision:

Approval granted to start the budget consultation process on the proposals contained within the report and noted in particular:

- **That council tax be increased by 2.99% in 2018/19, equivalent of a £5 increase per year for an average band D property or about 10p per week. In addition that the council will bring into its budget forecasts a 2.99% increase in 2019/20 and 2% increase in 201/21**
- **The resourcing of corporate priorities for 2018/19**
- **The forecasted budget for 2018/19**
- **The forecast budget position in 2019/20 and 2020/21**

Reasons for recommendation(s):

To progress the council's 2018/19 budget setting process to achieve an approved and balanced budget.

Alternative options considered and rejected:

Setting the budget is a statutory responsibility.

18.EC.5 Allocation of Community Infrastructure Levy Funds

The Executive Leader presented the report of the Director of Business, Development and Growth. The report sought approval for the allocation of main CIL monies to highways and infrastructure (the provision of access to and within the site) to support the delivery of the employment allocation at the Digital Health Park, Euxton Lane, Chorley which is on the Regulation 123 List.

A report approved by Executive Cabinet in November 2017 allocated £365,000 community infrastructure monies to the Digital Health Park project for spend in 2017/18 and 2018/19 in accordance with the methodology for assessing projects.

This project has now been superseded by a wider infrastructure scheme which will service the whole allocated Euxton Lane site including the Digital Health Park; with the wider village site now being sold on and being progressed to completion. This new scheme continues to support the corporate priority on economic growth and will create jobs and private sector investment.

This project meets the criteria as set out in the policy for the Allocation of CIL Infrastructure as it is strategic, deliverable and has match funding.

Members noted that there were issues with the topography of the land and that that the provision of the CIL will enable match funding.

Decision:

Approval granted for the allocation of £900,000 capital infrastructure monies to the Digital Health Park project for spend in 2017/18 and 2018/19.

Reasons for recommendation(s):

To allocate the CIL Infrastructure Fund in the way it is intended and ensure the methodology of how it is allocated is transparent.

Alternative options considered and rejected:

None.

18.EC.6 Fees and Charges Policy and a Review of Fees and Charges

The Executive Member (Resources) presented the report of the Director of Policy and Governance which created a fees and charges for Chorley Council. This creates a framework for revising current fees and charges as well as guide to introducing new charges.

The aims of the new fees and charges policy are to provide a consistent framework for the review of the council's current fees and charges as well as guidance to introducing new charges.

The policy introduces some key principles of which two principles are not always achievable simultaneously:

1. Fees and charges should be set to assist the Council in achieving its strategic priorities. Services must raise income wherever there is a duty to do so, and should raise income wherever there is a power to do so, unless the introduction of a charge would prohibit the achievement of specific corporate and service objectives.
2. In line with legislation, fees and charges should be set to recover full costs including overheads. Where the service user is subsidised by tax payer this should be transparent and the reasons for this subsidy is made explicit.

It is proposed that a review of fees and charges will be taken annually to Executive Cabinet in January alongside the draft budget report. This will be after the approval of the Council's Corporate Strategy therefore ensuring that fees and charges are consistent with the strategy.

Members highlighted the possibility that charges for bulky items could increase fly tipping. This will be kept under review.

Decision:

To recommend Council approve:

1. **A fees and charges policy for the Council's discretionary fees and charges.**

- 2. Amendments to the Council's current fees and charges be implemented as at 1 April 2018**
- 3. Increases in the Council's 2018/19 income budgets**

Reasons for recommendation(s):

The council requires a framework for reviewing and amending fees and charges so that reviews are conducted frequently and consistently. A new framework will also assist the council when considering the introduction of new charges.

The council should endeavour, when it is legal and feasible to do so, to charge users to meet the full cost of providing services.

Alternative options considered and rejected:

To continue without a fees and charges policy could result in fees and charges not being regularly reviewed such that services are over or under charged for.

Without a regular review of fees and charges, new opportunities to introduce new services and charges may be missed.

18.EC.7 Water Safety Policy Adoption

The Executive Member (Customer, Advice and Streetscene Services) presented the report of Director (Customer and Digital) which formalised the Council's procedures for risk management and water safety at council-owned water features (reservoirs, lodges, ponds).

At the request of Chorley Council, in September 2013 Zurich Risk Engineering UK presented an independent external assessment of pre-agreed water and open space sites. The purpose was to provide risk management recommendations with regard to the Council's responsibilities under public and occupiers liability and relevant associated statutory duties.

The Council has undertaken the recommended improvement actions, which have been recorded on the internal audit system. This includes the creation of a water safety policy document, based upon a detailed risk assessment process and sound risk management practices. The only outstanding action is to formally adopt the new policy.

Members suggested that information be included on the noticeboards relating to the location of first aid equipment and to provide this, and a defibrillator at Birkacre Reservoir. The Policy will be circulated to Town and Parish Councils for their information.

Decision:

Approval of the new Water Safety Policy in accordance with recommendations made by the council's insurers and internal audit.

Reasons for recommendation(s):

The council's insurers have requested the adoption of a formalised water safety policy that includes agreed procedures for risk assessment, regular inspections and management of water bodies.

Alternative options considered and rejected:

To not formally adopt the policy could leave the council exposed to financial and reputational risk associated with claims made against the council arising from incidents at council-owned water bodies.

18.EC.8 Exclusion of the Public and Press

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

18.EC.9 Central Lancs Local Plan Review Resourcing and Programme Proposals

The Executive Leader presented the confidential report of the Director of Business, Development and Growth which sought approval for the proposals to undertake a review of the Central Lancashire Local Development Plan (currently known as the 'Core Strategy' of the Local Development Framework) including the allocation of a budget and commitment to continue to work as part of Central Lancashire partnership.

Decision:

- 1. Approval granted to work in collaboration as Central Lancashire (Preston, Chorley and South Ribble) to develop and submit for approval to Secretary of State, a shared Central Lancashire Local Development Plan (or 'Local Plan').**
- 2. Approval granted to a budget of at least £234,000 for Chorley Councils share of the total anticipated costs over the two year period.**
- 3. Approval granted to be lead of the three councils on the project including the recruitment and management of the temporary staff and coordination of the overall programme and examination in public.**

Reasons for recommendation(s):

To ensure the Local Plan review is undertaken and a new local development plan adopted, which will inform future development in the borough and ensure it is sustainable and meets local needs.

Alternative options considered and rejected:

Do nothing. Should the council decide not to progress the review of the Local Development Plan, the policies will become out of date and this means that the weight to be attached to policies in the plan would be significantly reduced and that policies within national policy framework (NPPF) including 'the presumption in favour of sustainable development' would take precedence. It would be more difficult to defend applications which are not in accordance with policy such as safeguarded land or greenbelt.

Chair

Date

Report of the Overview and Scrutiny Task Group – Council’s Leisure Contract

November 2017



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INTRODUCTION

The management of Chorley Council's leisure facilities is outsourced to Active Nation on a 15 year contract. That contract is due to expire in March 2020, and the Overview and Scrutiny Committee wanted to understand what options were available for the Council to choose from in regards to the future management arrangement of its leisure facilities.

A Task Group was established and met five times between June and November 2017. This report details information about the witnesses with whom the Task Group met; the information the Task Group received and the conclusion reached. It also includes a recommendation that for the Executive Cabinet's consideration.

I would like to thank my fellow members who took part in the Task Group for their dedication and contributions to the review.

I would also like to thank those partners and officers of the Council who provided evidence at the meetings.



Councillor Alistair Morwood – Chair of the Overview and Scrutiny Task Group

Membership of the Task Group

The following members served on the Task Group -

- Councillor Alistair Morwood (Chair)
- Councillor Charlie Bromilow
- Councillor Doreen Dickinson
- Councillor June Molyneaux
- Councillor Mick Muncaster
- Councillor Debra Platt

Officer Support:

Lead Officers

Louise Elo Head of Early Intervention and Support
Angela Barrago Health and Wellbeing Manager

Democratic Services

Cathryn Filbin Democratic and Member Services Officer

Scoping the Review

At its first meeting the Task Group received a presentation from officers of the Early Intervention and Support directorate. The purpose of the presentation was to gain a better understanding of how the Council's leisure facilities contract was being managed. The review was subsequently scoped as follows -

Objectives:

1. To understand the current contract and performance of the leisure centre contract with Active Nation.
2. To understand the broad range of leisure services model options that could be delivered, and consider the best model for Chorley.
3. Consider broadening the aims of the leisure services model with a view to incorporating a package of health and wellbeing initiatives for users to access.

Desired Outcome

To submit a list of leisure service models available, and propose the preferred model, with any recommendations for key considerations to the Executive Cabinet.

Terms of Reference

To review the performance of the leisure service contract with Active Nation due to expire in 2020 for the management of All Seasons Leisure Centre, Clayton Green Sports Centre and Brinscall Swimming Pool.

To understand the different leisure centre models in use at other Councils; to understand the current model; and suggest the best model for service delivery in Chorley.

To identify what services should be delivered by the leisure model, and if those services should be based on delivering a complete health and wellbeing package.

WITNESSES

The following witnesses met with the Task Group and shared information –

Partners

Stuart Martin, Managing Director, Active Nation

Kevin Lane, Operations Director, Active Nation

Phil Gooden, Services Manager, Lancashire Care Foundation Trust

Chorley Council Officers

Louise Elo, Head of Early Intervention and Support

Angela Barrago, Health and Wellbeing Manager

Jane McDonnell, HR Services Manager

Simon John, Solicitor

RECOMMENDATIONS

The Executive Cabinet is asked to consider implementing the following recommendation:

Conduct more detailed analysis to determine the financial feasibility of contracting out or bringing the contract back in house, by specifically focussing on:

- Analysis and understanding of Active Nation central costs
- Conducting a detailed active market financial appraisal
- Determine actual anticipated impacts of on-costs
- Analysis of control and efficiencies to be gained by bringing in-house in comparison with a contracted out model

Use this information to inform the decision required in readiness for the formal contract review period commencing in 2018.

BACKGROUND

The management of Chorley Council's leisure facilities is currently outsourced to Active Nation on a 15 year contract due to expire on 31 March 2020.

The Council owns three leisure facilities –

- All Seasons Leisure Centre
- Brinscall Swimming Baths
- Clayton Green Leisure Centre

Overall, the present contract is worth £4,445,000, with payments being made by instalments as a monthly management fee. The contract between the Council and Active Nation is complex and stipulates in detail how the leisure facilities should be managed including both parties responsibilities in regards to maintenance.

In preparation for its expiration in 2020, the contract with Active Nation is due to be officially reviewed in 2018. While under review, a clause in the contract could be triggered if it was decided that the Council wished to terminate the contract earlier than 2020.

Challenges and Options

The current contract arrangements presented a number of challenges which included –

- Negotiating items for replacement or repair via the asset maintenance schedule was time consuming as the responsibility for replacement of assets was with the Council, while repair of assets was Active Nations responsibility.
- Managing a contract that was outsourced to a third party increased demand on Council officers as it slowed down decision making and did not allow for enough joined up working.

As the leisure contract was coming to an end, the Council had the opportunity to consider how it managed its leisure assets going forward (ie could be brought back in-house) and whether to adopt the early intervention/prevention model, by utilising integration with health partners; this model was emerging as a successful model nationally.

The Task Group was advised that the option to bring the provision back in-house and design a new model provided the greatest potential for opportunity and new ways of working. However, this option required full investigation for financial suitability. This investigation would be undertaken by the appointment of an external agency who would be asked to review the options and operating models needs to ensure all possibilities had been explored.

WITNESSES

Active Nation

The Task Group met with Managing Director, Stuart Martin and Operations Director, Kevin Lane from Active Nation to gain a better understanding of how the leisure facilities are presently managed and of their future leisure vision for Chorley.

Community Leisure Services (CLS) was awarded the contract to manage the Council's leisure facilities in 2005. CLS was rebranded to Active Nation in 2008/09 at which time it was awarded charitable status. Since the contract was awarded, the leisure landscape had changed significantly locally and nationally due to increased competition, and a rise of the budget club sector. Throughout this time Active Nation considered that it was not just a leisure operator but focussed on increased participation for local people, providing quality leisure provision and innovation in its equipment and ways of working.

The Task Group was informed that participation had continued to increase on average of 2.5% per year. Changes to senior management team in the last three years had enabled Active Nation to progress and develop; this had aided development within Chorley.

Health and wellbeing hubs are currently viewed as the future of the industry, and with new products and innovation, Active Nation considered that it would be able to withstand change and pressure from competition locally and nationally. The charity had already begun to move its exercise proposition towards health and wellbeing. Although not rolled out in Chorley, there were examples of initiatives across the country the purpose of which was to help those people in isolation back into society.

In discussing the financial and monitoring aspect of the contract, Active Nation highlighted a number of facts for the Task Group's consideration, which included –

- The Chorley contract returned a surplus of £2,008 in the 2016/17 financial year.
- The charity has a board of trustees rather than shareholders, all of whom were well known, and very experienced in their particular area of expertise.
- All money is reinvested back into innovation within the charity.
- Salaries to income ratio of 52%.
- Energy cost was 10% of total expenditure.
- Active Nation provided regular reports on a number of aspects including:
 - Participation increase
 - Finance performance
 - NPS scores
 - Accidents including RIDDOR reportable incidents
 - Significant staff changes
- Working with the Council, to ensure any price increases were in line with the expectation of local people.

Active Nation acknowledged that it faced a number of challenges which included –

- Staffing and culture (jobs vs career)
- New faces meaning lack of continuity
- Significant changes through capital investment
- Budget leisure operators locally
- Being able to implement things quicker

Lancashire Care Foundation Trust

Phil Gooden, Service Manager for Lancashire Care Foundation Trust met with the Task Group to discuss how the Council could incorporate health and wellbeing services into its leisure facilities.

Members of the Task Group were informed that there was a national trend to deliver some health services/groups outside of the formal setting of doctors’ surgeries and hospitals. It was considered that holding informal surgeries/classes/drop-in sessions in the local community would encourage those people in hard to reach groups to take an active responsibility in their health and wellbeing.

It was noted that the types of classes/sessions available did not need to be limited to those relating to exercise. Sessions related to mental health would be particularly beneficial in this informal environment. Although, there was a risk of being overwhelmed, it was important that service providers considered different ways in delivering their sessions.

In response to questions raised by the Task Group it was considered likely that the leisure facilities would need to be reconfigures to accommodate the new services at a cost to the Council.

HR and Legal

Chorley Council’s HR Manager, Jane McDonnell and Solicitor, Simon John, met with the Task Group and presented a report of the Director of Policy and Governance. The report detailed 5 leisure management models which were available to the Council to choose from and the human resources and legal implications which surround them.

Model	HR	Legal
1 Invite other leisure providers to tender for the contract under the current operating provision and objectives.	Should the contract transfer from the current provider to a new one it was likely that TUPE would apply. Staffing information however may not be available at the time of tendering. The Council would need to establish that it was the only facilitator in the TUPE process to minimise potential liability.	The TUPE Regulations 2006 (as amended) and the Public Contracts Regulations 2015 would apply to this Option. The Council would have to take into consideration both employment and procurement cost risks in relation to this Option
2 Bring the provision back in-house and deliver under the current operating provision and objectives.	Likely that the current employees would transfer to the Council under TUPE and salary costs likely to increase due to Living Wage Foundation rates. Possible duplication of management/support roles.	The TUPE Regulations 2006 (as amended) would to this Option. The Council would have to take into consideration employment cost risks.
3 Invite other providers to tender for the contract	Same TUPE issues as option 1, and ensuring the Council	The TUPE Regulations 2006 (as amended) and the Public

<p>under a new operating provision with objectives in-line with early intervention principals and outcome based performance.</p>	<p>was only the facilitator. Additional issue of employees transferring to a different service where the number of employees and roles may be different. Possible ETO justification for the change.</p>	<p>Contracts Regulations 2015 will apply to this Option. The Council would have to take into consideration both employment and procurement cost risks in relation to this Option.</p>
<p>4 Bring the provision back in-house and design a model which targets the health needs of the residents of Chorley and was linked to our ambition for future operating models of partnership and collaborative approaches.</p>	<p>Same TUPE and duplication issues for the Council as option 2. Due to change in nature of the service transferring employees may not be suitably skilled or experienced for the new roles.</p>	<p>The TUPE Regulations 2006 (as amended) will apply to this Option. The Council would have to take into consideration employment cost risks.</p>
<p>5 Remain with existing service provider</p>	<p>Longer term implications relating to increases in National Living Wage.</p>	<p>No implications</p>

The HR Manager confirmed that a change to the current leisure provision could increase a risk in relation to staffing, as transferring to a new operating model would require skills matching.

PULSE REGENERATION FINDINGS

As part of the review process an external consultant, Pulse Regeneration, was appointed in July 2017. The brief given to the consultants was to evaluate other national models of Council leisure centre provision and management and explore new, alternative models of utilising the Council’s assets with partners, to maximise access to activity for those most in need and to support the delivery of the authority’s ambitions as set out in the Early Intervention and Support Strategy.

Pulse Regeneration’s approach was a combination of research (fieldwork and desk based), and a review of the current arrangements with Active Nation.

Review of management arrangements

Overall combined income at the centres (including the management contract) has remained constant. The total income in 2016/17 was £2,591.9k compared with £2,592.1k in 2015/16.

- Income from All Seasons Leisure Centre accounted for 65.3% of total income in 2016/17 (£1,645.8k).
- In 2016/17 the operation made a small profit (£2.3k) compared with a loss of £58k in 2015/16 and breakeven in 2014/15.

Wages account for the largest item of expenditure – 53%, with the second largest cost incurred by Active Nation related to on-going maintenance.

Whilst salaries at the three facilities remained relatively stable over the period 2014 to 2017, salaries associated with contract management have increased by 25% over the same period.

As Active Nation receives charitable status they benefit from National Non Domestic Rate (NNDR) advantages - £122k per annum.

It remained unclear as to what costs are attributed to some elements of the contract in the information provided by Active Nation (support costs – circa £234k and wages/salaries – circa £1,372k). A further breakdown is required to understand if these costs would be transferred or not.

The number of staff on Active Nation's payroll totalled 146 of which, 84 staff on permanent contract of which:

- 26 worked 40 hrs per week
- 58 part time 36hrs or below
- 62 staff on 'casual' contracted hours.

No pay scale was in place and salaries are agreed depending on the role. Other issues relating to staffing include:

- Benefits
- Overtime rules
- Pension details and schemes

Although the present staffing structure could not be considered as part of the review by the consultant; the Task Group was informed that if the Executive Cabinet chose the option to bring the management of its leisure facilities back in-house, there was a potential saving when staff were skills matched with roles.

Condition of the facilities

Conditions surveys have been provided for each facility to cover the period 2015 to 2019 with a five year maintenance plan.

The three buildings included in this review are ageing although each has received significant investment in the past 10 years:

- All Seasons Leisure Centre was constructed in 1993, with an extension for the gym being built in 2007. The maintenance costs incurred by the Council for 2015/18 amounted to £252.9k.
- Clayton Green Leisure Centre was built in 1995. Its extension was completed in 2007. The maintenance costs incurred by the Council for 2015/18 amounted to £413.2k.
- Brinscall Swimming Pool was built in 1900. The building was renovated in 2008. Maintenance costs incurred by the Council for 2015/18 amounted to £87.9k

Key issues for consideration

The findings also included important issues for consideration if the leisure contract was delivered in-house. It would need to:

- Acquire the expertise,
- TUPE transfer requirements and the impact of circa 150 new staff into Council employment, and the resource implications of managing the process,
- Support required from other departments in the Council and their ongoing support costs,
- Some services could still be contracted out,

- Pension and on costs – based on the figures provided, the on-costs for salaries were in the region of 5.9%, which compares with the Council's 22%,
- The current layout of All Seasons and Clayton Green reflect traditional leisure centre requirements at the time they were built and are not ideal to deliver of services linked to an early intervention/prevention agenda,
- A long term replacement plan is required for the buildings,
- Dependent on the in-house model adopted, the Council could be entitled to charitable relief on its business rates (estimated to equate to circa £122k per annum). However, further work would need to be undertaken to understand the implication of recent changes,
- Reputational risk; although Active Nation is responsible for delivering the management of these facilities, the venues and overall operation is already viewed as a Council service by a large proportion of the community.

National factors influencing leisure provision

The Local Government Association (LGA) believes that many, Council owned leisure facilities, are at risk if funding is not found to refurbish existing infrastructure. While ukactive considers that redeveloping the UK's public leisure centres would lead to a saving of up to £500 million a year in operating costs.

Future funding of leisure facilities can no longer be done solely through lottery grants, therefore Councils need to consider other sources to fund major new/redevelopment. Local authorities should consider developing partnerships in both public and the private sector to remain sustainable and successful.

Model leisure facilities considered

Pulse Regeneration appraised each of the 5 options available which can be found on the following pages.

Option 1 appraisal

Invite other Leisure providers to tender for the contract under the current operating provision and objectives	
Advantages	Disadvantages
<ul style="list-style-type: none">• Demonstrates value for money• Commercial approach to management and revenue generation• Greater management experience of running leisure facilities• Potential to renegotiate existing contract• Competitive tender market• Leisure operators should provide economies of scale• Financial risk split between CBC and contractor	<ul style="list-style-type: none">• CBC less control over day-to-day operations• New management relationships required (should an alternative provider to Active Nation be awarded the contract)• Risk of balancing commercial gain against strategic objectives• Doesn't address early intervention/prevention objectives of CBC• Doesn't address issues of ageing leisure buildings• Cost of procurement process and contract Management

Members of the Task Group considered that this option was unlikely to be adopted as it did not address the Council's early intervention/prevention objectives, nor did it address the ageing leisure facilities.

