

EXECUTIVE CABINET

THURSDAY, 2ND AUGUST 2018, 6.30 PM
COUNCIL CHAMBER, TOWN HALL, CHORLEY

AGENDA

APOLOGIES FOR ABSENCE

1 **MINUTES OF MEETING THURSDAY, 21 JUNE 2018 OF EXECUTIVE CABINET** (Pages 5 - 10)

2 **DECLARATIONS OF ANY INTERESTS**

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

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

3 **PUBLIC QUESTIONS**

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

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

4 **CHORLEY COUNCIL PERFORMANCE MONITORING - FIRST QUARTER 2018/19** (Pages 11 - 26)

To consider and receive the report of the Director (Policy and Governance).

5 **REVENUE AND CAPITAL BUDGET MONITORING 2018/19 REPORT 1 (END OF JUNE 2018)** (Pages 27 - 46)

To consider and receive the report of the Statutory Finance Officer.

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

6 DIGITAL STRATEGY - ANNUAL UPDATE REPORT

(Pages 47 - 70)

To consider and receive the report of the Director (Policy and Governance).

7 EXCLUSION OF THE PUBLIC AND PRESS

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

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

Information is not exempt if it is required to be registered under-

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

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

8 KEY PARTNERSHIPS MONITORING REPORT

(Pages 71 - 82)

To consider and receive the report of the Director (Policy and Governance).

9 APPROVAL FOR CONTRACT AWARD FOR WASTE AND RECYCLING COLLECTION SERVICES

(Pages 83 - 90)

To consider and receive the report of the Director (Customer and Digital).

ITEM OF EXECUTIVE MEMBER (HOMES AND HOUSING) (INTRODUCED BY COUNCILLOR JANE FITZSIMONS)

10 PROPOSALS OF RENT AND SERVICE COSTS FOR PRIMROSE GARDENS

(Pages 91 - 98)

To consider and receive the report of the Director (Early Intervention and Support).

GARY HALL
CHIEF EXECUTIVE

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

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

To view the procedure for public questions/ speaking click here

<https://democracy.chorley.gov.uk/documents/s67429/Appendix%203%20Standing%20Orders%20Aug%2016.pdf> and scroll to page 48

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

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

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**MINUTES OF****EXECUTIVE CABINET****MEETING DATE****Thursday, 21 June 2018****MEMBERS PRESENT:**

Councillor Alistair Bradley (Chair), and Councillors Beverley Murray, Jane Fitzsimons, Paul Walmsley and Adrian Lowe

OFFICERS:

Gary Hall (Chief Executive), Asim Khan (Director (Customer and Digital)), Mark Lester (Director (Business, Economic and Growth)), Chris Moister (Head of Legal, Democratic & HR Services), Fiona Hepburn (Housing Options and Support Manager), Andrew Daniels (Communications and Events Manager) and Ruth Rimmington (Democratic and Member Services Team Leader)

APOLOGIES:

Councillor Peter Wilson

OTHER MEMBERS:

Councillors Alan Cullens, Danny Gee, Tom Gray, Yvonne Hargreaves, Marion Lowe, Alistair Morwood, John Walker and Neville Whitham

18.EC.30 Minutes of meeting Thursday, 15 March 2018 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 15 March 2018 be confirmed as a correct record for signature by the Executive Leader.

18.EC.31 Declarations of Any Interests

There were no declarations of any interests.

18.EC.32 Public Questions

There were no public questions received.

18.EC.33 Chorley Council Performance Monitoring - Fourth Quarter 2018/19

Gary Hall, Chief Executive, presented the report of the Director (Policy and Governance) which set out the performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2017/18, 1 January – 31 March 2018.

Overall, performance of key projects is good, with nine (75%) of the projects rated as green and one (8%) is currently not started. Two (17%) projects are currently rated amber and actions plans for each of these projects are contained within the report.

Performance of the Corporate Strategy indicators and key service delivery measures is also good. 85% of Corporate Strategy measures are performing on or above target and 80% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance.

The 'Bring forward key sites for development' project is currently rated amber, although the Cowling and Alker Lane development sites are progressing. 'Market Walk Extension' is also amber. A full update on the 'Market Walk Extension' project will be presented to Members at the July Council meeting.

