

EXECUTIVE CABINET

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

AGENDA

APOLOGIES FOR ABSENCE

1 **MINUTES OF MEETING THURSDAY, 15 FEBRUARY 2018 OF EXECUTIVE CABINET**

(Pages 5 - 12)

2 **DECLARATIONS OF ANY INTERESTS**

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

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

3 **PUBLIC QUESTIONS**

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

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

4 **CORONATION RECREATION GROUND PHASE 2 APPROVAL AND PHASE 1 UPDATE**

(Pages 13 - 28)

Report of the Director (Business, Development and Growth)

ITEM OF EXECUTIVE MEMBER (EARLY INTERVENTION) (INTRODUCED BY COUNCILLOR BEV MURRAY)

5 **NEIGHBOURHOOD PRIORITIES 2018/19**

(Pages 29 - 34)

Report of the Director (Early Intervention and Support)

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

6 STREETSCENE MODERNISATION STRATEGY 2018-2020

(Pages 35 - 52)

Report of the Director (Business, Development and Growth)

7 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.

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

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

8 ACQUISITION OF FORMER HYATT RESTAURANT, DOLE LANE AND PROPOSED LEASE TO CHORLEY LITTLE THEATRE

(Pages 53 - 60)

Report of the Director (Business, Development and Growth)

ITEM OF EXECUTIVE MEMBER (EARLY INTERVENTION) (INTRODUCED BY COUNCILLOR BEV MURRAY)

9 RESTRUCTURE OF THE HEALTH AND WELLBEING TEAM

(Pages 61 - 86)

Report of the Director (Early Intervention and Support)

10 ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR

GARY HALL
CHIEF EXECUTIVE

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

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

To view the procedure for public questions/ speaking click here

<https://democracy.chorley.gov.uk/documents/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, 15 February 2018

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

OFFICERS: Gary Hall (Chief Executive), Asim Khan (Director (Customer and Digital)), 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), Catherine (Performance and Partnerships Manager), Rebecca Aziz-Brook (Performance and Partnerships Officer) and Dianne Scambler (Democratic and Member Services Officer)

APOLOGIES: None.

OTHER MEMBERS: Councillor Charlie Bromilow, Alan Cullens, Gordon France, Danny Gee, Tom Gray, Matthew Lynch, June Molyneaux, Alistair Morwood and Alan Whittaker

18.EC.10 Minutes of meeting Thursday, 18 January 2018 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 18 January 2018 be confirmed as a correct record for signing by the Executive Leader.

18.EC.11 Declarations of Any Interests

There were no declarations of any interests.

18.EC.12 Public Questions

There were no public questions received.

18.EC.13 Report of the Overview and Scrutiny Task Group - Council's Leisure Contract

The Chair of the Overview and Scrutiny Task Group, Councillor Alistair Morwood, presented the report.

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

The Task Group had considered five options and discussed the pros and cons for each. Options 3 and five were favoured; however members felt that a more detailed exercise needed to be undertaken before a decision was taken.

Councillor Morwood thanked the members of the Task Group and officers involved with the inquiry.

Decision: Approval granted for the Executive Cabinet to conduct more detailed analysis to determine the financial feasibility of contracting out or bringing back in house the Council's Leisure contract, by specifically focusing on:

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

Upon completion, this information will inform the decision required in readiness for the formal contract review period commencing in 2018.

18.EC.14 Yarrow Meadows - River Corridor Enhancement

The Executive Leader presented the report of the Director of Business, Development and Growth that provided an update on the delivery of the Yarrow Meadows Masterplan.

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 that 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.

A scoping exercise was carried out at Yarrow Meadows in partnership with Lancashire Wildlife Trust which also identified an opportunity to deliver social, economic and environmental outcomes on the council owned land. The Environment Agency, supported by the Douglas Catchment Partnership, had identified the opportunity to deliver Water Framework Directive (WFD) measures and National 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 had produced a master plan that provided a vision for the site to deliver multiple benefits for people and wildlife.

The project will 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 the project which will aid the delivery of the masterplan over a three year period.

Members discussed the importance of this work and asked for its scope to be widened both upstream and downstream of the catchment area. Working with partner agencies to secure additional funding was paramount to its success, so that balsam bashing, reed growing and banking edging schemes could continue across the borough. It was agreed that there needed to be a more co-ordinated approach taken by those organisations that had a responsibility to protect our rivers and prevent flooding in the future rather than a reliance on voluntary groups and as such it will be useful to produce and action plan to demonstrate how this issue is being tackled across the borough.

Decision:

Approval of the masterplan for Yarrow Meadows.

- 1 Approval of the proposals for public and landowner engagement into the Yarrow Meadows project.**
- 2 Approval of the proposed planned works and budget for the delivery of the masterplan.**
- 3 Approval to support further external funding bids to be submitted to aid masterplan delivery.**

Reasons for recommendation(s):

The project enhances the flood plain of the River Yarrow within the Yarrow Valley Country Park and aids the management and improvement of Council assets for recreation and biodiversity.

The project builds on the good work already invested in the Croston Flood Alleviation Scheme and further strengthening flood defences for the residents of Chorley and beyond. The project also delivers key Social, Environmental and Economic benefits to the Borough and key benefits to the health and wellbeing of its residents.

Alternative options considered and rejected:

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

18.EC.15 Revenue and Capital Budget Monitoring 2017/18 Report 3 (end of December 2017)

The Deputy Leader and Executive Member (Resources) presented the report of the Chief Finance Officer that set out the provisional and capital outturn figures for the Council compared against the budgets and efficiency saving targets set out for the 2017/18 financial year.

The projected revenue outturn shows a forecast underspend of £431,000 against budget although no action was required at this stage.

The latest forecast excluded any variation to projected expenditure on investment items added to the budget in 2017/18. These projects were forecast to expend in 2017/18 and any balances remaining at year end would be transferred into specific reserves and matched to expenditure in future years.

In the 2017/18 budget, the expected net income from Market Walk after deducting financing costs is £0.998m. The latest projection showed an overspend of £17K that included £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.

The forecast of capital expenditure in 2017/18 is £18.715m.

The Council's Medium Term Financial strategy proposed that working balances were to reach £4.0m over the three year lifespan of the MTFs to 2018/19 due to the financial risks facing the Council. A budgeted contribution into General Balances of £500k was 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.

Members were pleased with the Council's current financial position.

Decision:

1. That the full year forecast position for the 2017/18 revenue budget and capital investment programme be noted.
2. That the forecast position on the Council's reserves be noted.
3. That Council be requested to approve 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.
4. That the Council be requested to approve 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 services strategies.
5. Approval for the contribution of £40,000 from in-year revenue underspends to fund the revenue implications of future planning appeals.
6. 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.
7. That Council be requested to approve the contribution of £130,000 from in-year revenue underspends to enable the modernisation of the Council's ICT and Streetscene services.
8. That Council be requested to approve the budget changes to the capital programme outlined in paragraph 70 of the report.

Reasons for recommendation(s):

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:

None.

18.EC.16 Chorley Council Performance Monitoring Report - Quarter Three 2017/18

The Deputy Leader and Executive Member (Resources) presented the report of the Director (Policy and Governance) that set out performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2017/18, 1 October to 31 December 2017.

Overall, performance of key projects was good with eleven (78%) of projects rated as green, completed or closed. Only two (14%) projects were rated amber and one (8%) red; action plans for each of these projects were outlined within the report.

This was the final time that the 2016/17 Corporate Strategy projects would be report to Executive Cabinet although, those projects not yet completed would be would either be carried over for delivery through the 2017/18 Corporate Strategy, be completed in quarter four or be delivered through business as usual activity.

Performance of the Corporate Strategy indicators and key service delivery measures was also good with 835 of corporate strategy measures performing on or above target or within the 5% threshold and 80% of key service delivery measures performing on or above target or within the 5% threshold. Those indicators performing below target had action plans outlined with measures to improve performance.

Members discussed the difficulties in attaining the targets set for number of projected jobs through target interventions or creation through inward investment as despite promotion of the grants available, take up was poor.

There still appeared to be some confusion over bin collection days and actions have been put in place to improve communications.

Sickness absence levels continued to be monitored and Members were confident that the authority was doing all it could to improve on performance.

Decision:

The report was noted.

Reasons for recommendation(s):

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

Alternative options considered and rejected:

None.

18.EC.17 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 Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

18.EC.18 Approval for the Contract Award Procedure and Evaluation Criteria for Chorley Cemetery Paths and Associated Works

The Executive Member (Customer, Advice and Streetscene Services) presented the report of the Director (Customer and Digital) informing of further capital works required at Chorley Cemetery to improve and standardise footpaths and drainage. The report also advised of the tender procedures being used to procure contracts for the work and sought authority for use of the criteria intended to award the contract.

