

## **COUNCIL**

TUESDAY, 25TH JULY 2017, 6.30 PM  
COUNCIL CHAMBER, TOWN HALL, CHORLEY

### **AGENDA**

#### **APOLOGIES**

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

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

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

##### **2 MINUTES OF THE LAST MEETING OF THE COUNCIL HELD ON TUESDAY, 16 MAY 2017**

(Pages 5 - 18)

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

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

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

##### **5 CHORLEY COUNCIL ANNUAL REPORT 2016/17**

(Pages 19 - 38)

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

##### **6 EXECUTIVE CABINET**

(Pages 39 - 42)

To consider the attached general report of the meeting of Executive Cabinet held on 22 June 2017.

##### **7 PROVISIONAL REVENUE AND CAPITAL OUTTURN 2016/17**

(Pages 43 - 72)

To consider the attached report of the Chief Executive agreed by Executive Cabinet on 22 June 2017 and requiring Council approval.

8	<b>SCRUTINY REPORTING BACK - ANNUAL REPORT 2016/17</b>	(Pages 73 - 82)
	To receive for information, the attached Annual Report of the work Overview and Scrutiny Committee for 2016/17.	
9	<b>OVERVIEW AND SCRUTINY COMMITTEE</b>	(Pages 83 - 86)
	To consider the attached general report of the Overview and Scrutiny Committee held on 6 July, including the Performance Panel meeting on 22 June and task group update.	
10	<b>GOVERNANCE COMMITTEE</b>	(Pages 87 - 90)
	To consider the attached general report of Governance Committee held on 21 June 2017.	
11	<b>COUNCIL APPOINTMENTS</b>	
	To agree the following changes to Council appointments:	
	<ul style="list-style-type: none"><li>• Councillor Debra Platt to be appointed to the Licensing and Public Safety Committee and a Labour Member to be appointed to the General Purposes Committee, following a request from Councillor Mark Jarnell to vacate seats on those two committees.</li><li>• Councillor Hasina Khan to replace Councillor Margaret France as the Council's representative on the LCC Health and Social Care Committee.</li><li>• Councillor Margaret France to be appointed as the Council's representative on the LCC Wellbeing, Prevention and Early Help Advisory Board for Chorley.</li></ul>	
12	<b>QUESTIONS ASKED UNDER COUNCIL PROCEDURE RULE 8 (IF ANY)</b>	
13	<b>TO CONSIDER THE NOTICES OF MOTION (IF ANY) GIVEN IN ACCORDANCE WITH COUNCIL PROCEDURE RULE 10</b>	
14	<b>EXCLUSION OF THE PUBLIC AND PRESS</b>	
	To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act: Information relating to the financial or business affairs of any particular person (including the authority holding that information).	
15	<b>MARKET WALK EXTENSION - AWARD OF CONTRACT</b>	
	To consider a report of the Director of Business, Development and Growth (to follow).	
16	<b>ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE MAYOR</b>	

GARY HALL  
CHIEF EXECUTIVE

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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 46

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**MINUTES OF ANNUAL COUNCIL**

**MEETING DATE Tuesday, 16 May 2017**

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

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

**APOLOGIES:** Councillors Graham Dunn, Mark Jarnell, Sheila Long and Matthew Lynch

**17.C.428 Declarations of Any Interests**

There were no declarations of interest received.

**17.C.429 Minutes of the last meeting of the Council held on Tuesday, 11 April 2017**

**RESOLVED – that the minutes of the last meeting of the Council held on 11 April 2017 be approved as a correct record for signature by the Mayor.**

**17.C.430 Election of the Mayor for the Council Year 2017/18**

It was formally proposed by Councillor John Walker, and seconded by Councillor Keith Iddon, that Councillor Mark Perks be elected as Mayor of the Borough of Chorley for the forthcoming Council Year.

All other political group leaders spoke in support of the appointment.

**RESOLVED – that Councillor Mark Perks be elected as Mayor of the Borough of Chorley for the forthcoming Council year.**

Councillor Mark Perks thanked Members for his appointment to the role of Mayor of the Borough, and announced that Mrs Pat Haughton would be his Mayoress for the year.

**17.C.431 Election of the Deputy Mayor for the Council Year 2017/18**

It was formally proposed by Councillor Anthony Gee, and seconded by Councillor Adrian Lowe, that Councillor Margaret Lees be elected as Deputy Mayor of the Borough of Chorley for the forthcoming Council Year.

All other political group leaders spoke in support of the appointment.

**RESOLVED – that Councillor Margaret Lees be elected as Deputy Mayor of the Borough of Chorley for the forthcoming Council year.**

Councillor Margaret Lees thanked Members for her appointment to the role of Deputy Mayor of the Borough and announced that Councillor Roy Lees would be her Deputy Consort for the year.

***There was a brief adjournment to allow the Retiring Mayor and her Consort, the newly elected Mayor and his Mayoress, and the newly elected Deputy Mayor and her Consort to exchange Mayoral robes and badges of office in the Mayor's Parlour.***

***On resuming the meeting, Councillor Perks signed the declaration of acceptance of office of Mayor, and Councillor Lees signed the declaration of acceptance of office of Deputy Mayor.***

***Councillor Mark Perks in the Chair***

The Mayor thanked Councillors for his appointment and Mrs Pat Haughton for agreeing to act as his Mayoress. He announced that Reverend John Cree would act as his Chaplain for the year and that his chosen charities would be Lancashire Mind and Young Addaction.

**17.C.432 Vote of Thanks to the Retiring Mayor**

The Mayor referred to the Retiring Mayor, Councillor Doreen Dickinson's outstanding year of office, which he would find difficult to follow. He congratulated her on her achievement and thanked her family for their support for the Mayoral role.

Political group leaders also paid tribute to the Retiring Mayor and her Consort for a successful year in office, in particular highlighting her skydive in aid of charity.

Councillor Doreen Dickinson responded, thanking Councillors for their kind words and support over the year. She had enjoyed her year in office and was grateful to her family for their support and also to the staff of the Mayoral and Civics team for their

help and advice and the organisation of charity events. She had raised £14,425 for her chosen charities of the Alzheimer’s Society, North West Air Ambulance and St Catherine’s Hospice.

**17.C.433 Executive Cabinet Appointments for 2017/18**

Councillor Alistair Bradley, Executive Leader presented a report informing the Council of his appointments to the Executive Cabinet and portfolio support roles for 2017/18 which were as follows:

Portfolio	Executive Member
<p><b>ECONOMIC DEVELOPMENT AND PUBLIC SERVICE REFORM</b>                      Lead Director: Mark Lester / Chris Sinnott</p> <ul style="list-style-type: none"> <li>• Business growth and inward investment</li> <li>• Employment and skills</li> <li>• Asset management</li> <li>• Town Centre (including Market Walk and car parking)</li> <li>• Public Service Reform (including combined authority and shared services)</li> <li>• Parks and open spaces development</li> <li>• Planning and housing policy</li> </ul>	<p><b>Alistair Bradley</b></p>
<p><b>RESOURCES</b>                      Lead Director: Chris Sinnott / Gary Hall</p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Corporate Strategy and improvement</li> <li>• Transformation</li> <li>• Communications and events</li> <li>• Support services</li> <li>• Astley Hall and cultural assets</li> </ul>	<p><b>Peter Wilson</b></p>
<p><b>EARLY INTERVENTION</b>                      Lead Director: Jamie Carson</p> <ul style="list-style-type: none"> <li>• Integrated community wellbeing service</li> <li>• Volunteering and VCFS</li> <li>• Community centre management</li> <li>• Neighbourhood working and community development</li> <li>• Community safety</li> <li>• Environmental health</li> </ul>	<p><b>Bev Murray</b></p>
<p><b>HOMES AND HOUSING</b>                      Lead Director: Jamie Carson</p> <ul style="list-style-type: none"> <li>• Housing options, advice and supported housing</li> <li>• Home improvement service</li> <li>• Private sector housing</li> <li>• Primrose Gardens</li> </ul>	<p><b>Graham Dunn</b></p>
<p><b>PUBLIC PROTECTION</b>                      Lead Director: Asim Khan</p> <ul style="list-style-type: none"> <li>• Development control</li> </ul>	<p><b>Paul Walmsley</b></p>

<ul style="list-style-type: none"> <li>• Building control</li> <li>• Licensing</li> <li>• Enforcement</li> </ul>	
<p><b>CUSTOMER, ADVICE AND STREETSCENE SERVICES</b>                  Lead Director: Asim Khan</p> <ul style="list-style-type: none"> <li>• Street cleansing</li> <li>• Grounds maintenance</li> <li>• Streetscene improvements</li> <li>• ICT</li> <li>• Customer services</li> <li>• Revenues and benefits</li> <li>• Single front office</li> <li>• Waste collection</li> </ul>	<p><b>Adrian Lowe</b></p>

<b>Lead Member for Chorley Integrated Community Wellbeing Service:</b>	<b>Councillor</b>
To include: <ul style="list-style-type: none"> <li>• Member of the Chorley Integrated Community Wellbeing Service Executive Steering Group</li> <li>• Council Champion for Health and Wellbeing</li> <li>• Observer role on Public Services Reform Board</li> </ul>	<p><b>Margaret France</b></p>
<b>Lead Member for Equality and Diversity:</b>	
To include: <ul style="list-style-type: none"> <li>• Chair of the Equality Forum</li> <li>• Council Champion for Equality and Diversity</li> <li>• Lead representative on outside bodies on equality issues</li> </ul>	<p><b>Hasina Khan</b></p>
<b>Member Responsible for:</b>	
Town Centre & assets Customer, digital & community development Enforcement and adoptions Economic development and skills Governance and audit	<p><b>Danny Gee                  Matthew Lynch                  Kim Snape                  Alistair Morwood                  Anthony Gee</b></p>
<b>Council Champion for:</b>	
Democratic and Member services Older people Rural communities Young people Housing Public protection & animal welfare	<p><b>Margaret Lees                  Jean Cronshaw                  Alan Whittaker                  Zara Khan                  Jane Fitzsimons                  Marion Lowe</b></p>

**RESOLVED – that the appointments be noted.**



**17.C.434 Appointments to Committees, Panels and Working Groups for 2017/18.**

Members considered two reports under this item. Firstly a report of the Director of Policy and Governance proposing changes to the Shared Services Joint Committee with South Ribble Council, in preparation for developing more extensive shared service arrangements between the two Councils.

Councillor Alistair Bradley, Executive Leader proposed, Councillor Peter Wilson Deputy Leader seconded, and it was **RESOLVED – that the revised terms of reference for the Shared Services Joint Committee with South Ribble Council be agreed as set out in the report.**

The Council then considered a schedule of nominations for the appointment of committees, working groups and panels in accordance with the political balance of the Council, together with nominations to Chair and Vice Chair positions and a list of shadow portfolio positions.

Councillor Alistair Bradley, Executive Leader proposed, Councillor Peter Wilson Deputy Leader seconded, and it was **RESOLVED – that the following appointments be approved for 2017/18.**

COMMITTEES	LABOUR GROUP	CONSERVATIVE GROUP	Independent Group	NHAP Cllr
<p><b>OVERVIEW AND SCRUTINY COMMITTEE</b> (14 Members)  (10: 4: 0)</p>	<p><b>Roy Lees (Vice-Chair)</b> Charlie Bromilow Paul Clark Jane Fitzsimons Zara Khan Matthew Lynch June Molyneaux Alistair Morwood Steve Murfitt Kim Snape</p>	<p><b>John Walker (Chair)</b> Paul Leadbetter Greg Morgan Debra Platt</p>		
<p><b>O &amp; S Performance Panel</b> (6 Members) ( 4: 2: 0)</p>	<p><b>Roy Lees (Vice-Chair)</b> Matthew Lynch June Molyneaux Alistair Morwood</p>	<p><b>John Walker (Chair)</b> Greg Morgan</p>		
<p><b>DEVELOPMENT CONTROL COMMITTEE</b> (15 Members)  (10: 5: 0)</p>	<p><b>June Molyneaux (Chair)</b> <b>Chris France (Vice-Chair)</b> Aaron Beaver Charlie Bromilow Danny Gee Tommy Gray Alistair Morwood Richard Toon Paul Walmsley</p>	<p>Martin Boardman Henry Caunce John Dalton Keith Iddon Mick Muncaster</p>		

COMMITTEES	LABOUR GROUP	CONSERVATIVE GROUP	Independent Group	NHAP Cllr
3 x substitute Members per group	Alan Whittaker Jean Cronshaw Gordon France Graham Dunn	Paul Leadbetter Sheila Long Eric Bell		
<p><b>LICENSING AND PUBLIC SAFETY COMMITTEE</b> (15 Members)</p> <p>(9 : 4: 1:1)</p> <p>2 x substitute Members per group</p>	<p><b>Marion Lowe (Chair)</b> <b>Matthew Lynch (Vice-Chair)</b> Jean Cronshaw Gordon France Margaret France Tommy Gray Adrian Lowe Steve Murfitt Kim Snape</p> <p>Aaron Beaver Roy Lees</p>	<p>Doreen Dickinson Sheila Long Mick Muncaster John Walker</p> <p>Eric Bell Paul Leadbetter</p>	Ralph Snape	Mark Jarnell
<p><b>GENERAL PURPOSES COMMITTEE</b> (17 Members)</p> <p>(10: 5: 1:1)</p>	<p><b>Gordon France (Chair)</b> <b>Anthony Gee (Vice-Chair)</b> Aaron Beaver Charlie Bromilow Jean Cronshaw Margaret France Alistair Morwood Tommy Gray Marion Lowe June Molyneaux</p>	<p>Eric Bell Alan Cullens John Dalton Paul Leadbetter Greg Morgan</p>	Ralph Snape	Mark Jarnell
<p><b>GOVERNANCE COMMITTEE</b> (8 Members)</p> <p>(5: 3: 0)</p>	<p><b>Anthony Gee (Vice Chair)</b> Jean Cronshaw Gordon France Danny Gee Kim Snape</p>	<p><b>Paul Leadbetter (Chair)</b> Alan Cullens Debra Platt</p>		
<p><b>APPOINTMENTS PANEL</b> (9 Members)</p> <p>(6: 2: 1)</p>	<p><b>Alistair Bradley (Chair)</b> Graham Dunn Jane Fitzsimons Margaret Lees Adrian Lowe Peter Wilson</p>	<p>Martin Boardman Alan Cullens</p>	Ralph Snape	