Option 2 appraisal

Bring the provision back in-house and deliver under the current operating provision and objectives	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Reduction in charges currently in place to cover central costs (Active Nation core support costs) • Full control of day-to-day operations • Potential for CBC to set up a trust model to benefit from NNDR advantages • Savings generated from the existing management fee • Potential to increase secondary spend by maximising the opportunities available through food and beverage • Profits able to be invested directly into the assets • External funding opportunities as site owners 	<ul style="list-style-type: none"> • Entire financial risk sits with the Council • Increased costs of TUPE • Financial impact of Council commitments to: living wage; pensions; use of in house contracting services (e.g. cleaning, IT) • Loss of NNDR advantages (unless CBC sets up a Trust) • Loss of expertise of current expertise of facility management • Need to create a new management structure with experience of running leisure facilities in order to maintain income and expenditure budgets • Doesn't address early intervention/prevention objectives of CBC • Doesn't address issues of ageing leisure buildings • Possible reputation risk should transfer not run smoothly

Members of the Task Group did not consider this option the best model. Although it would allow the Council to regain control of its leisure facilities, and benefit from external funding opportunities, it did not address the Council's early intervention/prevention objectives.

Option 3 appraisal

Invite other providers to tender for the contract under a new operating provision with objectives in-line with early intervention principles and outcome based performance.	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Demonstrates value for money • Competitive tender market • Time to develop new specification • Can build in agreed early intervention/prevention objectives • Partner support for early intervention • Commercial approach to management and revenue generation • Contractor has greater management experience of running leisure facilities • Potential to renegotiate existing contract • Financial risk split between CBC and the contractor (although CBC might incur increased costs for early intervention/prevention objectives) 	<ul style="list-style-type: none"> • More expensive procurement process (than Option1) • New management relationships required (should an alternative provider to Active Nation be awarded the contract) • In house team can focus on early intervention and prevention agenda and not facility management • Some cost to introducing early intervention and prevention agenda (e.g. modifying equipment, developing new programmes) • Potential loss of income should a less commercial approach be adopted • Early intervention/prevention objectives constrained by the age/layout of existing buildings • More difficult for partnership working when delivery is the responsibility of a third party • Doesn't address issues of ageing leisure buildings

Members of the Task Group considered that this option was the safest option of all. The new operational model would allow the Council to invite tenders based on early intervention/preventions objectives. However, it did not address issues of ageing buildings.

Option 4 appraisal

Bring the provision back in-house and design a model which targets the health and well-being needs of the residents of Chorley and is linked to our ambition for future operating models of partnership and collaborative approaches and requires little/no capital investment	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Reduction in charges currently in place to cover central costs (Active Nation core support costs) • Full control of day-to-day operations • Allows for integrated working • Allows for delivery of some early intervention and well-being agenda • Partner support for early intervention • Potential for CBC to set up a trust model to benefit from NNDR advantages • Savings generated from the existing management fee • Potential to increase secondary spend by maximising the opportunities available through food and beverage • External funding opportunities as site owners 	<ul style="list-style-type: none"> • Entire financial risk sits with the Council • Increased costs of TUPE (compared with Option 2 –more redundancies and further recruitment) Loss of NNDR advantages (unless CBC sets up a Trust) • Loss of expertise leisure management expertise • Need to create a new management structure with experience of running leisure facilities • Additional support costs required for back of house function • Some cost to introducing early intervention and prevention agenda (e.g. modifying equipment, developing new programmes) • Early intervention/prevention objectives constrained by the age/layout of existing buildings • Possible higher reputation risk should transfer not run smoothly

Members of the Task Group did not consider this option to be the best model for Chorley as the disadvantages were too great.

Option 5 appraisal

Bring the provision back in-house and design a model which targets the health and well-being needs of the residents of Chorley and is linked to the ambition for future operating models of partnership and collaborative approaches and requires significant capital investment	
Advantages	Disadvantages
<ul style="list-style-type: none"> • Reduction in charges currently in place to cover central costs (Active Nation core support costs) • Provides a “fit-for-purpose” facility for integrated working • Fits Council’s strategic priorities regarding “ambition” • Potential to develop a facility that considers the needs of a wide range of potential partners • Current occupy significant areas of land which might be used for development • Potential to develop a financially sustainable model • Maximises early intervention/prevention agenda • External redevelopment funding opportunities as site owners • Savings generated from the existing management fee 	<ul style="list-style-type: none"> • Investment in detail options appraisal • Significant capital requirement • Entire financial risk sits with the Council • Increased costs of TUPE • Loss of NNDR advantages (unless CBC sets up a Trust) • Need to create a new management structure with experience of running leisure facilities • Additional support costs required for back of house function • Loss of current expertise of leisure facility management • Possible reputation risk should transfer not run smoothly

Members of the Task Group consider this option as to be the most preferred as it would deliver the Council’s vision for its leisure facilities. However more detailed analysis was required to determine the financial feasibility of contracting out or bringing the contract back in-house.

The recommendations made by Pulse Regeneration have been based on the consideration of the five broad options from an operational perspective and whilst this provides a good overview it has highlighted the need to further consider the financial impacts and opportunities regardless of the option selected.

Not highlighted but also for consideration is the potential to explore thoroughly the existing resourcing structures, roles and potentials for operational cost efficiencies across all three sites, alongside further understanding of the central core costs currently being incurred.

This will enable the preliminary decision of whether it is financially feasible to bring the contract back in house to be made before any further decisions are made. Once identified, further decisions can be made using the evaluations and appraisal options provided by Pulse Regeneration.

CONCLUSION

Members of the Task Group agreed that the existing management contract was no longer fit for purpose. To allow for the Council to realise its ambition to maximise its early intervention/prevention agenda, changes to managerial arrangements needed to be made.

Although the safest model for the Council to use would be option 3 (Invite other providers to tender for the contract under a new operating provision with objectives in-line with early intervention principles and outcome based performance) it was not necessarily considered the best option for Chorley for the future. The authority would have less control over the types of services and classes provided at these facilities. There would also be an added complication if Active Nation was not awarded the new contract, in that the Council would need to develop good working relations with a new provider. This would inevitably impact on the timescale for delivering the early intervention/prevention agenda.

Option 5 (bring the provision back in-house and design a model which targets the health and well-being needs of the residents of Chorley and is linked to the ambition for future operating models of partnership and collaborative approaches and requires significant capital investment) was considered by the Task Group to be the best option for Chorley in the long term. However, it was not without its risks and financially the option may not be feasible.

Further analysis to determine the financial feasibility of contracting out or bringing the contract back in house, by specifically focussing on:

- Analysis and understanding of Active Nation central costs
- Conducting a detailed active market financial appraisal
- Determine actual anticipated impacts of on-costs
- Analysis of control and efficiencies to be gained by bringing in-house in comparison with a contracted out model

This information could be used to inform the decision required in readiness for the formal contract review period commencing in 2018.



Report of	Meeting	Date
Director of Business Development and Growth (Introduced by the Executive Member for Economic Development and Public Service Reform)	Executive Cabinet	February 2018

YARROW MEADOWS. RIVER CORRIDOR ENHANCEMENT.

PURPOSE OF REPORT

1. To provide an update and approve delivery of the Yarrow Meadows Masterplan.

RECOMMENDATION(S)

2. To approve the masterplan for Yarrow Meadows
3. To approve proposals for public and landowner engagement into the Yarrow Meadows Project.
4. To approve the proposed planned works and budget for delivery of the masterplan
5. To support further external funding bids to be submitted to aid masterplan delivery.

EXECUTIVE SUMMARY OF REPORT

6. Croston Enhancement: The River Yarrow Floodplain project is an ongoing project that seeks to deliver an aspirational 10 year vision focussing on Social, Economic and Environmental benefits. The project has developed following on from the Croston Flood Alleviation Scheme. The scheme acted as a catalyst for change and brought together stakeholders and interested parties to identify what and how other improvements in the area could be realised.
7. Yarrow Meadows: A scoping exercise was carried out in partnership with Lancashire Wildlife Trust which identified an opportunity to deliver social, economic and environmental outcomes on land owned by Chorley Council. The Environment Agency, supported by the Douglas Catchment Partnership, have identified the opportunity to deliver Water Framework Directive (WFD) measures and Natural Flood Management (NFM) measures within the site combined with social and economic benefits. In 2017, the Environment Agency and Chorley Council worked in partnership to complete a Geomorphology Assessment and Biodiversity Assessment to identify opportunities and constraints on the site. Chorley Council produced a master plan that provided a vision for the site to deliver multiple benefits for people and wildlife.
8. This project seeks to deliver natural flood management interventions on the site to slow the flow of water to communities at risk utilising the Geomorphology and Biodiversity assessments. External funding has been awarded to this project which will aid delivery of the masterplan over a three year period.

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 9. The project enhances the flood plain of the River Yarrow within Yarrow Valley Country Park and aids the management and improvement of Council assets for recreation and biodiversity.
- 10. The project builds on the good work already invested in the Croston Flood Alleviation Scheme and further strengthens flood defences for the residents of Chorley and beyond.
- 11. The project delivers key Social, Environmental and Economic benefits to the Borough.
- 12. The project delivers key benefits to health and wellbeing for residents.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 13. There are no alternative options. This project is externally funded and is being carried out for the benefit of the Borough.

CORPORATE PRIORITIES

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

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

STRATEGIC CONTEXT

- 15. Chorley Council has been a key stakeholder and driver of the Douglas Catchment Partnership since 2013. The partnership is hosted by Groundwork Lancashire West and Wigan, other key partners include Environment Agency, United Utilities, Wigan Council, West Lancs District Council, Natural England, DEFRA, Wildlife Trust, Forestry Commission, Keep Britain Tidy, Wild Trout Trust, CPRE. The aim of the partnership is to bring the right stakeholders together to create a focused, sustainable and collective Action Plan which will ensure that the water environment within the River Douglas Catchment is improved into the future. The Douglas Catchment Partnership Action Plan 2016 is available to view in Background Papers. It provides an overview of the partnership and showcases project delivery and successes to date.
- 16. A 10 year vision for the River Yarrow was produced with catchment partners and stakeholders to identify a social, economic and environmental vision for the catchment. In addition, a scoping study of the Yarrow was carried out to identify opportunities for change linked to the vision. The Yarrow Meadows site was identified by partners as being available to deliver multiple benefits to the river and community. Yarrow Meadows is approximately 20 hectares in size, owned and managed by Chorley Council, it is in the river valley which runs the length of Yarrow Valley Way near Gillibrand. Developing a master plan for the site allows potential future investment to deliver benefits under multiple themes. The

Environment Agency have assessed the site as being suitable to deliver WFD mitigation measures and NFM measures. This project will deliver Natural Flood Management interventions based on the Geomorphology and Biodiversity Assessments.

THE CASE FOR CHANGE

17. The Croston Flood Alleviation Scheme on the River Yarrow has provided protection to the village of Croston. Natural Flood Management interventions will help to reduce and slow the flow to enhance the objectives of the scheme, add aid climate resilience and deliver multiple benefits to local people and wildlife. The River Yarrow Water Body WFD status is listed as 'heavily modified'. The objective is to reach good status by 2027 with the waterbody currently at moderate ecological potential. Failing elements include invertebrates, macrophytes and phytobenthos and phosphate. The elements at risk include eutrophication, physical modification, sanitary pollutants and sediment. This project will aim to identify solutions to physical modification and sediment which will contribute towards improving all of the failing elements.
18. It has been a long term aspiration to improve the footpath network and access into Yarrow Valley from Gillibrand housing estates and also through the valley bottom. In December 2016 £75,000 + LPI S106 was received from the developers at Gillibrand for a specific purpose to make footbridge and footpath improvements linking Gillibrand with Whitworth Road and improving other footpaths in the vicinity of the Gillibrand development. An EMD granted approval to tender out this work in January 2017. This work is included in the capital programme as the Big Wood Access Improvement project and is now complete with £20,000 remaining to be allocated. It is proposed to utilise this funding to continue improvements in the Gillibrand area, installing a new footbridge as outlined on the masterplan to link Wallets Wood to Yarrow Meadows. This is currently a well-used unauthorised desire line. Access and safety will be improved for all. Improved signage and interpretation boards would also be installed subject to budget.

MASTERPLAN

19. In 2017 various site visits and surveys were undertaken by specialists within Yarrow Meadows. Geomorphology and Biodiversity Assessments have identified opportunities and constraints on the site. Utilising the data collected and recommendations, Chorley Council officers have produced a draft masterplan that provides a vision for the site to deliver multiple benefits for people and wildlife. It is proposed to share the masterplan with adjoining landowners and the community to engage them with the project and involve them where possible in project delivery. The delivery of the masterplan will incorporate a number of mitigation measures outlined in order to begin a change in classifications of WFD. This will include floodplain connectivity, bank rehabilitation, preservation or restoration of habitats, removal or softening of hard banks, inclusion of woody debris, non-native species eradication, woodland creation and woodland management. Please refer to the masterplan for further details.

CONSULTATION

20. Subject to Exec cabinet approval it is proposed to carry out a light touch consultation. The masterplan will be displayed at entrances into the site from Yarrow Valley Way and also at the Information Centre at Treeface Cafe. The masterplan will also be directly sent to adjoining landowners to ensure that they are aware of the plans for the valley and that they are in agreement with the suggestions. Over the Spring/Summer of 2018 balsam bash posters will be put up on site to engage and educate regular users of the site to help eradicate this non-native weed. Over the period of project delivery, local schools, scout groups and local residents will be involved with helping deliver small projects within the masterplan where resources allow, such as bird box making, tree planting and wildflower planting.

FINANCE

21. The table below illustrates the source of finance for the project and what is proposed to be delivered.

Source	Delivery	When	Budget
Water Framework Directive (EA funding)	Masterplan project delivery. Woodland management to plantation to thin trees and enhance understory	2018	£8,000
S106.Gillibrand. To be spent on footpath and bridge improvements linking to Gillibrand.	Continuation of project to install a new footbridge as outlined on the masterplan to link Wallets Wood to Yarrow Meadows. This is currently a well-used unauthorised desire line. Access and safety will be improved for all. Improved signage and interpretation boards would also be installed.	2018	£20,000
Government Grant for NFM. Grant confirmed in writing but not yet claimed.	Masterplan project delivery and monitoring.	2018 - 2020	£50,000
Local Levy. EA Funding. Grant to be awarded to Chorley Council in April 2018	Masterplan project delivery and monitoring.	2018	£10,000
S106 Dog and Partridge 10/00359/FULMAJ – Habitat Preservation contribution for “the enhancement of habitat on Yarrow Valley County Park in Charnock Richard”	It is proposed to utilise this budget to deliver improvements to Yarrow Valley adj to Charnock Richard as outlined within in the masterplan. Exact projects will be agreed with ward members.	2019	£11,135
	TOTAL		£89,135

PROJECT DELIVERY

22. The Environment Agency (EA) are key partners and much of this project is being delivered through in kind staff time from the Environment Agency in order to carry out surveys and draw up specifications and schemes for tender. It is proposed to begin delivering the masterplan projects utilising the funding in 2018. It is proposed that EA staff will design up the habitat creation and enhancement including wet woodland, new tree and shrub planting and wetland scrapes in the vicinity of the palaeo channel. It is also proposed to design the new footbridge to connect Wallets Wood to Yarrow Meadows, removing the failed river bank reinforcement and engineering new bank stabilisation techniques and carry out further access and way-marking improvements to the paths. All of this work is located in one small area of the valley and neatly delivers key elements of the project. Tendering and contract award of this package of work will be carried out by Chorley Council. This work is being carried out on Council land. Any technical support will be provided by the EA. It is anticipated that this work will cost in the region of £30,000.
23. It is also proposed to tender out woodland management of the plantation woodland which was planted as part of the new road creation over 15 years ago. These trees have never been thinned and managed. Over a three year period, in line with best practise, (2018 – 2020) it is proposed to thin the trees, enhance the understory and open up strategic views across the valley. In year one a contractor will be awarded the work, in subsequent years further thinning work is proposed to be carried out in a partnership with Myscough College as part of their education programme. It is expected that this work will cost in the region of £8,000 and quotes will be sought for this work and the job awarded by Chorley Council. The work will be awarded to one contractor.

- 24. The £50,000 Natural Flood Management Grant will be delivered over a longer timeframe. The grant is very much about baseline data and monitoring. In 2018 baseline data will be collected by partners (EA) including stream power calculations, fixed point photography and botany surveys. It is then proposed that the Environment Agency design up full specifications and drawings to enable Chorley Council to tender out all of the remaining masterplan projects in 2018/19. From this suite of works, priorities will be chosen for delivery to fit with the budget. Ward members will be engaged in making decisions of which projects will be delivered taking into account the S106 that has to be used for the enhancement of habitat on Yarrow Valley County Park in Charnock Richard.
- 25. Any works that can't be completed will have further funding sought to aid delivery. The contract will be awarded and works carried out on site during 2019. Further monitoring of the project will then take place in 2020. The majority of projects will be habitat enhancements which need no management interventions. This project will not impact on current management practises of the site and will help enhance areas to make future management more sustainable.

IMPLICATIONS OF REPORT

- 26. 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

- 27. The Yarrow Meadows Masterplan project will be added to the capital programme as part of the 2018/19 budget paper to be approved by Full Council on 27th February 2018.

COMMENTS OF THE MONITORING OFFICER

- 28. The total spend even if aggregated would fall to be an intermediate level contract under the Council's contract procedure rules. In the circumstances the contracts can be awarded separately and Procurement should be consulted to ensure the most appropriate process if followed for each contract.

MARK LESTER
DIRECTOR OF BUSINESS DEVELOPMENT AND GROWTH

Background Papers			
Document	Date	File	Place of Inspection
The Douglas Catchment Partnership. Action Plan 2016	2016		Mod gov
Yarrow Meadows Masterplan	January 2018		Mod gov
Big Wood Access Improvements EMD	January 2017		Mod gov

Report Author	Ext	Date	Doc ID
Lindsey Blackstock	5218	17/01/2018	***

The Douglas Catchment Partnership



Action Plan

April 2016



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“The challenge of improving our rivers, lakes, groundwater and coastal waters”

We’ve made great progress towards improving our water environment over the last 20 years, but more needs to be achieved, especially if we are to deal with the pressures of a changing climate and a growing population.

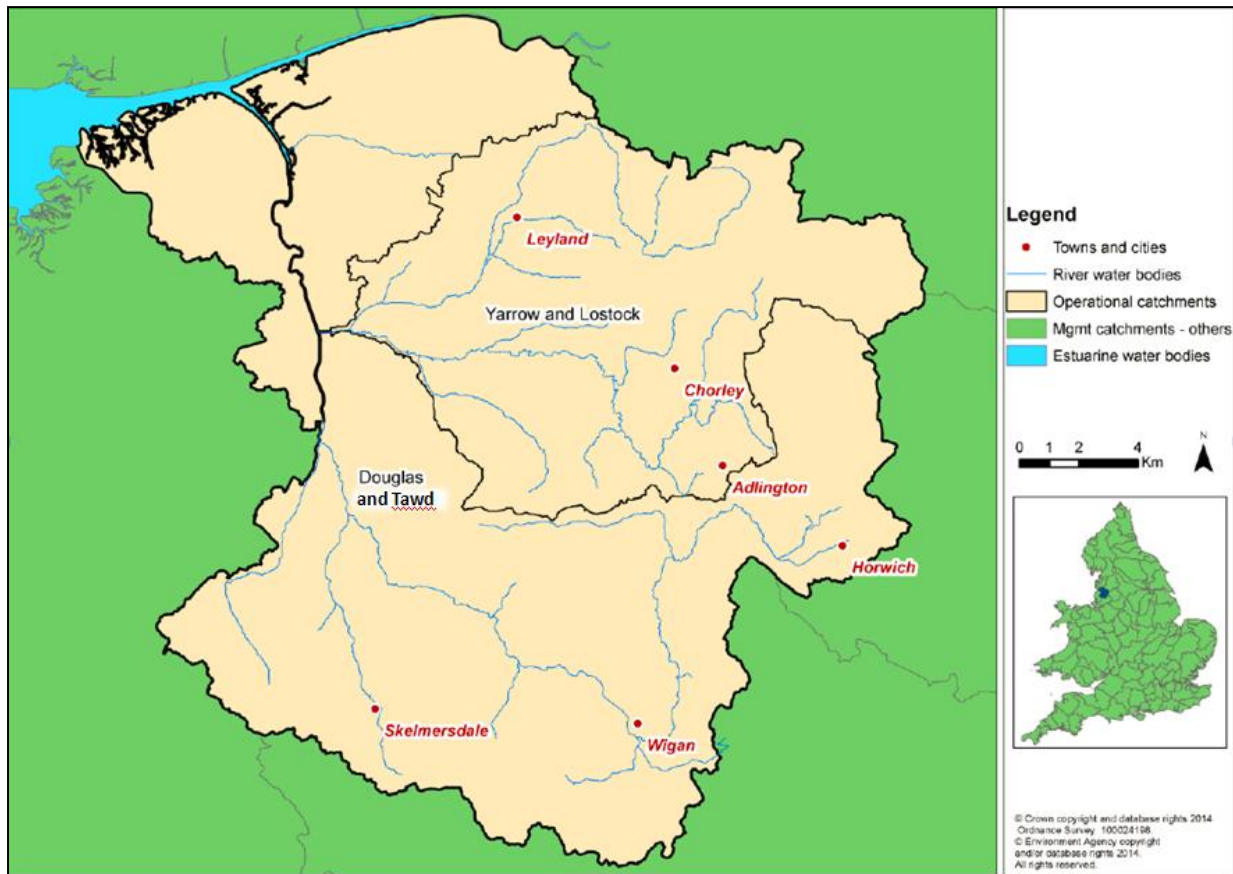
Under the Water Framework Directive, the UK has to ensure that there is no deterioration in the quality of our water bodies, and that all water bodies improve to reach ‘good ecological status’ as soon as possible. Although this is challenging to achieve, it makes us look at a range of issues in water bodies and how they interact, and this can only be good for the long term health of our rivers.

Each River Basin District across England has its own Plan, which outlines the main issues for the water environment and the actions that have been developed to tackle them. Key to achieving these ambitious plans is working in partnership across different organisations. By working together as the River Douglas Catchment Partnership we can improve river habitat, tackle pollution and work with communities, businesses, landowners, councils and farmers to ensure that we’re all taking our share of responsibility. Step by step we’re making a real difference and this document outlines our current activities across the catchment and our future plans for improving our water environment.