The Council have facilitated a request by the Muslim community for the construction of a prayer shelter and burial chambers by agreeing to contribute £20k towards its cost and a draft Memorandum of Understanding (MOU) had been agreed with the Muslim community.

Decision:

1. **Approval of a financial contribution towards the infrastructure/build costs of the prayer shelter in Section L.**
2. **Approval of the tender process for the award of contracts and award criteria to be used.**
3. **Delegated authority granted to the delegated Executive Member (Resources) for the award of the contracts.**

Reasons for recommendation(s):

The Council's contract procedure rules require the procurement process and assessment criteria to be approved by Executive Cabinet. The procedure provides an open and transparent process for the award of the contracts. The criteria are those suitable for those types of contracts.

Alternative options considered and rejected:

Not undertaking the works potentially leading to customer complaints, accident reports and loss of income.

18.EC.19 Restructure of Housing of Housing Options

The Executive Member (Homes and Housing) presented the report of the Director (Early Intervention and Support) that proposed the creation of a new structure for Housing Options and Support to implement and deliver the Homelessness Reduction Act 2017 (HRA) and to refocus and maximise the offer of housing related support following the ending of the Supported People funding arrangement with Lancashire County Council.

The proposed structure seeks to create a customer focussed, seamless pathway by providing a personalised housing plan (PHP) for all applicants approaching the council for housing advice and support which is a legal requirement of the HRA.

Members noted that the Council's practice has already consistently gone above and beyond that of what was expected in the past and that this new structure would reinforce those good practices and build on the successful delivery of the service. Additional duties contained within the new act, meant that additional resources are required within the team in anticipation of the expected demand.

Decision:

1. **Approval of the proposed structure for formal consultation.**
2. **Delegated authority granted to the Executive Member (Homes and Housing) for approval of the final structure following a period of formal consultation, subject to there being no significant changes to what is proposed within the report.**

Reasons for recommendation(s):

To respond to the introduction of the Homelessness Reduction Act and the ending of Supporting People funding arrangement to strengthen the council's approach to preventing and relieving homelessness, provision of housing related support and to be fully resourced to deliver a statutory compliant Housing Service.

Alternative options considered and rejected:

To continue with the current structure was rejected because the structure and the capacity in the team would not allow the service to be legally compliant or in a position

to offer meaningful PHP to customers which will undermine the council's homelessness prevention agenda.

Chair

Date

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

CORONATION RECREATION GROUND PHASE 2 APPROVAL AND UPDATE ON PHASE 1 TENDER.

PURPOSE OF REPORT

1. To seek approval for the tender process for phase two at Coronation Recreation Ground and provide an update on the phase one works at Coronation and Harpers Lane Recreation Grounds.

RECOMMENDATION(S)

2. To approve the proposed procurement approach for phase two at Coronation Recreation Ground.
3. To delegate the contract award for phase 2 to the Executive Member for Economic Development and Public Service Reform.
4. To submit a funding bid to Fields in Trust for £5,000 Active Spaces Funding to provide finance to deliver structured sessions to engage the community to use the new facilities at Harpers Lane Rec.

EXECUTIVE SUMMARY OF REPORT

5. An exec cabinet report was approved on 18 November 2017 to agree the proposed planned works and budget for Coronation Recreation Ground and Harpers Lane Recreation Grounds and to delegate the contract award for phase one to the Executive Member for Economic Development and Public Service Reform.
6. It was agreed that £449,000 be allocated to Coronation Recreation Ground and £207,000 be allocated to Harpers Lane Recreation Ground. The sources of funding for these improvements are existing Council reserves and capital receipts already committed to play and open space, along with Section 106 developer contributions and external funding bids.
7. As the total value for the phase 2 procurement was unknown owing to the tendering of Phase 1, the procurement approach of phase 2 was agreed to be determined by Exec Cabinet once the grant funding was confirmed and the total cost of phase 1 was fixed.
8. Funding bids submitted have been successful, providing £88,000 towards the project at Coronation Recreation Ground.
9. The pre-tender estimate for delivery of phase 1 on both sites was £150,000 which will carry out essential maintenance works that have been agreed through member engagement. The

appointed contractor following tender evaluation quoted £162,000 (including contingency) resulting in budgets needing to be realigned.

10. Phase 2 works at Coronation Recreation Ground consist of a play area for ages 2 – 8 to the value of £150,000 and a MUGA, fitness zone and play equipment for 8+ to a contract value of £170,000. It is proposed to tender these as two separate Design and Build Contracts to run concurrently, procurement have been engaged in this decision and endorsed this approach.

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)

11. To deliver the commitments to improve Coronation and Harpers Recreation Grounds as included in the Play, Open Space and Playing Pitch Strategy. This work is proposed to be carried out in phases to keep the recreation grounds open for use throughout the enhancement.
12. To spend the Section 106 developer contributions and external funding which has been collected for these improvements.
13. To maintain the assets and ensure they remain in good repair and therefore reduce any health and safety risk to the public and encourage inward investment in the Borough.
14. To promote the use of the space by the community and contribute to the health and wellbeing of the community.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

15. To do no improvements. This is rejected because it would result in the loss of the section 106 developer contributions, external funding and increase the risk of those assets falling into serious disrepair which is a reputational health and safety risk.

CORPORATE PRIORITIES

16. 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

17. The Play, Open Space and Playing Pitch Strategy 2014-2019 identified both Coronation Recreation Ground and Harpers Lane recreation ground as needing improvements. The table below illustrates the proposed improvements following consultation and engagement. This table outlines the costs of the phase 1 tender on both sites and what will be delivered. The exact value of the works within Phase 1 determines the budget remaining and therefore the fixed price set for the various play area projects identified in Phase 2. The budgets have been realigned where necessary to deliver the planned works as agreed.
18. On Harpers Lane Recreation Ground the phase 2 approach was agreed at Exec Cabinet in November 2017. It is proposed to tender out the new play area and the pump track as Design and Build contracts. The budget for the pump track has been reduced from £35,000 to £22,000 to allow necessary boundary railing repairs and new railings to the bowling green as part of Phase 1. This still leaves a healthy budget to deliver a very good facility. A comparable facility at Witton Park cost £15,000.
19. On Coronation Recreation Ground the tender cost was as expected, though should the contingency need to be used, this will be taken from the contingency allocated to the project. The tendering of phase 2 at Coronation Recreation Ground requires further approvals owing to the contract values.
20. Phase one contract work is proposed to start on site on the 2nd April and be finished by the 30th June.

	Harpers Lane Recreation Ground	Coronation Recreation Ground
Phase 1	Improved ball court with artificial grass surfacing. Improved paths and circulation through the site. New railings and gate to the bowling greens. Refurbished railings and gates to the periphery of the site.	Refurbished single tennis court, Refurbished railings and gates. Rebuilding of retaining walls and resurfacing of crazy paving path.
Actual Cost (including contingency)	£103,500	£59,000
Phase 2	New play area for 2 – 12 year olds. £70,000 New pump track. £22,000 Improved landscaping and signage. £1,500	a) New toddler play area for ages 2 – 8 on the double tennis court. b) New MUGA and play equipment for young people. Fitness equipment.
Forecast Cost	£93,500	£320,000
CCTV. This budget is a separate Early Intervention budget	To be programmed into next phase. Interim solution to installed if necessary. £10,000 estimate	Installation of two cameras on site adj to Gillibrand St and Ashfield Road. £29,000 actual
On site building/Bowls hut improvement	Provisionally a basic refurbishment of the bowls hut subject to the contingency not being used for phase 1. (£+/-5,000)	Accessible open toilets and kiosk to be created. Basic fit out to shell in order to be leased. £32,000
Contingency	See above	£10,000
Total Forecast Investment	£207,000	£449,000

EXTERNAL FUNDING

21. To maximise the improvements that can be delivered at Coronation Recreation Ground £113,000 external funding was applied for. In November 2017 Executive Cabinet approved that should these grants not be successful the scheme would still be delivered and the funding as outlined allocated from council resources. As outlined below a shortfall of £25,000 will need to be allocated from Council Resources.