COMMITTEES	LABOUR GROUP	CONSERVATIVE GROUP	Independent Group	NHAP Cllr
	Plus relevant portfolio holder			
<b>CHIEF EXECUTIVE'S PERFORMANCE REVIEW PANEL</b> (5 Members) (3: 2: 0)	<b>Alistair Bradley (Chair)</b> Terry Brown Peter Wilson	Martin Boardman Alan Cullens		
<b>HUMAN RESOURCES APPEALS COMMITTEE</b> (Panels taken from 9 Members) (6: 3: 0)	<b>Margaret Lees (Chair)</b> Charlie Bromilow Graham Dunn Hasina Khan Marion Lowe Beverley Murray	Alan Cullens Greg Morgan John Walker		
<b>EQUALITY FORUM</b> (4 Members) (3: 1: 0)	<b>Hasina Khan (Chair)</b> Jean Cronshaw Zara Khan	Sheila Long		
<b>LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP</b> (12 Members) (8: 4: 0)	<b>Alistair Bradley (Chair)</b> <b>Paul Walmsley (Vice-Chair)</b> Christopher France Margaret France Danny Gee Roy Lees Richard Toon Alan Whittaker	Martin Boardman Henry Counce Paul Leadbetter Mick Muncaster		
<b>MARKET WALK STEERING GROUP</b> (7 Members) (4: 3: 0)  1 x Substitute from each Group	<b>Alistair Bradley (Chair)</b> Jane Fitzsimons Tommy Gray Peter Wilson  Danny Gee (attends as observer)	Eric Bell Paul Leadbetter Greg Morgan  Mick Muncaster		
<b>MEMBERS SUPPORT WORKING GROUP</b> (7 Members)	<b>Margaret Lees (Chair)</b> <b>Gordon France (Vice Chair)</b> Hasina Khan	Doreen Dickinson Mick Muncaster	Joyce Snape	

COMMITTEES	LABOUR GROUP	CONSERVATIVE GROUP	Independent Group	NHAP Cllr
(4: 2: 1)	June Molyneaux			
<b>SHARED SERVICES JOINT COMMITTEE</b> (5 Members) (3: 2: 0)	<b>Alistair Bradley (Chair)</b> Alistair Morwood Peter Wilson	Martin Boardman Alan Cullens		
<b>INTEGRATED COMMUNITY WELLBEING SERVICE EXECUTIVE STEERING GROUP</b> (2 Members)	Bev Murray Margaret France			
<b>CHORLEY LIAISON</b> <b>Chair: Gordon France</b> <b>Vice Chair: Kim Snape</b>  The 8 Chairs of the Neighbourhood Area Meetings plus one other Councillor representing Chorley town	<b>Chairs of all 8 Neighbourhood areas - to be appointed at the first Neighbourhood Meetings of the year in June/July</b> <ul style="list-style-type: none"> <li>• Chorley Town East – Alistair Morwood</li> <li>• Chorley Town West - Anthony Gee</li> <li>• Clayton and Whittle – Eric Bell</li> <li>• Eastern Parishes – Gordon France</li> <li>• Western Parishes – Doreen Dickinson</li> <li>• Euxton, Astley and Buckshaw - Matthew Lynch</li> <li>• South Eastern Parishes – Kim Snape</li> <li>• Southern Parishes – Alan Whittaker</li> <li>• Chorley Town Area - Alistair Bradley</li> </ul>			
<b>LICENSING LIAISON</b> Chair and Vice Chair of Licensing & Public Services Committee plus Executive Member for Public Protection	Marion Lowe Matthew Lynch Paul Walmsley (Executive Member)			
<b>PUBLIC SERVICES TRANSFORMATION WORKING GROUP</b> (8 Members) (5: 2: 1)	<b>Alistair Bradley (Chair)</b> Adrian Lowe Kim Snape Richard Toon Peter Wilson	Martin Boardman Alan Cullens		

COMMITTEES	LABOUR GROUP	CONSERVATIVE GROUP	Independent Group	NHAP Cllr
<b>TOWN TEAM</b> (4 Members including Executive Member for Resources – plus County Councillors) (3: 1: 0)	<b>Danny Gee (Chair)</b> Matthew Lynch Peter Wilson  Tommy Gray to attend as observer with role of Town Centre Redevelopment Lead	Martin Boardman		
<b>CHORLEY PUBLIC SERVICES REFORM BOARD</b> (2 representatives) (1:1)	Alistair Bradley  Margaret France (Observer)	Alan Cullens		

The following Shadow Cabinet appointments be noted:

<b>Leader of the Opposition, Economic Development and Public Services Reform (less business growth, employment and skills)</b>	<b>Councillor Alan Cullens</b>
<b>Deputy Leader of the Opposition, Resources</b>	<b>Councillor Martin Boardman</b>
<b>Early Intervention</b>	<b>Councillor Debra Platt</b>
<b>Homes and Housing (plus business growth, employment and skills)</b>	<b>Councillor Greg Morgan</b>
<b>Public Protection</b>	<b>Councillor Mick Muncaster</b>
<b>Customer</b>	<b>Councillor Paul Leadbetter</b>
<b>Streetscene Services</b>	<b>Councillor Eric Bell</b>

**17.C.435 Appointments to Outside Bodies for 2017/18**

A schedule of nominations for the appointment of Council representatives on outside bodies for the forthcoming Council year was circulated.

Councillor Alistair Bradley, Executive Leader proposed and Councillor Peter Wilson, Deputy Leader seconded and it was **RESOLVED – that the Council appointments to outside bodies for 2017/18 be approved as follows:**

<b>NAME OF BODY</b>	<b>NO OF REPS</b>	<b>REPRESENTATIVES</b>	<b>EXPIRY DATE</b>
Adactus Board	2	Councillors Graham Dunn and Roy Lees	May 2018
Adlington Community Association	2	Councillor June Molyneaux and Mrs Florence Molyneaux (Labour Nominee)	May 2018
Armed Forces Champion (Preston, Chorley and South Ribble CVS)	1	Councillor Aaron Beaver	May 2018
Brindle Village Hall Management Committee (Observer position)	1	Councillor Margaret France	May 2018
Central Lancashire Strategic Planning Joint Advisory Committee	3	Executive Leader – Councillor Alistair Bradley and Councillors Paul Walmsley and Martin Boardman (Substitute Councillors Roy Lees, Chris France and Paul Leadbetter)	May 2018
Chorley and District Neighbourhood Watch Association	1	Executive Member for Early Intervention - Councillor Bev Murray	May 2018
Chorley and South Ribble Citizens Advice Bureau Management Committee	1	Councillor Gordon France	May 2018
Chorley and South Ribble Disability Forum	1	Councillor Hasina Khan	May 2018
Chorley and South Ribble Shopmobility	1	Councillor June Molyneaux	May 2018
Chorley Consolidated Charity and Chorley Relief Fund	3	Councillor Anthony Gee (Appointed May 2015) Councillor Jean Cronshaw (Appointed May 2015) Councillor Doreen Dickinson (Appointed May 2016) (NB Appointments are for a 5 year period and cannot be changed mid-period)	May 2020 May 2020 May 2021
Chorley Sports Forum	2	Executive Member for Early Intervention - Councillor Beverley Murray and Councillor John Walker	May 2018
Chorley, South Ribble and West Lancashire Children's Partnership Board	1	Councillor Zara Khan	May 2018

<b>NAME OF BODY</b>	<b>NO OF REPS</b>	<b>REPRESENTATIVES</b>	<b>EXPIRY DATE</b>
Chorley Women's Centre Committee	1	Councillor Charlie Bromilow	May 2018
Clayton-le-Woods Community Centre Management Committee	1	David Rogerson (Labour nominee)	May 2018
Cuerden Valley Trust	1	Councillor Charlie Bromilow	May 2018
District Councils' Network	1	Executive Leader - Councillor Alistair Bradley	May 2018
Growth Lancashire Ltd Company - Board	1	Executive Leader – Councillor Alistair Bradley	May 2019
Heapey and Wheelton Village Hall Committee	2	Councillors Chris France and Gordon France	May 2018
Heskin Village Hall Management Committee	1	Councillor Paul Leadbetter	May 2018
Hoghton Village Hall Management Committee	1	Councillor Sheila Long	May 2018
Home-Start Chorley and South Ribble	1	Councillor Margaret Lees	May 2018
Lancashire Combined Authority (Shadow)	1	Executive Leader – Councillor Alistair Bradley (Substitute - Councillor Peter Wilson, Deputy Leader)	May 2018
Lancashire County Council – Adult Social Care and Health Scrutiny Committee (Co-opted member)	1	Councillor Margaret France (Substitute - Councillor Jean Cronshaw)	May 2018
Lancashire County Council Transport Asset Management Plan (TAMP) Scrutiny Task Group	1	Councillor Richard Toon	May 2018
Lancashire Neighbourhood Watch Forum	1	Councillor Jean Cronshaw	May 2018
Lancashire Police and Crime Panel	1	Executive Leader - Councillor Alistair Bradley (Substitute, Deputy Executive Leader - Councillor Peter Wilson)	May 2018

<b>NAME OF BODY</b>	<b>NO OF REPS</b>	<b>REPRESENTATIVES</b>	<b>EXPIRY DATE</b>
Lancashire Teaching Hospital NHS Foundation Trust – Governing Council (3 year appointment)	1	Executive Leader – Councillor Alistair Bradley	May 2019
Lancashire Waste Partnership	1	Executive Member for Customer, Advice and Streetscene Services - Councillor Adrian Lowe	May 2018
Local Government Association General Assembly and associated groups	2	Executive Leader - Councillor Alistair Bradley and Deputy Executive Leader - Councillor Peter Wilson	May 2018
Local Government Association (Lancashire Branch)	1 (2)	Executive Leader - Councillor Alistair Bradley Deputy Executive Leader - Councillor Peter Wilson and Leader of the Opposition - Councillor Alan Cullens (Observers)	May 2018
Mawdesley Millennium Trust	1	Councillor Martin Boardman	May 2018
Mawdesley Village Hall Management Committee	1	Councillor Keith Iddon	May 2018
North Western Local Authorities' Employers Organisation	1	Executive Member for Resources - Councillor Peter Wilson	May 2018
PATROL Adjudication and Bus Lane Adjudication Joint Committee Service	1	Executive Member for Customer, Advice and Streetscene Services - Councillor Adrian Lowe	May 2018
Preston and Western Lancashire Racial Equality Council	1	Councillor Paul Clark	May 2018
Preston Domestic Violence Services – Management Committee	1	Councillor Margaret France	May 2018
Rivington and Brinscall Advisory Group	3	Councillors Chris France, Margaret France and Kim Snape	May 2018
Rivington Heritage Trust	1	Councillor Kim Snape	May 2018
Runshaw College Community Liaison Group	4	Councillors John Dalton, Anthony Gee, Danny Gee, Alistair Morwood	May 2018



NAME OF BODY	NO OF REPS	REPRESENTATIVES	EXPIRY DATE
Rural Services Network	1	Councillor Alan Whittaker	May 2018
Safer Chorley and South Ribble Partnership (Responsible Authorities Group)	1	Councillor Marion Lowe	May 2018
The North West of England and the Isle of Man Reserved Forces and Cadets Association	1	Councillor Aaron Beaver	May 2018
West Pennine Moors Area Management Committee	2	Councillors Gordon France and Kim Snape	May 2018

#### 17.C.436 Council Meetings 2017/18

Councillor noted the programme of Council meetings for 2017/18 as follows:

- 25 July 2017
- 19 September 2017
- 21 November 2017
- 23 January 2018
- 27 February 2018
- 10 April 2018
- 15 May 2018

The Mayor announced that there would also be an a Special Meeting of the Council held on Thursday 15 June 2017 at 6.30pm regarding the Market Walk and Primrose Gardens projects.

**RESOLVED – that the schedule of Council meetings be noted**

Mayor

Date

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Report of	Meeting	Date
Director Policy and Governance (Introduced by the Leader of the Council)	Council	25 <sup>th</sup> July 2017

## CHORLEY COUNCIL ANNUAL REPORT 2016/17

### PURPOSE OF REPORT

1. To provide a summary of the Council's achievements during 2016/17 as well as looking forward to the activity to be delivered over 2017/18 against the Council's corporate priorities.