River Lostock, Cuerden Valley Park

River Douglas Catchment Overview

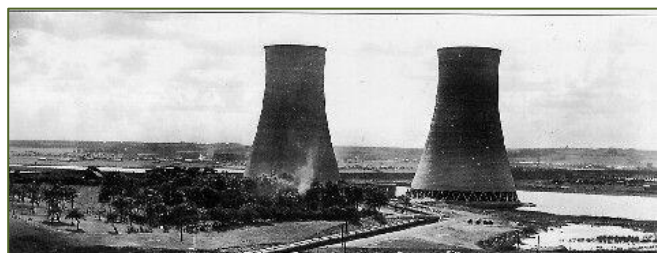


The River Douglas flows from Winter Hill, high on the West Pennine moors, through rural landscapes and urban sprawl until it meets the Ribble Estuary. From here, water from the catchment flows north and has the potential to impact the bathing waters of the Fylde Coast. The catchment area also contains many other significant local watercourses such as the River Lostock, River Yarrow, Carr Brook, Wynott Brook, River Tawd, the Leeds & Liverpool Canal, Wigan Flashes and Hesketh Marshes. In terms of urban conurbations Wigan is the most significant centre of population within this River Catchment.

In total there are fifteen river bodies and nine lakes (reservoirs) listed under the Water Framework Directive within the Douglas Catchment. Over 800,000 people live within the catchment area which is a vitally important water system covering 400km².

The history

In medieval times our river catchment was clean and fast flowing, ideal for corn mills. This all changed in the industrial revolution, when mining had a dramatic impact on water quality. Orange coloured drainage water discharged into the river, with one



Westwood Power Station in Wigan. Demolished in 1989

stream known locally as the 'Yellow Brook'

Demand for the movement of coal increased, leading to the River Douglas being made navigable for cargo through the construction of locks, dams, and the straightening and widening of the river. Later this was made obsolete by the Leeds & Liverpool canal, but man's interference with the river's flow remains. The River Douglas is still a navigable river below Tarleton and forms an important part of the national waterways network, linking the Leeds & Liverpool Canal with the River Ribble and on to the Lancaster Canal.

Water quality today

Water quality varies within the catchment, from good on stretches of the River Yarrow to bad in places such as Poolstock Brook and Tara Carr Gutter.

The catchment faces many pressures. According to the Environment Agency the most significant sources of pressure are from urban and transport, the water industry and agricultural and rural land management sectors.

The most significant reason for failure is physical modifications – the River Douglas catchment has been particularly ill-served by man's intervention in the forms of culverts, weirs and artificial banking etc.

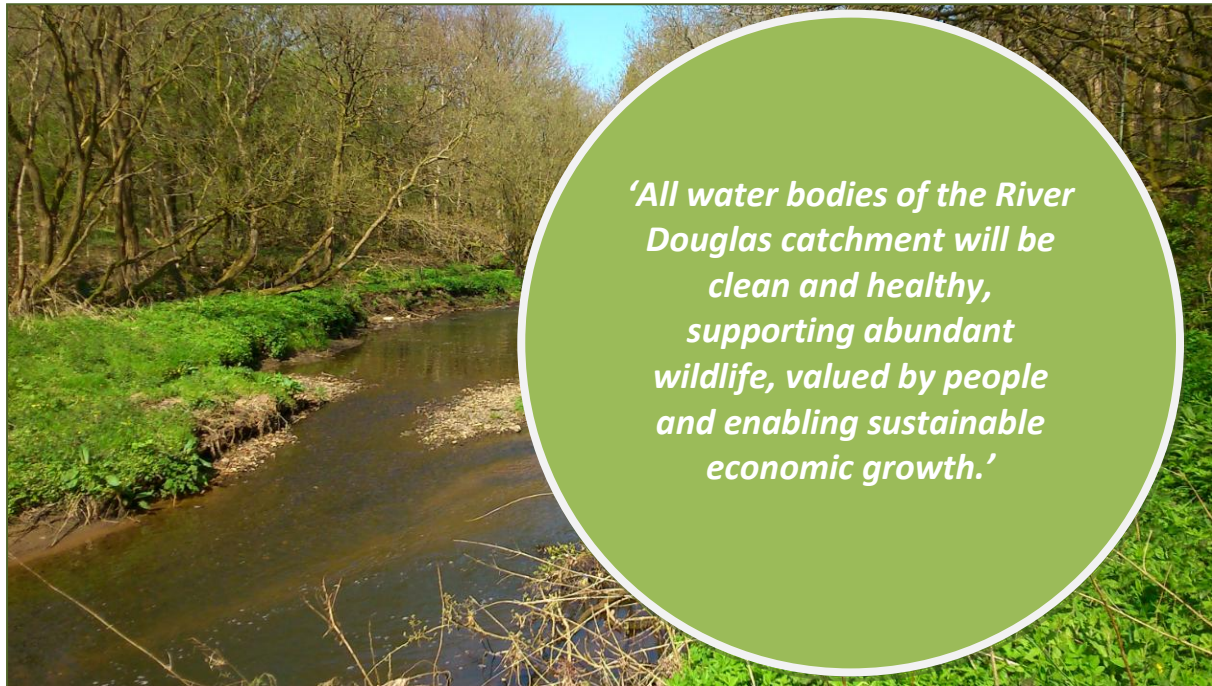
The priority river basin management issues to tackle in this catchment are physical modifications, pollution from rural areas and pollution from urban sources, including waste water. Promoting community cohesion and empowering local people to take ownership of their environment is also very important to the partnership.



Farrington Weir, River Lostock

River Douglas Catchment Partnership

Our vision



Our Key Objectives

- An agreed commitment from stakeholders to consider the above aim when planning and carrying out physical work, activities and community engagement within the Douglas Catchment area.
- Identification of funding opportunities to create a sustainable legacy for the Catchment Based Approach (CaBA).
- Development of targeted PR campaigns which raise awareness of local communities and business about the CaBA including the essential role that everyone could play in improving our water environment.
- Partnership working with other River Catchment Hosts across the North West of England to share best practise and build resilient delivery models which cross boundaries.
- Timely sharing of knowledge, best practise and information between all Douglas Catchment Partnership members to ensure that the action plan is well coordinated.
- Effective and timely sharing of knowledge and engagement opportunities with local communities and special interest groups with a focus on empowering young people as ambassadors for change.



Skelmersdale school children cleaning up the River Tawd

- Promotion of the @DouglasPilot twitter feed as the 'hub' for public engagement with news about the River Douglas and its associated waterways.
- Identification of organisations, business, communities that are not yet engaged in or aware of the River Douglas Catchment Based Approach with the key aim of increasing audiences to learn, understand and engage in shaping the future of our waterways.
- Ongoing monitoring and evaluation of the River Douglas Partnership to ensure that the overarching aims and objectives are met.

Priorities

- Take action towards meeting EU Water Framework Directive by 2027 and other regulatory drivers, including the revised Bathing Water Directive.
- Develop a programme of collaborative work among catchment partners that is informed by good local evidence and brings lasting benefits to the water environment
- Maximise resources and where possible bring in additional funding towards the costs of delivery
- Increase participation and ownership of water environment issues at a local level, by encouraging engagement community, education and business sectors.



River Chor aqueduct near Chorley

Current Project Case Studies

YARROW INVASIVE NON-NATIVE (INNS) PROJECT 2016-17

The Lancashire Wildlife Trust became involved in the Douglas Catchment Partnership because issues and opportunities for both biodiversity and people exist from source to sea and need to be addressed throughout the catchment by stakeholders and partners working together. Public consultation raised INNS as a major issue and the Wildlife Trust volunteered to be the lead partner for INNS in the Catchment Action Plan. The Trust successfully applied to Veolia Environmental Trust for funding (£34,450) to tackle INNS in the Yarrow catchment. Match-funding provided by Chorley Borough Council (£4000) and the Environment Agency (£8000) has made the project viable and this demonstrates the benefit of partners working together to common goals and vision. Between May 2016 and August 2017, the Wildlife Trust will employ a project officer, who will work in partnership with the Canal and River Trust, Chorley Borough Council, Cuerden Valley Park Trust, South Ribble Borough Council, United Utilities, the Woodland Trust, private landowners, Friends of groups, local communities and other volunteers. There will be a coordinated effort to tackle Giant Hogweed, Himalayan Balsam, Japanese Knotweed and Rhododendron at Wildlife Sites and interconnecting corridors throughout the catchment. Volunteers will receive training in balsam 'bashing' by hand-pulling and use of weed slashers, stem injection for treating knotweed and the 'lever and mulch' technique for removing Rhododendron and the funding will also bring in contractors to tackle heavy infestations of INNS and will buy tools and equipment for the Friends of groups to keep up the good work after 2017.

"Invasive species are spreading and the cost of dealing with the problem is increasing at a time when government funding is being cut, but in the Yarrow catchment at least, not only have we got a chance to get on top of the problem, we will be reseeding some areas that have been cleared of balsam with a native wetland wildflower seed mix so that people will be able to see the benefit of all the hard work. It is important that volunteers are rewarded and motivated enough to keep on top of the INNS in the future, hence we will also be looking at ways of making balsam bashing enjoyable and fun. The project will raise awareness of the problems with INNS to private landowners and other community groups throughout the catchment and encourage them to do their bit too."

John Lamb, Senior Conservation Officer, Lancashire Wildlife Trust



LOVE MY RIVER COMMUNITY ENGAGEMENT PROGRAMME

Love My River – The Chor and Yarrow



Groundwork Cheshire, Lancashire and Merseyside started the 'Love My River' Project in Chorley in partnership with United Utilities, Chorley Council and the Environment Agency.

Funded by the United Utilities Catchment Wise initiative, the project focussed on Astley Park and the two rivers to Yarrow Valley Country Park.

The aim of the project was to recruit a team of volunteers to undertake 'River Walkovers' along the River Chor, Clancutt Brook and River Yarrow. This was to provide the Environment Agency and Chorley Council with further information about potential sources of pollution and other water quality issues in the River Chor and Yarrow.

We delivered a programme of walkovers and water quality surveys, with volunteers. We also undertook small scale projects along the water bodies which volunteers were able to undertake to improve water quality. For example INNS (Invasive Non Native Species) removal and habitat management works along the river. Altogether, nearly 13km of river was protected or improved.

Rubbish and litter was removed from both rivers. Working with partners from the 'Douglas Catchment Partnership', local businesses (adjacent to the river) and the volunteer team, we had a 'Big Clean Up Day' to remove rubbish and litter from the river.

During 465 hours of donated time, volunteers - members of the general public, students and 'Friends of Astley Park' - gained a wider understanding of sources of urban pollution to water bodies and actions they can take to reduce or prevent pollution. Since the extensive training and surveying the volunteers now continue to monitor the River Chor.



“The data that produced by these walkover surveys is invaluable in helping us monitor the condition of waterways in the catchment. It also helps us to plan our investment in the area and make sure that we are tackling those issues that are most important to local communities. United Utilities are proud to be associated with Love My River and the partners that this project has brought together.”

Claire Mallard, Asset Manager, United Utilities

Love My River- Tawd



After the success of phase 1 of Love My River, the project moved to Skelmersdale and the River Tawd. This is in partnership with Environment Agency and West Lancashire Ranger Service.

Once again, the aim of the project is to recruit a team of volunteers to undertake 'River Walkovers' along the River Tawd. The project officer will report back to the Environment Agency and the Ranger Service with information about potential sources of pollution and other water quality issues in the River.

Another 'Clean Up Day' was arranged and heavily advertised to attract volunteers from the local community. This event was a huge success with 36 people attending, including two schools. Removed from the river were 90+ bags of rubbish, 35 shopping trolleys and a selection of bikes, wheel chairs and metal piping. An organisation called 'Trolleywise' came and removed all the trolleys for repatriation or recycling.



Working with students over the summer, Himalayan Balsam (INNS) management was undertaken, large areas were removed. The next step is to get local volunteers to go out for the next few years removing until eradicating the unwanted species.

Members of the local community are keen to get started in delivering a programme of walkovers and water quality surveys; the training is due to start at the end of October.

In the future, we would like to take part in some 'Citizen Science' working with local schools and colleges. For example a study led by David Lerner, a professor of environmental engineering at the University of Sheffield, found that tampons absorb tiny amounts of 'brighteners' found in detergents, toothpaste and shampoos will glow under UV lights. The Professor said: "Sewage in rivers is very unpleasant, very widespread and very difficult to track down. Our new method may be unconventional, but it's cheap and it works." We could use this to track down where pollutants are coming from at river locations.

"Working with the partners from the 'Douglas Catchment' really enhanced the work, having expert advice and support on hand from the members helped immensely. Small scale projects, like Love My River, couldn't take place if it wasn't for the help and support from organisations and agencies, who are members of the Douglas Catchment Partnership, access to their expertise and local knowledge is paramount for the project's success."

Pauline Taylor, Senior Ecological Officer , Groundwork Cheshire, Lancashire and Merseyside

"It was a pleasure to take part in the river clean up as it provided me with great satisfaction to see how much of a difference a few hours of my time can make. Organisation of the event was great and everyone pulled together to work as part of a team. I really enjoyed the physical aspect of the work and can't wait to get involved again next week!"

Paul Burgess, Love My River Tawd Volunteer

"I'd like to pass on The Ranger Services thanks for running a wonderful clean-up day last Friday. The event was an overwhelming success and a wonderful example of partnership working at its best. The tally of picked bags and shopping trolleys was astounding. Thank you so very much for your involvement and hard work"

Dan Massey, Head Ranger, West Lancashire Borough Council

RIVER CHOR REEDBED

Following on from the 'Love My River' project on the Chor, the Friends of Astley Park had the idea of creating a reed bed to help improve the water quality of the river as it flows into the park.

The Friends of Astley Park worked in partnership with Chorley Council, the Environment Agency, Highways England, Groundwork and Lancashire Wildlife Trust to carry out research, undertake ecological surveys, draw up a scheme design, gain permissions and secure funding.

The project will create a new river channel at the Park Road end of the park which will divert the existing river through a ¼ hectare of wet reed bed planted with *Typha angustifolia* and *Phragmites australis* which remove pollutants from the water.

This will in turn improve the biodiversity of the whole area through native woodland, wetland and meadow wildflower planting, tree planting and the installation of rock ramps which will help oxygenate the water whilst still enabling fish to pass up through the scheme.

The River Chor is a valued feature of the park so all partners felt that it was important to tackle pollution and improve the habitat, with the introduction of a reed bed making a real contribution towards this goal.

The project will also improve public access to the town centre end of the park by formalising 'desire line' paths with surfaced stone paths, building steps into the steep wooded valley sides and formalising a bridge over the river.

Work started in January 2016 with the felling of a few trees to make way for the new reed bed which will be a wildlife-only zone, and the whole project is expected to be completed in Summer 2016.



As well as improving the water quality and public access, the project will also improve the look of the park and it is proposed to install interpretation boards to tell people about the project, site history, flora and fauna.

The main grant, of over £13,100, to enable the works was received via the Friends of Astley Park through Lancashire Environmental Fund with additional funding of £8000 from the Environment Agency, £5000 from Chorley Council and £4,000 from Highways England.

“We investigated the reasons as to why there was little plant and fish life in the river and we found many historical problems that attempting to do anything about, would be nigh on impossible. So we came up with the idea of a reed bed. I, as a keen fisherman, was aware of the effectiveness of reed beds but we had scant knowledge of how to go about it. But then we researched it and put our idea to the council, sourced the grants and now we’re expecting work to start in spring.”

Steve Rhodes, chair of the Friends of Astley Park



“We’re proud to have been involved right from the start in this partnership to improve the quality of the water courses in Chorley because of the importance of the Rivers Chor and Yarrow to the parks and countryside within our borough.

“By working closely with different organisations, communities, businesses and landowners, we’ve been able to share experiences, knowledge and resources to achieve our common goals towards tackling pollution and improving river habitat. We’ve delivered river walk over training and river clean ups, supported the Friends of Astley Park to work up a reed bed project and gained external funding to improve the River Chor. We’re also planning improvement projects on the River Yarrow as part of the flood defence initiative for Croston.

“We’re proud to be part of this very strong partnership which works well together to make a real difference and will continue to do so as we go forward with our ambitious action plans to tackle pollution and improve river habitat.”

Councillor Bev Murray, Chorley Council executive member with responsibility for parks and open spaces.

RIVER YARROW VISION AND CROSTON FLOOD ALLEVIATION SCHEME ENHANCEMENTS

Alongside the Croston Flood Alleviation construction work (see 'Links to other projects and initiatives below'), there is a programme of enhancement works to the River Yarrow aimed at improving the habitat, further reducing flood risk, reducing diffuse pollution of the river from agricultural sources and providing opportunities for education. This work also has strong connections to the Yarrow Invasive Non-native Species project.

With the valued support of landowners, a partnership between the Environment Agency, Lancashire Wildlife Trust and Chorley Council have delivered important outcomes such as:

- Creation of 3 hectares of habitat, including floodplain grazing marsh, wetland, ponds and wet woodland.
- Restoration of 2 km of the River Yarrow, including bank stabilisation, installation of woody debris and control of invasive species.
- Installation of 500m of fencing to exclude livestock from the river, reducing erosion and diffuse pollution.
- Opportunities for local school children to visit the site and learn about the importance of the flood scheme and the wildlife present in the river, as well as sowing some wildflower seeds.



A workshop was held with a wide range of partners and local stakeholders in February 2015, to gather information and ideas for a 10 Year Vision for the River Yarrow. Ideas ranged from improving access and promoting recreation around the river for health; to utilising the environment in the Yarrow Valley for community food production. We will build on this Vision and take opportunities to deliver improvements for environmental, social, economic and health benefits for local people.

To add detail to some of the ideas, a scoping study has been completed, primarily to identify opportunities for natural flood risk reduction opportunities both upstream and downstream of the Croston Flood Scheme. This has identified an extensive area of land which has high potential for river restoration, rewetting, wet woodland creation, in channel improvements and opportunities for reconnecting the river to its flood plain. This could also provide huge benefits for habitat creation and water quality as well as being a valuable recreational resource for the public.



“The enhancement work around the Croston Flood Scheme site in Ecclestone has kick started some really great work on the Yarrow. Strong partnerships are forming between partners like the Environment Agency, Lancashire Wildlife Trust and Chorley Council and the support of landowners has been invaluable.

“It’s really important for us, as a partnership, to understand the wide range of social, economic and health benefits that can come from a better environment. This case study only shows the tip of the iceberg of what can be achieved when a wide range of partners work together.”

Helen Dix, Catchment Co-ordinator, Environment Agency

CLOSE BROOK (CATCHMENT PARTNERSHIP ACTION FUND)

Many part of the Douglas Catchment suffer from the impacts of urban diffuse pollution and modifications to the river channels. Using Defra funding under the Catchment Partnership Action Fund, Groundwork Cheshire Lancashire and Merseyside, in partnership with Lancashire Wildlife Trust and with the support of Wigan Council, are delivering a project to help address this on Close Brook a tributary of the River Douglas.

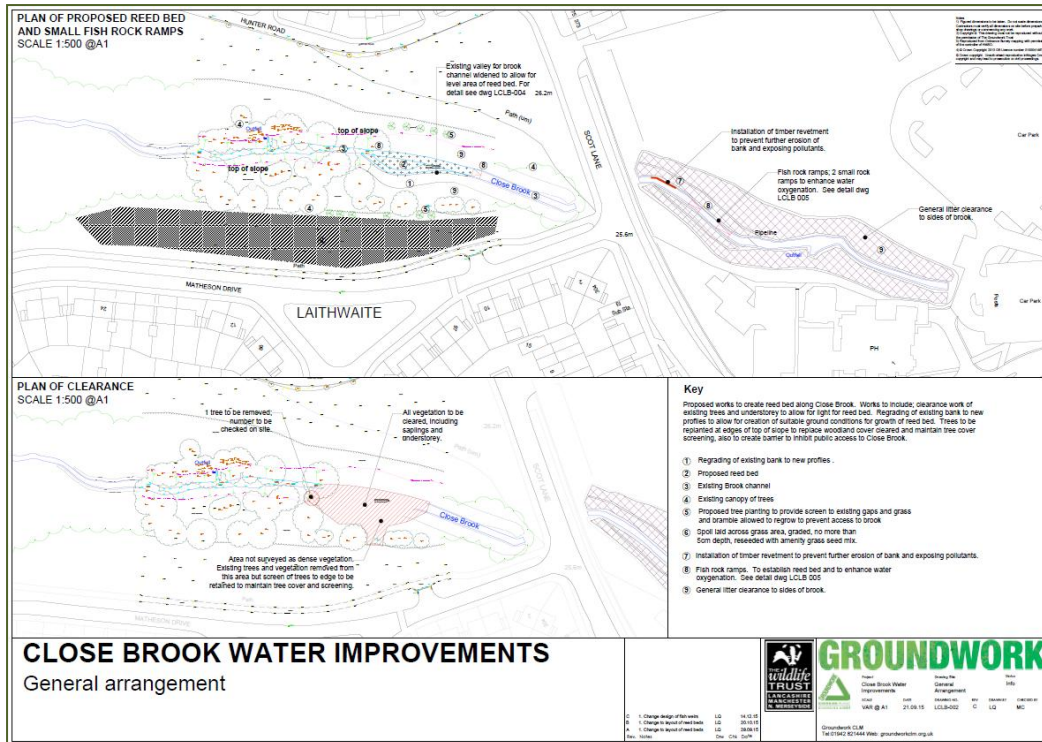
Close Brook takes drainage from several housing estates and three combined sewer overflows. Whilst one of these overflows was considerably improved by United Utilities in 2014, there is still intermittent pollution from misconnected properties and the other two overflows. Closer to the confluence with the River Douglas, Close Brook is in danger of eroding into an historic landfill site, posing a risk of release of leachate.



The project will install a reed bed in an area downstream of the misconnections and sewer overflows. Reeds are known for their ability to break down organic pollution and improve water quality. The reed for this project will be harvested from existing sites nearby. Railway sleepers will be used to protect the banks of the brook adjacent to the landfill and protect them from any further erosion. Volunteers will give the brook a general clean up to remove litter which has collected in the area over many years. Small steps will be placed in the river to oxygenate the water and improve conditions for aquatic life.

This work will reduce urban diffuse pollution in Close Brook and accordingly in the River Douglas, reducing the concentration of pollutants such as phosphates which are present in detergents. It will also provide better habitats for aquatic wildlife.

The planning work is now complete and work started on site in January 2016 and will be completed by April 2016.