The 'Number of projected jobs created through targeted interventions' indicator is performing below target, outside of the 5% tolerance threshold, but it is acknowledged that there is a shortage of employment sites for businesses to take up the grants on offer. The Digital Office Park will assist with this, but changes will be made to this indicator for the future. A request was made to monitor the mean levels of pay across the Borough in future reports.

'Average working days per employee (FTE) per year lost through sickness absence' is performing below target. This may be the subject of a further Overview and Scrutiny review. 'Number of missed collections per 100,000 collections of household waste' was underperforming, but is now back on track.

Decision:

To note the report.

Reasons for recommendation(s)

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

Alternative options considered and rejected

None.

18.EC.34 Provisional Revenue and Capital Outturn 2017/18

Gary Hall, Chief Executive, presented his report as Chief Finance Officer. The report presents the provisional revenue outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2017/18 and the provisional outturn figures for the 2017/18 capital programme. It also updates the capital programme for financial years 2018/19 to 2020/21 to take account of the re-phasing of expenditure from 2017/18 and other proposed budget changes.

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.

There is a provisional underspend against the budget at year-end of £715k prior to requests for slippage of committed items of £105k.

£176k of underspend relates to the use of a £2.2m capital receipt the council received from the sale of land at Southport Rd. Rather than use this receipt to meet the cost of

the purchase of the Oak House site, the council used the receipt to pay off the borrowing used to fund other assets with shorter useful lives such as vehicles and bins. The council will use borrowing to fund the purchase of Oak House and spread the cost over the life of this asset. The net result of using the receipt in this manner meant a reduction in the cost of borrowing in 2017/18 of £176k. The total cost of borrowing for the council remains the same, borrowing will instead be spread over a longer period.

Members noted the requests from underspends in relation to the Change Management Reserve, the Asset Maintenance Reserve and the Business Rates Retention Reserve.

Decision:

1. To note the full year outturn position for the 2017/18 revenue budget and capital investment programme.
2. To note the use of the £2.2m Southport Road capital receipt, as outlined in paragraph 34, to pay off the borrowing used to fund assets with short useful lives and instead use prudential borrowing to fund the purchase of the Oak House. The outcome being a £176k saving to the council's revenue budget.
3. To approve slippage requests outlined in Appendix 2 of the report to finance expenditure on specific items or projects in 2018/19.
4. Request Council approval for the contribution of £300,000 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.
5. Request Council approval for the contribution of £100,000 from in-year revenue underspends to the Asset Maintenance Reserve to finance one-off costs relating to the Council's maintenance of offices and buildings.
6. Request Council approval for the contribution of £156,835 from in-year revenue underspends to the Business Rates Retention Equalisation Reserve.
7. To note the 2017/18 outturn position on the Council's reserves outlined in Appendix 4.
8. To note the impact of the final capital expenditure outturn and the re-phasing of capital budgets to 2018/19 and approve the additions to the capital programme outlined in paragraph 72.
9. Request Council approval of the financing of the 2017/18 capital programme to maximise the use of funding resources available to the Council.

Reasons for recommendation(s)

To ensure the Council's budgetary targets are achieved.

Alternative options considered and rejected

None.

18.EC.35 Primrose Gardens Extra Care Allocations Policy

Councillor Jane Fitzsimons, Executive Member (Homes and Housing), presented the report of the Director (Early Intervention and Support) which presented the draft allocations policy for the Primrose Gardens extra care scheme.

The Scheme is due for completion in March 2019. Consequently, the council needs to agree an allocation policy to allocate the apartments in a fair and transparent way. Due to the nature of the accommodation and the provision of an extra care element, it is necessary to incorporate the view of LCC and agree a series of priorities in order to comply with the HCA grant conditions.

As with other allocation policies, the draft policy for Primrose Gardens includes banding to separate and prioritise applicants for accommodation. Within each of the bands, the policy then gives priority to those who are currently living in Chorley, then those who can demonstrate a local connection and finally to those who live elsewhere in Lancashire.

The policy sets out the approach to managing the allocations policy. The decisions will be made by a joint panel that comprises representatives from Chorley Council, the care provider for the scheme and from adult social care. The policy sets out the aim that decisions on allocation will be through consensus. However, if agreement cannot be reached then the final decision will rest with Chorley Council as the landlord.