Funder	Amount applied for	Amount awarded	Project Delivery
Lancashire Environment Fund (LEF)	£30,000	£30,000	toddler play area (ages 2 – 8)
Sport England Community Asset Fund	£75,000	£50,000	MUGA, fitness zone and tennis court.
Tesco Bags for Life	£8,000	£8,000	Single tennis court refurbishment
Total	£113,000	£88,000	

22. In addition to this a further funding bid was submitted to Fields in Trust for £5,000 Active Spaces Funding to provide finance to deliver structured sessions to engage the community to use the new facilities. An EMD report gave approval to permanently safeguard Coronation Recreation Ground and Harpers Lane Recreation Grounds through a deed of dedication via Fields in Trust and attract external funding to the sites. Feedback from the funder advised that the funding source did not fit with timescales for delivery on site. Chorley Council were advised to resubmit this funding bid for Harpers Lane Recreation Ground, deadline for this being April 2018.

CCTV

23. Firm quotes have been sought for the CCTV installation at Coronation Recreation Ground and budget allocated and approved; this has increased the budget allocated to the site. Planning permission has been submitted with a view to the cameras being installed over the summer. The proposal is to install and commission 2 new 8m high CCTV cameras to be linked to the Chorley Council CCTV control centre at the police station. One camera is to be located at the entrance to the site off Devonshire Road and one camera at the entrance to the site off Ashfield Road as agreed.
24. The installation of CCTV at Harpers Lane Recreation Ground is dependent on a signal from the proposed new camera at Tatton Recreation Ground. A planning application has already been submitted for the latter and officers have instructed the CCTV installation company to accelerate the delivery of the Tatton camera in order to bring forward the delivery of the Harpers Lane camera as soon as possible.

KIOSK

The creation of a kiosk within the pavilion is being designed and quotes sought for the adaptation of some of the existing bays at Coronation Recreation Ground, planning permission and building control consent will be applied for shortly and the business opportunity promoted and advertised.

FINANCE

The table below provides the detail of the financing of the two projects

Proposed Financing of Coronation and Harpers Recreation Grounds

Funding Source	Harpers Recreation Ground	Coronation Recreation Ground
Chorley Council Funding – Reserves or Receipts	£171,500	£60,000
Chorley Council CCTV funding	£10,000 estimate	£29,000
Section 106 Funding	£25,500	£273,000
External Grant funding	£5,000 (to be applied for)	£88,000
Total Cash Budget	£212,000	£449,000
Community/Sports Development Staff time to use new facilities.	£in kind	Officer time is proposed and links to youth zone
Total Budget	£212,000	£449,000

25. External grant funding towards Coronation Recreation Ground was budgeted at £113,000 however as outlined in the report the funding is forecast to be £88,000. As proposed in paragraph 6 of the Executive Cabinet report of the 18th November 2017 a shortfall in external funding would lead to an equivalent sum being sought from Council resources to complete the scheme as outlined. As such it is proposed that £25k resources be approved to bridge the gap in external funding applied for.

PROCUREMENT OF PHASE 2 AT CORONATION REC

26. It is proposed that the new play area for ages 2 – 8 is tendered and contracted first on site. This is because this is a new play area to be constructed on the existing double tennis courts. The existing play area can remain open whilst the new one is being constructed. This results in minimal disruption to park users. The new play area is focused on access for all and provision for disabled children. Engagement with local parents and residents via the High Five group and Equality Forum is proposed to draw up the specification for tender and engage a small group of people to assist with the evaluation of the submissions. See Appendix 1 for the proposed Evaluation Criteria. The budget for this play area is £150,000, this will be tendered as an open tender at a fixed price via a JCT Design and Build Contract.
27. It is proposed to tender out the MUGA, fitness zone and dynamic play equipment as a second package to be constructed on site of the old play area once the toddler play area is complete. This will be tendered as an open tender to a fixed price of £170,000 via a JCT Design and Build Contract. This new equipment is to be placed on the footprint of the existing play area. Due to the diversity of the equipment available from the play industry, the variations in quality, price and play value it is proposed to research products and gain like for like costs and specifications. These will be compared and preferred equipment specified as part of the tender process via a named product or approved equivalent. This approach will ensure that we get the best products and design to suit the site and aspirations of the site users. See Appendix 2 for the proposed Evaluation Criteria.

28. For all High Value Procurements above £100,000, prior approval of the proposed contract award procedure including the evaluation criteria and weightings to be applied, shall be sought from Executive Cabinet. Please refer to Appendix 1 for details.

TIMETABLE

Action	Coronation	Harpers Lane
Tender returns for Phase 1 works. Evaluation and Contract Award	February 2018	February 2018
Tender out Phase 2 works on Harpers Lane for play area and pump track		March/April 2018
Phase 1 works underway on site.	April – June 2018	April – June 2018
Tender out Toddler Play Area ages 2 – 8 at Coronation Rec	April 2018	
Tender out MUGA, Fitness and Play 8+ at Coronation Rec	May 2018	
Tender evaluation of Phase 2 and award contracts at Harpers Lane Rec.		May 2018
Phase 2 works carried out on site at Harpers Lane Rec.		June – August 2018
Tender evaluation of Toddler Play and award contracts at Coronation Rec	June 2018	
Tender evaluation of MUGA, Fitness and Play at Coronation Rec	July 2018	
Toddler play area to be constructed at Coronation Rec	July - August	
MUGA, Fitness and Play 8+ to be constructed at Coronation Rec	August – October 2018	

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

30. This report takes account of the detailed quotation from the proposed contractor in respect of undertaking the works to be completed at both Recreation Grounds in Phase I of the works and seeks to replace £25k of External Funding applied for with Council capital receipts.

COMMENTS OF THE MONITORING OFFICER

31. The proposed procurement process is suitable for a contract of this nature. The use of a delegation to the Executive Member on contract award is appropriate and will allow an efficient process to be followed.

MARK LESTER
DIRECTOR BUSINESS GROWTH AND DEVELOPMENT

Report Author	Ext	Date	Doc ID
Lindsey Blackstock	5218	23/02/2018	***

Appendix 1 – Evaluation Criteria for Phase 2 tender process

Toddler Play Area ages 2 – 8.

The evaluation criteria are as follows:

Requirement		Submission requirements	Marks Available
C1	Can the scheme be delivered within the maximum budget of £150,000? Any tenders that exceed the maximum budget will fail.	Price schedule	Pass / fail

Any scheme that fails will not be taken further in the evaluation process.

The evaluation criteria for Stage 2 C2 - 15 are as follows:

Criteria	Max. Potential Score	Weighting	Total Max. Potential Score	Submission Requirements
Construction / Contract Management Criteria (5% total marks)				
C2. How well is the tenderer set up to effectively manage this contract by minimising site risks, maintaining good communication with the client and delivering to the proposed timescales?	5	1	5	<ul style="list-style-type: none"> • Contract Management and Sub –Contract Structure Diagram. • Method statement • CV’s of key site staff • Programme of Works
Aesthetics / design response (20% total marks)				
C3. Does the layout and aesthetic meet the design brief by responding to the urban context of the site offering design innovation?	5	3	15	Design Statement Masterplan Scheme Visuals Equipment schedule
C4. How does the play area design address potential conflict between the older and younger users of the site and the movement of users around the play area?	5	1	5	Design Statement Masterplan Scheme Visuals Equipment schedule
C5. Does the design create ‘hideaways’ where anti-social behaviour or vandalism would be more likely to occur?	5	1	5	Design Statement Masterplan Scheme Visuals Equipment schedule

Play Value (45%)				
C6. Does the play equipment provide a varied experience including (sliding and travelling, climbing, swinging, see-sawing, balancing and spinning).	5	2	10	Design Statement Masterplan Scheme Visuals Equipment Schedule Pricing Schedule
C7. Does the equipment and site design meet the aspirations of the local children?	5	2	10	Design Statement Masterplan Scheme Visuals Equipment schedule
C8. Does the proposed play equipment make provision for the full range of age groups to be catered for (2-8 years old).	5	1	5	Design Statement Masterplan Scheme Visuals Equipment schedule
C9. Is the layout DDA compliant and does the proposed equipment encourage 'inclusive play' of all abilities, regardless of disability.	5	3	20	Design Statement Masterplan Scheme Visuals Equipment schedule
Durability & Functionality (20%)				
C10. Does the play equipment meet all the relevant safety and quality standards.	5	1	5	Masterplan Equipment schedule
C11. The resistance of the proposed play equipment, play area fencing and MUGA fencing to vandalism	5	1	10	Masterplan Equipment schedule
C12. Has drainage of the play area been adequately addressed?	5	1	5	Drainage Proposal
Warranty / Guarantees (5%)				
C13. How much confidence can we have in the facilities lasting?	5	1	5	Equipment schedule Warranty/Guarantee Information

Maintenance Liability (5%)				
C14. What are the ongoing maintenance costs for the proposed facilities?	5	1	5	Equipment schedule Warranty/Guarantee Information Maintenance Schedules