"Being a part of the Douglas Catchment Partnership is important to Groundwork. Being able to see where our work fits in to a larger plan and the plans of the other partners helps us to chose projects that will have maximum impact and that will complement the actions of others. Engaging with this partnership helps us to achieve our vision of building more sustainable communities in our operational area and the Close Brook project is one way in which we achieve our vision alongside many of the other key partners in the partnership. One of the strengths of the partnership which we value is the fact that there are local people and experts from many fields involved. This diversity gives us even more confidence that all aspects of the work to be undertaken have been considered. At Close Brook, thanks to everyone's input, we have evolved a design which considers the various needs and pressures on this stretch of water and will result in the best possible intervention that will improve and enhance our environment."

Peter Herberlet, Programme Director Land, Groundwork Cheshire Lancashire and Merseyside

"Wigan Council has been fully engaged and involved in the development of the catchment partnership from its inception and support it wholeheartedly. The partnership brings together a wide range of stakeholders to identify and understand the nature of different planning pressures such as for farming, recreation, flood risk and biodiversity, and a host of issues affecting our landscapes and catchments. This multi-sector approach helps connect local plans with national priorities to afford better protection of our landscapes and develop plans that take into account their effect on the wider ecosystem. We are delighted to support the Catchment Partnership in this way to find innovative and sustainable interventions that have local ownership and commitment based on an allocation of available resources and an over-arching catchment plan that identifies what needs to be done and what the outcomes will be."

Martin Purcell, Greenheart Project Manager, Wigan Council

CATCHMENT SENSITIVE FARMING

Catchment Sensitive Farming (CSF) is a Defra project delivered in partnership with the Environment Agency and Natural England, working with the farming community to identify and reduce the risk of pollution to water from sediment, pesticide and nutrients (nitrogen and phosphorous). This is termed as Diffuse Water Pollution from Agriculture (DWPA) as often the source of an issue is not always clear due to extended timescales of the impact upon a water course. A key aim is to help reduce the risk of Bathing Water failures, this is key to our work in the North West and throughout England.

Catchment Sensitive Farming Officers are trained to recognise opportunities to support farmers to increase the efficiency of their business and reduce their impact on the environment. Activities promoted by CSF include soil sampling to assess the soil pH and nutrient levels; and nutrient management planning to better match manure and fertiliser use to the crop. Improvements to manure and slurry storage infrastructure can also be supported through the project. Examples include roofing a manure or slurry store to exclude water access; or ensuring clean and dirty water is separated as it runs off the farmyard.

The benefits of roofing a manure store are better storage period, better quality manure, manure applied at a time of year when it can be utilised in the best possible manner by the grass crop with reduced risk of nutrient loss due to rainfall, and leaching to the water course. Across most of the Douglas Catchment, manure and slurry which leaches into water can also have an impact on the beaches of the Lancashire Coast. Better management and use of organic fertilisers prevent Faecal Indicator Organisms entering water and potentially causing these Bathing Waters to fall below the required standards. Overall there are both economic benefits for the farm and environmental benefits.



“The River Douglas Catchment has the support of many sectors; Catchment Sensitive Farming contributes by working specifically with the agricultural sector. CSF engages with farmers and land managers by non regulatory means by offering advice supported by a range of reports which can be produced specific to individual farms. CSF promotes the objectives of the new Countryside Stewardship for Higher Tier and Mid Tier and the delivery of Water Grants which are aimed at reducing pollution risk. CSF looks on its catchments on a risk based approach and targets its work to those areas of higher risk to causing DWPA. CSF also works in the Crossens and Ribble which border the Douglas Catchment.”

Michael Graham, Catchment Sensitive Farming Lead Advisor, Natural England.

HABITAT IMPROVEMENT WORK ON UPPER RIVER DOUGLAS

A section of land running between Wigan Lane and an historic industrial estate on Leyland Mill Lane was acquired in 2010. This included protected woodland and several hundred yards of the right bank of the River Douglas. The area provides a haven for wildlife, with buzzards, kestrels, sparrow hawks, kingfishers, nuthatches, tree creepers, dippers and numerous other bird species breeding on the property. Mammals breeding locally include roe deer, foxes, badgers, rabbits, stoats, weasels and moles.

This section of river has previously been straightened and, consequently, much of the original diversity in current speed, depth and substrate composition has been lost. Although baseline “day to day” water quality is good enough to support invertebrate species that are relatively sensitive to organic (and other) pollution – the section has been prone to short lived but very severe episodic pollution incidents.

In order to improve the habitat, the landowner and local volunteers worked with the Wild Trout Trust to introduce securely anchored woody debris to the channel. This provided benefits including refuge for juvenile fish from predation and adult fish to improve the chances of successful breeding.



After two winters and numerous spates, the benefit of the work is clearly apparent with narrowing of some channels due to deposition caused by the large woody debris, providing new refuges for juvenile fish and new habitat created for invertebrates. All of the structures were still in place by the start of winter 2015.

Other improvements at this location include sediment clearance of gravel beds – an important breeding ground for fish; management of invasive species; rubbish collection and river invertebrate monitoring.

Future improvements to the river in the area will hopefully include installation of in stream deflectors to help to further scour the river bed in appropriate places; possible introduction of supplementary spawning gravels if suitable locations can be identified; fixing of bank side ‘brash’ to help alleviate erosion problems and ‘silting up’ (infiltration) of spawning gravels; fencing off livestock from the river bank to minimize erosion; and selective grazing to control invasive species.

Baseline water quality is now greatly improved – with the main threat to aquatic life now coming from episodic pollution incidents. Reducing the frequency and magnitude of those pollution events, along with reduced sediment inputs, will enable the potential of this habitat to be realized.

“With help from the relevant authorities, the input of the local community and careful management, the upper Douglas valley could become an outstanding wildlife habitat. The help we have received from the Wild Trout Trust has been excellent and we look forward to achieving more in this area in the future.”

Paul Kenyon, Landowner and Angler

“The Wild Trout Trust, exists to provide technical expertise and guidance to anyone who would like to protect and improve their local trout stream. With partners who are as passionate as Paul Kenyon fighting for his section of the River Douglas in Wigan, we will continue to make great strides in achieving healthy river corridors that are rich in wildlife and plants in both urban and rural settings. We are proud to be a core member of the River Douglas "Catchment Based Approach" partnership and we look forward to our future joint successes. You can find out more about us at www.wildtrout.org”

Paul Gaskell, Wild Trout Trust



CORPORATE AND SOCIAL RESPONSIBILITY – UNITED UTILITIES AND TAWD VALLEY PARK

In June 2015, 47 volunteers from United Utilities worked with West Lancashire Borough Council Rangers to help clean up at the Summer Street area of Tawd Valley Park as part of a Corporate and Social Responsibility and team building day.

The event was organised between the West Lancashire Borough Council Ranger Service, United Utilities and The River Douglas Catchment Partnership.

In one morning the group cleared 10 trolleys, four bikes including an exercise bike, and a large garden table out of the River Tawd near Summer Street. They also took away a number of tyres as well as discarded clothes and a duvet out of the river near Summer Street. Together with the rangers, the volunteers crafted eight wooden benches, rebuilt a long flight of steps and cleared away eight bags of rubbish from the ground by the river. They also cleared Himalayan Balsam, a plant that is choking out our native flora, away from the whole area that was allocated for the volunteer work.



“The Tawd Valley Park is a lovely area and it is a real shame that a small minority spoil it by leaving rubbish here. The volunteers have done some great work clearing up this area and they can be really proud of their efforts as they have made a real difference here.”

Councillor Yvonne Gagen, portfolio holder for Leisure at West Lancashire Borough Council

“This conservation day on the River Tawd was arranged through the CatchmentWise initiative, and the staff from at United Utilities were happy to contribute towards making a really positive change to the environment in this area.”

Jonathan Culf, Wastewater Strategy Team, United Utilities

FYLDE LOVEmyBEACH

LOVEmyBEACH is a campaign with a huge challenge, to work together to keep our North West beaches and bathing waters clean. You don't have to live by the sea to make a difference – wherever you live, work, or visit in the North West, please support LOVEmyBEACH.

In Blackpool, Fylde and Wyre LOVEmyBEACH works with community groups who go out regularly to clean the beach and look after their local environment. There are three groups in Fylde who litter pick their stretch of beach every week, and three groups in Wyre who go out monthly, collecting thousands of bags of rubbish over the years they have been doing this. Not only does this directly improve the local environment, it also removes harmful substances from the sea and helps protect wildlife.



Additionally, LOVEmyBEACH volunteers are great advocates for cleaner seas – encouraging everyone to do their bit to reduce blockages in the drains and pollution getting into the sea.

We people to understand that what you put down the drains and toilets can have a big impact on the environment so we are asking everybody to bin used cooking fats rather than pouring them down the sink and bin disposable wipes and sanitary items which can sometimes end up in the toilet and cause blockages in the pipes. At times of heavy rain these blockages can result in the sewers overflowing, causing pollution to end up in the rivers and sea and affecting water quality.

To raise awareness of these issues LOVEmyBEACH has an education pack for schools and groups, a business pack so businesses can show their support, and lots more resources on the website

www.lovemylbeach.org



“Being part of the Douglas catchment partnership is really important to Fylde LOVEmyBEACH as what goes into the river eventually ends up at the sea, and we are particularly concerned with bathing water quality. There are eight bathing waters on the Fylde coast, defined as spots where most people come to use the beach and swim and paddle. The Environment Agency monitor the water quality at these sites through the summer so we know the levels of bacteria in the water and whether it's safe to swim. We are very glad that seven out of the eight bathing waters passed new, tougher standards in 2015 and we can be proud of our beaches and bathing waters.

However, there is still work to be done to continually improve water quality at the coast, and this involves working together. For people living and working in the River Douglas catchment this is particularly important, as the Douglas flows into the River Ribble which flows into the Irish Sea and transports materials up the Fylde coast. So whether it's pollution from farming or households, this can affect water quality, which both rivers and seas have targets to achieve.

The LOVEmyBEACH top 10 tips include binning used cooking fats and any disposable items in the bathroom, going on a litter pick, picking up your dog's mess and checking that your drains are connected right, all of which will help keep the water in rivers and seas clean and a better environment for everyone.”

Emma Whitlock, Fylde BeachCare Officer

THE CAMPAIGN FOR THE FARMED ENVIRONMENT

The Campaign for the Farmed Environment is a partnership approach that helps farmers and landowners by signposting to best practice in soil, water and nutrient management alongside enhancing the farmed environment for biodiversity. The CFE demonstrates how the industry takes responsibility for addressing environmental issues alongside profitable farming.

The CFE is an industry led initiative and is supported by organisations engaged in agriculture and the environment, such as the National Farmers Union, Country Land Association, Wildlife Trusts, RSPB alongside other voluntary industry-led initiatives (Greenhouse Gas Action Plan, Tried & Tested and The Voluntary Initiative).



The CFE supports farmers through on farm events and workshops, through guidance and by promoting a series of voluntarily environmental measures. The campaign promotes using the right environmental measure, in the right place.

At a regional level the CFE, works to provide this guidance directly to farmers and landowners through events; however through the breadth of the partnership the CFE helps facilitate partnership and streamlined delivery of best practice farm management messaging to farmers.

River Douglas Catchment and the CFE

The CFE have worked with the River Douglas Catchment to help promote best practice to farmers and help decrease

water pollution through farming activities. By working together good soil water and nutrient management can be better communicated to farmers and landowners.

“The CFE are really pleased to work with the River Douglas Catchment partnership. Through joint working, farmers can get the right messages about water quality from experienced and specialised advisers. The CFE looks forward to continued working with the River Douglas Catchment, making sure that land management responses to the asks of the Water Framework Directive.”

CFE Project Officer, Bethan Williams

Links to other projects and initiatives

RIVINGTON TERRACED GARDENS

Rivington Terraced Gardens, on the slopes of Rivington Pike at the head of the Douglas Catchment, were originally created for soap magnate Lord Leverhulme as a spectacular venue for him to relax in and entertain. A Heritage Lottery Funded Project to conserve and revitalise the gardens is currently being developed by Groundwork Cheshire Lancashire and Merseyside.

As part of the project, a pilot activity involved school children tracing water flowing from the tennis courts in the gardens, through the Japanese Lake and the Cascade and down towards the reservoirs that provide water for people in the Douglas Catchment and beyond.

It is hoped that much more of this type of activity will be enabled by the progression of the project into the delivery phase – an aspirational £3.3M programme of work to stabilise and consolidate the structures within the Gardens and improve access, so that they can be enjoyed by generations to come.



"Rivers have played a huge part in shaping the heritage of the area, and visiting Rivington is a fantastic way of connecting people, particularly younger audiences, with this heritage. We can see where one of the tributaries that feeds the Douglas breaks ground, and follow it through the Gardens' water features. And there's no better place than the Pigeon Tower, to see and understand the reservoir complex and how vital this landscape is to the region's water supply."

Ben Williams, Project Manager, Groundwork Cheshire, Lancashire & Merseyside.

CROSTON FLOOD ALLEVIATION SCHEME

Croston has a long history of flooding. Most recently, on Boxing Day 2015, Croston attracted national attention when hundreds of homes were flooded by the River Yarrow.

Croston is located on the River Yarrow, just upstream from where it meets the Rivers Lostock and Douglas. This meeting of rivers, combined with a series of culverted (underground) watercourses, drains, sewers and surface water runoff, means that the area has been flooded several times.

Construction of a flood storage basin upstream of Eccleston Bridge on the River Yarrow commenced in January



2015. The scheme will cost around £5M and will reduce the amount of water that flows through the town when the rivers are in flood reducing the flood risk to almost 420 local homes and businesses.

“The Environment Agency has worked closely with United Utilities, Chorley Council, Lancashire County Council and the Lower Yarrow Flood Action Group to develop the plans for the flood alleviation scheme. In addition, the residents of Croston have been very active and have been trained to use a pump which will reduce the risk to properties during a flood. It’s not always possible to prevent flooding, but this scheme will significantly reduce the risk to more than 400 properties in Croston.”

Jonathon Croft, Senior Flood Risk Advisor, Environment Agency

Future aims of the River Douglas Catchment Partnership

With additional funding even more could be achieved. The following projects and outcomes could be realised with additional partnership funding.

- Action to support Catchment Sensitive Farming on the whole catchment. This would provide improvements for rural diffuse pollution and habitat.
- Build on the innovative approach to community-led development of sustainable drainage systems, including wetlands and use of trees to provide improvements for water quality, habitat, flood risk and amenity value e.g. edible rain gardens.
- Action to implement the River Yarrow Vision as developed by the existing stakeholder group. Actions will improve water quality, habitat, recreation, education, and a host of further economic, social and environmental drivers.
- Develop a cohesive infrastructure of support services which enable business, farmers, community groups, the voluntary and the public sector to have access to and benefit from the best practice advice in relation to the water environment.
- Develop our links to academic institutions to improve our understanding of the catchment and the future improvements that are needed.



Love My River Chor Volunteers

River Douglas Catchment Partnership Action Plan Summary

<u>Name</u>	<u>Partners</u>	<u>Sub - Catchment</u>	<u>Local Authority area</u>	<u>Description</u>	<u>Aims</u>	<u>Objectives</u>	<u>Timeframes for Delivery</u>	<u>Funding Source</u>
Catchment Hosting	Groundwork Cheshire Lancashire and Merseyside	Douglas Yarrow, Tawd, Lostock	Wigan, Chorley, Bolton, West Lancs, South Ribble	Facilitation of consortia to enable partners to work collectively to improve water quality across this catchment in line with the Water Framework Objective.	To bring the right stakeholders together to create a focused, sustainable and collective partnership to ensure that the water environment within the River Douglas Catchment is improved into the future.	To facilitate good clear communications between stakeholders which build on shared best practise and increases opportunities to access joint finance to improve the water environment.	2014 to 2025	LIFE Integrated Partnership Catchment Partnership Action Fund
Catchment Sensitive Farming	Natural England Environment Agency Landowners Farmers Farming organisations including the National Farmers Union	Douglas, Yarrow, Tawd, Lostock,	Wigan, Bolton, West Lancs	An initiative to work with farmers & land managers to help ensure agricultural land is managed with the health of the catchment in mind.	To tackle environmental challenges, including pollution of rivers, lakes and bathing waters on agricultural land, through improving land management practices.	Reduce the source, pathways and impact of pollution from infrastructure, fields, and pesticide handling areas. Reduce the losses of sediment, nutrients and chemicals from agriculture.	2014 - 2021	DEFRA funded project for advice & grant funding Countryside Stewardship
Croston Flood Alleviation Scheme	Environment Agency Chorley Council	Yarrow	Chorley	Construction of a flood storage basin to reduce the flood risk to properties from the River Yarrow	Reduce the risk of flooding to 420 properties in the village of Croston. Improve habitat, water quality and education	Construction of a flood storage basin near Eccleston with associated improvements to the local environment.	April 2015 – May 2016	Environment Agency Chorley Council

<u>Name</u>	<u>Partners</u>	<u>Sub - Catchment</u>	<u>Local Authority area</u>	<u>Description</u>	<u>Aims</u>	<u>Objectives</u>	<u>Timeframes for Delivery</u>	<u>Funding Source</u>
	Lancashire Wildlife Trust				opportunities related to the River Yarrow.	Further measures to reduce flood risk for local communities.		United Utilities
River Chor Reedbed	Chorley Council Groundwork CLM Wildlife Trust for Lancashire, Manchester and North Merseyside Environment Agency Highways England	River Chor	Chorley	To create a reed bed in the River Chor within Astley Park	To improve the water quality of the river and consequently the catchment and to improve the biodiversity of the park and river corridor	To work in partnership to implement the master plan for the reed bed scheme and secure on-going maintenance using volunteers. To raise public awareness, love and knowledge of the river Chor and catchment.	Jan-September 2016	Lancashire Environment Fund Chorley Council Highways England Environment Agency
Love My River	Groundwork Cheshire, Lancashire and Merseyside	River Chor River Tawd Douglas Upper Catchmen t-wide	Chorley West Lancs Wigan South Ribble Bolton	A project that aims to educate future generations about what they can do to reduce water pollution and improve the health of our Rivers.	To educate local communities about the need to respect and look after our Rivers into the future To work closely with existing campaigns to bring about behaviour change which improves water quality, eg: What not to Flush and	Development of a fun, community –based citizen science project to give people practical skills to reduce water pollution and improve the health of our Rivers Educate people about misconceptions , what not to flush and LOVEmyBEACH.	April 2014 – on-going	United Utilities (2014-15) Environment Agency

<u>Name</u>	<u>Partners</u>	<u>Sub - Catchment</u>	<u>Local Authority area</u>	<u>Description</u>	<u>Aims</u>	<u>Objectives</u>	<u>Timeframes for Delivery</u>	<u>Funding Source</u>
					Connect Right (both United Utilities initiatives).	Help communities develop action plans for their local rivers.		
Manage and reduce Invasive Non-Native Species	Lancashire Wildlife Trust	Yarrow Catchment-wide	Chorley Wigan West Lancs Bolton South Ribble	Development and delivery of a catchment-wide Action Plan to tackle Non-Native Invasive Species	To assess the effects of Non-native Species across the catchment and deliver measures to manage their environmental impact on water.	Development of Catchment-wide INNS Action Plan. Delivery of pilot project on River Yarrow catchment. Develop a co-ordinated partnership approach to raising awareness, surveying and controlling INNS across the catchment	May 2016 and August 2017,	Veolia Environmental Trust Chorley Borough Council Environment Agency
The Yarrow Vision	Environment Agency Chorley Council Wildlife Trust for Lancashire, Manchester and North Merseyside	Yarrow	Chorley	Alongside the Croston Flood Alleviation construction work there is a 10 year programme of enhancement works to the River Yarrow	To improve the habitat, further reduce flood risk, reduce diffuse pollution and provide opportunities for education. This work also has strong connections to the Yarrow Invasive Non-native Species project.	Deliver a diverse programme of improvements including wetland construction, fencing of water courses, river restoration and slow the flow techniques. Engage local people and deliver social and economic benefits like access to blue space, education and community assets.	2015-2025	Environment Agency Wildlife Trust for Lancashire, Manchester and North Merseyside

<u>Name</u>	<u>Partners</u>	<u>Sub - Catchment</u>	<u>Local Authority area</u>	<u>Description</u>	<u>Aims</u>	<u>Objectives</u>	<u>Timeframes for Delivery</u>	<u>Funding Source</u>
Close Brook Improvement Project	Groundwork CLM Wildlife Trust for Lancashire, Manchester and North Merseyside	Close Brook (Douglas)	Wigan	The project will install a reed bed and improve the banks of Close Brook.	Improve the water quality of Close Brook and protect it from the risk of pollution from a historic landfill site. This work will reduce urban diffuse pollution in Close Brook and accordingly in the River Douglas, reducing the concentration of pollutants such as phosphates which are present in detergents. It will also provide better habitats for aquatic wildlife.	Install a reed bed. Provide erosion protection along the banks of a landfill site. Improve the general amenity of the area through litter picks.	April 2015- April 2016	Catchment Partnership Action Fund
Natural Erosion Prevention	West Lancashire Borough Council Groundwork Cheshire Lancashire and Merseyside Environment Agency	Tawd	West Lancs	Provide natural erosion prevention solutions for the River Tawd	Improve the amenity value of the park (including protecting the footpaths) and improve the habitat within the river. This project links closely to the Love My River Tawd scheme.	Develop a master plan and scope options for natural erosion protection, for example brash. Secure funding and deliver the identified measures whilst also improving the access routes through the park.	January 2016 – June 2017	Whitemoss Landfill Funding

<u>Name</u>	<u>Partners</u>	<u>Sub - Catchment</u>	<u>Local Authority area</u>	<u>Description</u>	<u>Aims</u>	<u>Objectives</u>	<u>Timeframes for Delivery</u>	<u>Funding Source</u>
Education Project	Wigan Council Other partners to be developed	Smithy Brook Catchment-wide	Wigan Others to be developed	Develop and deliver a water-based education programme.	Promote understanding of rivers, lakes, groundwater and coastal waters and tap into young people as ambassadors for change.	Increase the percentage of young people engaged with the water environment.	April 2016 – March 2017	Wigan Council Others to be developed.
Haigh Woodland improvements	Wigan Council Environment Agency	Douglas	Wigan	Review the management of the woodland in the Wigan Flood Alleviation Scheme inundation area.	Improve the resilience of the woodland area upstream of the Wigan Flood Alleviation Scheme to periodic flooding when the scheme operates.	Review the woodland survey of the area and identify more resilient species of trees which are better able to thrive when ground conditions are periodically saturated by operation of the flood scheme. Identify opportunities for wetland creation and investigate funding mechanisms to deliver these.	April 2016 – March 2018	Environment Agency Wigan Council Others to be developed, including Corporate Social Responsibility.
Water Pollution Risk Reviews	Groundwork Cheshire Lancashire Merseyside Environment Agency	Tawd Lostock Douglas	West Lancs South Ribble Wigan	A programme to support small and medium businesses to tackle sources of water pollution	Reduce urban diffuse pollution from businesses	Provide a confidential, free service to help businesses review their practices to identify sources of pollution. Support business to improve their infrastructure and management practices to tackle sources of pollution.	April 2016 – March 2019	Environment Agency

Our Core Catchment Partners

The Douglas Catchment Partnership is hosted by Groundwork Cheshire, Lancashire and Merseyside and consists of local authorities including Wigan and Chorley Council, West Lancashire Borough Council together with the Environment Agency, Natural England, Forestry Commission, National Farmers Union, United Utilities PLC, the Wildlife Trust for Lancashire Manchester and North Merseyside, Canoe England, The Wild Trout Trust, Turning Tides Partnership, Myerscough College, Keep Britain Tidy, The Ramblers Association, Friends of Astley Park and other local community support groups and volunteers.