The draft policy will now be shared with agencies in Chorley who target the audience for extra care such as Age UK, Age Concern, LCFT and Lancashire Wellbeing who all support over 55's, and will also consult with the wider agencies who work to support customers with housing needs.

Decision:

- 1. To approve the draft allocations policy for consultation with the bodies identified at paragraph 17.**
- 2. To delegate to the Executive Member for Homes and Housing Authority to amend the policy following the consultation responses being considered and to approve the allocations policy, in current or amended form, for adoption.**

Reasons for recommendation(s)

The allocations policy is required to ensure that the accommodation within Primrose Gardens is allocated in a fair and transparent manner.

Alternative options considered and rejected

To use the existing Select Move Allocations Policy to allocate the apartments and not develop a separate allocations policy. This was rejected as the nature of the Primrose Gardens scheme means that different needs and issues need to be taken into consideration in prioritising the accommodation.

18.EC.36 Exclusion of the Public and Press

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

18.EC.37 Glendale Proposal from Leaseholder of Duxbury Golf Course

Councillor Bev Murray, Executive Member (Early Intervention), presented the confidential report of the Director (Early Intervention and Support).

Members discussed the reasons for the decision.

Decision:

- 1. To authorise the Director (Early Intervention and Support) to negotiate with Glendale concerning the proposed changes to the Lease for Duxbury Golf Course.**
- 2. To delegate authority to the Executive Member for Resources, to be exercised in consultation with the Executive Member for Early Intervention, to approve any proposed changes to the lease or, if necessary to decide not to proceed with any changes.**

Reasons for recommendation(s)

Whilst the proposal may make the site more sustainable for Glendale Golf, there is a cost to the Council through the loss of NNDR income. The Council have already made concessions to Glendale since the commencement of the lease in terms of rent and management arrangements, and this additional loss in income which flows from the change to charitable body status would reduce the council's income from the site further.

Alternative options considered and rejected

None.

18.EC.38 Private Sector Housing Assistance Policy: Review 2017-18

The Executive Member for Homes and Housing presented the confidential report of the Director (Early Intervention and Support).

The report provides a summary of the impact of the changes to the Housing Assistance Policy which were introduced in April 2017 and makes recommendations regarding the future operation of the policy.

The report also updates Members on other features of the Private Sector Housing Assistance policy, such as the extension of the Integrated Home Improvement Services (IHIS) Collaboration Agreement between the Council and Lancashire County Council (LCC) and the corresponding contract extensions between the Council and Mobility Care Services and between the Council and Preston Care and Repair.

Decision:

- 1. To approve the retention of the existing flexibility within the existing Private Sector Housing Assistance Policy, in order to facilitate the delivery of major adaptations in a way which addresses Better Care Fund (BCF) priorities more effectively.**
- 2. In light of the continued significant levels of Disabled Facilities Grant (DFG) funding, it is further recommended to approve the recommendation to increase applicable fees from 10% of the total value of each major adaptation grant award, up to 12.5%. The increase in fee income would provide further opportunity for the Council to re-invest in the Home Improvement Agency (HIA) service, as part of the ongoing efforts to maximise the use of the Council's DFG budget.**

Reasons for recommendation(s)

The policy in operation during 2017/18 has been successful using a number of key criteria. It has enabled the Council to achieve a higher spend on major adaptations

than has previously been possible. There have been considerably fewer cases where the applicant has failed the DFG financial assessment.

There has been an increased income to the Council through fee income. Compared with previous years, an increased number of customers have received a grant to provide major adaptations, and customers have experienced a reduced waiting time to receive their adaptations once the Council has received the case referral.

Alternative options considered and rejected

The effectiveness of the policy in 2017/18 has been demonstrated using a number of indicators and, given that funding levels for major adaptations have not reduced in 2018/19, there are no budgetary reasons at the present time to recommend a return to a more traditional approach to the delivery of major adaptations.