### RECOMMENDATION(S)

2. That the report be noted.

### EXECUTIVE SUMMARY OF REPORT

3. Overall performance during 2016/17 has been strong and has seen the delivery of key projects and activities which have supported the Council's key priorities of:
  - a. Involving residents in improving their local area and equality of access for all
  - b. A strong local economy
  - c. Clean, safe and healthy communities
  - d. An ambitious council that does more to meet the needs of residents and the local area
4. The Council has continued to face challenges over 2016/17, however real and tangible steps have been made towards addressing these challenges with a particular focus on changing the way the Council works and developing innovative solutions to ensure that the organisation is in the best position to continue to deliver vital services for local communities.
5. Moving into 2017/18, the Corporate Strategy will drive forward plans to achieve sustainable local growth and reform the way that services are delivered to meet the challenges of future years and achieve better outcomes for Chorley.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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### REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

6. N/A

### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. N/A

## CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

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

## BACKGROUND

9. The annual report is a key mechanism for presenting information about the Council's performance to residents, partners and key stakeholders. The report provides information regarding the key activities which have been delivered over the past 12 months to meet our vision and corporate priorities.
10. The report identifies some key challenges faced by the Council in order to meet residents' needs, and sets out a number of key initiatives for 2017/18 which we will be undertaking to ensure that our organisation remains in a position to meet these needs.

## SUMMARY OF THE REPORT

11. The Chorley Council Annual Report is attached to this paper as an appendix. The key headlines from the report include:

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

This year has seen a continued commitment from the council to provide quality, accessible community facilities. Across the borough, community centres have been equipped with digital technology as part of ensuring all residents are able to connect with local services, supported by over 70 digital skills sessions. There has also been a strong focus on physical access to services for rural areas, maintaining vital transport links across the borough. Residents are taking a more active part in their local area through participating in volunteering opportunities with additional new members to the Time Credits scheme seeing a 63% increase in the number of volunteering hours earned this year. Over 68,000 residents and visitors enjoyed a range of events including Chorley Live, the Grand Prix and Chorley Flower Show highlighting all that Chorley has to offer and boosting the local economy through additional visitors to the area.

**b. A strong local economy**

This year, work has continued on developments in and around the town centre which will see areas of the borough transformed and will enhance Chorley's profile as a place to live, work and invest. Work on the Market Walk extension has progressed into the construction phase to deliver new facilities to boost the local retail offer, create jobs and enhance Chorley's local economy. Support has also continued for both new and existing businesses in the borough, with 87 new business start-ups this year, boosting the local economy and job creation.

Council employment schemes have supported people into work and enabled them to access education opportunities. A number of projects have been delivered to promote community and the local economy in Chorley, encouraging people to spend their money where it will benefit the local community.

**c. Clean, safe and healthy communities**

Plans to implement new ways of working with partners have been developed through the Integrated Community Wellbeing team which aims to bring together functions from Chorley and Lancashire Care Foundation Trust to work more effectively and better use resources to deliver positive outcomes for those who access our services. This year has also seen significant achievements in terms of encouraging residents to get active and continue to be active. Over 24,000 young people have been encouraged to take part in our Get Up and Go activities and over 3,000 have attended free swimming sessions. Work has continued towards providing access to good quality, affordable housing including developing plans in order to meet future housing needs. A full upgrade to the CCTV system and closer partnership working with the Police has supported clean and safe places, alongside reducing the amount of empty homes in the borough by 8% over the year. The building of the Primrose Gardens Retirement Village has also now commenced which will allow access to housing for residents who require support for additional needs.

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

The Council continue to be ambitious in our aspirations for change to ensure it is working in the most cost effective way possible to meet the needs of local residents. Innovative new ways of working with partners have been progressed through the Public Service Reform Partnership, supporting 41 vulnerable individuals with complex cases as part of a joined up multi agency approach and over 100 residents experiencing better health and wellbeing outcomes through pioneering pilot work with Primary Care. Customer satisfaction has remained a key priority and final levels for this year are at 18.3%, which is better than target. A number of changes to the way the organisation operates have been implemented organisation as outlined in the Transformation Strategy with a new management structure in place which better reflects future challenges and plans.

**e. Council spending**

In 2016/17 the Council committed to new revenue and capital investments totalling £3.167m that benefitted the Council's four main priority areas. This investment went towards priorities identified by local residents including:

- Providing support to community organisations, promoting volunteering and delivery of projects to enhance local neighbourhoods
- Supporting new and existing businesses, delivering employment schemes and investing in events for the borough to raise the profile of the local area.
- Supporting community safety initiatives, mediation services and drop in services for young people including work to reduce the number of empty homes in Chorley
- Working to integrate public services with our partners and delivering health and wellbeing schemes for our staff

**f. Looking forward to 2017/18 the focus will remain on delivering positive outcomes for residents against the Council's corporate priorities, this will include activity such as:**

- Working to empower communities with the tools and support to create thriving local spaces and places
- Implementing the Integrated Community Wellbeing Team
- Continuing work to strengthen the local economy, boost local provision and support the local job market
- Developing solutions to meet the financial challenges ahead

**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	

CHRIS SINNOTT  
DIRECTOR (POLICY AND GOVERNANCE)

Report Author	Ext	Date	Doc ID
Kieron Power	5035	17/07/17	Annual report 2016_17 covering report

# **Chorley Council Annual Report** 2016/17



## Welcome to Chorley Council’s annual report

This report presents Chorley Council’s annual report for 2016/17. It provides an overview of activities and achievements over the last year, outlining the key steps that we have taken to ensure that we continue to deliver our vision and priorities as outlined below:


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




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



**Clean, safe and healthy communities**



**A strong local economy**



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

## The challenges in 2016/17

A growing population, reductions in government funding and policy changes at both a local and national level continue to present huge challenges for Chorley. However, this year we’ve made real and tangible steps towards addressing these challenges with a focus on changing the way that we work and developing innovative solutions to ensure that we are in the best position to continue to provide vital services for our local communities. Our achievements outlined within this report demonstrate how we have worked to deliver our corporate vision and priorities in 2016/17.



## Overview of 2016/17

This year we have done even more to deliver on our promises and ensure that we face challenges head on. We've had to make some difficult decisions but our priority continues to be to maintain vital services for the people of Chorley and their families.

I've been pleased to see a number of our plans for large scale developments being finalised and put into place, with the physical evidence of this change now visible in and around the town centre. These developments will boost the local economy and provide better facilities for local residents, encourage visitors and promote Chorley as a place where people want to live, work and invest.

Beyond the town centre and across the borough we have developed new community amenities such as the Lancaster Way community centre and made plans for better sports facilities on the Westway site. Local parks and play grounds have been improved to provide access to quality outdoor spaces and our events programme has delivered even more for residents, families and visitors to enjoy in 2016. We have also worked hard to secure the continuation of much needed local services such as libraries and bus services.

We want residents to be empowered to shape improvements in their own areas and for them to be rewarded for giving their time. More people are now signed up to the Chorley Time Credits scheme which exchanges volunteer hours for access to an enormous range of attractions and benefits. By working together with residents we have been able to address the issues that matter most for local neighbourhoods to create cleaner, more attractive spaces and develop longer term plans that will see communities thrive.

We've got big challenges but equally big ambitions that will make Chorley a place where everyone can reach their full potential.

**CLlr Alistair Bradley, Leader of Chorley Council and Executive Member for Economic Development and Public Service Reform**



In a year of constant change both politically and economically I'm pleased to report that Chorley Council has sustained positive performance and strong levels of customer satisfaction.

Our corporate strategy identified 16 key projects to be progressed during 2016 which included a number of large schemes such as the Market Walk extension, Primrose Gardens retirement village and a new Youth Zone. Alongside this, we also set out to change the way that we operate as an organisation, setting up new ways of working with our partners and making services easier to access for residents.

Overall performance has been strong, with the majority of projects on track at the end of the year and progressing as planned. Measures of success also show high levels of performance, with over 70% of Indicators performing on or above target at the end of the year. We continue to take robust action to address areas of underperformance and have made positive improvements in levels of volunteering, access to digital services and more efficient processing of service requests such as planning applications and benefits.

As we move into 2017/18, our corporate strategy will drive forward plans to achieve sustainable local growth and reform in the way we deliver services in order to meet the challenges of future years and ensure that we achieve better outcomes for Chorley.

**Cllr Peter Wilson, Deputy Executive Leader, Executive Member for Resources**





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

### Long term outcomes

- 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 service

### What have we done this year to achieve this?

This year has seen a continued commitment from the council to provide quality, accessible community facilities with a new community centre on Lancaster Way at Buckshaw Village and the opening of Buttermere community centre. We've set our centres up with digital equipment as part of ensuring all residents are able to connect with local services, supported by over 70 digital skills sessions. We've also focussed on physical access to services for rural areas, maintaining vital transport links.

Residents are taking a more active part in their local area through participating in volunteering opportunities, with more new members joining the Time Credits scheme seeing an increase in volunteering hours this year. Residents and visitors enjoyed a range of events including Chorley Live, the Grand Prix and Chorley Flower Show highlighting all that Chorley has to offer.

- **63% increase in the number of volunteering hours earned**
- **Increased the number of digital access points across the Borough by 44%**
- **Over 68,000 people attended our events across the year**

### Community facilities

Enhancing community provision and facilities is a key priority for the Council and this year has seen the development of new facilities and further plans for development of existing facilities. A new community centre 'Lancaster Way' has been built in Buckshaw Village. The community centre complements the village in providing a facility for local residents with state of the art sports facilities, a large hall and smaller meeting room available for hire, all for the benefit and use of the local residents. The Westway project also aims to enhance current facilities for the community and this year has seen the continued development of plans to upgrade the sporting facilities in the area.

Following Lancashire County Council's budget cuts and subsequent re-modelling of service provision, we stepped in to fund the continuation of full library services at Adlington,

Eccleston and Coppull Libraries and have been working closely with community groups to develop sustainable models for delivering these services for communities.

### **Improving connectivity**

We are continuing work to deliver improved and efficient digital services and increase customer engagement with the council via these channels in line with our digital strategy. We have increased the number of digital access points across the borough by 44% this year, exceeding the target of 11%, meaning there are now more places for people to get online and do more online across the borough. To ensure people have the confidence and skills to use online services we have continued to provide our digital access sessions and a total of 73 digital skills sessions have been delivered across a number of locations this year.

Following cuts to local public transport, we have stepped in to fund bus routes across the borough. This has allowed for much needed local bus services to continue to run, ensuring that residents are able to access these services when needed and providing access into Chorley town centre and surrounding areas.

### **Time Credits**

The Chorley Time Credits programme continues to grow, supporting residents to volunteer and providing much needed volunteer capacity within communities. This year, 87 additional community groups have been engaged in time banking to bring the total up to 435 groups. A total of 1,980 new members were recruited this year, giving 64,763 hours of their time, and increasing volunteering hours by 42% compared to last year.

### **Neighbourhood Working**

Neighbourhood working priorities were identified at neighbourhood area meetings for delivery in 2016/17 to improve and enhance community spaces. The work undertaken this year and some key outcomes have included:

- Chorley Town East: Improvements to footpaths have not only ensured the safety of residents when walking, but also improved the overall look and feel of the area.
- Whittle-le-Woods: Provision of bus shelters, has allowed residents a safe place when boarding and alighting from public transport.
- South East Parishes: A targeted road safety campaign has been delivered with the aim of promoting road safety, with a focus on both speed awareness and pedestrian safety around Town Lane Heskin. This project has ensured that residents are aware of the importance of road safety.

## Events programme

We have delivered various events across the year, which have allowed us to engage with local residents, raise the profile of Chorley as a destination and encourage visitors from further afield. All of which improves the local economy and community with events such as the Grand Prix 2016, which has encouraged more spend in the town centre, averaging at around £20 per person.

- The Chorley Flower Show returned for the second time in 2016, building on the success of last year, with 13,000 visitors enjoying the beautiful displays and entertainment with many commenting on their enjoyment of this fantastic show.
- Over 29,500 people attended various Christmas attractions in 2016.
- Thousands of people lined the streets to see the Chorley Grand Prix this year. The event was a great success and received great feedback from local residents and visitors alike
- Thousands of people enjoyed a weekend of live entertainment in Chorley as the fourth Chorley Live proved to be the best yet, with local performers playing at cafes, pubs, restaurants and shops. Seeing more than 240 live performances across 30 venues.

## Grants and Commissioning

We provide funding to commission vital services for local residents of Chorley and this year saw these services being re-commissioned to ensure that the funding continues to be targeted to the areas of greatest need in Chorley. The services will provide vital support for families, vulnerable adults, older people, young people and community safety.

Additional funding was also awarded this year through our small community funding process. The funding went to a number of local VCFS organisations including Girl Guides Luncheon clubs, local sports clubs and family centred services to help them to deliver a number of different community based projects.

## Disabled GO

We have worked in partnership with Disabled Go, a national disability organisation, to create a new accessibility checker for people with disabilities, dementia and their carers, friends and family so that they can find out the accessibility of places they would like to visit. The free online access guide, which was launched in April, provides information on over 200 venues across the borough including information about parking, walking distances and toilet facilities.



## A strong local economy

### Long term outcomes

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

### What have we done this year to achieve this?

This year, work has continued on developments in and around the town centre as well as supporting businesses across the borough. This work will see areas of the borough transformed and will enhance Chorley's profile as a place to live, work and invest. Work on the Market Walk extension has progressed to the construction phase to deliver new facilities to boost the local retail offer, create jobs and enhance Chorley's local economy. We have also continued to assist both new and existing businesses in the borough, boosting the local economy and job creation.

Our employment schemes have supported people into work and enabled them to access education opportunities. We have been working on a number of projects to promote community and the local economy within Chorley, encouraging people to spend their money where it will benefit the local community.

- **87 new business start-ups delivered through our business grant schemes**
- **The overall employment rate in Chorley is 74.8%, this is better than the North West average of (73.1%)**
- **Over 400 people attending our Choose Chorley for Business events**

### Market Walk extension

The Market Walk project will improve the retail and leisure offer in the town centre providing benefits attracting national retailers and more visitors to Chorley. This will create growth and opportunities for the future, enabling the town centre to thrive over the coming years. Work this year has included progressing tenancy interest in the scheme and the enabling works. The coming year will see the beginning of the build of the scheme, which is planned for completion in 2018.