All responses to C2-14 will be assessed based on the following scoring methodology:

0 Inadequate	Significant indications that company / proposal lacks certain requirements in this area to achieve the required standard of service delivery / information totally inadequate
1-2 Concerns	Some concerns that company / proposal may lack certain requirements in this area to achieve the required standard of service delivery
3-4 Potential	Information indicating potential to deliver outcomes
5 Capable	Comprehensive and strong information indicating company / proposal capable of delivering outcomes to required standard

To enable evaluation of these criteria the tender submissions should include the following:

- **Masterplan diagram** (maximum of 1 A1 size PDF) – illustrating the proposed design of the play area. It should give a good idea of the scope of works possible within the budget and demonstrate the design skills of the tenderer.
- **Scheme visuals** (maximum of 1 A1 size PDF) – these should illustrate the scheme and give a clear impression of how the scheme will look (including proposed materials and elements of play equipment).
- **Design Statement** – a brief written description of the scheme, explaining any key design themes/features and how it meets the main points of the design brief.
- **Drainage proposal** – a description of how the play area will be constructed to ensure that no water ponds on the surface or makes the surrounding grass waterlogged to not be usable for the majority of the year.
- **Equipment Schedules** – including technical specifications / datasheets for each proposed item of play equipment, play area .
- **Method Statement** – detailing how risks will be mitigated during the works, in particular relating to the continued use of the recreation ground by pedestrians during the works.
- **Programme of Works** - a construction programme diagram, including proposed start and completion dates, site clearance and excavation, equipment installation, surfacing and landscaping. The programme should detail how lead in times for equipment will fit into the programme.
- **Warranty/guarantee information** – details and limitations of guarantees offered.
- **Maintenance Schedules** – detailing ongoing maintenance requirements for equipment, fencing and surfacing for the improved play area. This should include an outline of the necessary maintenance requirements over a period of approx. 10 years (costing not required).
- **Pricing schedule** - this should detail the overall cost of the scheme and also break down the tender amount into key features/elements where applicable.
- **Contract Management and Sub-Contracting Structure Diagram** – showing the structure of the contractor / sub-contractor team and lines of communication with the client.

Tenderers should ensure that they provide sufficient information to adequately cover the specific points included in the quality evaluation criteria listed above in the relevant section of their Tender Response.

If a score of 2 or above is not achieved for each element of the Quality evaluation the tender may not be considered further.

If at any time during the evaluation of a Tender the Council forms the view that any matter requires clarification, it reserves the right to require a Tenderer to provide additional information supplementing or clarifying their Tender.

The provision of additional clarification information may be obtained by clarification questions issued and responded to through the Chest and/or by clarification meetings with later confirmation in writing.

Evaluation

The following process will be used to assess the returns;

Council

Representatives from Chorley Council Streetscene and Parks and Open Spaces Teams will assess the responses and evaluate each of the returned tenders against the evaluation criteria set out (C1 to 14).

Following the awarding of final marks, the Council will rank the submissions according to their total score and anticipates shortlisting the 3 highest ranked Organisations. Where scoring is very close the Council will reserve the right to shortlist more than 3 designs.

The shortlisted submissions will be used for the public vote at with High Five Group and the Equality Forum.

Appendix 2 – Evaluation Criteria for Phase 2 tender process

MUGA, Fitness Zone and Dynamic Play Area

The evaluation criteria are as follows:

Requirement		Submission requirements	Marks Available
C1a	Can the scheme be delivered within the maximum budget of £170,000? Any tenders that exceed the maximum budget will fail.	Price schedule	Pass / fail
C1b	Is the multi-use games area a minimum size of 15m x 30m, does the footprint fit within the allocated area and is the maximum height of any fencing or goal end 4m?	Masterplan Scheme Visuals Equipment Schedule	Pass / fail

Any scheme that fails will not be taken further in the evaluation process.

The evaluation criteria for Stage 2 C2 - 15 are as follows:

Criteria	Max. Potential Score	Weighting	Total Max. Potential Score	Submission Requirements
Construction / Contract Management Criteria (10% total marks)				
C2. How well is the tenderer set up to effectively manage this contract by minimising site risks, maintaining good communication with the client and delivering to the proposed timescales?	5	2	10	<ul style="list-style-type: none"> Contract Management and Sub –Contract Structure Diagram. Method statement CV’s of key site staff Programme of Works
Aesthetics / design response (20% total marks)				
C3. Does the layout and aesthetic meet the design brief by responding to the urban context of the site and the close proximity of neighbouring properties.	5	2	10	Design Statement Masterplan Scheme Visuals Equipment schedule
C4. Do the play equipment, fitness equipment and MUGA designs demonstrate	5	1	5	Design Statement Masterplan

design innovation?				Pricing Schedule Scheme Visuals Equipment schedule
C5. How does the design address potential conflict between users of the site and the movement of users around the zoned areas?	5	1	5	Design Statement Masterplan Scheme Visuals Equipment schedule
Play / Fitness Value (40%)				
C6. Does the proposed equipment provide a varied experience including (sliding and travelling, climbing, swinging, see-sawing, balancing and spinning, fitness, resistance).	5	3	15	Design Statement Masterplan Scheme Visuals Equipment Schedule
C7. Does the proposed equipment make provision for the full range of age groups to be catered for (8-80+ years old).	5	3	15	Design Statement Masterplan Scheme Visuals Equipment schedule
C8. Is the layout DDA compliant and does the proposed equipment encourage 'inclusive play' of all abilities, regardless of disability.	5	2	10	Design Statement Masterplan Scheme Visuals Equipment schedule
Durability & Functionality (20%)				
C9. Does the play equipment and MUGA goals / fencing meet all the relevant safety and quality standards including sound decibel tests.	5	1	10	Masterplan Equipment schedule
C10. The resistance of the proposed play equipment, play area fencing and MUGA fencing to vandalism	5	1	5	Masterplan Equipment schedule
C11. Has drainage of	5	1	5	Drainage Proposal

the site design been adequately addressed?				
Warranty / Guarantees (5%)				
C12. How much confidence can we have in the facilities lasting?	5	1	5	Equipment schedule Warranty/Guarantee Information
Maintenance Liability (5%)				
C13. What are the ongoing maintenance costs for the proposed facilities?	5	1	5	Equipment schedule Warranty/Guarantee Information Maintenance Schedules

All responses to C2-13 will be assessed based on the following scoring methodology:

0 Inadequate	Significant indications that company / proposal lacks certain requirements in this area to achieve the required standard of service delivery / information totally inadequate
1-2 Concerns	Some concerns that company / proposal may lack certain requirements in this area to achieve the required standard of service delivery
3-4 Potential	Information indicating potential to deliver outcomes
5 Capable	Comprehensive and strong information indicating company / proposal capable of delivering outcomes to required standard

To enable evaluation of these criteria the tender submissions should include the following:

- **Masterplan diagram** (maximum of 1 A1 size PDF) – illustrating the proposed design of the improved play area, fitness zone and multi-use games area. It should give a good idea of the scope of works possible within the budget and demonstrate the design skills of the tenderer.
- **Scheme visuals** (maximum of 1 A1 size PDF) – these should illustrate the scheme and give a clear impression of how the scheme will look (including proposed materials and elements of play and fitness equipment).
- **Design Statement** – a brief written description of the scheme, explaining any key design themes/features and how it meets the main points of the design brief.
- **Drainage proposal** – a description of how the multi-use games area will be constructed to ensure that no water ponds on the surface or makes the surrounding grass waterlogged to not be usable for the majority of the year.
- **Equipment Schedules** – including technical specifications / datasheets for each proposed item of play equipment, play area / MUGA fencing and MUGA goal ends.
- **CV's** of Key Site Staff
- **Method Statement** – detailing how risks will be mitigated during the works, in particular relating to the continued use of the recreation ground by pedestrians during the works.

- **Programme of Works** - a construction programme diagram, including proposed start and completion dates, site clearance and excavation, equipment installation, surfacing and landscaping. The programme should detail how lead in times for equipment will fit into the programme.
- **Warranty/guarantee information** – details and limitations of guarantees offered.
- **Maintenance Schedules** – detailing ongoing maintenance requirements for equipment, fencing and surfacing for the improved play area and multi-use games area. This should include an outline of the necessary maintenance requirements over a period of approx. 10 years (costing not required).
- **Pricing schedule** - this should detail the overall cost of the scheme and also break down the tender amount into key features/elements where applicable.
- **Contract Management and Sub-Contracting Structure Diagram** – showing the structure of the contractor / sub-contractor team and lines of communication with the client.