Chair

Date

Report of	Meeting	Date
Director of Policy and Governance (Introduced by the Executive Member for Resources)	Executive Cabinet	2 August 2018

CHORLEY COUNCIL PERFORMANCE MONITORING – FIRST QUARTER 2018/19

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the first quarter of 2018/19, 1 April – 30 June 2018.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and key service delivery measures for the first quarter of 2018/19, 1 April – 30 June 2018. Performance is assessed based on the delivery of key projects and measures outlined within the 2017 Corporate Strategy, along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with nine (75%) of the projects rated as green or complete. Three projects (25%) are currently rated amber; actions plans for each of these projects are contained within this report.
5. Performance of the Corporate Strategy indicators and key service delivery measures is excellent. 100% of Corporate Strategy measures are performing on or above target or within the 5% threshold and 89% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures which will be put into place to improve performance.

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

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. None.

CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

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

BACKGROUND

9. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
10. The Corporate Strategy was approved by Council in November 2017. It includes 12 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
11. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.



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

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER ONE

12. There has been good progress this quarter for the project to support people from across the borough to be digitally included. In quarter one, 13 digital skills courses have taken place in 10 different venues with total of 121 attending the sessions and a further 38 residents have been supported at the Citizen Advice Digital Help Centres. The Digital Volunteers have now been recruited to work at AgeUK to provide a sustainable digital skills model. The first Digital Inclusion and Employability course at Cotswold Supported Housing has been delivered for free by Job Skills, with learners receiving a qualification as well as a free laptop to continue to develop their skills on completion of the course. Online safety courses have been successfully delivered by Google and Lancashire Constabulary at Brothers of Charity, Chorley Computer Club and Age UK and further courses will be set up for residents, staff and businesses in the next quarter.
13. Work this quarter for the project to improve the look and feel of local neighbourhoods across the borough has made good progress. Work this quarter has included the creation of new tools and processes to manage accurate scoping of neighbourhood priorities. In addition to this, to oversee delivery and support reporting and communicating of progress on neighbourhood priorities there has been a dedicated role created, a Neighbourhood Priorities Officer, and this quarter the post has been appointed to.
14. The project to develop Astley Hall and Park as a visitor destination has made good progress this quarter. Work has included the commencing the works on the Hallgate car park which will deliver improvements to increase capacity, the reinstatement of the field is complete which forms part of the drainage works and work on the Garden of Reflection has started which remains on track for unveiling for the Chorley Flower Show. The public consultation to inform the Heritage Lottery Fund bid has now closed and work has been focussed on bringing together the bid for submission in July.

Performance of Key Projects



15. There are three key projects included in the 2017/18 Corporate Strategy under this priority, and at the end of quarter one overall performance is very good.

16. Three projects are rated as green, meaning they are progressing according to timescale and plan:
- Develop Astley Hall and park as a visitor destination
 - Improve the look and feel of local neighbourhoods across the borough
 - Support people from across the borough to be digitally included

Performance of Corporate Strategy Measures



17. At the end of the first quarter, it is possible to report on two of the eight corporate performance indicators under this priority.
18. One indicator is performing on or better than target:
- % increase in the number of volunteering hours earned
19. One indicator is being baselined for 2018/19:
- Number of people who have successfully completed basic digital skills training
20. The full outturn information for the performance indicators is included at Appendix A.



Clean, Safe and Healthy Communities

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER ONE

21. The delivery of the Primrose Gardens retirement village has made good progress this quarter, with the build progressing well and the project will make up one of the weeks lost to adverse weather. It is expected the project will complete on 15th March 2019. This quarter the roof coverings are near completion, with all the window frames installed and glazing is underway. For the café area, the foundation and steelwork is now complete and insulation and under drawing of roof trusses is progressing well. The café lease advert is in progress and a workshop has been held to progress the commercial kitchen design.
22. This quarter the Youth Zone had a successful opening in May 2018 and is now fully operational with a membership of 3,667 after two months of opening. The membership includes young people from all over the borough.
23. To support the long term outcome for clean, safe and healthy communities, 35 affordable homes have been delivered this quarter, compared to 26 last year and the number of long term empty properties in the borough is below target at 157 against a target of 170. Residents have been encouraged to be healthier this quarter and the number of visitors to Council leisure centres has increased with 303,957 visiting in quarter one. In addition, there have been 4,314 young people taking part in council health and wellbeing activities this quarter which is a 16% increase on quarter one 2017/18.