## **Inward Investment**

Attracting investment and new business to Chorley is critical if we are to create new and more highly paid jobs that will sustain the local economy and enable better outcomes for all residents of Chorley. This year we have continued our work to help the Chorley business sector to strive through our business grants and loans and our ever successful Choose Chorley for business events. Our Chorley BIG grants have seen a total of £478,257 private sector investment, with a total of 55 jobs forecasted and one company has relocated to Chorley via our choose Chorley grant, bringing with it a total of 25 jobs. Our business start-up grants have supported the creation of 87 new businesses in the borough.

## **Young people, volunteering and training opportunities**

The council continues to support young people on their way to employment and learning new skills and by working in conjunction with Runshaw College to support young people into apprenticeships by reducing some of the barriers they might experience. Through the scheme, 37 young people have been supported, with 15 of these young people not in education, employment or training (NEET). The fund has been used to help towards costs additional to wages such as equipment, travel, work clothes and training fees.

## **Check Out Chorley**

The 'Check Out Chorley' website, developed by the council in 2015/16, aims to showcase the local area and show what Chorley has to offer to people of all ages. Over the year, there has been significant development and promotion of the website, to improve access to information regarding Chorley as a visitor destination. So far, the site has proven to be popular and had over 62,634 page views over the year, allowing the people of Chorley and potential visitors to gain access to great events and organisations.



## Clean, Safe and Healthy Communities

### Long term outcomes

- 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

### What have we done this year to achieve this?

We have developed plans to implement new ways of working with our partners through the Integrated Community Wellbeing team which aims to bring together selected functions from Chorley Council and Lancashire Care Foundation Trust to work more effectively and better use resources to deliver positive outcomes for those who access our services.

This year has also seen significant achievements in terms of encouraging residents to get active and continue to be active. Young people have been encouraged to take part in our Get Up and Go activities and free swimming sessions across a number of our leisure centres, encouraging them to be active and engage with physical activity. We have continued to work towards providing access to good quality, affordable housing including developing plans in order to meet future housing needs. In addition to this, we have continued to work to make sure that our open spaces and streets are clean and safe alongside reducing the amount of empty homes in the borough. We have also commenced the building of the Primrose Gardens Retirement Village which will allow access to housing for residents who require support for additional needs.

- **Development of the Primrose Gardens Retirement Village, to allow residents with additional needs access to the right accommodation**
- **Promotion of leisure centres, with an increase of 7% junior attendances, promoting an active and healthy lifestyle**
- **3,099 young people attended free swimming sessions this year**



### **Integrated Community Wellbeing**

One of Chorley Council's key aims is to be at the forefront of change and working to create sustainable, effective public services and this year has seen the creation of new initiatives such as the Integrated Community Wellbeing Team. The service was introduced in April 2017 and will bring together teams from across the Council and Lancashire Care Foundation Trust to work together from the same location, allowing the organisations to work to improve focus on prevention and early intervention and better public services. This will mean the teams are working effectively to tackle issues for local residents at an early stage, ensuring that all needs are taken into account and situations are resolved as quickly as possible, resulting in a better experience for service users.

### **Primrose Gardens Retirement Living Scheme**

We are delivering a scheme for Chorley which will increase and improve the affordable housing offer in the borough. Construction is now underway on the scheme and the development will be crucial in delivering specialist housing that promotes greater choice and ensures independence is maintained for local residents, which is something that is particularly important as demand for care services continues to grow.

### **Housing and Affordable Homes**

Chorley Council is committed to providing affordable homes across the borough, ensuring that residents have access to high quality, low cost, and suitable housing options. This year we delivered 87 affordable homes which means that over a four year period, a total of 466 affordable homes have been delivered.

We provide housing support to those who need it most and this year the council has provided 659 homeless preventions and reliefs, helping people who present as homeless or potentially homeless.

### **Getting Active**

We aim to provide a range of healthy activities and opportunities for people to engage with to get active, keep fit and have fun.

**Leisure Centres** - Our leisure centres play a big role in getting people healthy, active and staying active. This year our leisure centres had over 1 million visits.

**Get Up and Go!** -24,856 young people took part in Get Up and Go activities in 2016.

**Free swimming** -3,099 young people participated in free swimming activity this year. The scheme aims to provide healthy activities for young people, encouraging them to be active

and healthy and providing a positive activity for them to undertake during the school holidays.

### **Parks and Open Spaces**

We take great pride in our parks and open spaces in Chorley and our teams work every day to ensure that they are well maintained and a pleasure to visit. The Play, Open Space and Playing Pitch Strategy (2013-2018) outlines a five year action plan to protect, manage, and enhance our open space provision in Chorley. The third year of this plan has seen further developments with some highlights, including improvements to eight play areas across the borough:

**Amber Drive play area** in Chorley has been refurbished and improved and has received positive feedback from local people and the site is being well used.

**Wymottt Park Play Area** has seen developments which have included refurbishment of the toddler play area, with additional equipment being installed and new safety surfacing being provided. This has ensured a safe and fun play area for all.

**Buttermere Green** has seen the Installation of a new toddler play area, providing new facilities for the benefit of young children and their families.

### **Community Safety**

Chorley has a crime rate below the average for Lancashire and over 2016/17 we have continued to work closely with our partners to provide services to ensure that our residents stay safe and feel safe. We have reduced the number of long term empty properties by 8% over the last year, completed a project to improve CCTV provision across the borough and working with Police Community Support Officers to deliver a number of initiatives to provide beneficial interventions at an early stage and preventing escalations into more serious situations. Antisocial behaviour incidences have seen a decrease this year at 9.67 per thousand population (43.83 in 2015/16). Again, this is lower than the Lancashire average which is 54.47.



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

### Long term outcomes

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

### What have we done this year to achieve this?

We continue to be ambitious in our aspirations for change to ensure that we are working in the most cost effective way possible to meet the needs of local residents. We have progressed innovative new ways of working with partners through the Public Service Reform Partnership to transform the way public services are delivered locally.

We have implemented a number of changes to the way we work as an organisation and now have a new management structure in place which better reflects our plans for the future and will support us to achieve them.

- **Our website continues to develop and improve access to services - and has achieved over 1.2 million page views**
- **41 vulnerable residents have been better supported through work bringing partners together to work from the same location**
- **Delivered better health and wellbeing outcomes for over 100 residents through the pioneering work of the Public Service Reform Partnership**
- **18.3% customers dissatisfied, which is better than our target of 20%**

### Changing the way we work

This year has seen the implementation of the key actions within the Council's Transformation Strategy to ensure that our organisation is best placed to meet future financial and organisational challenges, including effective leadership and governance structures. This has included work to support the development governance of the Integrated Community Wellbeing service, implementing a changed senior management structure, development of a new organisational development plan and progression of the Transformation Strategy projects identified to provide the outcomes needed to transform the way we work as an organisation.

### Chorley Public Service Reform

The Chorley Public Service Reform partnership looks to drive transformation in the way that public services are delivered locally and to explore public service integration. In its second year, the partnership has formalised innovative new ways of working together to achieve better outcomes with a focus on better connectivity between services and earlier intervention for vulnerable residents. This year key achievements have included:

- Planning and implementing a co-located service hub based at Chorley fire station with 6 services working together to respond collectively to the needs of vulnerable or complex cases.
- Extended work with primary care colleagues to launch a pioneering joint pilot project that will support better outcomes for frequent attenders to primary care across four GP practices in Chorley.
- Intensive work in Chorley to engage with residents and assess community potential, commissioned by the Partnership and completed by SPICE, resulting in recommendations to shape new ways of working towards more resilient places.
- Ongoing work with frontline service delivery partners to strengthen service connectivity, supporting practitioners to develop networks including testing out new ways of using technology.
- Development of governance and information sharing arrangements to support new ways of working

### Chorley Youth Zone


The Youth Zone will provide a purpose built facility for Chorley's young people aged 8-19 years and up to the age of 25 with disabilities. The Zone will be a safe environment where young people can raise their aspirations, grow in confidence and engage in healthy activities. There are over 15,000 young people aged 8-19 years who live in Chorley whom this development will benefit. The Youth Zone project has progressed significantly over the last year, with the scheme now fully developed and funded and demolition works have commenced on site.

### Customer Satisfaction

Customer satisfaction levels are one way in which we monitor how well we are doing and how happy our customers are with the service they have received from us. Final dissatisfaction figures available for 2016/17 showed an outcome of 18.3% against a target of 20%, meaning that we performed above the target set. To address any dissatisfaction, a number of initiatives have been introduced to sustain performance including ensuring that customers are responded to in a timely manner and working with our contractors to ensure that they are meeting customer expectations.

## Council Spending over 2016/17

In 2016/17 the Council committed to new revenue and capital investments totalling £3.167m that benefitted the Council’s four main priority areas as follows:



**£190k** Involving residents in improving their local area and equality of access for all



**£592k** A strong local economy



**£2.256m** Clean, Safe and Healthy Communities



**£129k** An ambitious Council that does more to meet the needs of local residents and the local area

This investment went towards priorities as identified by local residents including:

Providing support to community organisations, promoting volunteering and delivery of projects to enhance local neighbourhoods

Supporting new and existing businesses, delivering employment schemes and investing in events for the borough to raise the profile of the local area

Supporting community safety initiatives, mediation services and drop in services for young people including work to reduce the number of empty homes in Chorley

Working to integrate public services with our partners and delivering health and wellbeing schemes for our staff

## Looking ahead to 2017/18

Looking forward to 2017/18, we will continue to focus on delivering positive outcomes for residents against our corporate priorities, this will include the following:

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

Working to empower communities with the tools and support to creating thriving local spaces and places

Delivery of new strategies to enhance our digital and online services and make sure that customer can contact us through the channels that are best for them

### Clean, safe and healthy communities

Delivery of the Primrose Gardens Extra Care Scheme

Implementing the Integrated Community Wellbeing Team

Continuing our work to support people into work experience and employment

### A strong local economy

Continuing work to strengthen the local economy, boost local provision and support the local job market

Improve the town centre and extend Market Walk

Promoting Chorley as a visitor destination and delivery of high profile events such as the Chorley Grand Prix and Flower Show

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

Working with our partners to bring together public services and make them sustainable.

Delivery of new facilities for young people in the borough

Developing solutions to meet the financial challenges ahead

**Executive Cabinet**

1. Any Cabinet recommendations on the reports that require Council decisions appear as separate items on the agenda.

**GENERAL REPORT OF THE MEETING HELD ON 22 JUNE 2017****Update of Community Infrastructure Levy Regulation 123 List**

2. The Executive Member for Economic Development and Public Service Reform presented the report of the Director of Business, Development and Growth which informs Members about the update of the Community Infrastructure Levy (CIL) Regulation 123 List.
3. The List specifies the infrastructure projects to be funded in part by CIL in Chorley and includes schemes such as transport improvements, health facilities and education provision.
4. A four week consultation was held with appropriate stakeholders and the list of schemes requested for inclusion is set out in the report. Not all schemes requested are appropriate for the List.
5. The Executive Cabinet granted approval for the revised changes to the Regulation 123 List for a four week consultation and for any changes following consultation to be made by Executive Member (Economic Development and Public Service Reform).

**Chorley Council Performance Monitoring Report - Fourth Quarter 2016/17**

6. The Executive Member for Resources presented the report of the Director of Policy and Governance.
7. The report sets out performance against the Corporate Strategy and key service delivery measures for the fourth quarter of 2016/17. Project performance is assessed based on the delivery of key projects outlined within the new 2016 strategy and against the measures in the 2015 Corporate Strategy along with key service delivery measures for individual services.
8. Overall, performance of key projects is good, with nine (64%) of the projects rated as green and four (29%) of projects are currently rated amber. One project (7%) is now complete and outcomes have been recorded.
9. Performance of the Corporate Strategy indicators and key service delivery measures is also good. 73% of Corporate Strategy measures are performing on or above target and 70% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures which will be put into place to improve performance.

10. Members highlighted that the 'Time taken to process all new claims and change events for Housing Benefit and Council Tax benefit' is below target, but noted that this is a very challenging target.
11. The indicator relating to 'Growth in business rate base' is below target. Members noted that the 2017 revaluation has resulted in this reduction in gross rateable value. The Executive Leader requested that if Members are aware of any companies who are struggling with their Business Rates to contact the Council.
12. Although the indicator 'Number of projected jobs created through inward investment' is below target a number of potential re-locations are in the pipeline and will be progressed over the next quarter.
13. The Executive Cabinet noted the report.

### **Digital Strategy 2017 - 2020**

14. The Executive Member for Customer, Advice and Streetscene Services presented the report of the Director of Customer and Digital which presents and seeks approval of the Digital Strategy 2017 – 2020.
15. The four key elements of the strategy are;
  - a. increasing digital take up;
  - b. increasing digital inclusions;
  - c. working smarter; and
  - d. developing a positive culture which puts customers at the heart of everything we do.
16. The Executive Cabinet granted approval for the Digital Strategy 2017 – 2020.

### **ICT Strategy 2017 - 2020**

17. The Executive Member for Customer, Advice and Streetscene Services presented the report of the Director of Customer and Digital which seekd approval for the ICT Strategy 2017-2020.
18. ICT Services must be in a position to support the council as it moves forward over the next three years with likely significant change in relation to its operating model. The strategy delivers a flexible and robust ICT Service that is capable of responding to the future needs of the organisation.
19. The Executive Cabinet granted approval for the ICT Strategy 2017 – 2020.