Evaluation

The following process will be used to assess the returns;

Council

Representatives from Chorley Council Streetscene and Parks and Open Spaces Teams will assess the responses and evaluate each of the returned tenders against the evaluation criteria set out (C1 to 13).

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Report of	Meeting	Date
Director of Early Intervention (Introduced by the Executive Member for Early Intervention)	Executive Cabinet	15 March 2018

NEIGHBOURHOOD PRIORITIES 2018/19

PURPOSE OF REPORT

1. The information provided in this report aims to provide a summary of the decision making process which has taken place (Jan – Feb 2018) to agree the forward year's neighbourhood priorities 2018/19.
2. It also presents the proposed neighbourhood priorities that have been agreed within each neighbourhood management group to date to be approved by Executive Cabinet.

RECOMMENDATION(S)

3. It is recommended that the neighbourhood priorities already agreed within each neighbourhood management meeting are agreed.
4. It is recommended that when scoping out the detail and financial resources required for each priority, financial or in kind contributions are sought from partners within the neighbourhood including parish councils, Lancashire County Council, voluntary sector and other stakeholders.
5. Where a priority is subsequently scoped out as requiring increased financial resources, consideration will be made in consultation with the Executive Member (Early Intervention) for this neighbourhood priority to be carried out at additional cost beyond £2,000, phased, or developed further as an individual corporate project.

EXECUTIVE SUMMARY OF REPORT

6. The council is committed to supporting projects and partnership delivery that focuses on the wider determinants of health as these issues impact on the daily lives of our residents, how happy and healthy they feel living in in their community and in turn their individual life choices and outcomes.

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

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

Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
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	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
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REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

- 7. Neighbourhood working and associated projects is a key priority within the council’s corporate strategy and encourages the improvement of environmental, health, and social features within the eight neighbourhoods of Chorley.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 8. To not support the continuation and development of neighbourhood priorities across the borough and not make the £50,000 funding available.

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

- 5. Chorley Council continues to support neighbourhood working and sees the benefit of enabling elected representatives and other organisations to work together to improve local communities. Neighbourhood working is a key project within the council’s corporate strategy, and a £50k budget investment has continued to support priorities within 2018/19.
- 6. While the council continues to support the delivery of the preferred priorities through funding and officer time, each neighbourhood area is encouraged to consider what match-funding and support may be available through other partners. This has been a successful development in recent years in enhancing the projects that would otherwise be able to be delivered.
- 7. The following process has been used to nominate, select and approve the neighbourhood priorities for each neighbourhood area:

<p>1. January to March</p>	<p>Nomination and selection:</p> <ul style="list-style-type: none"> • Members of the neighbourhood group nominate priorities either by sending them to democratic services in advance or at the meeting. • Neighbourhood management groups agree top three priorities, and a lead member from the group
<p>2. February to end March</p>	<p>Scoping:</p> <ul style="list-style-type: none"> • Lead Officer identified for each of the selected neighbourhood priority. • Lead officer works with lead member from neighbourhood group to scope the priority – including timescales, costs and funding sources
<p>3. 15 March</p>	<p>Approval:</p> <ul style="list-style-type: none"> • Priorities presented to Executive Cabinet for approval
<p>4. June to July</p>	<p>Update and monitoring:</p> <ul style="list-style-type: none"> • Update on the process in the selected neighbourhood priorities will be provided to the Neighbourhood meetings
<p>5. October</p>	<p>Update and monitoring:</p> <ul style="list-style-type: none"> • Update provided by email (in addition to ongoing progress updates on individual projects) on all selected neighbourhood priorities to neighbourhood management groups

8. Within each meeting, background context about the local area and community, has been utilised to support the group in discussing and selecting preferred priorities. This background context report covered a range of issues including, population size, life expectancy, health, crime, economy and poverty. Generally, these data sets were more concerned with people, than the physical, more easily visible aspects of our neighbourhoods.
9. Information from Chorley Council’s resident survey during 2017 was also presented to each neighbourhood management group. The results were broken down by ward, with the key issues being; satisfaction with the council; feeling informed, local area satisfaction; engaging with the community (working together to improve the local area) and feelings of safety (after dark).
10. The combined information in the reports described above, provided a helpful evidence base that added to each neighbourhood management groups’ suggestions for future priorities.
11. The agreed priorities for each neighbourhood management group are outlined below:

Neighbourhood Area	Priority 1	Priority 2	Priority 3
Euxton Astley & Buckshaw	<p>Footpath improvements (Astley Village): improvements to footpaths from Astley Village to Astley Park in Dog Trap Wood (near The Farthings and Long Copse) and Judeland Wood. Potential for parish council contribution to support</p>	<p>Road Safety: Work to examine methods to reduce speeding on Chancery Road, Buckshaw Avenue and Euxton Lane. Including potential to purchase SpID for Chancery Road to support scheme for Astley Village parish council</p>	<p>Open space improvements: Improvement works to open spaces; wildflower area on Euxton Lane, and creation of community orchard on Highways Avenue.</p>
Western Parishes	<p>Civic Pride Signage at the entrance to Croston village, Highfield Road and border with Bretherton & Rufford recognising multi-medal award winners of RHS Britain in Bloom. Plus welcome to Bretherton sign with message ‘help keep our village tidy.’</p>	<p>Footway inter-connectivity at Mawdesley Centre which covers; Hall Lane, Black Bull public house; Dark lane/Stocks Hall nursing home and Riddeley Lane footpath between St. Peter’s and St. Paul’s Church</p>	<p>Entrance Markers placed on Moor Road/Southport Road to denote the boundaries of Ulnes Walton Parish</p>
Chorley Town East	<p>Luncheon club Albany High School inter-generational project to address social isolation and bridge generations by working with pupils. Encourage interaction and communications between the age groups and encourage volunteering.</p>	<p>Car Park on Howarth Road to develop a carpark on Haworth Road to be utilised by numerous people for a variety of interests such as the allotments, the school and by those visiting Chorley Nab.</p>	<p>Alley gates on Water Street and Stump Lane to install alleygates off Water Street and Stump Lane to address the rising concern of anti-social behaviour and crime. It is suggested that one alleygate would be useful. If alleygates are considered it was suggested to look at negotiating a contract with residents towards the funding and the upkeep of the alleygates.</p>
Clayton and Whittle	<p>Development of Canal basin (phase 2) near the Polo, footpath, steps and community garden</p>	<p>Site visit to Clayton Brook to explore feasibility of improvements to footpath & shrubs from the shops at Clayton Brook to the A6 and the play area, with PFP and Chorley Council.</p>	<p>Feasibility study and plan to improve lighting and footpath in the play area behind Lancaster Lane Primary School.</p>
Eastern Parishes	<p>Civic Pride Entrance Stone at Heapey Chase</p>	<p>Repair works to bus shelter at Wheelton –</p>	<p>Defibrillator Provision in Wheelton</p>

	Estate and scoping of improvements to road leading up to White Coppice Cricket Club	requires new roof	
Southeast Parishes	Erection of Alleygates behind 144 – 146 Park Road, Adlington	Review of car parking facilities at Jubilee playing fields, Adlington and area scoping of car parking	One off repair (using stone chippings) to the backs behind 72 Bolton Road, Adlington and adjacent properties, with clarity to residents that this road is unadopted therefore Chorley Council are not able to continuously maintain after repair.
Chorley Town West	A reading scheme aimed at pre-school children aimed at enhancing reading skills at a very early stage. To trial with the existing toddler group based a Buttermere Community Centre.	Continuation of weekly cookery sessions at Buttermere Community Centre	Developing models to help residents to better maintain communal unadopted areas. For example, planting schemes in alleys and educating residents in recycling.
Southern Parishes	Creation of a section of footpath on Clancutt Lane/Spendmore Lane, Coppull	Creation of a Community Garden at Poets Estate, Chorley	Installation of WIFI connection to Heskin Village Hall

IMPLICATIONS OF REPORT

12. 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

13. An annual budget of £50k was approved for neighbourhood priorities as part of the 2018/19 budget setting process.

COMMENTS OF THE MONITORING OFFICER

14. No comments

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE / DIRECTOR OF EARLY INTERVENTION & SUPPORT

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Louise Elo	5732	23/2/2018	NP/2018/19

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Report of	Meeting	Date
Director of Customer & Digital (Introduced by the Executive Member for Customer, Advice and Streetscene Services)	Executive Cabinet	15 March 2018

STREETSCENE MODERNISATION STRATEGY 2018-2020

PURPOSE OF REPORT

1. To inform Executive Cabinet of the progress made during the first year of implementation 2017/18.
2. To present the updated Streetscene Modernisation Strategy 2018-2020

RECOMMENDATION(S)

3. That the report is noted and the updated strategy is approved.

EXECUTIVE SUMMARY OF REPORT

4. This paper presents the updated Streetscene Modernisation Strategy at Appendix A which includes:
 - i. 6 key areas of focus for 2018/19.
 - ii. Key performance measures
 - iii. A high level action plan
 - iv. Updated information in respect of council related assets
5. Key areas of focus for 2018/19 are:
 - i. Corporate strategy project
 - ii. Key policies - operational procedures
 - iii. Quality Control
 - iv. Technology – Phase 2
 - v. Resources: Budget and Staffing
 - vi. Internal and External Asset Management
6. Procurement rules and financial regulations will be followed and financial implications expected during the life of the strategy will be presented to the Executive Member, if appropriate, for approval at the relevant time.
7. This is the second year of a substantial programme of work expected to take a minimum of three years to complete.
8. Detailed working papers are available to support the findings in this paper.