Performance of Key Projects



24. There are three key projects included in the 2017/18 Corporate Strategy under this priority, and at the end of quarter one overall performance is good.
25. One project is rated green and on track:
 - Deliver the Primrose Gardens retirement village

26. One project is now complete and the key outcomes of the project are outlined below:

Project Title		Project Status
Deliver the Youth Zone		COMPLETE
Explanation	<p>This project aimed to provide world class facilities for young people in Chorley, enhancing Chorley’s youth offer and to provide high quality, diversionary and support activities for young people in Chorley.</p> <p>The project has delivered on all three objectives that it aimed to provide above. There is now a new, state of the art young person’s facility in the heart of Chorley town centre, close to both the railway station and bus interchange. The focus has been on engaging with the young people of Chorley and providing the resources they will be both proud of and use. Included within the build is a football kick pitch, a sports hall, a climbing wall, performing arts suites, a radio suite, a boxing ring, arts and crafts facilities, a fitness centre, film and multimedia suite, a restaurant and kitchen and health beauty and wellbeing activities.</p>	

27. One project is rated amber which is an early warning that there may be a problem with the project and more detailed information on this can be found below:

Project Title		Project Status
Develop a Housing Strategy		AMBER
Explanation	<p>Work has progressed this quarter with officer resource now in place to oversee the delivery of this project and a meeting to further develop the scope of the project has been held. It has also been agreed that a working group will be formed with relevant officers across a range of services to further progress the project.</p> <p>The project is currently rated as amber due to delays in progress due to the late appointment of officer resource and delays in arranging a scoping meeting.</p>	
Action Required	<p>Work next quarter will focus on reviewing the outcomes of the scoping meeting to inform and update the project plan with reviewed timescales for delivery and project documentation will be updated to reflect the redefined scope and timescales.</p>	

Performance of Corporate Strategy Measures



4
Performance is better than target



0
Worse than target but within threshold



0
Worse than target, outside threshold

28. At the end of the first quarter, it is possible to report on four of the eight corporate performance indicators under this priority.

29. Four indicators are performing on or better than target:

- The number of visits to Council's leisure centres
- Number of young people supported through council health and wellbeing opportunities
- Number of affordable homes delivered
- Number of long term empty properties in the borough

30. The full outturn information for the performance indicators is included at Appendix A.



A strong local economy

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER ONE

31. Work has progressed this quarter with the Market Walk Extension, with the enabling works now progressing to enable the extension to recommence on site and the design has now been fixed and stage 4 design submissions being progressed with the project team. The Phase 3 demolition works to Oak House to create additional car parking spaces is progressing well, with the planning consent obtained for the proposed change of use to a car park and use for temporary events and a Geological and Mining Appraisal to enable a ground stability assessment to be undertaken. In addition, the planning consent has been obtained for the decked car park on Friday Street and the Arley Street staff car park is now complete.
32. The project to deliver a borough wide programme to help people overcome barriers to employment has made good progress this quarter. Work has included a review of all employability provision available in Lancashire, which has enabled us to identify the existing support within Chorley and 63 organisations have been identified as offering employment support in the Chorley area. The Employment service is trialling an online referral system to test its feasibility for supporting a new pathway from the Integrated Community Wellbeing Service to support people into employment. There has been continued development of the community research to determine gaps in employability provision within the Integrated Community Wellbeing Service this quarter, with identification of the low level mental wellbeing provision in Chorley and collaboration with providers to deliver opportunities for individuals to overcome low self-confidence and esteem as barriers to employment.
33. Progress for the project bring forward key sites for development has been good; the soft market testing is now complete for one of the sites and a full report has been produced with findings suggesting positive demand which will support a planning application for the site. There has been engagement with two potential end users for the plots within the site and a public consultation exercise has been organised to commence in July. For another site, progress has been made on the Master Planning, with findings from a variety of assessment and surveys of the site collated and drafted into a draft report to inform the Master Planning of the site going forward. There have also been the first stages of ecological surveys undertaken during this quarter.