### **Building Control Fees**

20. The Executive Member for Public Protection presented the report of the Director of Customer and Digital which informs Members about the proposal to amend the current Schedule of Charges for the Council's Building Service.



21. The current scale of charges were set in 2011 in conjunction with both South Ribble and Preston City Council, to standardise the fees across the neighbouring authorities and help facilitate easier cross boundary applications and, at the time, any movement towards shared services between any of the three authorities. No increase has been implemented since although the charges had been kept under review.
22. The expectation is that the cost of the service is recovered through these charges.
23. The Executive Cabinet granted approval to consider and accept the revised Schedule of Charges for the Building Control Service with a view to commencing 1 August 2017.

**Approval for the contract award procedure and evaluation criteria for the procurement of ICT Infrastructure**

24. The Executive Member for Resources presented the confidential report of the Director of Customer and Digital which seeks approval for the contract award procedure and evaluation criteria for procurement of ICT infrastructure in line with the ICT Strategy 2017-2020.

**Recommendation** : To note the report.

COUNCILLOR ALISTAIR BRADLEY  
EXECUTIVE LEADER

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

## **PROVISIONAL REVENUE AND CAPITAL OUTTURN 2016/17**

### **PURPOSE OF REPORT**

1. To present the provisional revenue outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2016/17.
2. To present the provisional outturn figures for the 2016/17 capital programme and update the capital programme for financial years 2017/18 to 2019/20 to take account of the re-phasing of expenditure from 2016/17 and other proposed budget changes.
3. The accounts are provisional at this stage and are also subject to final checking and scrutiny by the Council's external auditor. Should there be any significant changes to the outturn as a result of this process a further report will be submitted to Executive Cabinet.

### **RECOMMENDATION(S)**

4. Note the full year outturn position for the 2016/17 revenue budget and capital investment programme.
5. Request Council approval for slippage requests and other transfers to reserves outlined in Appendix 2 of the report to finance expenditure on specific items or projects in 2017/18.
6. Request Council approval for the contribution of £49,000 from in-year revenue underspends to the Change Management Reserve to finance one-off redundancy and pension strain costs arising from transformation and shared service strategies. This will supplement the £200k budget set aside in 2017/18 to increase the reserve.
7. Request Council approval for the contribution of £49,000 from in-year revenue underspends to the Buildings Maintenance Reserve to finance one-off costs relating to office utilisation and transformational change.
8. Note the 2016/17 outturn position on the Council's reserves.
9. Note the impact of the final capital expenditure outturn and the re-phasing of capital budgets to 2017/18 and approve the additions to the 2016/17 capital budget outlined in paragraph 77.
10. Request Council approval of the financing of the 2016/17 capital programme to maximise the use of funding resources available to the Council.

**EXECUTIVE SUMMARY OF REPORT**

- 11. There is a provisional underspend against the budget at year-end of £320k (as detailed in Appendix 1) prior to requests for slippage of committed items of £222k. The provisional underspend excludes any variances on investment items included in the budget in 2016/17. Details of the balances remaining at year end are shown in Appendix 2 and will be transferred into specific reserves and matched to expenditure in future years.
- 12. In the 2016/17 budget the net income from Market Walk excluding financing costs is £1.756m. The final outturn position shows that the net income is £1.786m, the £30k surplus being generated by underspends in various expenditure budgets including professional fees. This is in addition to the £60k surplus income already reported in monitoring which was used to invest in the Public Realm works capital scheme.
- 13. The capital outturn for 2016/17 is £11.037m.
- 14. The Council’s 2016/17 Medium Term Financial Strategy proposed that working balances are to reach £4.0m by 2018/19. A budgeted contribution into general balances of £500k was contained within the new investment package for 2016/17. Should the recommendations in this report be accepted, the level of balances at 31 March 2017 will be £3.188m and in line to achieve the target of £4.0m by 2018/19.

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

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

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

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 16. None.

**CORPORATE PRIORITIES**

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

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

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

**BACKGROUND**

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

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

23. The net expenditure at the end of the financial year shows a provisional underspend against the Council's budgets of £320k (prior to requests for slippage and other special items into account). Details are shown in Appendix 1 and requests for slippage and the transfer of resources to reserves are outlined in Appendix 2. The main variances over and above those previously reported to Executive Cabinet are shown in table 1 below.

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

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

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

*Expenditure*

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

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

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

#### *Income*

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

#### *Other Items*

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

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

#### *Budget Requests from Underspends*

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

#### **COMMITTED ITEMS/SLIPPAGE REQUESTS**

37. Each year the Council commits itself to expenditure that may not always be incurred in the financial year. It is customary to allow directorates that have a budget underspend to carry forward these resources to pay for specific items in the following year. This is an important part of the budget management process as it allows officers to commit earmarked resources to specific projects particularly towards the end of the financial year.
38. A full schedule of the budget carry forward (slippage) requests for 2016/17 is outlined in Appendix 2.



**MARKET WALK**

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

**Table 2: Market Walk Income Forecast (Mar 2017)**

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

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

**2015/16 INVESTMENT AREAS**

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

44. Due to the scale of the investment, delivery of these projects will be made over more than one year and any unspent balances at the end of the 2016/17 financial year will be transferred to specific project reserves. The reserves will be matched to expenditure as it is incurred during 2017/18.

### GENERAL FUND RESOURCES AND BALANCES

45. With regard to working balances, and as per Appendix 1, the Council started the year with a balance of £2.685m. The approved 2016/17 MTFS proposes that working balances are to reach £4.0m over the 3 year lifespan of the MTFS to 2018/19 given the budgetary challenges facing the Council. The impact of the initial provisional underspend, together with the in-year transfers to and from reserves, is a closing balance of £3.508m for working balances.
46. There are a number of items, however, that will impact on this position that should be considered by Cabinet, these being:
- Carrying over £222k into 2017/18 via slippage requests (outlined in Appendix 2)
  - Transfer of £49k to the Change Management Reserve
  - Transfer of £49k to the Buildings Maintenance Fund
47. The provisional outturn position (after taking requests for slippage and the above recommendations into account) shows that the General Fund closing balance will be around £3.188m as detailed in the table below.

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

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

48. The medium term financial strategy approved at Full Council in February 2017 set a target for general fund balances to reach £4m by the end of 2018/19. Budgeted contributions will be made to the general fund of £500k (17/18) and £259k (18/19). Based on these budgeted contributions the general fund balance will approach £4m by 2018/19.

**EARMARKED RESERVES**

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

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

**Purpose of Earmarked Reserves**

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

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

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

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

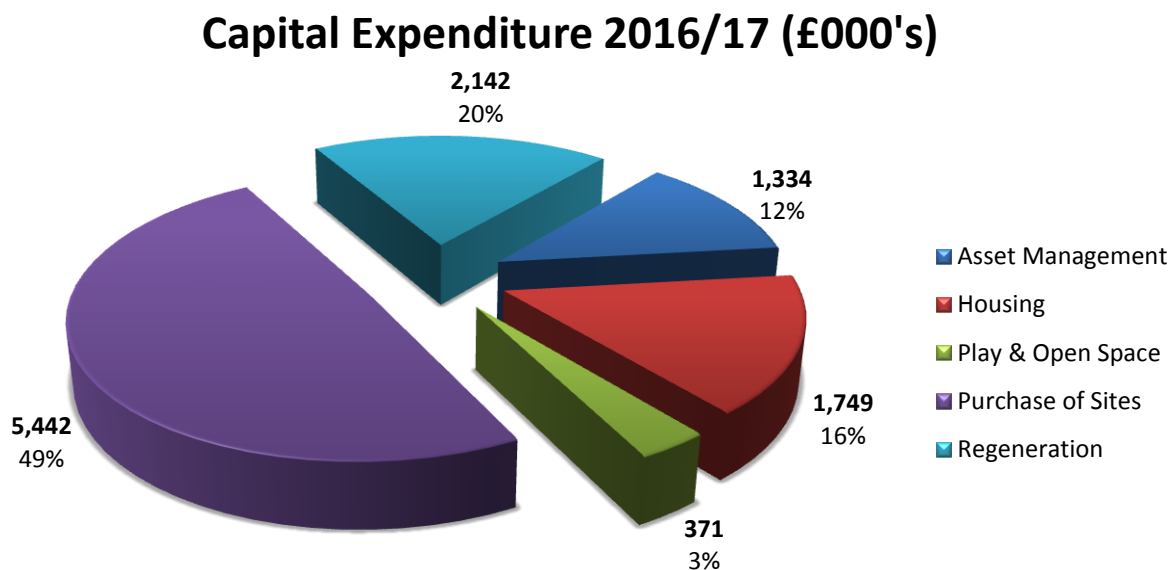
- 2016/17: £14.563m
- 2017/18: £24.648m
- 2018/19: £8.965m
- 2019/20: £0.800m

51. Capital expenditure in 2016/17 was £11.037m. Appendix 5 gives a summary of the capital schemes undertaken as well as the requests for carry forwards and additions resulting in an updated capital programme for 2016/17 to 2019/20 budgets.

**SUMMARY OF CAPITAL EXPENDITURE AND FINANCING 2016/17**

*Capital Expenditure 2016/17*

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



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

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

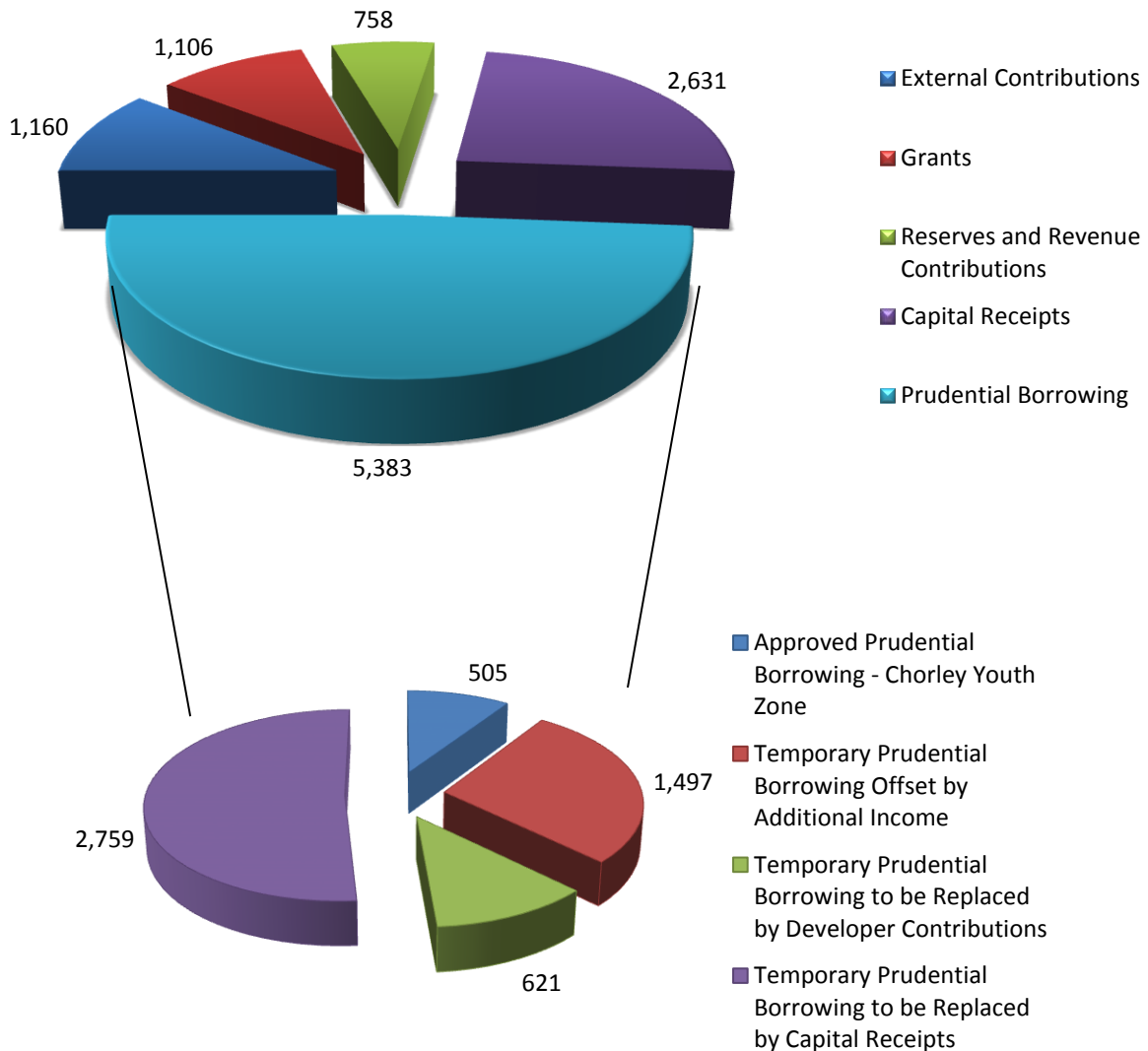
53. The Council invested £1.7m in Housing in 2016/17. The Council secured £658k external funding for the extension of Cotswold House supported housing for homeless families and individuals, £600k was spent in 2016/17. The Council purchased the necessary sites to begin work on Primrose Requirement Living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