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)

- 9. To ensure that the streetscene service is fit for purpose, utilising resources appropriately and managing and meeting customer expectations.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 10. To curtail the successful programme of review and change initiated in 2017/18 and essential for the successful modernisation and development of service.

CORPORATE PRIORITIES

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

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

BACKGROUND

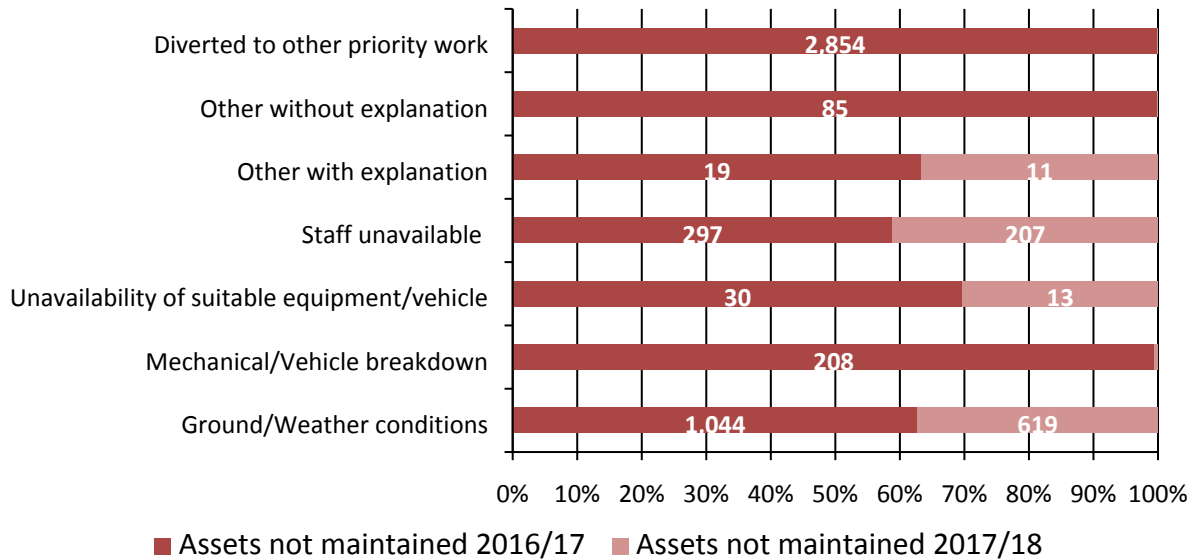
- 12. The Streetscene Modernisation Strategy was approved by Executive Cabinet in January 2017.
- 13. During 2017/18 service performance has been closely monitored and managed leading to significant improvements, particularly in the grass cutting service. Many of these achievements are detailed in Appendix 1 to the strategy
- 14. The updated strategy aims to build on these achievements, comply with the Corporate Strategy project “Deliver a borough wide programme of improvements to street services” and review budgets in line with the MTFS and corporate transformation strategy requirements.
- 15. A high level programme of work, expected to last at least another two years is included in the strategy.
- 16. The detailed milestones, actions and timescales will be managed using the corporate project management system.

ACHIEVEMENTS 2017/18

- 17. A detailed list of achievement and success during 2017/18 is attached at Appendix 1 to the strategy. Some of the highlights for the year are shown below:

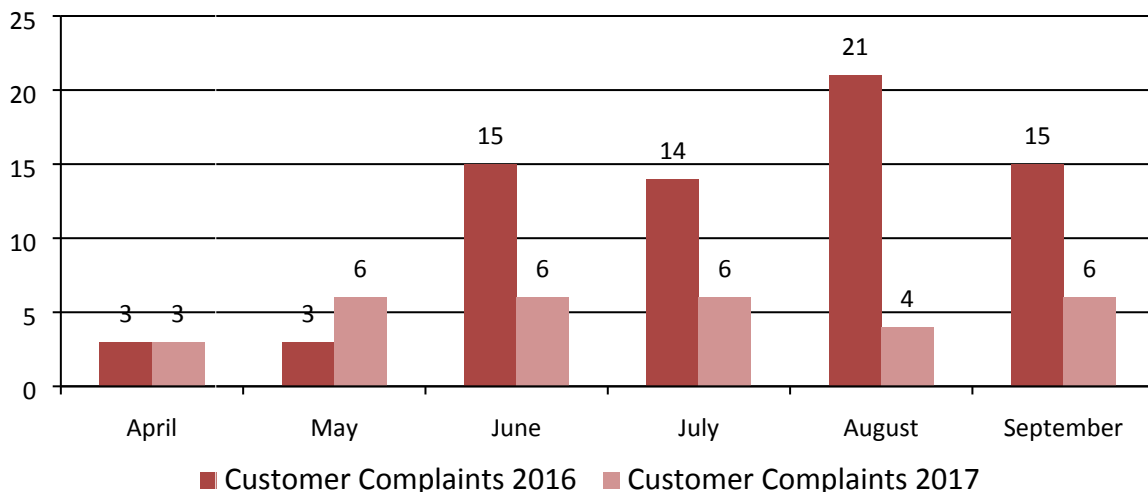
- i. In the grass cutting service the number of assets not maintained and the reasons for non-maintenance has reduced significantly from 21.46% of total scheduled work closures in 2016/17 to 4.67% in 2017/18.

Assets not maintained by reason



- ii. The number of customer complaints during the summer in respect of grass cutting dropped from 71 in 2016/17 to 31 in 2017/18

Customer Complaints by Month



- iii. As well as inspecting and maintaining council parks, cemeteries etc. the Communities team have significantly contributed to corporate events such as the Flower Show and have advised and supported community groups and volunteers.
- iv. Positive feedback from elected members and parish clerk feedback by both telephone and email.
- v. External awards and Green Flag awards for all 5 parks.
- vi. Streetscene teams have been instrumental in successfully delivering a number of Neighbourhood projects.

- vii. Improvements in budget monitoring and management across the directorate in 2017/18 have meant that £130k has been made available for Streetscene and ICT priorities in 2018/19. For Streetscene this includes new equipment to conform to Hand Arm Vibration regulations and software.

STAFFING

- 18. A further review of resourcing will take place during 2018/19. Ensuring that key areas of focus are resourced properly is necessary to allow the service to maintain and improve public confidence in the range of services provided.

ASSETS

- 19. A clear understanding and recording of the volumes and scope of maintenance of council related assets remains an ongoing priority and exercise for the service.
- 20. An accurate, up to date asset register is essential to ensure that schedules are correct and complete and that the workforce is clear where council priorities lie.
- 21. Any discrepancies in data relating to council ownership, maintenance, scheduling and receipt of income for external works need to be identified and rectified.
- 22. This exercise is essential to ensure that special expenses charged to parishes are accurate and fair.
- 23. A review of winter work has also been undertaken which will result in schedules being prepared for winter 2018 and performance monitored and managed more accurately.

CONCLUSION AND NEXT STEPS

- 24. There is still a considerable amount of work to do to successfully deliver the strategy and to effectively meet current and future needs efficiently and economically.
- 25. It is vital to ensure that asset management and maintenance is aligned with appropriately skilled and qualified staff. Succession planning and training is a key part of this process.
- 26. Overall, a co-ordinated approach to performance, cost and customer service will be required to achieve the vision.

IMPLICATIONS OF REPORT

- 27. 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

- 28. The revenue and capital monitoring report approved by Executive Cabinet on 15th February 2018 set aside £130k to facilitate the modernisation of the Council's digital and Streetscene services. An additional £45k expenditure has been assumed in 2017/18 for training of Streetscene staff, a request to carry forward this budget will be made at the end of 2017/18 financial year if this training is to be undertaken in 2018/19.