Performance of Key Projects

0 Projects
COMPLETED

1 Projects reported
GREEN

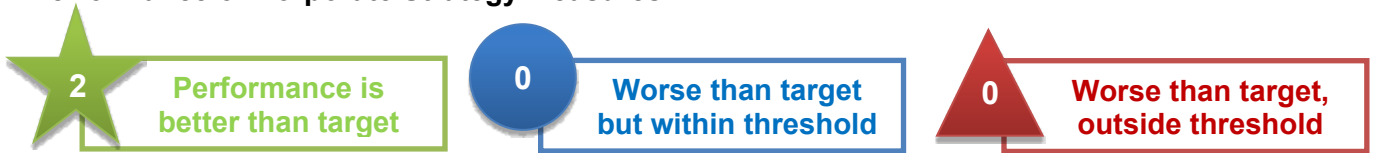
2 Projects reported
AMBER

0 Projects reported
RED

- 34. There are three key projects included in the 2017/18 Corporate Strategy under this priority.
- 35. One project is rated as green meaning it is progressing according to timescale and plan:
 - Deliver a borough wide programme to help people overcome barriers to employment
- 36. Two projects are rated amber which is an early warning that there may be a problem with the project and more detailed information on this can be found below:

Project Title		Project Status
Bring forward key sites for development		AMBER
Explanation	<p>The project 'bring forward key sites for development' comprises of three separate development sites with their own project timescales and deliverables. For quarter one, two of the sites are currently rated as green with good progress. However, one site is currently rated amber and given the status of this site the overall score for the project has been set at amber.</p> <p>The one site which is currently rated as amber, this quarter there have been ecology surveys undertaken, however there are unresolved issues around access and adjacent ownerships. Work around the master planning exercise had to be halted in quarter four due some unresolved ownership issues on the adjacent site. The adjacent site will be used to provide through access, however the developer had not yet secured all the necessary land and therefore work had to be postponed.</p>	
Action Required	<p>Work over the next quarter for the two sites that are currently rated as green will be to develop a planning application, undertake viability assessments and finalise master planning options. There will also be a public consultation. With regard to the site rated as amber, the original project plan will be re-scoped with a look to re-profile this and explore future options.</p>	

Project Title		Project Status
Market Walk Extension		AMBER
Explanation	<p>Work has progressed this quarter, with the enabling works now progressing to enable Market Walk Extension to recommence on site and the design has now been fixed and stage 4 design submissions being progressed with the project team. The project is currently rated amber due to a number of elements of its delivery experiencing some delays including:</p> <ul style="list-style-type: none"> - Negotiations remain ongoing with potential anchor tenants, delaying finalisation of the project design - Negotiations remain ongoing regarding the review of the master development programme, delaying progress 	
Action Required	<p>Work next quarter will focus on continuing ongoing negotiations with potential anchor tenants to enable the finalisation of the ground floor design. Negotiations will continue regarding the review of the master development programme and an evaluation will be undertaken to assess the available options.</p>	

Performance of Corporate Strategy Measures

37. At the end of the first quarter, it is possible to report on two of the seven corporate performance indicators under this priority.
38. Two indicators are performing on or better than target:
 - Number of projected jobs created through Chorley Council support or intervention
 - Overall employment rate
39. The full outturn information for the performance indicators is included at Appendix A.