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

*Capital Financing 2016/17*

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

**Capital Financing 2016/17 (£000's)**



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

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

## DIRECTORATE SPECIFIC CAPITAL PROJECTS

### *Customer & Digital - £0.915m*

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

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

*Policy & Governance - £0.685m*

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

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

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

*Early Intervention - £1.455m*

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



*Regeneration & Inward Investment - £7.981m*

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

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

#### **ADDITIONS TO THE CAPITAL PROGRAMME**

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

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

**CAPITAL PROGRAMME FINANCING 2016/17**

**Table 4: Capital Financing as at 31<sup>st</sup> March 2017**

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

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

**IMPLICATIONS OF REPORT**

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

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

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

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

**COMMENTS OF THE MONITORING OFFICER**

84. The Monitoring Officer has no comments.

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Dave Bond/James Thomson	5488/5025	06/06/17	Provisional Revenue and Capital Outturn 2016-17

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

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**Slippage Requests to 2017/18**

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

**Transfers to Specific Reserves for use in 2017/18**

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

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## Investment Projects 2016/17

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

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**Analysis of Reserves and Provisions 2016/17****Reserves****General Fund Balance**

	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
<b>General Fund Balance</b>	<b>2,684,821</b>	<b>502,714</b>	<b>0</b>	<b>3,187,536</b>	(1)
Change Management Reserve	151,392	199,000	(296,880)	53,512	
VAT Shelter Income - Capital/revenue financing	16,371		(7,090)	9,281	
Non-Recurring Expenditure - Revenue resources for capital financing	2,143,788	312,784	(551,729)	1,904,842	(2)
Market Walk - Income Equalisation Reserve	200,366	50,000		250,366	
Market Walk - Asset Management	85,860	50,000		135,860	
Market Walk - Project Work funded through Service Charge	115,830	38,600		154,430	
Section 31 Grant - Empty property/small business rate relief	32,970		(475)	32,495	
Business Rates Retention - Surplus on levy payment	706,719		(79,581)	627,138	(3)
Investment Fund - Income Generation	0	401,990	0	401,990	
LCC Transition Fund	0	358,590	0	358,590	

**Non-Directorate Reserves****Policy & Governance**

Slippage from 2015/16 - additional staffing capacity in comms & events team	13,500		(13,500)	0	
Investment Projects	60,460	51,510	(55,160)	56,810	(4)
British Army Civil Engagement Grant	41,392		(24,490)	16,902	

**Communications & Events**

Slippage from 2015/16 - Extension to Policy Officer post to 30/06/16	8,790		(8,790)	0	
Slippage from 2016/17	0	5,880		5,880	(5)
Transformation Challenge funding	227,070	135,000	(227,070)	135,000	
Public Service Reform funding	17,820	21,900	(17,820)	21,900	
Funding for Graduate Policy Officer post 2017/18	0	32,220		32,220	

**Performance & Partnerships**

Slippage from 2015/16 - Extension to HR & OD Advisor post to 30/09/16	16,000		(16,000)	0	
Slippage from 2015/16 - Training & Development	12,000		(12,000)	0	
Slippage from 2015/16 - Councillor Community Grants	1,000		(1,000)	0	
Slippage from 2016/17	0	80,730		80,730	(5)
Elections	29,000		(29,000)	0	
Impact of Pay Policy/Living Wage	20,000	6,300	0	26,300	
Legal Case Mgt System	1,522			1,522	

**Legal, Democratic & H.R.**

NWIEP grant for Shared Financial Systems project	19,710		(19,710)	0	
Slippage from 2015/16 - training for self-serve functionality	5,000		(5,000)	0	
Slippage from 2016/17	0	69,030		69,030	(5)

**Shared Financial Services****Policy & Governance****Business Development & Growth**

Community Infrastructure Levy - Admin Reserve	33,019	22,236	(32,358)	22,898	(6)
Government Grants - Single Homeless Initiative	20,250		0	20,250	
Local Development Framework	0	50,000		50,000	(5)
Slippage from 2016/17	0	26,000		26,000	

**Development & Regeneration**

Retail Grants Programme	105,968	111,500	(105,970)	111,498	
Investment Projects	321,920	456,570	(321,920)	456,570	(4)
External Funding Officer budget for 2016/17	9,200		(9,200)	0	

**Employment Skills & Business Support**

Investment Projects

**Markets & Town Centre**

Buildings Maintenance Fund	61,172	54,180	(43,000)	72,352	
Buildings Maintenance Fund	5,180		(5,180)	0	
Redevelopment Fund - Oak House Site	692,240	615,850	(692,240)	615,850	(7)
Slippage from 2016/17	0	4,000		4,000	(5)

**Property Services****Business Development & Growth**

	Opening Balance 01/04/16 £	Other Transfers 2016/17 £	Use in 2016/17 £	Forecast Balance 31/03/17 £	Notes
<b>General Fund Balance</b>	<b>2,684,821</b>	<b>502,714</b>	<b>0</b>	<b>3,187,536</b>	(1)
<b>Non-Directorate Reserves</b>	<b>3,453,295</b>	<b>1,410,964</b>	<b>(935,756)</b>	<b>3,928,503</b>	
<b>Policy &amp; Governance</b>	<b>473,264</b>	<b>402,570</b>	<b>(429,540)</b>	<b>446,294</b>	
<b>Business Development &amp; Growth</b>	<b>33,019</b>	<b>22,236</b>	<b>(32,358)</b>	<b>22,898</b>	(6)
<b>Development &amp; Regeneration</b>	<b>53,269</b>	<b>98,236</b>	<b>(32,358)</b>	<b>119,148</b>	
<b>Employment Skills &amp; Business Support</b>	<b>437,088</b>	<b>568,070</b>	<b>(437,090)</b>	<b>568,068</b>	
<b>Markets &amp; Town Centre</b>	<b>134,440</b>	<b>129,830</b>	<b>(134,440)</b>	<b>129,830</b>	
<b>Property Services</b>	<b>758,592</b>	<b>674,030</b>	<b>(740,420)</b>	<b>692,202</b>	
<b>Business Development &amp; Growth</b>	<b>1,383,389</b>	<b>1,470,166</b>	<b>(1,344,308)</b>	<b>1,509,248</b>	

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

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

**Customer Transformation**

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

**ICT Services**

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

**Waste & Streetscene Services**

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

**Planning Services**

	31,089	29,645	0	60,734	
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**Customer & Digital Services**

	1,041,686	142,945	(389,620)	795,011	
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**Early Intervention**

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

**Health and Wellbeing**

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

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

**Neighbourhoods**

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

**Housing Options and Support**

	27,040	0	(27,040)	0	
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**Early Intervention**

	507,083	527,730	(434,090)	600,723	
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**Directorate Reserves**

	3,405,422	2,543,411	(2,597,558)	3,351,275	
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**Earmarked Reserves**

	6,858,717	3,954,375	(3,533,314)	7,279,778	
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**Total Reserves - General and Earmarked**

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

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

**Total Provisions**

	29,540	0	(16,424)	13,116	
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**Analysis of Reserves and Provisions 2016/17**

**Reserves**

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

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

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**Capital Programme 16/17 - 19/20**

**Appendix 5**

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

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

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

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

<b>14,562,810</b>	<b>(6,386,308)</b>	<b>2,756,106</b>	<b>10,932,608</b>	<b>11,037,328</b>	<b>(104,721)</b>
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(1)	(2)	(3)	(1) + (2) + (3)		
Approved 17/18 budget	Qtr. 4 Carry Forward Request	Qtr. 4 Additions Requested	17/18 Budget	18/19 Budget	19/20 Budget
55,000			55,000	45,000	30,000
0	244,731	0	244,731	0	
0	47,820	0	47,820	0	
0	0	0	0	0	
750,000	0	0	750,000	0	
	0	0	0	0	
0	2,200,000	0	2,200,000	0	
97,500	43,076	0	140,576	77,000	
<b>902,500</b>	<b>2,535,628</b>	<b>0</b>	<b>3,438,128</b>	<b>122,000</b>	<b>30,000</b>

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

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

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

<b>24,647,669</b>	<b>6,386,308</b>	<b>526,382</b>	<b>31,560,360</b>	<b>9,261,372</b>	<b>1,095,945</b>
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# Scrutiny Reporting Back

Chorley Council's Annual Report on Overview and Scrutiny in 2016/17



## CONTENTS

1. Membership
2. Introduction by the Chair and Vice Chair of the Overview and Scrutiny Committee
3. Challenging Performance
4. Key Messages from Task Groups and Crime and Disorder Scrutiny
5. Challenging the Executive
6. Financial Scrutiny
7. Other topics considered
8. Conclusion and the year ahead

### 1. MEMBERSHIP OF OVERVIEW AND SCRUTINY COMMITTEE 2016/17



**Councillor John Walker**  
**Chair of Overview and Scrutiny Committee 2016/17**



**Councillor Roy Lees**  
**Vice Chair of Overview and Scrutiny Committee 2016/17**

Councillors Charlie Bromilow, Paul Clark, Jane Fitzsimons, Mark Jarnell, Margaret Lees, Matthew Lynch, June Molyneaux, Greg Morgan. Alistair Morwood, Mark Perks, Debra Platt and Kim Snape

### 2 INTRODUCTION BY THE CHAIR AND VICE CHAIR OF OVERVIEW AND SCRUTINY COMMITTEE

Once again the Overview and Scrutiny Committee has had a busy year undertaking a varied and extensive work programme and two task group reviews. Councillor John Walker was appointed Chair of the Committee for another year and Councillor Roy Lees was welcomed as Vice Chair. There were also several new members welcomed to the Overview and Scrutiny Committee.

The Overview and Scrutiny Performance Panel, consisting of six members met quarterly to monitor the Council's Organisational Plan and Business Planning performance, along with a focus on a number of different service issues.

The two task group reviews which were established by the Committee were to undertake reviews on the topics of -

- Child Sexual Exploitation
- Rollout of Superfast Broadband

The Committee continued to receive six monthly monitoring reports following the Executive Cabinet's response on the implementation of outcomes and measure success from past scrutiny reviews:

**Neighbourhood Working** – the majority of the recommendations had either been implemented or were in the process of being implemented. The Committee had been pleased with the progress made on the recommendations and the number of initiatives which had taken place since the Neighbourhood Working task group review had taken place in 2014. The Committee recommended that members be kept fully informed of the progress made and of events due to take place.

**Public Transport Issues in Chorley** – since the Executive Cabinet accepted the task group recommendations in November 2015, there had been significant changes to transport provision within the borough, mainly due to Lancashire County Council's budget review. The Committee was informed that the Council was subsidising the 109A/24A and 6/6A bus services and was funding a temporary new service (7C). As a result of the recommendations from the task group, the Council continued to lobby transport service providers, and work with other organisations to improve resident access across the borough. In addition, the Committee was informed that a transport plan for Chorley would be considered as part of the Economic Development Strategy Refresh. Meanwhile the Council was continuing to work with Lancashire County Council to provide a permanent solution to Chorley's transport issues.

**Single Front Office** – progress on the task group recommendations had continued to progress which included:

- On-line forms being developed
- Further digital training being planned as part of the Chorley Inner East project.
- Further engagement was due to take place with parish clerks to improve digital access and support for more parishes. Support would also be made available to partners exploring Cyber Café opportunities throughout the borough.
- A general review of software was also to be conducted to ensure information made available to customers (as part of the workflows and processes stages) was clear and accurate.

**Staff Sickness Absence** – progress had been made on all the task group recommendations. The figure for quarter one for 2016/17 had shown an increased level of staff sickness absence which totalled 2.01 days lost per employee compared to the target figure of 1.75 days lost per employee. However, there had been a reduction in the number of days lost when compared with the previous years which totalled 2.19. It was confirmed that the figures for quarter 2 had reduced.

### 3 CHALLENGING PERFORMANCE

The Overview and Scrutiny Performance Panel focused on the performance elements of scrutiny, and considered all monitoring information. Scrutinising performance is a key role for scrutiny and one of the benefits to the dedicated resources was that a smaller number of members were able to drill down to the detail in key areas and adopt some consistency in approach.

The panel for 2016/17 consisted of the following membership -  
Councillor John Walker (Chair)

Councillor Roy Lees (Vice Chair)  
Councillor Matthew Lynch  
Councillor June Molyneaux  
Councillor Alistair Morwood  
Councillor Mark Perks

The Panel met four times within the last twelve months, considering the Council's Corporate Strategy, key projects and monitoring that captured all the directorate and service level business improvement plans.

Each meeting also considered an additional performance focus, where the panel looked at directorates.

### **3.1 Community Development**

By invitation, Councillor Beverley Murray, Executive Member (Early Intervention) and Jamie Carson, Deputy Chief Executive/Director (Early Intervention and Support) were in attendance.

Members of the Panel were provided with an update on the latest position on staffing following the Council's management restructure which resulted in some minor changes to the team. The Health and Wellbeing team had an additional Community Development Officer post. Get Up and Go sessions continued to attract positive levels of participation with a total of 26,642 young people attending sessions in 2015/16, which was an increase of over 20% on 2014/15.

The team continued to support local clubs and groups with 155 groups supported in 2015/16 which vary from luncheon clubs through to larger organisations such as the Prince's Trust. The total number of groups supported was lower than the same time last year (200 in 2014/15) which reflected a more targeted approach and also additional support was available from within the sector, for example from the VCFS Network.

### **3.2 Customer and Digital**

Asim Khan, Director (Customer and Digital) was in attendance.

The primary focus of the directorate was on providing end to end customer services, dealt with at the first point of contact wherever possible and promoting the use of digital channels as a straightforward and efficient way of managing services. As the Contact Centre was undergoing a period of change, the panel focused their performance questions towards council tax and benefits processing, planning, streetscene and waste services. Members of the Panel received information about each service, feedback on their performance and any changes that had been implemented since the senior management restructure took place in 2016.