COMMENTS OF THE MONITORING OFFICER

29. The Streetscene service is a critical frontline delivery function and this strategy will ensure that the service is able to respond to future demand through the effective management of organisational resources and capacity. The strategy forms part of the council transformation programme and any decisions or policy changes arising from the implementation of the strategy will be assessed using the council's Integrated Impact Assessment and reported accordingly.

DIRECTOR NAME ASIM KHAN
DIRECTOR OF CUSTOMER AND DIGITAL

There are no background papers to this report.

Background Papers			
Document	Date	File	Place of Inspection
Streetscene Mod. Folder	20/02.2018	***	Shared Drive

Report Author	Ext	Date	Doc ID
Asim Khan	5448	***	***

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STREETSCENE MODERNISATION STRATEGY 2018 - 2020



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Introduction - Overall vision

The 3 year streetscene modernisation strategy approved by Executive Cabinet in January 2017 has been reviewed and updated after evaluating progress made during 2017/18.

The overall vision of the strategy remains to ensure that the streetscene service continues to evolve by streamlining the structure and adopting modern, efficient process and digital changes that meet the needs of all stakeholders over the life of the strategy.

Background and Context

The streetscene service base revenue budget for 2016/17 was £2,086m representing 14.84% of the council's total revenue budget of £14,059m.

Similarly for 2017/18 the base budget of £2,135m represents 14.80% of the council's total revenue budget of £14,419m

During 2016/17 the service employed 56.6 FTE staff representing 20.5% of the total FTE staff of 276. Similarly during 2017/18 55.4 FTE staff represented 20.4% of the total FTE staff of 271.92

The original streetscene modernisation report covered the period 2012-15 and concentrated mainly on the areas of management, culture change and business development opportunities without direct reference to specific service or process issues.

Analysis of the original strategy showed that a number of service areas should be included separately in an up to date strategy e.g. cemeteries and tree management. Health and Safety for both employees and the public should also be addressed.

A position statement showing achievements and successes, resulting from changes in working practices during 2017/18, is attached at Appendix 1

Key elements of the updated strategy 2017-2020 are shown at Appendix 2.

An updated high level action plan, expected to last for the next two years and designed around change themes is attached at Appendix 3.

Detailed milestones, actions and timescales will continue to be managed using the corporate projects system.

The new waste contract which will also involve a substantial amount of work over the next 18 months will be managed and reported separately.

Aims

The updated streetscene strategy has been drawn up as a result of discussions and input from a range of key stakeholders. It establishes a clear way forward for the period 2018-2020 together with a high level action plan for the development of the streetscene service. The approach is designed to develop a modern, efficient and fit for purpose service, well positioned to meet the challenging times faced by local government in the years ahead.

The streetscene service has already introduced a number of change themes designed to challenge working practices and modernise and introduce improvements to deliver high quality services in a co-ordinated way.

Changes in behaviour and culture together with a greater focus on performance and productivity are required to achieve these aims. The updated strategy and its priorities will be shared fully with streetscene staff.

Key stakeholders such as parish councils and community groups also play an important part.

This is the first review of the strategy and a further review will take place in early 2019.

Underlying Principles

There are a number of guiding principles which underline the implementation of the streetscene strategy:

1. Modernising the service to meet increased demands and ensuring that up to date thinking, technology and latest methods are applied in practice.
2. Improving productivity and increasing output particularly in relation to high profile service areas.
3. Realigning and prioritising budgets in line with the strategy and council financial performance.

Delivering the Strategy

The delivery of the strategy revolved around six key areas with associated change themes during 2017/18.

Key areas:

1. Review of key policies
2. Performance
3. Technology
4. Resources and Service Staffing
5. Internal Asset Management
6. External Asset Management

Knowledge gained during 2017/18, and in line with the council's Corporate Strategy and Transformation Strategy, has identified the following key areas for 2018/19 onwards.

Key areas for 2018/19 onwards

1. Corporate strategy project
2. Key policies - operational procedures
3. Quality Control
4. Technology – Phase 2
5. Resources: Budget and Staffing
6. Internal and External Asset Management

A visual representation of these revised key areas can be found at Appendix 2:

Assets

A major element of the strategy is to establish a clear understanding of the volumes and scope of maintenance of council owned and related assets.

An accurate, up to date asset register is essential to ensure that schedules are complete and correct, that the workforce is clear where council priorities lie and to establish fair and accurate special expenses charges.

Significant resources have already been put into reviewing and amending the asset register and this work is set to continue during 2018/19.

Key Measures

The improvements and new ways of working have already been reflected in a number of the following corporate indicators, particularly those related to grass cutting:

No	Description	Target
1	Grass cutting schedule work completed on time	80%
2	Street cleansing schedule routes completed on time	80%
3	Scheduled litter bins emptied on time	80%
4	Grounds maintenance service requests completed on time	80%
5	Streetscene service requests completed on time	80%
6	Call backs completed on time	100%

These measures and targets will remain in place during 2018/19 and until reliable performance data is available for all elements of the service.

This data will be used to influence operational decisions and changed procedures aligning with the Corporate Strategy Project.

Key Actions

The delivery of the strategy will take place from 2018-2020 with prioritisation, in the first instance, being given to measures to improve performance across the three core services in line with the 2017 Corporate Strategy project “Deliver a borough wide programme of improvements to street services” aims:

KEY ACTIONS – 2018-19 onwards

1. Deliver the Corporate Strategy Project – Deliver a borough wide programme of improvements to street services

- a. Review street bin emptying across the borough and implement improvements
- b. Review street cleaning across the borough and implement improvements
- c. Deliver an improved grass cutting service across the borough:

2. Key policies - Operational procedures

- Cemetery
- Memorials
- Trees

3. Introduce formalised quality control procedures.

Although quality checks are undertaken they are ad-hoc by co-ordinators or result from customer reporting.

A formalised checking and reporting routine, with the increased involvement of supervisors, will be introduced during 2018/19.

KEY ACTIONS – 2018-19 onwards**4. Technology – Phase 2**

There is still scope for expansion in the use of technology and scheduling systems and mobile working systems will be reviewed during 2017/18.

5. Resourcing – Budget and Staffing

- a. Budgets and spending will be further reviewed in line with the MTFS and corporate transformation strategy requirements.
- b. Staff Training and Workforce Development
- c. Staff Health and Safety
- d. Workforce Stability and Succession Planning

6. Internal and External Asset Management

Work to understand and improve assets managed by the service will continue during 2018/19

Key actions are detailed in the corporate MyProjects system.

A high level timetable is attached at Appendix 3.

Next Steps

There is still a considerable amount of work to do to successfully deliver the strategy and to effectively meet current and future needs efficiently and economically.

The approach set out in this strategy will lead to a modern service well positioned to meet the challenging times faced by local government over the next few years.

A project team with disciplines from across the council has been established to deliver the programme of work set out in this strategy.

A high level action plan has been drawn up and is outlined in Appendix 3. These dates are estimates and will change as the project develops.

Current Position – 2017/18**Appendix 1****Scheduled Work****1. Grass Cutting**

New reports have been developed to record grass cutting performance:

Month	Target %	2016/17 Actuals %	2017/18 Actuals %
April 2017	80	Unavailable	Unavailable
May 2017	80	Unavailable	Unavailable
Jun 2017	80	Unavailable	79.06
Jul 2017	80	Unavailable	78.49
Aug 2017	80	Unavailable	94.75
Sept 2017	80	Unavailable	85.14

These reports were not available in previous years, however a number of reports do reflect the improvement in the service e.g.:

Reason	Assets not maintained 2016/17	Assets not maintained 2017/18
Ground/Weather conditions	1,044	619
Mechanical/Vehicle breakdown	208	1
Unavailability of suitable equipment/vehicle	30	13
Staff unavailable?	297	207
Other with explanation?	19	11
Other without explanation?	85	0
Diverted to other priority work	2,854	0
	4,537	851

The restructuring of the teams with clearly defined roles and responsibilities and a new modern fleet of vehicles has facilitated a massive reduction in the number of assets either not maintained on time or even not maintained at all.

Additional records have also been maintained in respect of:

- a. Weather conditions for grass cutting and weed spraying
- b. Bonus cuts
- c. Quality issues and actions taken

Grass cutting schedules are suspended over the winter months whilst shrub and hedge cutting work takes place. Records of this work will be maintained during this period for input to the MyWork scheduled work system next year.

2. Street Cleansing and Litter Bin Emptying

Although emphasis has largely been placed on grass cutting performance in summer 2017, work to ensure that the street cleansing and litter bin emptying services operate as efficiently as possible has been ongoing.