Share the Story

To hear about news and updates relating to the River Douglas Catchment Partnership please follow us on Twitter @DouglasPilot

Contact the Host

The River Douglas Catchment Partnership is hosted by [Groundwork](http://www.groundwork.org.uk) Cheshire, Lancashire and Merseyside

Please contact the River Douglas Catchment Host via email in the first instance sara.clowes@groundwork.org.uk



Photo illustrating typical wetland and wet woodland habitat



Photo illustrating informal picnic area and mown paths



Photo illustrating a typical timber kit footbridge

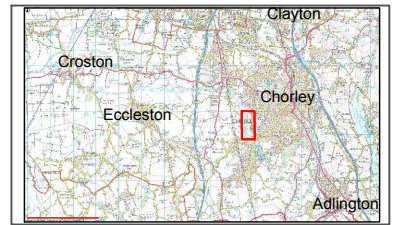


Photo illustrating surfaced route through woodland

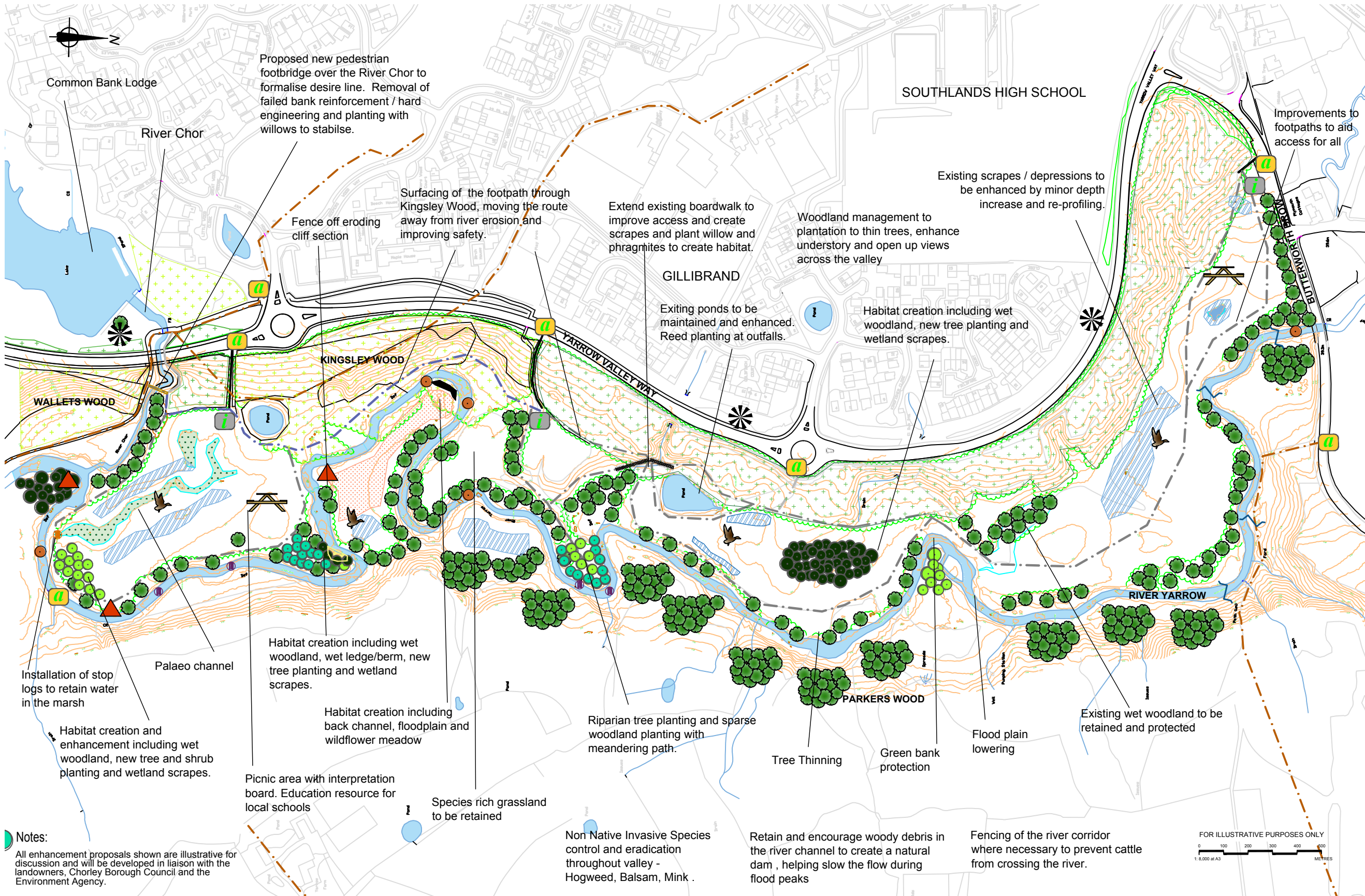


Photo illustrating woody debris in the channel to slow the flow

YARROW CATCHMENT CONTEXT



- Key:**
- EXISTING FEATURES**
- Watercourse
 - Public Right of Way (PRoW)
 - Ancient Woodland
 - Plantation
 - Trees / scrub
 - Maintenance access route
 - Informal Footpaths
 - Pond / Lodge
 - Mashland / Palaeo channel
- PROPOSED FEATURES**
- Native trees / hedgerow trees
 - Wet woodland
 - Native riverine scrub
 - Wetland
 - Scrape/Depression to be enhanced
 - Reedbed
 - Meadow creation
 - Picnic area
 - Interpretation board
 - View Point
 - Surfaced Footpaths
 - Boardwalk
 - Access points for visitors
 - Habitat enhancement for specific species
 - Berm Creation
 - Tree hings - chop and drop
 - Log Jam



Notes:
All enhancement proposals shown are illustrative for discussion and will be developed in liaison with the landowners, Chorley Borough Council and the Environment Agency.

FOR ILLUSTRATIVE PURPOSES ONLY
0 100 200 300 400 500 METRES
1:8,000 at A3

Client: Environment Agency

Chorley Council

Project: DOUGLAS CATCHMENT PROJECT
RIVER YARROW - CROSTON

Drawing: YARROW MEADOWS MASTERPLAN
NATURAL FLOOD MANAGEMENT
RIVER CORRIDOR ENHANCEMENT

Drawn by: LB Date: SEPT 17
Checked by: Date:
Approved by: Date:
Drawing No: CHOR/ENV/2017 Revision:
Drawing Scale: TBC @ A1

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Report of	Meeting	Date
Director of Business Development and Growth. (Introduced by the Executive Member for Streetscene)	Executive Member Decision	January 2017

BIG WOOD ACCESS IMPROVEMENTS

PURPOSE OF REPORT

1. To seek approval to modify the scope of the Big Wood Access Improvement Project.

RECOMMENDATION(S)

2. To approve the request to change the location of spend on improvement works to the Big Wood Access Improvement Project and to allocate budget to statutory reservoir works.

EXECUTIVE SUMMARY OF REPORT

3. Between 2007 and 2009 a large regeneration project was carried out on 18 hectares of land known locally as Big Wood and Copperworks Wood within Yarrow Valley Country Park. This open space and woodland was previously derelict, underused and neglected (DUN site) and was selected for improvement and investment via REMADE and NWDA. Around £532,000 was spent on remediating contaminated land, capping 5 mineshafts, creation of a new footpath network, desilting and installation of a new spill way to the reservoir (Common Bank Lodge) and protection and enhancement of habitats.
4. The next phase of this project was to create footpath and access improvements to link through from Yarrow Valley (Big Wood) behind Lancashire College to Ackhurst Lodge in Astley Park, this is land owned by Lancashire County Council and Chorley Council.
5. This was due to be funded by £75,000 S106 from Taylor Wimpy and Redrow from the Gillibrand development and £11,520 other capital funding. The S106 has however taken until December 2016 to be invoiced and paid. In order to spend the S106 on this location Chorley Council would be required to agree a deed of variation with the developers as the S106 stipulates that it has to be spent to create a footbridge and footpath links from Gillibrands to Whitworth Road.
6. In the time that the money has taken to be received (7 years) the scope of this project has changed. It is proposed to not put in the footpath link behind Lancashire College for the following reasons:-
 - a) The Lancashire College, "Woodlands" site is being looked at with a view to disposal by LCC and development in line with the Local Plan. The woodland that the path was proposed to be installed on is owned by LCC and is within Biological Heritage Site (BHS) woodland which is currently inaccessible and undisturbed, it is a haven for wildlife.
 - b) The proposal of the new path has been included in the scoping paper for the Woodlands site so if it was viable, it could be taken forward as part of the development process.

- c) In order for the development of the "Woodlands" site to go ahead it may be suggested by ecologists that the BHS wooded valley be left undisturbed in order to protect the valuable habitat and mitigate against the development of the adjacent land.
 - d) The proposed path would also not be accessible to all needing steps, bridges and boardwalks.
 - e) The land of the BHS woodland would need to be transferred to Chorley Council and creating new paths would in turn create more assets for the Council to maintain which with dwindling budgets may be a future problem.
7. In 2008/9 footpaths were improved in Big Wood and Copperworks wood and a footbridge constructed. As 7 years has passed it is felt to be more appropriate to spend the money where the S106 intended, to carry out improvements to the existing paths, bridge, woodland management and boundaries. This meets the terms of the S106 and improves existing footpaths within Yarrow Valley for the residents of Gillibrands and Chorley alike. The opportunity to utilise the S106 also reduces the need to spend revenue or future capital budgets at this location.
8. It is proposed to allocate £5,000 of the £75,000 to be utilised in house by the Ranger Team to carry out improvements to the existing paths and bridges throughout Big Wood and Copperworks Wood. It is proposed to get competitive quotes via The Chest to carry out works to desire lines and footpaths through Yarrow Valley in the vicinity of the Gillibrand estates to formalise them into surfaced pathways using recycled aggregate material. This work will also include access improvements to fencing and gates and thinning of plantation woodland. Subject to approval it is proposed to tender out in March award via agreed evaluation criteria and get the path work completed by June 2017 and the tree work by November 2017. Any remaining funds would be retained to carry out any further remedial works in the agreed project area over the next 5 years.
9. Chorley Council are obligated to inspect and maintain Council owned reservoirs throughout the Borough as a statutory duty. The works to improve Common Bank Lodge within Big Wood were carried out in 2008/9 and are due to be inspected shortly. It is proposed to allocate the remaining capital funding (£11,520) from the original project to fund the initial inspection and subsequent remedial works that may occur within reservoirs in the Borough.

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 10. It is recommended to spend the allocated S106 where intended on footpath and bridge improvements linking Gillibrand to Whitworth Road and improve other footpaths within the vicinity of the Gillibrand development within Yarrow Valley Country Park. This abides by the signed legal agreement and enables necessary work to be carried out to improve access for the public within Yarrow Valley Country Park.

- 11. It is recommended to reallocate the remaining capital from the original project to carry out and inspection and subsequent urgent works to Common Bank Lodge and other reservoirs in the Borough as necessary. This enables a statutory duty to be upheld.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 12. Considered to carry on with the original project but this is deemed to be a poor use of Council resources and would also need a deed of variation to be agreed. There is a risk that the developers could ask for their money back.

CORPORATE PRIORITIES

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

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

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

- 15. The £11,520 of capital funding will be reallocated to finance the improvement works of the Council's reservoirs.

COMMENTS OF THE MONITORING OFFICER

- 16. No Comments.

MARK LESTER
 DIRECTOR OF BUSINESS DEVELOPMENT AND GROWTH

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lindsey Blackstock	5218	12/01/2017	***

Following careful consideration and assessment of the contents of this report, I approve the recommendation(s) contained in Paragraph 2 of the report in accordance with my delegated power to make executive decisions.

Adnan Lowe

Dated 18.1.17

Councillor
Executive Member Designation



Report of	Meeting	Date
Chief Finance Officer (Introduced by the Executive Member for Resources)	Executive Cabinet	15 February 2018

REVENUE AND CAPITAL BUDGET MONITORING 2017/18 REPORT 3 (END OF DECEMBER 2017)

PURPOSE OF REPORT

1. This report sets out the provisional revenue and capital outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2017/18.

RECOMMENDATION(S)

2. Note the full year forecast position for the 2017/18 revenue budget and capital investment programme.
3. Note the forecast position on the Council's reserves.
4. Budget virements over £50,000 require the approval of full Council. Request Council approval for the contribution of £60,000 from in-year revenue underspends to the Buildings Maintenance Reserve to finance one-off costs relating to the Council's maintenance of offices and buildings.
5. Request Council approval for the contribution of £100,000 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.
6. Request Executive Cabinet approval for the contribution of £40,000 from in-year revenue underspends to fund the revenue implications of future planning appeals.
7. Request Executive Cabinet approval for the use of £40,000 from in-year revenue underspends to provide the council with external expertise for the furthering of income generation.
8. Request Council approval for the contribution of £130,000 from in-year revenue underspends to enable the modernisation of the Council's ICT and Streetscene services.
9. Request Council approve the budget changes to the capital programme outlined in paragraph 70.

EXECUTIVE SUMMARY OF REPORT

10. The projected revenue outturn currently shows a forecast underspend of £431,000 against budget. No action is required at this stage in the year.

11. The latest forecast excludes any variation to projected expenditure on investment items added to the budget in 2017/18. These projects are forecast to fully expend in 2017/18 and should there be any balances remaining at year end they will be transferred into specific reserves and matched to expenditure in future years.
12. In the 2017/18 budget the expected net income from Market Walk after deducting financing costs is £0.998m. The latest projection shows an overspend of £17k that includes £117k of revenue expenditure relating to the Market Walk Extension project including £70k cost of the temporary parking arrangements at the Flat Iron Car Park. These costs will be mostly met from underspends in the Market Walk revenue expenditure budget.
13. The forecast of capital expenditure in 2017/18 is £18.715m.
14. The Council’s Medium Term Financial Strategy proposed that working balances are to reach £4.0m over the 3 year lifespan of the MTFs to 2018/19 due to the financial risks facing the Council. A budgeted contribution into General Balances of £500k is contained within the budget for 2017/18. The current forecast to the end of December shows that the General Fund balance will be £4.008m by the end of the financial year and be on target to achieve £4m a year early.

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

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

15. To ensure the Council’s budgetary targets are achieved. Ensuring cash targets are met maintains the Council’s financial standing.

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

BACKGROUND

18. The latest net revenue budget is £17.446m. This has been amended to include approved slippage from 2016/17 and any transfers to/from reserves.
19. Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2017/18.
20. A full schedule of the investment budgets carried forward from 2016/17 and the new (non-recurrent) investment budgets introduced in the 2017/18 budget are shown in Appendix 2 together with expenditure to date against these projects (for capital items see Appendix 4).
21. The Council's approved revenue budget for 2017/18 included target savings of £150,000 from management of the staffing establishment. The full savings of £150k have been achieved for the year.
22. Following the recommendation made in the June 2017 budget monitoring report, a contribution of £259,000 from 2017/18 in-year revenue underspends has been made to General Balances. This will replace the budgeted contribution to balances in 2018/19 and will put the Council on target to achieving the goal of increasing general fund balances to £4m, achieving this one year earlier than set out in the Medium Term Financial Strategy.
23. Set out in Appendix 1 is the provisional outturn position for the Council based upon actual spend in the first nine months of the financial year and adjusted for future spend based upon assumptions regarding vacancies and service delivery.
24. The latest forecast of capital expenditure in 2017/18 is £18.715m. The latest capital forecast is detailed in Appendix 4 based upon actual and committed expenditure during the first nine months of the financial year and adjusted for future spending based upon the latest timescales for project delivery.

SECTION A: CURRENT FORECAST POSITION – REVENUE

25. The projected outturn shown in Appendix 1 forecasts an underspend compared to budget of around £431k. The quarter 2 monitoring report forecast an underspend, net of £335k use of in-year underspends for specific projects, of £57k. The forecast underspend has increased by £374k since the last monitoring report to Executive Cabinet, the reasons for these changes are shown in the table 1 below.

ANALYSIS OF MOVEMENTS**Table 1 – Forecasted Significant Variations from the Cash Budget**

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

	£'000	£'000
Expenditure:		
Staffing Costs	237	
Chorley Youth Zone	25	
Council Events Programme	(20)	
Efficiency Savings - Streetscene	17	
Westway Playing Fields	<u>(10)</u>	
		249
Income:		
Planning Application Fees	(49)	
Building Control Fees	21	
Market Trader Rent Rebates	<u>(28)</u>	
		(56)
Market Walk		
Market Walk Expenditure Budgets	60	
Market Walk Extension Revenue Expenditure	<u>(77)</u>	
		(17)
Other:		
Housing Benefits	38	
Financing	130	
Other minor variances	<u>30</u>	
		198
Net Movement		374
Quarter 2 Net Forecast Underspend		57
Total Forecast Underspend at Quarter 3		431

Expenditure

26. The additional savings on staffing costs of £237,000 shown in table 1 above reflects the changes made from the position reported to the end of September in the last monitoring report. The main changes are as a result of vacant posts, predominantly in the Customer and Digital, Early Intervention and Business Development & Growth directorates (£133k, £57k and £66k respectively) resulting from delayed recruitment to a number of posts pending the implementation of new departmental structures this year as a result of the Council's transformation strategy.
27. The Council's revenue budget for 2017/18 included a sum of £50,000 for contributions to the new Chorley Youth Zone, made up as a £25,000 contribution towards pre-opening costs and £25,000 for running costs for the period January to March 2018. This was based on the initial estimate that the Youth Zone would open from 1 January but as the official opening date has recently been announced to be April 2018 there will be no contribution to make towards running costs in 2017/18.

28. The events budget is forecast to be overspent by £20,000 due to the addition of a Christmas attraction to support trade in the run up to Christmas. The extra cost was due to the lack of availability of space in the town centre that would have been able to host an attraction that could have covered its cost as has happened previously with the ice rink.
29. One area where the Council has managed to reduce its costs over recent months is in the use of external contractors for various Streetscene and grounds maintenance works. As a result of streamlining procedures and improving efficiency, the Streetscene team has carried out more of these works in-house therefore reducing the need to use external contractors. This has helped to contribute to an estimated saving of around £17,000 for 2017/18.
30. In December 2017, a report outlining the Westway Playing Fields Scheme Development requested Executive Member approval to appoint consultants to produce a Football Development Plan for the facility and support the submission of a £500,000 Football Foundation Bid for the scheme. Approval was granted to commit £10k of revenue expenditure to fund the development of the Football Foundation grant bid to be funded from in-year revenue underspends. Approval was also granted for £78k of design work for the delivery of changing facilities, car parking, artificial grass pitch (AGP), 600m cycle / running track, events car parking and improved grass pitches. S106 monies will be used to fund the design & construction management costs as these will be capitalised to the scheme.

Income

31. One area where income levels have fallen in recent months is for planning application fees. Income received for the third quarter was £105k and is significantly lower than figures for the previous quarters (£207k in quarter 1 and £217k in quarter 2). This has resulted in a revised income forecast of around £601,000 for the year, £49,000 below budget. One possible reason for this downturn is that developers have submitted early applications to avoid the proposed increase in planning fees which has now been implemented from 17 January 2018.
32. Income levels from Building Control Inspection Fees have increased over the third quarter of 2017/18 compared to budgeted levels. The Building Control Team has been actively promoting the service to developers and other local organisations and this has helped to generate additional income of around £21,000 over recent months.
33. The development of the Town Centre has led to temporary disruption, in particular to the main Flat Iron car park and as a result some of the market traders have complained to the Council that takings have fallen during this period. To compensate for this loss of income and as a gesture of the Council's commitments to its traders, it was agreed that a 4 week rent free period commencing January 2018 be offered to the traders. In return for this credit the Council asked that all market traders are fully supportive of the efforts to maximise trading potential across the town centre, particularly in the run up to Christmas. To that effect the concessional rent free period was conditional upon Covered Market traders being open during specific days in December and Flat Iron Market Traders attending each available Tuesday in January and February. The total cost of these one-off concessions is estimated to be around £28,000.

Other Items

34. The housing benefits payments budget 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 level of housing benefit overpayments recovered has increased over the third quarter to £221k (compared to £155k in quarter 1 and £172k in quarter 2) whilst the demand for benefit payments has remained broadly the same. The forecast net effect of the latest figures is a further reduction in costs of around £38,000 for 2017/18.
35. The Council's budget for 2017/18 was prepared on the assumption that additional PWLB borrowing would be taken to replace the use of internal cash balances used to finance previous capital investment, and to finance major capital projects in the year. The reason being to secure cash at a lower interest rate than might be available in the future. The extra borrowing was likely to be taken later in 2017/18 than originally estimated, and so a saving of £150k was included in the September budget monitoring report. With the increase in interest rates announced by the Bank of England it was probable that interest rates on loans from PWLB would also increase. As such, in December 2017 the council borrowed £5m from the PWLB to ensure the best rate available could be secured. It is forecast that there will be no further borrowing taken before year-end resulting in an additional saving of £130k against the financing budget.