### **3.3 Review of PCSOs**

Chris Sinnott, Director (Policy and Governance) was in attendance.

The Panel was informed that for the southern division (Chorley, South Ribble, Preston and West Lancashire), there were 47 part-funded posts, 27 of those being funded by Chorley Council. It was reported that Lancashire Police had 51 fully-funded PCSO posts across the division. However, none of those posts were provided to Chorley. It was therefore suggested, and later confirmed, that the fully funded posts were deployed elsewhere in the southern division, where partner contributions were lower.

The Panel raised concern about the report's findings and in its view Chorley Council was not receiving value for money on its investment. The outcome of the discussion resulted in the report being referred to the Overview and Scrutiny Committee and circulated to all Members in advance of the Special Council meeting on 28 February 2017 which considered the Council's budget position for the next financial year.

### **3.4 Shared Services**

Chris Sinnott, Director (Policy and Governance) was in attendance.

The Panel considered a report which detailed the performance of those services which were shared with South Ribble Borough Council.

The Business Improvement Plan translated those output and measures into specific deliverables and targets which needed to be achieved during 2016/17. The plan also covered the shared procurement service which continued to perform strongly.

To address the challenges facing local government it had been agreed that the Council would pursue an ambition to achieve integrated public services for the borough which would need to include further sharing of back office functions under different structures. The Council's Transformation Strategy also included an action to proactively investigate shared service opportunities.

### **3.5 Business, Development and Growth**

Mark Lester, Director (Business, Development and Growth) was in attendance

The Director of Business, Development and Growth attended the meeting to answer questions in relation to the Business, Development and Growth directorate. The directorate, which was formed as part of the organisational restructure in May 2016, was primarily focused on driving economic growth and building the business rate base through the delivery of the Economic Development Strategy, and was responsible for delivering a number of the Council's strategic projects.

Future priorities for the directorate included –

- A refresh of the Economic Development Strategy.
- Identifying and bringing forward employment sites

## **4 KEY MESSAGES FROM SCRUTINY TASK GROUPS AND CRIME AND DISORDER**

### **4.1 Rollout of Superfast Broadband – Chaired by Councillor Kim Snape**

The topic of Superfast Broadband has been raised by residents over a number of years and identified as a potential task group topic. The Overview and Scrutiny Committee wanted to undertake a short review on the rollout, the current provision of Superfast Broadband and plans for any remaining properties. The task group was established and met twice in March and April 2017.

The objective of the task group was to understand the issues and concerns by BT and Lancashire County Council (LCC) on the rollout of Superfast Broadband, in particular:

1. How the areas to receive Superfast Broadband were prioritised and what will happen to those areas not eligible.
2. To understand why the speed of Superfast Broadband is not consistent throughout the borough and to receive the average speed of Superfast Broadband throughout Chorley.
3. To gain an understanding of the publicity campaign undertaken to make residents aware that they are able to access Superfast Broadband.
4. To understand if there are any budgetary implications due to the savings required by LCC.

The desired outcomes of the task group was -

- To gain an understanding of how areas were prioritised and the timescale for completion on the rollout.

- To be informed on other initiatives that LCC are exploring for those residents who will not qualify for Superfast Broadband.
- To make recommendations in line with the Council's Digital Strategy.

The final report, including recommendations, will be presented at the Overview and Scrutiny Committee on the 6 July 2017 before being referred to the Executive Cabinet for consideration.

## **4.2 CRIME AND DISORDER: Child Sexual Exploitation – Chaired by Councillor Roy Lees**

This year's scrutiny focus for crime and disorder, and the first task group of the year, was on the topic of Child Sexual Exploitation (CSE). CSE has been in the media spotlight for the last few years due to many high profile cases. Many of the investigations into CSE identified significant failings within local authorities and other public bodies across the country. The Committee wanted to review the Council's own policies and procedures to ensure they were robust and fit for purpose.

A task group was established and met five times between August and November 2016. The final report provided detailed information from the witnesses which the task group interviewed; the evidence received and the task group's deliberations.

At its meeting on 16 February, the Executive Cabinet was asked to consider and implement the following recommendations:

1. That the Council should raise awareness with elected members and officers,
  - by continuing to support campaigns raising awareness of CSE and other safeguarding issues;
  - by continuing to deliver training programmes to elected members and officers of the Council in regards to CSE; and by working with partners to produce an appropriate package of training specifically relating to CSE to be delivered to the targeted officers who already receive safeguarding training.
2. Ensure both Members and officers have an understanding of the partnership approach adopted and the key early intervention opportunities, whereby every contact with a child or young person matters.
3. Ensure both Members and officers have an understanding of the referral pathway in place for suspected cases of CSE or where there is a potential risk of CSE taking place.
4. That the Licensing and Public Safety Committee be requested to extend the CSE training beyond the taxi trade to the wider licensing community. To ensure a successful roll out, a distinct and comprehensive action plan should be first drawn up to include resource implications.
5. The Council should work with, and support partners in producing appropriate material/delivering events to raise CSE awareness amongst parents and guardians.
6. That a representative from Parklands Academy and a primary school be invited to put forward recommendations to the Chorley and South Ribble Community Safety Partnership.
7. The Council should improve links with all schools to ensure that the list of relevant contacts for each school is accurate and kept up to date.
8. In raising awareness about CSE, elected members are informed about those circumstances where CSE exists or where there is a potential for CSE to develop, so that they can ensure

they follow personal safety guidance in carrying out their ward councillor role. This matter to be referred to the Member Support Working Group for their consideration and guidance.

9. The Council should support and help develop a CSE awareness campaign with partnership agencies and the public using social media.
10. The Council should continue to raise awareness within the community, for example, by developing best practice toolkits used by fellow local authorities for voluntary community and faith sector organisations and licensees (taxi's and others).

## **5 CHALLENGING THE EXECUTIVE**

In addition to challenging the Executive Members through the Performance Panel, the Committee worked together positively with the Executive Leader and the Executive Cabinet in scrutinising their proposals, which included the Community Infrastructure Levy (CIL) 123 list.

## **6 FINANCIAL SCRUTINY**

At its meeting held in January 2017 the Committee welcomed the Executive Member (Resources) who attended to provide an overview of the draft budget proposals for 2017/18, including a forecast for the following two years to 2019/20 and also present the relevant proposals in respect of -

- The use of forecast resources identified in 2017/18
- Budget consultation

It was reported that the budget forecasts over the next three years had been updated to take account of a number of issues which included:

- Council Tax to be increased by 2% in 2017/18, 2018/19 and 2019/2020
- The Draft Local Government Finance Settlement 2017/18 to 2020/21 published on 15 December 2016.
- Progress against the current Medium Term Financial Strategy (MTFS) budget efficiency objectives including staffing reviews, contract savings and base budget reviews.

Despite the unprecedented decline in Government funding, the Council had maintained effective budgetary planning and continued delivering investment in its priorities while maintaining low Council Tax levels.

It was further reported that the Local Government Finance Settlement 2016 included core grant allocations for the forthcoming four years, from 2016/17 to 2019/20. To aide its medium term budget planning the Council opted to accept the Government's offer of four year RSG allocations. In accordance with Government requirements an Efficiency Plan was agreed at the Council meeting in September 2016.

During debate, there was a consensus that difficult decisions had to be made to protect services, and that it was important that a contingency strategy be adopted in anticipation of any further Government announcement which would further affect council funding. The committee noted that there was some budget saving potential in procurement and shared service arrangements. The Executive Member (Resources) also stressed the importance of the Council continuing to invest in major projects and events to generate income, and attract businesses and home owners to the borough to ensure the Council's stability.

## **7 OTHER TOPICS CONSIDERED**

### **7.1 LCC Health Scrutiny Committee: A & E Services at Chorley Hospital**

In October, County Councillor Steve Holgate, Chair of LCC Health and Adult Social Care Scrutiny Committee and the Council's representative that sits on this Committee, Councillor Hasina Khan attended the meeting to present the findings of a recent task group review which considered the temporary closure of the A & E Department at Chorley Hospital.

Discussion at the meeting was dominated by the recent announcement that the A & E Department would be re-opened on a part-time basis from mid-January 2017 following the occupation of the Urgent Care Unit. This announcement followed an independent report that had been commissioned by NHS England and NHS Improvement on the temporary closure of the A & E Department following public pressure. The report's findings concluded that the department could re-open on a part-time basis from mid-January once the Urgent Care Unit was fully operational.

Following the meeting, the Chair of the Committee wrote to the Chair of the Commissioning Group on behalf of the Committee seeking early occupation of the Urgent Care Unit so that personnel could be redeployed to the A & E Department. A response was received which explained the reasons why the early occupation of the Urgent Care Unit could not be brought forward. The letter, also explained that the expertise required in the A & E Department was not the same as those required for the Urgent Care Unit, therefore personnel could not be redeployed as suggested.

## **7.2 Flooding issues across the borough**

A total of 426 properties in the borough had been confirmed as flooded as a result of Storm Eva on 26 December 2015. The DCLG and LCC issued guidance and criteria to councils to help those people affected by flooding. Based on that guidance and criteria the Council set up its own Flood Relief Scheme.

The Committee received a breakdown of financial assistance awarded to those properties affected. In addition, it was reported that –

- 214 residents also applied to the government for a Property Level Resilience Grant worth up to £5,000 per property. As part of the application process a survey carried out by Pell Frischmann of each property to ascertain the most effective form of prevention work appropriate.
- LCC was also in the process of undertaking a Section 19 investigation to ensure that their legal obligations had been met and that affected communities had been identified and appropriate county-wide prioritised actions put in place.

Following clarification, it was confirmed that there had been only one report of a farm being flooded as a result of Storm Eva. After initial contact was made with the resident, further approaches from the Council had proved unsuccessful.

## **7.3 Section 106 update**

Following an Internal Audit investigation into the identification of missed Section 106 trigger points, the Committee wanted to satisfy itself that robust measures had been implemented to prevent further trigger points being missed, which had resulted in a loss of revenue to the Council.

It was reported that the Governance Committee had been provided with details of the work that had been undertaken to prevent a reoccurrences of trigger points being missed, and to mitigate the loss of income to the Council by ensuring that a robust system was now in place.

The Governance Committee would continue to monitor this activity.



## 7.4 United Utilities charging policy for schools

United Utilities charging policy for schools had been of great concern to Members of the Council, so much so that a resolution was made in 2016 for a letter to be sent expressing those concerns on behalf of the Council. Although a reply to the letter was received from United Utilities, the response did not alleviate Members concerns.

The Chair of the Committee invited representatives from Ofwat to attend the meeting in March 2017 to discuss Members concern. Ofwat chose to defer the invitation on this occasion to allow United Utilities the opportunity to review their policy once again.

Meanwhile, the Chief Executive of United Utilities wrote a letter to the Chief Executive of Lancashire County Council stating that it had reviewed its policy for charging schools and that a concession rate was to be introduced in 2018/19 which for the majority of schools would represent a reduction of approximately 40% in their overall water bill. United Utilities had also decided to provide a credit to schools for 2017/18 worth approximately 15% of their wholesale site area charges.

## 8 CONCLUSION AND THE YEAR AHEAD

It has been an interesting year for scrutiny, resulting in some key recommendations on topics of concern to Members and the public. Challenges ahead are to continue to scrutinise areas of interest for Members and their constituents; to follow up on the implementations of scrutiny recommendations, to work more effectively with our partners on scrutiny and to continue to challenge the Executive in a constructive way with recommendations that result in positive outcomes for the residents in Chorley.

The Council will hold four meetings of the Overview and Scrutiny Committee and four meetings of the Overview and Scrutiny Performance Panel in 2017/18, Councillor John Walker, will remain Chair and Councillor Roy Lees remain as Vice Chair, we also welcome some new Members to the committee.

The topic for the first task group has already been agreed and will be on the subject of the Leisure Contract.

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## **REPORT OF OVERVIEW AND SCRUTINY COMMITTEE**

This report summarises the business considered at the meeting of the Overview and Scrutiny Committee held on 6 July 2017, the Overview and Scrutiny Performance Panel held on 22 June 2017, and includes an update on the task group reviews.

### **OVERVIEW AND SCRUTINY COMMITTEE - THURSDAY, 6 JULY 2017**

#### **Final report of the Rollout of Superfast Broadband Task Group**

The Committee received the final report of the Overview and Scrutiny Task Group which reviewed the Rollout of Superfast Broadband. Issues relating to Superfast Broadband had been raised by residents over a number of years and the topic had been identified as a potential task group review on the Overview and Scrutiny Committee Work Programme for some time. The Task Group, which met twice in March and April, interviewed officers from the Council and representatives from Lancashire Superfast Broadband.

Through the review, the Task Group –

- was able to gain an understanding of how areas were prioritised and the timescale for completion on the rollout.
- was informed of other initiatives that Lancashire County Council were exploring for those residents who would not qualify for superfast broadband.

At the conclusion of the review the Task Group made a number of recommendations based on the evidence presented to them and in line with the Council's Digital Strategy.

The Executive Cabinet will consider the final report at its meeting on 3 August 2017.

#### **CCTV Provision and Infrastructure Task Group – Third monitoring report**

The Committee received a third monitoring report at the request of the Overview and Scrutiny Performance Panel on 22 June 2017 that provided information on the progress made in regards to the recommendations of the CCTV Provision and Infrastructure Task Group review which took place in 2014.