These services have different issues to the grass cutting service in that most of the duties are undertaken by lone workers and staff absences impact heavily on the service.

Schedules for sweeping, litter bin emptying, litter picking and hand cart duties are all currently under review.

Street Sweeping

Schedules for the mechanical sweepers have been reviewed with drivers and completed on paper but have only been partially incorporated into the MyWork system. The schedules are considered too lengthy and are in urgent need of change.

Statistics do not reflect an accurate picture of the service and are not directly comparable over the two years.

All schedules are due for further review due to potential changes to the service and route optimisation.

For approximately 4 months each winter all sweeping schedules are suspended for leaf fall clearance in specific areas.

Litter Bins

Data related to litter bin emptying performance during 2017/18 is not accurate and therefore not reliable. Schedules are under review; route order software will be utilised and appropriateness of vehicles determined.

3. Service Requests

Service requests completed on time for both grounds maintenance and streetscene have not met the target of 80% throughout the year.

This is mainly due to the extremely tight SLA timescales that have previously been set. The service manager is in the process of reviewing these SLA's and they will be presented to the Executive Member for approval.

4. Communities

The Communities team have significantly contributed to four distinct areas of council service:

1. Maintenance of cemeteries, parks and recreation grounds including inspection and maintenance of play areas, contributing to improved grass cutting performance.
2. Facilitating and supporting corporate events such as the Chorley Flower Show, Picnic in the Park and play days.
3. Leading and delivering on 7 Neighbourhood projects e.g. wildflower planting schemes, creation of footpaths and boundary features and signage
4. Advising and supporting community groups and volunteers in projects and initiatives.

Schedules for regular work are maintained in the MyWork system and ad-hoc work as with the other teams is recorded in My Account.

Additionally in the case of the Communities team event work etc. is recorded and managed in a separate outlook calendar.

5. Customer Satisfaction

Customer satisfaction is also a critical aspect of service provision and although responses to the corporate customer satisfaction survey show, by percentage, a higher level of satisfaction than dissatisfaction, this is a very limited survey. As at the end of October 2017, no responses were received in respect of parks and open spaces and only 37, showing a satisfaction rate of 62.2%, in respect of street cleansing.

Concentration on the numbers and types of complaints received from the general public appears to be a better indicator of satisfaction with services.

Comparisons between the summer periods 2016 and 2017 show a reduction of 56.34% in the number of grounds maintenance complaints as the numbers dropped from 71 to 31 complaints.

The number of street cleansing complaints remained constant at 29 for both years.

In addition to this elected member and parish clerk feedback by both telephone and email has been very positive e.g.:

1. Bonus cuts have been completed in some areas to the satisfaction of members.
2. Assistance with a parish problem – Adlington Town Council Clerk
3. Shrub work at Preston Rd Chorley – Executive Member
4. Maintenance at Boundary Stone, Weavers Brow – Chorley Councillor
5. Work for scarecrow festival Charnock Richard – Parish Clerk
6. Clear up work – Clayton-le-Woods – Chorley Councillor
7. Damaged verges Astley Village – County Councillor

6. External Awards

The streetscene service has also received a number of accolades in 2017:

1. Britain in Bloom North West – Gold Medal Best Small City for Chorley in Bloom
2. Voluntary groups in and around Chorley, supported by the council, also received certificates within the In Bloom bid as follows
 - a. Mormon Temple – Highly commended award for the Horticultural and Community efforts
 - b. Sensory Garden Chorley Hospital – Outstanding
 - c. Astley Walled Garden – Outstanding
 - d. Lancaster Court Community Garden – Outstanding
3. Green Flag awards for 5 parks.

7. Procurement

- a. One of the milestones in the strategy is procurement and the process for ensuring that all expenditure is necessary, appropriate and best value for money.
- b. Following procurement rules and financial regulations is essential but as an extension of these principles, an analysis of spending over the last three years, in particular on supplies and services has been undertaken.
- c. Both 2015/16 and 2016/17 saw high spending rates and budgets exceeded. A significant proportion of this related to the old fleet of vehicles no longer fit for purpose. Towards the end of 2016/17 new vehicles with warranties were acquired, removing the need for hired vehicles and the cost of major repairs. Also new parts were purchased to ensure that the mowing machines were ready to start the 2017/18 grass cutting season.
- d. Another high cost related to the employment of external contractors to complete work when schedules were overdue or the workforce diverted to other duties. This practice has largely ceased and great emphasis has been placed on completing scheduled work on time. Now, wherever possible the council's own resources are deployed to complete all work.
- e. Vehicle usage and costs have also been reviewed resulting in the sale of the largely redundant skip wagon and the purchase of a tractor and side arm flail to replace the current hired equipment.
- f. During 2017/18 certain criteria have already been established as the service director has had meetings with managers and team leaders to emphasise the need for more budget awareness and commercial thinking e.g.:
 - i. Orders, even for small amounts, must not be placed without firmly establishing the need for the expenditure.
 - ii. Best prices must be secured, 3 quotes wherever possible.

- iii. Down time/travelling time to collect goods or deliver vehicles must be considered, supplier delivery/collection preferred.
- g. Further action will be taken or consideration given during the final months of 2017/18 and 2018/19 e.g.:
 - i. Expenditure on tyres – significant damage is inflicted on council vehicle tyres; this is partly due to the type of terrain that the vehicles are deployed in however some damage may be due to driver carelessness. Records are now maintained by vehicle to establish patterns.
 - ii. Maintaining accurate stores records for PPE and tools and equipment will ensure that the most efficient and economic use is made of the council's stock and a new in-house stores system will be in use in 2018/19.
 - iii. Review of the economy and efficiency of the existing sweeping vehicles, including contract maintenance options.
 - iv. Prompt sales of any unnecessary vehicles or plant.
 - v. An app which can go on Smartphones and iPads to enable drivers to complete their daily vehicle checks is being trialled. This will reduce paperwork, ensure records are readily available and that issues are brought to team leaders' attention promptly.

8. Health and Safety

Issues relating to staff and public health and safety have been addressed during 2017/18 and this practice will continue throughout the strategy. Initiatives have included:

- a. The Health and Wellbeing day.
- b. Working near Roads.
- c. Emergency Aid workshops.
- d. Rolling out of the new approach to risk assessment which means staff who undertake the work play a greater role in completing the assessment.

9. Training

As with health and safety considerations, training has been ongoing during 2017/18 and will continue throughout the strategy. Training has included:

- a. Risk Assessment review - The Training Matrix for Streetscene has been completed, providers and resource requirements identified.
- b. Supervisor Training - The 1:2:1 IT sessions have now been delivered.
- c. The HAVs workshop will be scheduled once the HAVs Action Plan is been agreed.
- d. Safeguarding training – this was given as a toolbox talk to all operational staff.

10. Call backs

Call back performance for the whole service including waste services has been consistently good throughout the year. The service receives by far the most requests for call-backs. 1,376 at the end of Nov 17 as opposed to 581 for the next highest. Most of these calls do relate to waste services; however the team as a whole are aware of the importance of customer call-backs. Monitoring of performance will continue at the extended directorate team management meetings during 2018/19.



High Level Action Plan

Appendix 3

Priority H/M/L	Change Theme	High Level Activity	Completion Date
H H	Corporate Strategy Project: Deliver a borough wide programme of improvements to street services	Review street bin emptying across the borough and implement improvements Review street cleaning across the borough and implement improvements Deliver an improved grass cutting service across the borough	Qtr 3 2018/19 Qtr 3 2018/19 Qtr 3 2018/19
M M	Technology Phase 2	New systems development/procurement especially for trees Deliver appropriate devices	Qtr 4 2018/19 Qtr 4 2018/19
H	Resources: 1. Budget 2. Staffing	Address transformation strategy savings targets Implement health and safety requirements Implement training plan Implement succession plan	Qtr 3 2018/19 Qtr 2 2018/19 Qtr 3 2018/19 Qtr 3 2018/19
H	Quality Control	Introduce formal inspection and reporting routine Address quality issues	Qtr 1 2018/19 Ongoing
M	Operational Procedures	Establish operational procedures in line with approved council streetscene policies e.g. memorial inspections and cemeteries	Qtr 2 2018/19
H	Internal and external asset management	Continuation of analysis and verification of council assets.	Qtr 4 2018/19

Note

A more detailed project plan will be included in the corporate My Projects system and as these dates are estimates and will change as the project develops.

The programme of work will be managed by the Waste and Streetscene Services Manager and milestones and tasks will be allocated to responsible officers within the team or based in other services if appropriate.

A further review of the strategy extending it into 2019/20 will be prepared in early 2019.

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