Requests from Underspends

36. At the start of the 2017/18 financial year, the balance remaining in the Buildings Maintenance Reserve was £72k, the majority of which was already committed for the Worksmart programme and other scheduled maintenance works. This was increased by a budgeted contribution of £100k towards the maintenance of Council assets, with up to £70k of the reserve to be spent commissioning a review of the Council's reservoirs in line with changes to the UK reservoir safety legislation. A further contribution of £50k was made to continue funding the Worksmart programme to improve the working environment and improve efficiency, increasing the total funding available to £222k. This funding is now fully committed and with no budgeted contribution in 2018/19 it is now prudent to increase the reserve to allow the Council the flexibility to maintain and improve its assets. It is proposed therefore that an additional £60k is set aside from this year's revenue underspends to contribute to these costs.
37. The Council's 2017/18 budget also included a contribution of £200k towards the Change Management Reserve, increasing the balance available to around £253k. Over £200k of this is now fully committed as a result of the restructures already implemented. Further staffing changes will take place as part of the transformation and shared services strategies and so this reserve will need to be resourced correctly for the Council to fund these changes. It is therefore proposed that a sum of £100k is set aside from in-year revenue underspends to contribute towards these one-off costs.
38. The Council has created a specific earmarked reserve set up to cover the revenue cost implications of local planning appeals. The balance held in this reserve was increased to £61k in September to cover the costs relating to the recent Pear Tree Lane appeal. The cost of professional and legal fees in respect of this appeal totalled £57k leaving a balance of just £4k in the reserve. It is therefore proposed that an additional £40k is set aside from this year's revenue underspends to mitigate the cost of future planning appeals.

39. The Council's draft budget presented to Executive Cabinet on 18th January 2018 outlined the strategies the council will pursue to balance the budget over the medium term. One of these strategies is to use borrowing to invest in projects that will benefit the borough's residents whilst also generating a net income to Chorley Council. Delivering these projects may involve alternative models of delivery. It is likely that specialist expertise, external to the council such as legal and financial advice, will be required to fully model the benefits and risks of these new approaches to service delivery. It is therefore proposed that £40k is set aside from this year's revenue underspends to meet the cost of such external advice.
40. As the Customer & Digital Directorate continues to deliver its Streetscene modernisation and Digital ICT strategy programmes, service underspends achieved during 2017/18 will be used to finance new equipment to comply with employee health & safety requirements, training and development and new software to enable improvements in service delivery. It is therefore proposed that an additional contribution of £130,000 from in-year revenue underspends is made to facilitate the modernisation of the Council's digital and Streetscene services. Some of these costs relate to the purchase of assets with short lives (less than 10 years), by financing these through revenue contributions it removes the need for additional future borrowing costs.

MARKET WALK

41. The budgeted net rental income from Market Walk after taking account of financing costs in 2017/18 is £0.998m. The budget in 2017/18 includes an increase in the income budget of £50k due to the full occupancy of the shopping centre. The latest projection shows an overspend of £17k that includes £117k of revenue expenditure relating to the Market Walk Extension project including £70k cost of the temporary parking arrangements at the Flat Iron Car Park.

Table 2: Market Walk Income Forecast (Dec 2017)

	2017/18 Budget £	2017/18 Forecast £	2017/18 Variance £
Rental & Insurance Income	1,774,100	1,774,100	0
Operational Costs (excluding financing)	147,200	47,200	100,000
Market Walk Extension Revenue Expenditure	0	47,000	(47,000)
Temporary Car Park – Flat Iron		70,000	(70,000)
Net Income (excluding financing)	1,626,900	1,609,900	(17,000)
Financing Costs	628,830	628,830	0
Net Income (including financing)	998,070	981,070	(17,000)
Income Equalisation Reserve (Annual Contribution)	50,000	50,000	0
Asset Management Reserve (Market Walk)	50,000	50,000	0
Net Income	898,070	881,070	(17,000)

42. The operational expenditure is forecast to underspend by at least £100k in 2017/18. This underspend comes from a number of budgets including general maintenance and professional fees. The Council has budgeted for a number of letting agent fees relating to rent reviews and lease agreements. These reviews have not been finalised and as such the budget has underspent in 2017/18, these costs will be met by the 2018/19 budget allocation.
43. It is forecast that there will be £47k of revenue expenditure relating to the Market Walk Extension project. This relates to a town centre car park feasibility study, a demographic data report and town centre improvement project support. This will be funded through underspends from Market Walk operating expenditure budgets described in the previous paragraph.
44. In addition to these costs there is an estimated cost of £70,000 that relates to the temporary resurfacing of the Flat Iron Car Park. The majority of this cost is for materials, labour and machinery with some additional costs for temporary lighting and drainage. The works were included in the Market Walk Extension Pre-Construction Service Agreement. As a result of the decision taken by Full Council on 23rd January 2018 the temporarily resurfaced car park will now be developed for the construction of the extension to Market Walk Shopping Centre. The £70k of expenditure was originally charged to the Market Walk Extension capital project, however as the temporary car park will be removed, these costs must now be charged to the Council's revenue budgets. The underspend from Market Walk identified above will be used to mostly meet this charge to revenue.
45. The approved budget makes a provision for a £50,000 transfer to reserve to fund asset maintenance costs outside of the service charge agreement and a £50,000 transfer to an equalisation account to build up a reserve to fund any future reduction to income levels.

The forecast balances at the end of 2017/18, including the use of reserves approved in the previous monitoring report, are as follows:

	Income Equalisation £	Asset Maintenance Market Walk £
Opening Balance 2017/18	250,366	135,860
In year budgeted contributions	50,000	50,000
Renewal of the walkway at the covered market	0	(50,000)
Upgrading of covered market lighting	0	(24,000)
Forecast Closing Balance 2017/18	300,366	111,860

GENERAL FUND RESOURCES AND BALANCES

46. With regard to working balances, and as per Appendix 1, the Council started the year with a balance of £3.188m. The approved MTFs proposes that working balances are to reach £4.0m over the 3 year lifespan of the MTFs to 2018/19 given the budgetary challenges facing the Council. The current forecast to the end of December shows that the initial General Fund closing balance could be around £4.378m. Should the recommendations in this report be approved, the forecast balance would reduce to £4.008m as detailed in table 3 below and would be in line to achieve £4.0m by 2018/19.

Table 3 – Movement in General Fund Balance

General Balances	£m
Opening Balance 2017/18	3.188
Budgeted contribution to General Balances	0.500
Additional in-year contribution to General Balances	0.259
Forecast revenue budget underspend	0.431
Initial General Fund Closing Balance 2017/18	4.378
Use of in-year underspends:	
Buildings Maintenance Fund	(0.060)
Change Management Reserve	(0.100)
Planning Appeals	(0.040)
Income Generation – Alternative Delivery Models	(0.040)
Delivery of Streetscene Modernisation and ICT Strategy	(0.130)
Forecast General Fund Closing Balance 2017/18	4.008

47. Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2017/18.

SECTION B: CURRENT FORECAST POSITION – CAPITAL

Update on the capital programme to be presented to informal cabinet

48. Table 4 below summarises:

- Capital budget (1) – the capital budget agreed by Special Council in February 2017 including amendments as per the 2016/17 outturn report agreed by Council in June 2017 and amendments as per the quarter 1 monitoring report to Executive Cabinet on 3rd Aug 2017 and the quarter 2 monitoring report on 16th November 2017.
- Capital budget (2) - the 3 year capital budget following adjustments and re-profiling as described below

Table 4: Profiling of the Capital Budget 2017/18 to 2019/20

Year	Capital Budget (1) £'000	Capital Budget (2) £'000	Changes £'000
2017/18	22,925	18,715	(4,210)
2018/19	22,406	23,800	1,394
2019/20	1,096	4,441	3,345
Total	46,428	46,956	529

49. An update on the Directorate's major capital projects are outlined below:

Customer & Digital

50. A new budget of £44k has been included in the capital programme for the purchase of a **new tractor** that is required to replace the current leased vehicle. An options appraisal will be undertaken as to whether the purchase is best financed through borrowing or through the sale and lease of the vehicle. The option chosen will be the one that has the least impact on the Council's revenue budget and the revenue budget is already in place to fund the purchase either through borrowing or sale and leaseback.
51. Chorley Council continues to act as the accountable body for delivering the **Bankhall Restoration** project. The Council submits grants claims to the HLF on behalf of the grant claimants and pass the funds on when they are received. To date the Council has claimed and passed on £350k of grant monies.

Policy & Governance

52. On 17th November 2016 the Council approved that Chorley Council would underwrite £200k of the additional £500k increase in costs of the **Chorley Youth Zone**. The final required figure is £145k and so the total contribution from Chorley Council is forecast to be £2.1m, of which £1.1m will be received from LCC. The revised profile is given below:

Expenditure	2015/16 £000s	2016/17 £000s	2017/18 £000s	Total £000s
Demolition (CBC Contribution)	0	55	0	55
Chorley Contribution	150	450	200	800
CBC Underwrite			145	145
LCC Contribution via CBC	0	0	1,100	1,100
Total Contributions from CBC	150	505	1,445	2,100

53. Chorley Council has not yet received LCC's contribution to the scheme however the final grant agreement is in the final stages and should be signed by both Councils in the coming weeks. It is forecast that Chorley Council will receive the £1.1m from LCC by the end of the 2017/18 financial year. The Youth Zone will formally open to the public in May 2018.
54. The £1.8m grant funding bid to the HLF towards the renovation of **Astley Hall** was unfortunately unsuccessful at its first attempt. The Council will resubmit a bid to the HLF that will still include the Council's £200k match funding commitment, the outcome of this resubmission will not be known until later in 2018. As a result, this £200k match funding has been re-profiled into 2018/19 along with the budget for footpath lighting. The proposed changes to the Astley 2020 budget are outlined in the table below.

	Current 2017/18 Budget £	2017/18 Revised Budget £	New 2018/19 Budget £
Astley Hall	25,000	25,000	
Astley Hall HLF Bid	200,000		200,000
Events Infrastructure	50,000	50,000	
Footpath Lighting	140,000		140,000
Hallgate Car Park	60,000	82,000	
Total	475,000	157,000	340,000

55. In 2017/18 £25k has been spent on the renovation of Astley Hall's Morning Room. In addition, it is forecast that approximately £30k of expenditure relating to events infrastructure will be completed in 2017/18 including works to the field where the drainage works have taken place.
56. Finally, the estimated costs of the enhancement of Hallgate car park have been established at £82k. It is proposed that the existing £60k budget is supplemented with the unspent £22k Community Action Plan budget that was originally earmarked for car parking at Astley Village. The works to the car park will create an additional 21 spaces and improve the walkways and links to the community centre and parade of shops in Astley Village.

Early Intervention

57. The extension and extensive refurbishment of **Cotswold House** were completed in June 2017. This included the extension to the property, the refurbishment of rooms as well as works to improve CCTV and car parking. The total budget was £858k including £658k funding from the Homes and Communities Agency (renamed Homes England) and £200k match funding from Chorley Borough Council. Some of the Council's contribution to the project was 'in-kind' including the design, quantity surveying and project management that was all delivered in house, the value of this work was estimated at £74k using equivalent market rates and was approved by the HCA. The in-kind contribution also included £2k for building control and planning costs.

	Expenditure Incurred £	In Kind Expenditure £	Total Expenditure £
Costs of Works	744,000		744,000
Professional Fees	8,000	2,000	10,000
CBC In-Kind Charges		74,000	74,000
TOTAL	752,000	76,000	828,000
		Budget	858,000
		Underspend	30,000

58. As outlined above the project has underspent by £30k. Homes England have been notified of this underspend and the Council awaits a response as to whether the £30k, currently sitting in reserves, should be repaid to Homes England or reinvested further in more enhancements to **Cotswold House**. The 2017/18 budget in the capital programme has been adjusted to reflect the total £752k of expenditure incurred.
59. The forecast expenditure on **Leisure Centre Improvements** in 2017/18 is £90k. This includes £47k to improve the outdoor pitches and £30k for internal lighting at Clayton Green.

Development, Regeneration & Growth

60. The Council’s **Asset Improvement** budget in 2017/18 includes works to council offices, Market Walk and the covered market. The budget has been increased in 2017/18 by £28k, this is the net result of:
- a. Re-profiling £120k of works to the Council Chamber from 2017/18 to 2018/19 as the design of the scheme will depend on the outcome of the electoral boundary review.
 - b. Including £74k of works for the enhancement of the covered market in 2017/18, this was approved in the quarter two revenue and capital monitoring report to Executive Cabinet on 16th November 2017. This is to be funded through the Market Walk maintenance reserve.
 - c. Including £74k of works for the redecoration of the existing Market Walk Shopping Centre. This work is to be funded through the service charge that is paid by the shopping centre’s tenants.
61. The continuation of the Market Walk Extension project was agreed by Full Council on 23rd January 2018. The total budget remains the same at £16.3m however there are some changes to the project with more priority being placed on delivering parking solutions including a proposed decked car park. An estimated profile of project spend is outlined below however this will be developed further once the final design work is completed.

	Prior Years £	17/18	18/19	19/20
Parking	42,000	284,750	2,213,000	0
Development & Main Build	984,000	2,713,350	6,618,000	3,345,000
Fazakerley Street		164,900		
Total	1,026,000	3,163,000	8,831,000	3,345,000
				16,365,000

62. A report is to be taken on this Executive Cabinet agenda to approve additional enhancements to **Yarrow Meadows** river corridor. The additional works are forecast to be funded through s106 and external grant funding. The project will replace the project currently designated in the capital programme as Big Wood Access Improvements. The 2018/19 budget has been increased by £88k to reflect the changes proposed in the Yarrow Meadows report.
63. There have been a number of changes to the Council’s **Play, Recreation and Open Space** projects. Most notably are the changes to the Harpers Lane and Coronation Recreation Grounds that were approved by Executive Cabinet on 14th December 2017. Details of all the agreed and proposed budget changes are outlined below.

Project	Committed Spend 2017/18 £	Current Budget 2017/18 £	Budget Increase/ (Decrease) £	Revised Budget 2017/18 £
---------	---------------------------------	--------------------------------	-------------------------------------	--------------------------------

Recreation Grounds

Harpers Lane Rec, Chorley	0	50,000	147,000	197,000
King George V Play & Pitches	17,850	429,457		429,157
Coronation Recreation Ground	0	264,650	179,350	444,000
Tatton Recreation Ground	7,934	126,764		126,764

Smaller Projects

Gough Lane, Clayton Brook	14,345	15,200		15,200
Grafton St, Adlington	34,871	34,400	471	34,871
Osborne Drive Play Area	53,579	53,579		53,579
Tansley Avenue, Coppull	40,000	40,638	(638)	40,000
Mossie Close, Charnock	47,286	44,079	3,207	47,286
Station Rd, Croston	24,632	24,632	(0)	24,632
Drapers Ave/Langton Close, Eccleston	262	21,580	(754)	20,826
Greenside Bowling Green	44,000	0	44,000	44,000
TOTAL BUDGET	260,807	1,105,492	372,636	1,478,128

64. The Council are seeking to undertake an open tender process to appoint a contractor to deliver the first phase of improvements to Coronation and Harpers Lane Recreation Grounds, this ensures value for money and economies of scale due to much of the work being a similar spec at both sites. The contract is scheduled to be issued in March and work should begin in April 2018. The budget profiles will be adjusted when this information becomes available. Phase 2 is proposed to be tendered in May and be on site for mid-way through 2018/19.
65. There is the opportunity to develop a comprehensive masterplan for **Tatton Recreation Ground** and the surrounding area. As such, as this masterplan is drawn up, only short-term remedial works to enhance the safety of the park and eradicate any antisocial behaviour will be undertaken. The delivery of the initial stages of the King George V works is scheduled for 2018/19 including improvements to play provision and drainage works.
66. Many of the smaller projects are now complete and require small budget adjustments to match to the final expenditure. These smaller projects are all funded through s106 contributions. This includes a £44k grant contribution to Euxton Parish Council for the improvement to the **Greenside area** including the addition of a bowling green and associated facilities. This funding is s106 funded and approval for this grant was given on 7th August 2017 by an Executive Member Decision.
67. An Executive Member Decision was approved on 23rd November 2017 to appoint consultants to develop the design for the delivery of changing facilities, car parking, artificial grass pitch (AGP), 600m cycle / running track, events car parking and improved grass pitches at **Westway Playing Fields**. This work will be undertaken in 2017/18 to support the submission of a £500,000 Football Foundation Bid. The current budget of £950k is likely to be revised once the design work is complete, for now the budget has been re-phased to £55k (17/18) and £495k (18/19).

68. A report was approved by Full Council on 19th September 2017 for the addition of a £910k budget relating to the design and delivery of **enabling works** (site levelling, drainage, provision of services and access arrangements) for the **Digital Office Park**. An additional report was approved by Executive Cabinet on 18th January 2018 to request that the project budget be adjusted to £900k and that this is fully funded through the CIL. The funding for this project has been adjusted to reflect this request for CIL resources. Work is being carried out by the developer of the site. The full £900k budget is currently included in 2017/18 however this will be re-profiled when a profile of the works is finalised.
69. The main **Digital Office Park** budget remains at £8.1m funded 50% from ERDF grant funding and 50% from prudential borrowing. On 9th November 2017 a General Purposes Committee approved the award of the contractor for the main build. The contracts are in the process of being signed with a start on site forecast in 2017/18.

Requested approvals to changes to the Capital Programme

70. It is requested that Council approve the following changes to the capital programme

Budget Increases

- It is requested that a £44k budget increase is approved to fund the purchase of a new tractor to replace the current leased vehicle. This will be funded either through borrowing or sold and leaseback to the authority. In either outcome the Council has sufficient revenue budget in place to fund the purchase.
- It is requested that a £22k budget increase is approved to the Astley 2020 – Hallgate car park budget to enable works to the car park to be completed. It is proposed this budget increase is funded through a virement from the unspent Community Action Plan budget for car parking at Astley Village
- It is requested that a £74k budget increase in the asset improvement budget is approved to fund redecoration works to the existing Market Walk Shopping Centre. These works are to be funded through the charges made to the Market Walk tenants.
- It is requested that a £88k budget increase for 2018/19 relating to enhancements to Yarrow Meadows river corridor is approved. The additional works are forecast to be funded through s106 and external grant funding.

Budget Reductions

- It is requested that a £55k reduction in the Chorley Youth Zone budget is approved. This will align the final budget with the Council's contribution to the scheme including the underwriting of some of the additional costs the project has experienced.
- It is requested that a £117k budget reduction for Cotswold House is approved. The project is complete and this reduction will bring the budget in line with final expenditure.

Capital Financing

71. The capital programme is financed using different sources of funding. The table below shows the latest proposed financing based on the forecast of expenditure in 2017/18. This is in line with budget and will be reviewed at year-end to best manage the Council's own resources.

Table 5: Forecast Capital Financing 2017/18

Fund	Original Budget 2017/18 £'000	Quarter 1 2017/18 £'000	Quarter 2 2017/18 £'000	Quarter 3 2017/18 £'000	Variance
External Contributions	7,217	7,259	6,695	3,499	(3,196)
Grants	7,794	8,046	6,823	8,038	1,215
New Homes Bonus	326	326	326	306	(20)
Earmarked Reserves	2,247	2,250	1,318	1,029	(289)
Revenue	20	20	20	157	137
Capital Receipts	1,226	1,226	1,231	775	(456)
Borrowing	12,730	12,478	6,513	4,912	(1,601)
Capital Financing 2017/18	31,560	31,605	22,925	18,715	(4,211)

72. The major changes in funding profile in quarter 3 for 2017/18 are as follows:
- The large decrease in funding from **external contributions** is due to the re-profiling of many s106 funded projects. In addition the £1.1m expected contribution from LCC for the Youth Zone is now designated a grant rather than a contribution as the contribution will be made with a grant agreement.
 - The increased **revenue contribution** to the capital programme is the result of the allocating the budgeted contributions from investment budgets for Steeley Lane and Hallgate Car Park. These approved budgets currently sit on revenue cost centres but will be moved to fund the capital expenditure.
 - The reduction in expected borrowing is due to the re-profiling of Market Walk Extension expenditure into 2018/19 and 2019/20.