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

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER ONE

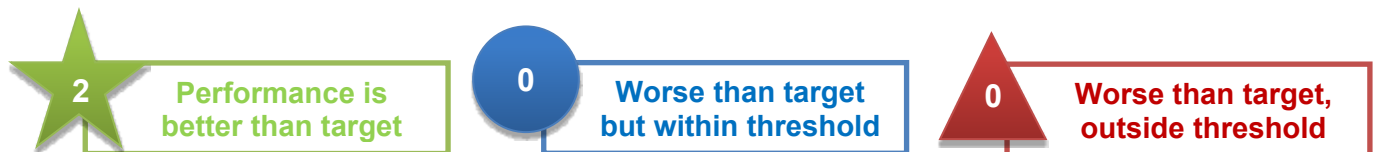
40. Work has made good progress in quarter one for the project to deliver a borough wide programme of improvements to street services. There has been a review of street sweeping and litter bin schedules to understand current working practices and identify areas for improvement. The route optimisation software has been tested with a comprehensive issue report and specification prepared to improve route planning for streetscene vehicles. Grass cutting season has started this quarter, with excellent performance of 98.12% scheduled work completed on time (May 2018) and there has been ongoing work to establish an accurate data base for the mapping of grass cutting.
41. The project to integrate public service through the Chorley Public Service Reform Partnership has made good progress this quarter, the work programme has been developed for the delivery phase which involves embedding successes from previous implementation activity into operational activity. There has been the development of a consultant brief and receipt of options and cost appraisals, and consultation with data officers within the partnership to establish a co-ordinated approach to delivering a data intelligence led approach for the partnership. Work has also included the preparation of wellbeing profiles for three GP collaborative areas within Chorley and these have identified key priorities for health and wellbeing outcomes and wider determinants of health.
42. There has been good progress in the project to transform the way the council delivers services for quarter one. The focus for this quarter has been on developing budget proposals for 2019/20 including identifying savings proposals, investment proposals and directorate savings proposals, in order to achieve the needs of the Medium Term Financial Strategy. There has also been a review of initial proposals for the streetscene modernisation programme, the approval of the Health and Wellbeing restructure and the procurement of external advice regarding investment opportunities, all of which contribute to transforming the way we deliver services more sustainably and efficiently. In addition, there has been approval to increase capacity for the delivery of the Transformation Programme with a dedicated post for the coordination of the programme. This will be funded from underspends in 2018/19.

Performance of Key Projects



43. There are three key projects included in the 2017/18 Corporate Strategy under this priority, and at the end of quarter one overall performance is very good.
44. Three projects are rated as green, meaning they are progressing according to timescale and plan:
- Deliver a borough wide programme of improvements to street services
 - Integrate public service through the Chorley Public Service Reform Partnership
 - Transform the way the council delivers services

Performance of Corporate Strategy Measures



45. At the end of the first quarter, it is possible to report on two of the five corporate performance indicators under this priority.
46. Two indicators are performing on or better than target:
- % service requests received online
 - % of households living in fuel poverty
47. The full outturn information for the performance indicators is included at Appendix A.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

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



49. Seven of the Key Service delivery measures are performing on or above target:


- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
- Processing of planning applications as measured against targets for 'major' application types
- Processing of planning applications as measured against targets for 'minor' application types
- Processing of planning applications as measured against targets for 'other' application types
- Vacant Town Centre Floor Space
- Supplier Payment within 30 days
- Number of missed collections per 100,000 collections of household waste

50. One indicator is performing slightly below target, but within the 5% tolerance threshold:

- % Council Tax collected

51. One indicator is performing below target at the end of quarter one and the reasons for areas of underperformance are listed in the table below:

	Performance Indicator	Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	2 days	2.41 days
Reason below target	It is the instances of long term sickness that have contributed to the average working days per employee being off target. Short term sickness is on target. The long term absence accounted for 1.8 days lost of the total 2.41 days working days lost through sickness absence. The majority of the number of days lost were due to musculoskeletal illness, recovery from operations, and mental health.		
Action required	Activity in the next quarter will focus on the themes of mental health, musculoskeletal illness, heart health, infections, and operations. This will include: <ul style="list-style-type: none"> - Further provision of emotional wellbeing support - Seeking advice from Occupational Health at an earlier stage - Rolling out manual handling training - Attendance at physio for absences with musculoskeletal injuries - Internal communication on Occupational Health services and health checks In addition to this activity, the new attendance policy is to be launched in September		

	2018 with the objective of addressing the high levels of employee absence.
Trend:	 Performance at quarter one 2017/18 was 2.15 days against a target of 1.875 days. Out turn this quarter is 2 days against a target of 2.41 days, therefore performance is worse than quarter one last year.