Key issues highlighted in the report included -

- Technology Solutions being awarded the contract for the delivery and installation of the scheme. The company subsequently delivered a three year replacement programme within 18 months.
- The last project review at the end of March 2017 indicated that the project was on time and within budget.
- Further snagging work had to be undertaken on 5 cameras spread throughout the borough. It was expected that this work would be completed by 31 August 2017.
- Three additional cameras had been identified as being required (two on Steeley Lane as part of the regeneration on this area and one at Tatton Community Centre due to repeated anti-social reports to the authority and police). Members would consider a business proposal for these additions be delivered under one additional scheme of work.

It was noted that the police had provided positive feedback on the quality of the pictures which had helped in the detection of crime and subsequent prosecutions.

The CCTV policy was expected to be updated in January 2018, and published on the Council's website.

**Overview and Scrutiny Work Programme for 2017/18, including task group updates**

The Committee agreed a work programme for the year which including the work of the Performance Panel and task groups.

The first task group of the year would review the Council's Leisure Contract. A Task Group had been established with Councillor Alistair Morwood (Chair), Councillors Charlie Bromilow, Doreen Dickinson, June Molyneaux, Mick Muncaster and Debra Platt.

Further areas of scrutiny were agreed as

- Communications
- Chorley Integrated Community Wellbeing Services
- The Council's Digital Strategy
- Market Walk

**OVERVIEW AND SCUTINY PERFORMANCE PANEL – THURSDAY, 22 JUNE 2017****Performance Focus: Early Intervention and Support**

The Chair of the Performance Panel welcomed Councillor Beverley Murray, Executive Member (Early Intervention) and Jamie Carson, Director (Early Intervention and Support) to the meeting.

Key areas of discussion included -

**Volunteering** - although the number of new volunteers recruited and the number of groups signed up to Chorley Time Credits were off target, the Performance Panel was reassured that there was no need for concern as the majority of existing groups and volunteers had already been signed up to Chorley Time Credits.

The number of hours earned through volunteering increased by 47%. It was considered that this was reflective of the success of the Time Credits earn and spend model with new incentives, the aim of which was to encourage volunteers to contribute their time. The next step was to encourage groups to extend the services they provide, with support from the Council, to encourage new volunteers.

**Neighbourhoods** - in 2016/17, twenty-two preferred projects were completed within the 8 neighbourhood areas, and delivered in partnership with local communities and key partners.

In 2017/18, 24 new neighbourhood preferred projects had been proposed. The majority of these projects were based on environmental improvements. However, it was suggested that neighbourhood areas should also consider initiatives/projects which would improve the health and wellbeing of residents.

Due to the success of the initiative, it had been noted that the predicted costs to the Council for preferred projects had become greater overall as more ambitious projects had been put forward. It was therefore important that other funding sources were considered to either match fund, or pay for projects in their entirety with the Council taking a more supportive role.

**Integrated Community Wellbeing** - The Performance Panel received a progress update on the Integrated Community Wellbeing Service which was established in April 2017 which was being developed over three phases:

1. Enabling
2. Transformation

### 3. Evaluation

The enabling phase had now largely been completed and involved the refurbishment of two floors of the Union Street offices. The move was successful and approximately 120 Lancashire Care staff were now co-located with 50 Chorley Council staff. All staff were working to the Council's WorkSmart principles including paperless office spaces, and a directory of services had been created to help give teams an understanding of the various services within Integrated Community Wellbeing.

Phase 2 had already commenced with the focus being on transforming and integrating the service. This involved further internal communications and staff engagement as well as integration work-streams to improve delivery and reduce duplication across both Chorley Council and LCFT services through streamlining the process improvement. Phase 2 would also develop new ways of working based on learning from the work of the Chorley Public Service Reform Partnership.

#### **Organisational Plan Review 2016/17 and Business Planning 2017/18**

It was reported that the approach to business planning for 2017/18 had changed resulting in the development of service level business plans for each service/team rather than a single organisational plan. This approach had been introduced to establish a consistent process for business planning across the organisation with a focus on strategic priorities and the organisation's transformation including future business models. This new process looked to strengthen staff engagement with the business planning process and increase awareness of service level risk and equality considerations.

#### **OVERVIEW AND SCRUTINY TASK GROUP – COUNCIL'S LEISURE CONTRACT**

Active Nation was contracted to delivering the management of All Seasons Leisure Centre, Clayton Green Sport Centre and Brinscall Swimming Pool. However, the contract is due to expire in 2020, and it was agreed that a Task Group be formed to consider the current performance; and alternative leisure models available.

The Task Group, which has met twice, consists of six members from across the two main political parties, chaired by Councillor Alistair Morwood. The Task Group's objectives are to:

- understand the current contract and performance of the leisure centre contract with Active Nation.
- understand the broad range of leisure services model options that could be delivered, and consider the best model for Chorley.
- 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.

The desired outcome of the Task Group is to submit a list of leisure service models available, and propose the preferred model with any recommendations for key consideration to the Executive Cabinet later in the year.

**Recommendation:** To note the report

**COUNCILLOR JOHN WALKER  
CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE**

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**REPORT OF GOVERNANCE COMMITTEE**

1. The report summarises the business transacted at the Governance Committee meeting held on 21 June 2017.

**GOVERNANCE COMMITTEE – 21 JUNE 2017****Draft Statement of Accounts 2016/17**

2. The Chief Finance Officer presented the Committee with the draft Statement of Accounts (SOA) for 2016/17 for approval before being authorised for issue by the end of June 2017. The report advised about the process leading up to the formal submission of the SOA for approval by Members following the completion of the external audit and the statutory requirements arising from the Accounts and Audit Regulations 2015.
3. Members were made aware of difficulties in meeting the earlier final deadline and this had been compounded by discussions around the designation of a large Capital Grant towards the Primrose Gardens Project. The External Audit representative present advised that there was no ultimate sanction for not meeting the deadline.
4. The closure of accounts in 2016/17 had been a noticeable improvement compared to previous years. In order to achieve the earlier completion of the accounts in 2016/17 a review and streamlining of the year-end closedown process, including the external audit arrangements, was undertaken. Budget holder training had also been delivered and was well-received. Each Member of the finance team had clear roles and workloads that were well understood early on in the closure process. Bottlenecks and shortfalls in skills were identified and dealt with before they posed that potential to delay closure.
5. Members were informed that the deadline for closure of accounts had been brought forward to the end of May in 2017/18 onwards in line with statutory government requirements. The Committee was satisfied that progress had been made this year and it was advised that once audited, a report would be published. The report was noted.

**Treasury Management Annual Report 2016/17**

6. The Committee received the Treasury Management Annual Report detailing the Council's performance and compliance with Prudential Indicators for the financial year ended March 2017. The return on investments for the year was 0.29%, which exceeded the benchmark of 0.24%. The report also detailed the Council's borrowing and investments as at 31 March 2017.
7. Revised Prudential and Treasury Indicators for 2016/17 were included in the report "Treasury Strategies and Prudential Indicators 2017/18 to 2019/20", presented to Special Council on 28 February 2017. Where relevant, comparisons with 2016/17 indicators in the report were made to those approved most recently. In order to ensure that local authorities borrow only for capital purposes, the Prudential Code requires that borrowing net of investments should not exceed the Capital Finance Requirement (CFR) for the preceding year plus any anticipated increase in the current and next two years.

8. Total borrowing at 31 March 2017 was £18.537m (excluding accrued interest), £11.537m of which was from the Public Works Loan Board (PWLB), and £7.000m was temporary borrowing from other local authorities. Cash balances (net of bank overdraft) invested at year-end were £0.955m (excluding accrued interest receivable), which meant that borrowing net of investments was £17.582m. This was lower than the estimated net figure of £24.115m because additional PWLB loans to finance new capital investment or to replace internal borrowing were not taken. The new borrowing figure was £21.705m less than the revised CFR figure; this figure represented the use of the Council's own cash to finance capital expenditure rather than taking additional external loans.
9. It was explained to the Committee that the likelihood of an immediate increase in rates diminished during 2016/17, and use of internal cash balances rather than new external loans continued. Significant savings had been made through internal cash balances, which had ultimately reduced external borrowing. However, due to the Council's capital investment plans, additional long-term borrowing would be required during 2017/18. It was estimated that this borrowing was likely to meet the CFR limit but due to the balance of accounts would never exceed this limit. The report was noted.

#### **Charity and Trust Accounts 2016/17**

10. The Chief Finance Officer submitted a report presenting the accounts for the year ended 31 March 2017 for charities and trusts for which the Council is the sole trustee.
11. The Council's Statement of Accounts 2016/17 did not include the previous Trust Funds disclosure. As an alternative, figures were presented in the report, which included more detail about each charity or trust therefore providing an opportunity to review and approve the accounts for each of the charities or trusts. Excluding the note from the statement meant that the external auditors had not been obliged to audit it; however there was no statutory requirement for the accounts to be audited. Furthermore, the note to the accounts had figures rounded to the nearest thousand pounds, which meant that low value transactions were not visible.
12. It was advised that it would be more beneficial to the Council to address this separately for future use and it was therefore not considered a priority to be included in the Statement of Accounts for 2016/17. The Committee were reassured that officers would present and discuss the potential options available to the Council regarding this following the Council meeting scheduled for July. Members approved the accounts presented in appendix A to E of the report.

#### **Annual Governance Statement 2016/17**

13. The Director of Policy and Governance provided a report reminding the Committee of the regulatory framework requiring the Council to continuously review its system of Governance and to formally publish an annual statement alongside its annual finance statements. The Committee considered the draft Annual Governance Statement (AGS) which had been produced in accordance with the guidance issued by the Chartered Institute of Public and Financial Accountancy (CIPFA) and the Society of Local Authority Chief Executive (SOLACE). The format of the Annual Governance Statement (AGS) was substantially the same as previous years however the document had become more readable and accessible for the public to understand whilst ensuring continuity remained.



14. Agreed improvements were detailed within the report that would build and strengthen the Council's corporate governance arrangements in relation to three themes; information management, risk management, and corporate policies which had been carried over from 16/17 for continuation in 17/18. Equality and Diversity was added to further embed these values within the Council. Members were informed that Information Management was moving forward with the Customer and Digital Strategy due to be presented to Executive Cabinet in June 2017. The AGS demonstrated that the Council had strong governance arrangements and there were no areas of significant non-compliance by the Council.
15. The Committee agreed for the Annual Governance Statement to be formally signed off by the Leader, Chief Executive and Chair of Governance Committee before being submitted for external audit alongside the 2016/17 financial statements.

### **Strategic Risk Register 2017**

16. The Committee received a report of the Director of Policy and Governance that provided an update on the Strategic Risk Register (SRR) which included 15 strategic risks to the Council, including actions in progress as well as new actions planned to further mitigate identified risks. Members were informed of the introduction of the Council's new risk management system; the GRACE (Governance, Risk and Control Self-Assessment) system, which scored on a 4x4 matrix and provided a more comprehensive tool on which to record and evaluate risk.
17. The risk register is continually reviewed and currently, the majority of risk categories remained stable with six of these identified as 'high risk', six 'medium risk' and three 'low risk'. Four risk levels had increased this year. Two risk levels were increased to reflect the large levels of investment and change being undertaken in the borough over the coming year and potential resident views regarding this. One risk level was increased to reflect higher risks with regards to implementing new ways of working and alternative business models for the Council and one had been rated more highly due to recent changes to UK threat levels and heightened risk of cyber-attacks. No new risks were identified.
18. Officers granted reassurance that although figures appeared higher, the scores were equivalent on the newly implemented GRACE system and therefore a risk score of 16 could still be mitigated. Officers would look further into achieving this and provide a progress update which would include an estimation figure based on potential mitigation. The report was noted.

### **Compliance with International Auditing Standards**

19. The Head of Shared Assurance Services submitted a report to enable the Committee, as those "charged with Governance" and the Chief Executive on behalf of "management" to provide a range of assurances being sought by the external auditors, as part of the 2016/17 accounts. The specific assurances sought by Grant Thornton were set out in two letters appended to the report.
20. Given that the assurances requested were similar to evidence being collated by Internal Audit to support the Annual Governance Statement and in the interests of transparency, it was agreed with Grant Thornton that response to their letters would be provided following consideration at this meeting.

21. It was agreed that the Chair of the Governance Committee and the Chief Executive sign the assurance letters requested by Grant Thornton.

#### **Internal Audit Annual Report 2016/17**

22. The Committee received a report that summarised the work undertaken by the Internal Audit Service during the 2016/17 financial year. The report provided an opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control and gave an appraisal of the Internal Audit Service's performance, including a review of the Council's internal control system.
23. Members were informed that the Council had delivered on all projects planned apart from the Payroll Project and the Health and Safety Review which were not undertaken. The Payroll Project was cancelled due to the continuation of the current arrangements and the Health and Safety Review was deferred due to a revised risk assessment process which was currently being developed. Therefore this review would be undertaken as part of the 2017/18 Internal Audit Plan.
24. It was reported that there had been a 42 day shortfall in the number of planned days to actual days for both Chorley and Shared Services which was offset by a period of sickness absence by a member of the Internal Audit Team. Members were reminded that the GRACE system, which used a 4x4 matrix to measure the control ratings, had been introduced. During 2016/17 a total of 20 systems/areas were reviewed, 11 of which were critical and 8 were major systems and 1 minor system. The vast majority of controls were awarded an amber assurance rating. Of the 11 critical systems reviewed during 2016/17, 10 received a score of 6 (substantial assurance). Furthermore, the red controls assurance ratings awarded only one audit, Information Governance, which received a score of 9 (limited assurance).
25. Officers and Members were satisfied that when the individual ratings were aggregated, the Council continued to operate within a strong governance and control environment. The report was noted.

**Recommendation– to note the report.**

**COUNCILLOR PAUL LEADBETTER  
CHAIR OF GOVERNANCE COMMITTEE**