IMPLICATIONS OF REPORT

73. 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

74. The financial implications are contained within this report

COMMENTS OF THE MONITORING OFFICER

75. No Comment

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Bond/James Thomson	5025	31/01/18	***

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General Fund Revenue Budget Monitoring 2017/18 Forecast to end of December 2017	(1) Original Cash Budget	(2) Impact of Council Restructure	(3) Agreed Changes (Directorates)	(4) Agreed Changes (Other)	(5) Amended Cash Budget	(6) Contribution to Corp. Savings (Staffing)	(7) Contribution to Corp. Savings (Other)	(8) Current Cash Budget	(9) Forecast Outturn	(10) Variance	(11) Variance
	£	£	£	£	£	£	£	£	£	£	%
Customer & Digital	5,981,210	-	121,070	(186,460)	5,915,820	(70,000)		5,845,820	5,579,310	266,510	4.6%
Policy & Governance	3,985,140	-	45,450	614,870	4,645,460	(10,000)		4,635,460	4,666,590	(31,130)	-0.7%
Early Intervention	2,450,660	-	(129,240)	172,380	2,493,800	(10,000)		2,483,800	2,310,030	173,770	7.0%
Business Development & Growth	1,291,130	-	(37,280)	432,510	1,686,360	(56,010)		1,630,350	1,749,490	(119,140)	-7.3%
Directorate Total	13,708,140	-	-	1,033,300	14,741,440	(146,010)	-	14,595,430	14,305,420	290,010	2.0%
Budgets Excluded from Directorate Monitoring:											
Pensions Account	230,300	-	-	(10,000)	220,300	-		220,300	216,260	4,040	1.8%
Pensions Deficit Recovery (Fixed Rate)	790,500	-	-	-	790,500	-		790,500	790,500	-	-
Benefit Payments	28,550	-	-	(107,570)	(79,020)	-		(79,020)	(102,490)	23,470	-29.7%
Market Walk	(1,752,200)	-	-	-	(1,752,200)	-		(1,752,200)	(1,735,200)	(17,000)	1.0%
Transition Fund	100,000	-	-	292,680	392,680	-		392,680	392,680	-	-
Primrose Gardens Retirement Living	30,300	-	-	-	30,300	-		30,300	30,300	-	-
Corporate Savings Targets											
Management of Establishment	-	-	-	(146,010)	(146,010)	146,010		-	-	-	-
Total Service Expenditure	13,135,590	-	-	1,062,400	14,197,990	-	-	14,197,990	13,897,470	300,520	2.1%
Non Service Expenditure											
Contingency - Management of Establishment	(150,000)	-	-	150,000	-	-		-	-	-	-
Investment Properties	(67,490)	-	-	-	(67,490)	-		(67,490)	(67,493)	3	-
Revenue Contribution to Capital	400,000	-	-	1,159,455	1,559,455	-		1,559,455	1,559,455	-	-
Net Financing Transactions (general capital expenditure)	392,100	-	-	-	392,100	-		392,100	392,100	-	-
Net Financing Transactions (Market Walk)	870,480	-	-	(150,000)	720,480	-		720,480	590,480	130,000	-
Parish Precepts	642,990	-	-	-	642,990	-		642,990	642,990	-	-
Total Non Service Expenditure/Income	2,088,080	-	-	1,159,455	3,247,535	-	-	3,247,535	3,117,532	130,003	-
Total Expenditure	15,223,670	-	-	2,221,855	17,445,525	-	-	17,445,525	17,015,002	430,523	2.5%
Financed By											
Council Tax	(7,145,540)	-	-	-	(7,145,540)	-		(7,145,540)	(7,145,537)	(3)	-
Revenue Support Grant	(734,340)	-	-	-	(734,340)	-		(734,340)	(734,340)	-	-
Retained Business Rates	(2,929,530)	-	-	-	(2,929,530)	-		(2,929,530)	(2,929,530)	-	-
Business Rates Pooling	(716,610)	-	-	-	(716,610)	-		(716,610)	(716,610)	-	-
Government S31 Grants (Small Business Rate Relief)	(676,140)	-	-	-	(676,140)	-		(676,140)	(676,140)	-	-
Government S31 Grants (Other Grants)	(7,700)	-	-	-	(7,700)	-		(7,700)	(7,700)	-	-
Business Rates Retention Reserve	(538,510)	-	-	-	(538,510)	-		(538,510)	(538,510)	-	-
New Homes Bonus	(4,006,650)	-	-	-	(4,006,650)	-		(4,006,650)	(4,006,521)	(129)	-
New Burdens Grant	-	-	-	(12,000)	(12,000)	-		(12,000)	(12,000)	-	-
Collection Fund (Surplus)/Deficit	405,740	-	-	-	405,740	-		405,740	405,720	20	-
Use of Earmarked Reserves - capital financing	-	-	-	(1,109,455)	(1,109,455)	-		(1,109,455)	(1,109,455)	-	-
Use of Earmarked Reserves - revenue expenditure	625,610	-	-	(1,359,400)	(733,790)	-		(733,790)	(734,435)	645	-
Conts in CGUA Reclassified as Revenue	-	-	-	-	-	-		-	-	-	-
Budgeted Contribution to General Balances	500,000	-	-	-	500,000	-		500,000	500,000	-	-
In-Year Contribution to General Balances	-	-	-	259,000	259,000	-		259,000	259,000	-	-
Total Financing	(15,223,670)	-	-	(2,221,855)	(17,445,525)	-	-	(17,445,525)	(17,446,058)	533	0.0%
Net Expenditure	-	-	-	-	-	-	-	-	(431,056)	431,056	-
General Balances Summary Position											
				Target	Forecast						
				£	£						
General Fund Balance at 1 April 2017				3,740,000	3,187,536						
Budgeted contribution to General Balances					500,000						
In-year contribution to General Balances					259,000						
Provisional (Over)/Under Spend					61,056						
Forecast General Fund Balance at 31 March 2018				3,740,000	4,007,592			Forecast Underspend	61,056		

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Investment Projects 2017/18

Investment Area (Revenue)	Investment Budgets c/fwd to 2017/18	Investment Agreed 2016/17	Investment Agreed 2017/18	In-Year Changes 2017/18	Total Budget 2017/18	2017/18 Spend to Date	Committed to Date	2017/18 Balance	Forecast Outturn 2017/18	Forecast Balance Remaining
North West in Bloom	-		20,000		20,000	11,547	1,160	7,293	16,267	3,733
Support to the VCFS Network	-		15,000		15,000	-	-	15,000	15,000	-
Support the food bank	-		15,000		15,000	7,500	7,500	-	15,000	-
Supporting communities to access grant funding	5,300				5,300	5,300	-	-	5,300	-
Chorley Public Service Reform Board work plan	21,900		15,000		36,900	9,416	-	27,484	36,900	-
Disabled and dementia online venue access guides	9,700				9,700	5,077	-	4,623	9,700	-
Develop Chorley's town and rural tourism economy	22,310				22,310	9,835	5,840	6,635	22,310	-
Empty Homes Officer	9,540				9,540	-	-	9,540	-	9,540
Mediation service for Anti-Social Behaviour disputes	16,750				16,750	1,717	-	15,033	16,750	-
Development and delivery of community action plans	190,580			(5,720)	184,860	9,489	-	175,371	184,860	-
Replacement of CBC's Control Orders with Public Space Protection Orders	20,000				20,000	-	1,063	18,937	20,000	-
Connecting Communities through food	6,340				6,340	-	-	6,340	6,340	-
Community development and volunteering (Spice)	-	40,000			40,000	-	40,000	-	40,000	-
Free Swimming	-		7,000		7,000	-	-	7,000	-	7,000
16/17 year old drop in scheme	-		15,000		15,000	11,250	-	3,750	15,000	-
Investigate opportunities to expand Chorley Markets	3,620				3,620	-	-	3,620	3,620	-
Town Centre & Steeley Lane Pilot Action Plans	126,210				126,210	119,246	-	6,964	126,210	-
Support the expansion of local businesses (BIG grant)	96,420		30,000		126,420	18,949	41,949	65,522	126,420	-
Business Start-up (Grant and Loan)	15,880		15,000		30,880	14,777	1,903	14,200	30,880	-
Choose Chorley Grants	179,400		37,000		216,400	25,250	61,645	129,505	216,400	-
Joint employment initiative with Runshaw College	15,000				15,000	(4,578)	-	19,578	15,000	-
Inward Investment delivery (Euxton Lane - Digital Health)	24,000				24,000	2,000	-	22,000	24,000	-
Deliver the Skills Framework	30,000		15,000		45,000	-	-	45,000	45,000	-
Vulnerable families employment project	3,250				3,250	-	-	3,250	3,250	-
Furthering Key Employment Sites	57,940				57,940	15,092	12,593	30,255	57,940	-
Choose Chorley Campaign	34,680				34,680	3,004	184	31,492	34,680	-
TOTALS	888,820	40,000	184,000	(5,720)	1,107,100	264,871	173,837	668,392	1,086,827	20,273

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

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Analysis of Reserves and Provisions 2017/18

Reserves	Opening Balance 01/04/17 £	Other Transfers 2017/18 £	Forecast Use in 2017/18 £	Forecast Balance 31/03/18 £	Notes
General Fund Balance	3,187,536	820,056		4,007,592	(1)
Change Management Reserve	53,512	200,000	(200,040)	53,472	
VAT Shelter Income - Capital/revenue financing	9,281		0	9,281	
Non-Recurring Expenditure - Revenue resources for capital financing	1,904,842		(591,894)	1,312,948	(2)
Market Walk - Income Equalisation Reserve	250,366	50,000		300,366	
Market Walk - Asset Management	135,860	50,000	(74,000)	111,860	(8)
Market Walk - Project Work funded through Service Charge	154,430	38,600	(74,000)	119,030	(8)
Section 31 Grant - Empty property/small business rate relief	32,495		(5,246)	27,249	
Business Rates Retention - Surplus on levy payment	627,138		(538,510)	88,628	(3)
Investment Fund - Invest-to-earn Projects	401,990	300,000		701,990	
LCC Transition Fund	358,590	100,000	(458,590)	0	
Chorley Employment Inclusion Programme	0	295,390		295,390	
Non-Directorate Reserves	3,928,503	1,033,990	(1,942,280)	3,020,214	
Policy & Governance					
Investment Projects	56,810		(56,810)	0	(4)
British Army Civil Engagement Grant	16,902		(16,902)	0	
Communications & Events	73,712	0	(73,712)	0	
Slippage from 2016/17	5,880		(5,880)	0	(5)
Transformation Challenge funding	135,000		(135,000)	0	
Public Service Reform funding	21,900		(21,900)	0	(4)
Funding for Graduate Policy Officer post 2017/18	32,220		(32,220)	0	
Performance & Partnerships	195,000	0	(195,000)	0	
Slippage from 2016/17	80,730		(54,410)	26,320	(5)
Elections	0	90,000		90,000	
Corporate/Professional Training	26,300	9,000	(3,000)	32,300	
Apprenticeship Levy	0	27,000	(27,000)	0	
GDPR Staffing Reserve	0	25,000	(15,960)	9,040	
Boundary Commission Electoral Review	0	50,000		50,000	
Legal Case Mgt System	1,522		(1,522)	0	
Legal, Democratic & H.R.	108,552	201,000	(101,892)	207,660	
Slippage from 2016/17	69,030		(53,030)	16,000	(5)
Shared Financial Services	69,030	0	(53,030)	16,000	
Policy & Governance	446,294	201,000	(423,634)	223,660	
Business Development & Growth					
Community Infrastructure Levy (CIL Admin)	22,898		(22,898)	(0)	(6)
Government Grants - Single Homeless Initiative	20,250		(20,250)	0	
Local Development Framework	50,000		(50,000)	0	
Slippage from 2016/17	26,000		(26,000)	0	(5)
Funding for new Project Director post	0	60,000		60,000	
Development & Regeneration	119,148	60,000	(119,148)	60,000	
Retail Grants Programme	111,498		(111,498)	0	(4)
Investment Projects	456,570		(456,570)	0	(4)
Employment Skills & Business Support	568,068	0	(568,068)	0	
Investment Projects	129,830		(129,830)	0	(4)
Markets & Town Centre	129,830	0	(129,830)	0	
Buildings Maintenance Fund	72,352	150,000	(222,352)	0	
Redevelopment Fund - Oak House Site	615,850		(30,000)	585,850	(7)
Slippage from 2016/17	4,000		(4,000)	0	(5)
Property Services	692,202	150,000	(256,352)	585,850	
Business Development & Growth	1,509,248	210,000	(1,073,398)	645,850	
Customer & Digital Services					
New Investment Projects 2016/17	17,440		(17,440)	0	(4)
Single Front Office Apprentices 2016/17 to 2017/18	64,450		(12,050)	52,400	
Council Tax Summons/Liability Order Bad Debts	89,020			89,020	
Land Charges litigation - legal costs	15,820			15,820	
Funding for Debt Recovery Officer post (April to Oct 2017)	13,460		(13,460)	0	
Slippage from 2016/17	1,400		(1,400)	0	(5)
Customer Transformation	201,590	0	(44,350)	157,240	

Analysis of Reserves and Provisions 2017/18

Reserves	Opening Balance 01/04/17 £	Other Transfers 2017/18 £	Forecast Use in 2017/18 £	Forecast Balance 31/03/18 £	Notes
Slippage from earlier years	46,860		0	46,860	
Slippage from 2016/17	30,000		(30,000)	0	(5)
ICT Projects	108,190		0	108,190	
ICT Infrastructure Reserve	300,170		(300,170)	0	
Capital financing	8,450		(8,450)	0	
ICT Services	493,670	0	(338,620)	155,050	
Maintenance of Grounds	29,017	10,000	(35,940)	3,077	
Yarrow Meadows Project, Environment Agency grant	10,000		(10,000)	0	
Waste & Streetscene Services	39,017	10,000	(45,940)	3,077	
Planning Appeal Costs	31,089	30,000	(57,430)	3,659	
New Burdens Grants - S31 Government Grants	29,645		(29,645)	0	
Planning Services	60,734	30,000	(87,075)	3,659	
Customer & Digital Services	795,011	40,000	(515,985)	319,026	
Early Intervention					
Investment Budgets	86,340		(46,340)	40,000	(4)
External Funding	23,530		(23,530)	0	
Home Improvements - Housing Affordable Warmth Grant	41,176			41,176	
Home Improvements - Handyperson Scheme	41,390			41,390	
Home Improvements - Disabled Facility Contribution	24,660			24,660	
Buckshaw Youth Development Grants	1,367			1,367	
Slippage from 2016/17	5,000		(5,000)	0	(5)
Health and Wellbeing	223,463	0	(74,870)	148,593	
Investment Budgets - Empty Homes Officer	81,540		(45,540)	36,000	(4)
Regulatory Services	81,540	0	(45,540)	36,000	
Neighbourhood Working (pump priming)	63,090		(63,090)	0	
Investment Budgets	227,330		(227,330)	0	(4)
Dog Fouling Campaign	5,300		(5,300)	0	
Chorley Youth Zone	0		0	0	
Neighbourhoods	295,720	0	(295,720)	0	
Investment Budgets	0			0	
New Burdens Grant - Right to Move	0			0	
Housing Options and Support	0	0	0	0	
Early Intervention	600,723	0	(416,130)	184,593	
Directorate Reserves	3,351,275	451,000	(2,429,147)	1,373,128	
Earmarked Reserves	7,279,778	1,484,990	(4,371,426)	4,393,342	
Total Reserves - General and Earmarked	10,467,314	2,305,046	(4,371,426)	8,400,933	
Provisions					
Insurance Provision - Potential MMI clawback	13,116		(13,116)	0	
Other Provisions - Asda re: land at Bolton Street	0			0	
Total Provisions	13,116	0	(13,116)	0	

Notes

- (1) Forecast Outturn as at 31 March 2018.
- (2) Capital Financing - £192k to part-fund the ICT Refresh, £164k towards play and open space, £200k asset improvements
- (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.
- (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 fund Market Walk Extension Public Realm
- (8) £74k of costs have been identified for the renewal of the path ways and lighting at the covered market
Another £74k is committed against the Market Walk service charge for painting of the Market Walk Shopping Centre

Appendix 4 - Capital Monitoring 2017/18

	Actual	Commitment	Total	17/18 Budget	Qtr 1 Adjustments	Qtr 2 Adjustments	Qtr 3 Adjustments	Current 17/18 Budget	2017/18 Forecast	2017/18 (Under)/Over	18/19 Budget	Qtr 1 Adjustments	Qtr 2 Adjustments	Qtr 3 Adjustments	18/19 Budget	19/20 Budget	TOTAL BUDGET
Customer & Digital																	
Recycling receptacles	49,978	5,433	55,411	55,000				55,000	55,000	0.00	45,000				45,000	30,000	130,000
Recycling receptacles - Garden Waste	157,661	0	157,661	244,731				244,731	244,731	0.00					0	0	244,731
Puffin Crossing Collingwood Rd	0	0	0	47,820				47,820	47,820	0.00					0	0	47,820
People & Places Vehicles & Plant		44,914	44,914	0			44,914	44,914	44,914	0.00					0	0	44,914
ICT Modernisation	0	0	0	750,000				750,000	750,000	0.00					0	0	750,000
Bank Hall Restoration	348,302	6,500	354,802	2,200,000				2,200,000	2,200,000	0.00					0	0	2,200,000
Path Works to Cemeteries	48,057	1,000	49,057	140,576				140,576	140,576	0.00	77,000				77,000	0	229,500
	603,998	57,847	661,845	3,438,128	0	0	44,914	3,483,042	3,483,042	0	122,000	0	0	0	122,000	30,000	3,646,965
Policy & Governance																	
Chorley Youth Zone	900,186	1,675,000	2,575,186	1,500,000			(55,000)	1,445,000	1,445,000	0.00					0	0	1,950,000
Astley 2020	36,432	4,181	40,614	474,175			(317,960)	156,216	156,216	0.00				340,784	340,784	0	677,395
	936,618	1,679,181	2,615,800	1,974,175	0	0	(372,960)	1,601,216	1,601,216	0	0	0	0	340,784	340,784	0	2,627,395
Early Intervention																	
Chorley Adaptation Grant (Formerly DFG)	376,646	3,300	379,946	824,404				824,404	824,404	0.00	665,945				665,945	665,945	2,156,294
Cotswold House Improvements Final Phase	142,019	233	142,251	259,797			(117,545)	142,251	142,251	0.00				0	0	0	752,000
Leisure Centres Improvements	49,972	0	49,972	90,000				90,000	90,000	0.00	30,000				30,000	100,000	220,000
Delivery of CCTV 15/16 - 17/18	0	4,410	4,410	26,768				26,768	26,768	0.00					0	0	355,000
	568,637	7,943	576,579	1,200,969	0	0	(117,545)	1,083,424	1,083,424	0	695,945	0	0	0	695,945	765,945	3,483,294
Regeneration & Inward Investment																	
Asset Improvements	166,070	90,211	256,281	355,207			28,000	383,207	383,207	0.00	280,000			120,000	400,000	300,000	1,083,207
Market Walk Extension & Public Realm Works	2,744,148	142,794	2,886,942	11,617,227		(6,039,643)	(2,414,584)	3,163,000	3,163,000	0.00			9,707,239	(876,239)	8,831,000	3,345,000	16,364,960
Regeneration Projects - Public Realm Works Phase	0	0	0	956,984		(956,984)		0	0	0.00					0	0	43,015
Steeley Lane Gateway	119,246	0	119,246	114,000			5,246	119,246	119,246	0.00	160,000				160,000	0	279,246
Car Parks Pay & Display Ticket Machines	42,983	0	42,983	38,412			4,571	42,983	42,983	0.00					0	0	42,983
Yarrow Meadows	53,413	5,604	59,017	83,102			(24,085)	59,017	59,017	0.00				112,085	112,085	0	171,102
Buckshaw Village Rail Station	0	0	0	726,000			(726,000)	0	0	0.00				695,907	695,907	0	695,907
Eaves Green Play Development	0	0	0	53,195				53,195	53,195	0.00				0	0	0	56,172
Play, Recreation and Open Space Projects	260,807	23,952	284,759	1,105,492			372,636	1,478,128	1,478,128	0.00				0	0	0	1,478,128
Rangletts Recreation Ground	86,647	352	86,999	92,592	5,000			97,592	97,592	0.00					0	0	102,447
Yarrow Valley Car Park	206,432	1,545	207,978	212,555			0	212,555	212,555	0.00					0	0	212,555
Recreation Strategy	0	0	0	105,000			(105,000)	0	0	0.00				105,000	105,000	0	105,000
Primrose Retirement Village	2,546,268	7,401,847	9,948,114	3,572,278		(145,942)		3,426,336	3,426,336	0.00	5,553,427	844,531	145,942		6,543,900	0	10,591,531
Westway Playing Fields Sports Campus	1,977	56,065	58,042	950,517			(895,702)	54,815	54,815	0.00				895,702	895,702	0	950,517
Digital Office Park	137,643	123,246	260,889	4,964,527		(2,447,395)		2,517,132	2,517,132	0.00	2,450,000		2,447,395		4,897,395	0	8,120,250
Digital Office Park Enabling	0	0	0	0		910,000	(10,000)	900,000	900,000	0.00					0	0	900,000
Buckshaw Bus Stops	0	0	0	40,000				40,000	40,000	0.00					0	0	40,000
	6,365,634	7,845,616	14,211,249	24,947,089	45,000	(8,679,964)	(3,764,918)	12,547,207	12,547,207	0	8,443,427	844,531	12,300,575	1,052,455	22,640,988	3,645,000	41,237,066
TOTAL	8,474,887	9,590,587	18,065,474	31,560,360	45,000	(8,679,964)	(4,210,509)	18,714,888	18,714,888	0	9,261,372	844,531	12,300,575	1,393,239	23,799,717	4,440,945	50,994,720

Appendix Page 03

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Report of	Meeting	Date
Director of Policy and Governance (Introduced by the Executive Member for Resources)	Executive Cabinet	15 th February 2018

CHORLEY COUNCIL PERFORMANCE MONITORING – THIRD QUARTER 2017/18

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2017/18, 1 October – 31 December 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 third quarter of 2017/18, 1 October – 31 December 2017. Performance is assessed based on the delivery of key projects and against the measures in the 2016/17 Corporate Strategy along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with eleven (78%) of the projects rated as green, complete or closed. Two (14%) projects are currently rated amber and one (8%) is currently rated red; actions plans for each of these projects are contained within this report.
5. This is the final time that the 2016/17 Corporate Strategy projects will be reported to Executive Cabinet. Those projects that are not yet complete will either be carried over for delivery through the 2017/18 Corporate Strategy as planned, are due to complete in quarter four or will continue to be delivered through business as usual activity. More detail can be found at Appendix C.
6. Performance of the Corporate Strategy indicators and key service delivery measures is also good. 83% of Corporate Strategy measures are performing on or above target or within the 5% threshold and 80% 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 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)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8. None.

CORPORATE PRIORITIES

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

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

BACKGROUND

- 10. 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.
- 11. The 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.
- 12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council’s ambitions.
- 13. Performance of the projects from the new Corporate Strategy approved by Council in November 2017 will be reported formally from the beginning of quarter four.



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 THREE

14. The project to develop new ways to deliver services for communities was completed in quarter two. This project aimed to understand and develop new approaches to delivering services within communities to support new models of working alongside residents and the third sector. The project delivered a final report and tool kit which set out approaches to build capacity within communities. This will now be taken forward by the Early Intervention and Prevention directorate as part of developing new ways of working to ensure residents are involved in improving their local area. To further support resident's involvement in taking an active part in their community, there has been a 25% increase in the number of volunteering hours earned this quarter.
15. The project to improve the look and feel of local neighbourhoods across the borough is now complete. Through the neighbourhood working approach, communities and the council joined together to understand local priorities and identify areas for improvement. Each of the eight neighbourhood working areas agreed a number of key projects which are now being delivered to make communities safer, healthier and more attractive places to live. Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.
16. To support easy access to high quality public services and residents taking an active part in their community, this quarter there have been more people supported to get online, with 11 different courses delivered and a total of 177 hours support provided to 82 learners. These courses are provided on a continuous weekly basis or a set 6 week course across several different venues. In addition to this, there have been residents attending the Citizens Advice Digital Help sessions. These sessions provide residents with digital support to help those that need it to navigate the web and gain access to benefits or other services via the Internet. The drop in sessions have been successful in helping people with disability blue badge applications, universal credit applications, universal job matches, housing applications and job searches by providing 1-1 training in digital skills.

Performance of Key Projects



17. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
18. One project was closed at quarter one and will be progressed outside of the Corporate Strategy programme:
 - Progress delivery of the Westway integrated sports facility
19. One project was completed in quarter two and key outcomes are outlined above:
 - Develop new ways to deliver services for communities
20. One project was completed this quarter and key outcomes of the project are outlined below:
 - Improve the look and feel of local neighbourhoods across the borough

Project Title	Project Status
Improve the look and feel of local neighbourhoods across the borough	COMPLETE
<p>This project aimed to engage with local communities to understand priorities and deliver improvements in each of the eight neighbourhood working areas.</p> <p>Meetings were held with each area to identify three priorities for delivery which were then costed and approved by Members for delivery. A lead officer and lead elected member or parish representative was identified for each project with delivery progressed throughout the year.</p> <p>Key projects have included delivering sessions with Homestart to support residents in Chorley Town West and working with partners to create new footpaths in Western parishes.</p> <p>Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.</p>	

Performance of Corporate Strategy Measures

The image shows three performance indicators:

- A green star with the number '1' inside, next to a green-bordered box containing the text 'Performance is better than target'.
- A blue circle with the number '0' inside, next to a blue-bordered box containing the text 'Worse than target but within threshold'.
- A red triangle with the number '0' inside, next to a red-bordered box containing the text 'Worse than target, outside threshold'.

21. At the end of the third quarter, it is possible to report on one of seven performance indicators under this priority. This indicator is performing on or better than target:
 - % increase in the number of volunteering hours earned
22. 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 THREE

23. The project to deliver purpose built accommodation to support older residents in Chorley through the Primrose Gardens Retirement Village is on track and progressing well. The construction aspects of delivery are on track with the operational part of delivery progressing further this quarter including reviewing options for the commercial kitchen layout and initial proposals for exterior landscaping works. A public consultation meeting was held this quarter to engage and inform the public of progress, with positive feedback received regarding the public realm proposals. Updates to stakeholders continue to be communicated by newsletter and social media. The delivery of Primrose Gardens in March 2019 will result in the provision of purpose built accommodation to support older residents in Chorley.
24. The enabling phase of the Integrated Community Wellbeing was completed in quarter one. This project aimed to bring together Lancashire Care Foundation and Chorley Council to create an Integrated Community Wellbeing Service. This project engaged staff, service users, partners and other stakeholders in the development and design of the new service, conducted a review and redesign of office accommodation at Union Street office and included the physical collocation of over 150 staff at the Union Street office. The evaluation approach, senior management structure and partnership agreement have also been established. The new service promotes early intervention and prevention to support better health and wellbeing outcomes for our residents and stronger, more resilient communities. It also supports public sector reform objectives and a more sustainable position for public services in future.
25. Residents have been encouraged to be healthier this quarter with the number of visitors to Council leisure centres continuing to increase, with 870,084 visitors at the end of this quarter compared to 852,528 the same time last year. To support the long term outcome of the provision of high quality, affordable and suitable housing for the residents of Chorley, there were 100 affordable homes delivered this quarter, which compares to 60 for quarter three 2016/17.

Performance of Key Projects



26. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
27. One project was rated as green, meaning it is progressing according to timescale and plan:
- Deliver the Primrose Gardens Retirement Village for Chorley
28. One project has been completed in quarter one and the key outcomes are outlined above:
- Deliver the enabling phase of Integrated Community Wellbeing
29. One project has been closed and the key reasons are detailed within the quarter two performance report:
- Deliver a project to get people ready for work (Chorley Futures)

Performance of Corporate Strategy Measures



30. At the end of the third quarter, it is possible to report on four of the nine key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
31. Four of these indicators are performing on or better than target:
- The number of visits to Council leisure centres
 - The number of young people taking part in 'Get Up and Go' activities
 - Number of affordable homes delivered
 - Number of long term empty properties in the borough



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 THREE

32. There has been a continued focus this quarter on developing and improving the content of the Check Out Chorley website with more blogs, seasonal articles and a dedicated Christmas page to further inform residents and visitors about great days out, events, exhibitions and attractions in Chorley. During this quarter, there were 15,642 visitors to the Check Out Chorley website, which is an 80% increase compared to last quarter. There has been continued development and production work on a promotional visitor video which will showcase Chorley as a visitor destination to be released in quarter four.
33. The delivery of the 2017 events programme has continued with the delivery of Chorley Live and Astley Park Bonfire and Fireworks which attracted 16,000 visitors in total. Chorley Live exceeded last year’s visitor numbers, attracting 10,000 visitors with 30 venues playing host to a variety of local artists and performers with 240 performances across the town centre. In addition, the Christmas events were delivered including the Christmas lights switch on, Chorley’s Santa Express and the Helter Skelter and fairground rides on Fazakerley Street. The Christmas lights switch opened the towns Christmas events which was hosted by Anthony Cotton and included live performances from local acts. All of these events highlighted Chorley as a visitor destination and contributed to a vibrant town centre.
34. The project to deliver economic opportunities at Botany was completed in quarter four 2016/17 with delivery of the masterplan. The masterplan will promote and increase inward investment within 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. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project. This will continue to enable access to high quality employment opportunities and further strengthen and expand the business sector in Chorley.

Performance of Key Projects



35. There are five key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of quarter three:
36. At the end of quarter three, one project was rated green, meaning it is progressing according to timescale and plan:

- Develop activity to promote Chorley as a visitor destination including the Chorley Flow Show

37. One project has been completed in quarter four:

- Deliver economic opportunities at Botany

38. Two projects are currently rated as amber which is an early warning that there may be a problem with projects and more detail on this can be found below:

Project Title		Project Status
Deliver the Steeley Lane Gateway Project		AMBER
Explanation	<p>All of the year one elements around Fazakerley Street are now complete and the procurement of CCTV has commenced. However there continue to be delays with a number of elements of the project meaning that it is currently rated amber. The key issues are outlined below:</p> <ul style="list-style-type: none"> - There have been further delays with the elements around the bus station, which have now been deferred further until March 2018 to avoid clashes with the Youth Zone development - The Fazakerley Street remedial works are still required and this has been agreed to be delivered in March 2018 - Year 2 subway elements need to be progressed with Network/Northern Rail alongside station improvements 	
Action Required	<p>Delivery over the next quarter will see the new CCTV procurement finalised and the planning permission obtained. Liaisons with Network/Northern Rail will continue to determine funding for station accessibility.</p>	

Project Title		Project Status
Deliver Street level improvements in the town centre		AMBER
Explanation	<p>There has been progress this quarter with work to Hollinshead Street car park now complete, including completion of the snagging and the one way system reversed through implementing new signage and line marking. The project is currently rated as amber due to a number of elements of its delivery experiencing some delays including:</p> <ul style="list-style-type: none"> - Finding suitable alternative accommodation for Gala Bingo and United Reform Church to enable their sites to be progressed - Officer time and resource being diverted to support other major projects such as Market Walk 	
Action Required	<p>To address the issues highlighted above, work planned to be delivered over the next quarter will include:</p> <ul style="list-style-type: none"> - Continued dialogue with Gala Bingo and United Reformed Church over potential sites for relocation - Following the Full Council decision on Market Walk (January 2018), a 	

	review of the public realm schemes and phasing will be conducted
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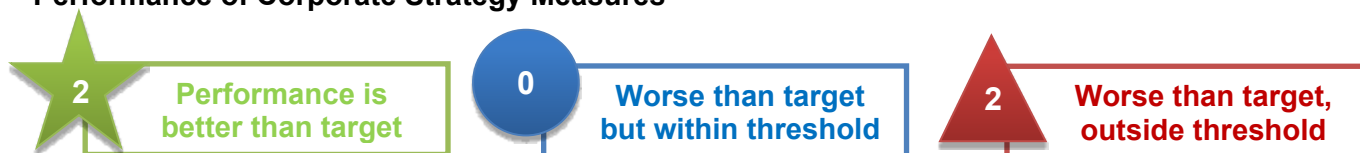
39. One project is currently rated as red, which indicates more serious problems such as falling behind schedule or exceeding budgets:

Project Title		Project Status
Market Walk Extension		RED
Explanation	Work progressed in quarter three to finalise Phase 1 and commence Phase 2 works; however, in November it was agreed that further enabling works would be suspended and no further progress would be made on Phase 2 of the project. This was due to the failure of Marks and Spencer to sign the completed Agreement for Lease. Therefore, due to this the Council does not have authority to proceed onto Phase 2 of this project.	
Action Required	In response to the delay in progress, it has been agreed that an Options Appraisal is to be prepared. This will set out different options for how to proceed with the Market Walk extension. The Options Appraisal will be put forward for consideration and decision of Full Council in January.	

40. One project has been completed and key outcomes are outlined above:

- Deliver economic opportunities at Botany

Performance of Corporate Strategy Measures



41. At the end of the third quarter, it is possible to report on four of the eleven key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.

42. Two indicators are performing on or better than target:

- % 16 – 17 year olds who are NEET (not in education, employment or training)
- Overall employment rate

43. Two indicators are performing below target, outside of the 5% tolerance threshold:

- The number of projected jobs created through targeted interventions
- The number of projected jobs created through inward investment

Performance Indicator		Target	Performance
	The number of projected jobs created through targeted interventions	112	75

<p>Reason below target</p>	<p>This indicator is a combined potential job creation total for the retail grants programme which includes the Starting in Business grant programme, Chorley BIG and Chorley Works.</p> <p>During this quarter, there was only one grant application approved through Chorley BIG with five jobs being forecasted to be created. Therefore due to the lack of grant applications, there has been a less than anticipated number of jobs created.</p> <p>The changes to the criteria for the retail grant programme and the reduction in the amount of start-up funding available may have also had an impact on the number of applications received.</p>
<p>Action required</p>	<p>The Chorley BIG grant will continue to be promoted as part of the targeted interventions, with seven enquiries being received this quarter. All of the Council's funding programmes will continue to be clearly identified on both the Council's website and the Choose Chorley website. The programmes are also discussed with businesses either at networking events or in 1:1 meetings.</p>
<p>Trend:</p>	<p>↓ Performance at quarter three 2016/17 was 133 against a target of 96. Out turn this quarter is 75 against a target of 112, therefore performance is worse than quarter three last year.</p>

Performance Indicator		Target	Performance
<p>▲</p>	<p>The number of projected jobs created through inward investment</p>	<p>40</p>	<p>0</p>
<p>Reason below target</p>	<p>This indicator measures jobs created through working with inward investors under the 'Welcome Grant' and as part of the Chorley Employment Charter process.</p> <p>During the third quarter, no grant applications have been received. Despite this, grant enquiries continue to be received with three grant enquiries received this quarter. Therefore, due to the lack of grant applications this quarter, there have been no new jobs created through targeted investment this quarter.</p>		
<p>Action required</p>	<p>The Choose Chorley grant will continue to be promoted as part of the inward investment offer. The next quarter will see a number of exhibition and networking opportunities such as the Lancashire Expo and Chorley Council's Annual Choose Chorley Network. The latter will be part of the Lancashire Business Festival month and this programme will include high profile marketing.</p>		
<p>Trend:</p>	<p>➔ Performance at quarter three 2016/17 was 0 against a target of 11. Out turn this quarter is 0 against a target of 40, therefore performance is the same as quarter three last year.</p>		



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 THREE

44. The Work Smart programme, which aims to improve access to council services by making services more efficient, is on track. Improvements to working environments to encourage smarter working and optimise office space have now been completed for two council services, with plans approved to progress this work for two more service areas in the next quarter. A building survey has been completed and from this a feasibility options paper has been drafted which presents the different options for making better use of the office space in the Town Hall. Progress has been made to further develop plans for making improvements to the current ICT systems, such as back scanning, redevelopment of the Council intranet and extending corporate systems.
45. The delivery of the project to integrate public services through the Chorley Public Service Reform Partnership was completed in quarter three. This project was to deliver year two of the Chorley Public Service Reform Programme which aims to integrate and reconfigure public services in Chorley to provide the best outcomes for residents. Services are now working together in new, innovative settings including a collocated service hub at Chorley Fire Station, and the work of the Partnership has been recognised as leading the way for Central Lancashire. A more detailed update on the outcomes and next steps is provided below.
46. The delivery of the Youth Zone has made good progress in quarter three. Work has continued to manage any minor delays and it is expected that the Youth Zone will be delivered as scheduled in early 2018. Work has continued on the construction of the Youth Zone with the works to erect the external shell of the building now complete and a lift has been installed. In addition to this, the interior spaces of the building have now been fitted out, ensuring that the interior space is suitable for occupation and the service connections have been installed. It is anticipated that the build should be completed to hand over by the end of the next quarter, providing a state of the art facility for young people from across the borough.
47. During quarter three, there continues to be an increase in the percentage of service requests received online. This quarter 25.54% of all service requests received online compared to 21% for the same time last year, this continues to enable residents to easily access services online and meet the needs of residents. To support the ambition of consulting with residents and continually striving to improve, there has been a decrease in customer dissatisfaction compared to quarter two and there continues to be less than 20% of customers dissatisfied with the service they receive from the council. In addition to this, the percentage of households living in fuel poverty remains lower than the North West average as set out in the Corporate Strategy 2016/17, with 9.8% compared to the North West average of 11.2%.

Performance of Key Projects



- 48. There are three key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the third quarter overall performance is good.
- 49. Two projects are currently rated as green, meaning it is progressing according to timescale and plan:
 - WorkSmart Programme
 - Deliver the Youth Zone
- 50. At the end of the third quarter, one project has been completed and the key outcomes are detailed below:
 - Integrate public services through the Chorley Public Service Reform Partnership

Project Title	Project Status
Integrate public services through the Chorley Public Service Reform Partnership	COMPLETE
<p>The delivery of year two of the Chorley Public Service Reform Programme is now complete. This project aimed to provide an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing.</p> <p>This year the project has: delivered a colocated service delivery hub based at the community fire station; delivered innovative work with primary care through establishing a joint pilot service to understand and address frequent flyers; and the development of a new Integrated Community Wellbeing Service with a focus on early intervention and prevention.</p> <p>The partnership has demonstrated that reform and new ways of working can achieve benefits for individuals and cost savings for public services with potential savings of almost £700,000 identified between April and October 2017 through working differently. The learning and outcomes from this work will inform the development of a delivery plan to be approved by the Partnership in the next quarter.</p>	

Performance of Corporate Strategy Measures



- 51. At the end of the third quarter, it is possible to report on three of the five key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 52. Three of these indicators are performing on or better than target:
 - % service requests received online
 - % customers dissatisfied with the service they received from the Council
 - % of households living in fuel poverty

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

53. 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 third quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.



54. Six of the Key Service delivery measures are performing on or above target:

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
- Processing of planning applications as measured against targets for ‘major’ application types
- Processing planning applications as measure against targets for ‘minor’ application types
- Processing of planning applications as measured against targets for ‘other’ applications types
- Number of households living in Temporary Accommodation
- Vacant Town Centre Floor Space

55. Performance this quarter for the average time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit is good. The average time taken to process has reduced significantly from 7.14 days in quarter three last year to 5.49 days this quarter.


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

- Supplier Payment within 30 days
- % Council Tax collected


57. Two indicators are performing below target at the of end quarter three:

- Average working days per employee (FTE) per year lost through sickness absence
- Number of missed collections per 100,000 collections of household waste

58. The reasons for areas of underperformance are listed in the table below:

Performance Indicator		Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	5.625 days	5.92 days
Reason below target	The lower than anticipated performance this quarter is due to number of days lost in quarter two to short term sickness, which was double the number of days lost in quarter two 2016/17. This quarter, there were 77 occasions of short term sickness absence with totalled 211.55 days lost. The number of short term days lost this quarter is comparable to previous performance. Long term sickness absence this quarter is within target. Therefore it is the cases of short term absence in the previous quarter that has contributed to this quarter’s performance being off target.		

Action required	<p>Work next quarter will include delivering the actions outlined in the Staff Sickness Absence Review presented at the Overview and Scrutiny Task Group including training refreshers, consulting with staff for feedback and review of performance measures. Work will also involve developing an Emotional Wellbeing Policy.</p> <p>In addition, the procedure for managing short term absence in the attendance policy will continue to be followed. This includes conducting timely return to work interviews and identifying any issues. Absence meetings will be held where triggers are met – offering supporting interventions and issuing any sanctions where necessary, consideration of reasonable adjustments for disability cases and medical capability hearing if short-term absences persist. Conduct early intervention welfare for employees absent with stress/anxiety.</p>
Trend:	<p>↓ Performance at quarter three 2016/17 was 5.69 days against a target of 5.25 days. Out turn this quarter is 5.92 days against a target of 5.625 days, therefore performance is worse than quarter three last year. The implementation of the new time management system has ensured 2017/18 statistics are more accurate, this should be taken into consideration when comparing data to previous years.</p>

Performance Indicator		Target	Performance
	Number of missed collections per 100,000 collections of household waste	49	125
Reason below target	<p>The reasons behind the lower than anticipated performance this quarter includes issues around the Christmas period collections and staffing. There were changes to the regular collection dates over the Christmas period, which were communicated to residents, however there is the potential that there was a lack of clarity around collection dates with some residents presenting their bins on the incorrect collection date.</p> <p>In addition to this, Veolia are experiencing staffing issues in terms of both recruiting and retaining staff. In particular, there is a shortage of HGV drivers nationally and this is affecting supervision due to supervisors carrying out operational duties.</p>		
Action required	<p>Work will continue with Veolia to improve performance. Veolia will provide an action plan which will detail how they will improve their current performance going forward and Chorley Council will continue to use contractual financial penalties in order to improve Veolia’s performance. The procedures around communicating any future seasonal changes to collection times will be reviewed to ensure residents are presenting their bins on the nominated collection day.</p>		
Trend:	<p>↓ Performance at quarter three 2016/17 was 53 against a target of 49. Out turn this quarter is 125 against a target of 49, therefore performance is worse than quarter three last year.</p>		

IMPLICATIONS OF REPORT

59. 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	


REBECCA HUDDLESTON
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	22/01/2018	Chorley council performance monitoring report Q3

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 3	Symbol	Trend
% increase in the number of volunteering hours earned	Bigger is better	20%	25%	★	Worse than Q3 16/17
Overall employment rate	Bigger is better	80%	81.4%	★	Better than Q3 16/17
Number of projected jobs created through targeted interventions	Bigger is better	112	75	▲	Worse than Q3 16/17
Number of projected jobs created through inward investment	Bigger is better	40	0	▲	Same as Q3 16/17
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	4.6%	2.1%	★	Better than Q3 16/17
The number of visits to Council's leisure centres	Bigger is better	750,000	870,084	★	Better than Q3 16/17
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	15,000	15,059	★	Worse than Q3 16/17
Number of affordable homes delivered	Bigger is better	75	100	★	Better than Q3 16/17
Number of long term empty properties in the borough	Smaller is better	180	157	★	Worse than Q3 16/17
% service requests received online	Bigger is better	20%	25.54%	★	Better than Q3 16/17
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	19.31%	★	Worse than Q3 16/17
% of households living in fuel poverty	Smaller is better	11.2%	9.8%	★	Worse than Q3 16/17

Trend shown is for change from Quarter 3 2016/17.

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 3	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	6.4 days	5.49 days	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q3 16/17
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Better than Q3 16/17
Number of households living in Temporary Accommodation	Smaller is better	15	12	★	Same as Q3 16/17
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	125	▲	Worse than Q3 16/17
Supplier Payment within 30 days	Bigger is better	99%	98.66%	●	Better than Q3 16/17
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	5.625 days	5.92 days	▲	Worse than Q3 16/17
Vacant Town Centre Floor Space	Smaller is better	6%	4.34%	★	Worse than Q3 16/17
% Council Tax collected	Bigger is better	83.36%	83.23%	●	Worse than Q3 16/17

Trend shown is comparison to Quarter 3 2016/17.

APPENDIX C: Status of the 2016/17 Corporate Strategy projects

Project	Summary
Progress the delivery of the Westway Integrated Sports facility	This project will now be re-scoped and will continue through business as usual work.
Improve the look and feel of local neighbourhoods across the borough	This project will be carried over for delivery through the new Corporate Strategy project 'Improve the look and feel of local neighbourhoods across the borough'.
Develop new ways to deliver services with communities	The project delivered a final report and tool kit, setting out approaches to building capacity within communities and will now be taken forward by the Early Intervention and Prevention directorate as part of business as usual.
Deliver the Primrose Gardens Retirement Village	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Primrose Gardens Retirement Village' with completion anticipated in March 2019.
Deliver the enabling phase of the Integrated Community Wellbeing Service	The development phase (Phase One) of the Integrated Community Wellbeing Service will be monitored through the new Corporate Strategy project 'Transform the way the council delivers services'.
Deliver a project to get people ready for work	The potential alternative options for project delivery are currently being considered and this project will be carried over for delivery through the new Corporate Strategy project 'Deliver a borough wide programme to help people overcome barriers to employment'.
Deliver the Steeley Lane Gateway Project	This project is due to complete in quarter four and work will continue as part of the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver economic opportunities at Botany	This project is now complete. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project 'Bring forward key sites for development'.
Deliver Street level improvements in the town centre	This project is due to complete in quarter four and work will continue through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver activity to promote Chorley as a visitor destination including the Chorley Flower Show	This project is due to complete in quarter four and will continue through business as usual work.
Deliver the extension to Market Walk	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Improve access to Council services by making services more efficient - Worksmart	This project is due to complete in quarter four and will continue through business as usual work.
Integrate public services through the Chorley Public Service Reform Partnership	This project will be carried over for delivery through the new Corporate Strategy project 'Integrate public services through the Chorley Public Service Reform Partnership'.
Deliver the Youth Zone	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Youth Zone'.

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

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