IMPLICATIONS OF REPORT

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

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

REBECCA HUDDLESTON
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	19.07.18	Chorley council performance monitoring report Q1

Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol	Trend
% increase in the number of volunteering hours earned	Bigger is better	20%	28%	★	Better than Q1 17/18
Overall employment rate	Bigger is better	80%	87.5%	★	Better than Q1 17/18
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	30	32	★	Data not available
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	TBC	2.5%	The target for this indicator is set at a Lancashire level, awaiting targets from LCC	
The number of visits to Council's leisure centres	Bigger is better	250000	303957	★	Better than Q1 17/18
Number of young people supported through council health and wellbeing opportunities	Bigger is better	3600	4314	★	Better than Q1 17/18
Number of affordable homes delivered	Bigger is better	25	35	★	Better than Q1 17/18
Number of long term empty properties in the borough	Smaller is better	170	157	★	Worse than Q1 17/18
% service requests received online	Bigger is better	20%	54.92%	★	Better than Q1 17/18
% of households living in fuel poverty	Smaller is better	11.2%	10.6%	★	Worse than Q1 17/18
Number of people who have successfully completed basic digital skills training*	None	100	140	N/A	Data not available

Trend shown is for change from Quarter 1 2017/18.

***this measure is to be baselined over 2018/19.**

Appendix B: Performance of Key Service Delivery Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	5.34 days	5.09 days	★	Better than Q1 17/18
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q1 17/18
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Better than Q1 17/18
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Better than Q1 17/18
Number of missed collections per 100,000 collections of household waste	Smaller is better	50	51	★	Better than Q1 17/18
Supplier Payment within 30 days	Bigger is better	99%	99.01%	★	Better than Q1 17/18
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	2 days	2.41 days	▲	Worse than Q1 17/18
Vacant Town Centre Floor Space	Smaller is better	6%	3.42%	★	Better than Q1 17/18
% Council Tax collected	Bigger is better	28.61%	28.60%	●	Better than Q1 17/18

Trend shown is for change from Quarter 1 2017/18.



Report of	Meeting	Date
Chief Finance Officer (Introduced by the Executive Member for Resources)	Executive Cabinet	2 August 2018

REVENUE AND CAPITAL BUDGET MONITORING 2018/19 REPORT 1 (END OF JUNE 2018)

PURPOSE OF REPORT

1. This report sets out the provisional revenue and capital outturn figures for the Council as compared against the budgets and efficiency savings targets set for the financial year 2018/19.

RECOMMENDATION(S)

2. Note the full year forecast position for the 2018/19 revenue budget and capital investment programme.
3. Note the forecast position on the Council's reserves.
4. Request Council approval for the contribution of £200,000 from in-year revenue underspends to the Business Rates Retention Reserve.
5. Request Council approval for the contribution of £90,000 from in-year revenue underspends to finance the commissioning of a Highways and Transport Strategy.
6. Request Executive Cabinet approval for the contribution of £10,000 from in-year revenue underspends to finance the desktop study of pupil projections and need for additional schools in Chorley.
7. Request Council note the capital programme to be delivered in 2018/19 to 2020/21.

EXECUTIVE SUMMARY OF REPORT

8. The projected revenue outturn currently shows a forecast underspend of £425,000 against budget. No action is required at this stage in the year.
9. The forecast excludes any variation to projected expenditure on investment items included in the budget in 2018/19. These projects are forecast to fully expend in 2018/19 and should there be any balances remaining at year end they will be transferred into specific reserves and matched to expenditure in future years.
10. In the 2018/19 budget the expected net income from Market Walk after deducting financing costs is £1.005m.
11. The forecast of capital expenditure in 2018/19 is £34.121m
12. The Council's budget for 2018/19 included a savings target of £200k from management of the staffing establishment. The full savings of £200k have already been achieved.

13. The Council's Medium Term Financial Strategy proposed that working balances are to reach £4.0m over the 3 year lifespan of the MTFs to 2018/19 due to the financial risks facing the Council. As reported to Executive Cabinet in June, the target of £4m has been achieved as at 31 March 2018. Should the recommendations in this report be accepted, the forecast level of balances at 31 March 2019 will be around £4.007m. It should be noted however that there may be further call for the use of general balances throughout 2018/19.

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

15. None

CORPORATE PRIORITIES

16. This report relates to the following Strategic Objectives:

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

BACKGROUND

17. The net revenue budget for 2018/19 is £16.726m. This has been amended to include approved slippage from 2017/18 and any transfers to/from reserves. The significant additions to the budget include:

- £104,790 slippage items from 2017/18.
- £643,170 balance of investment budgets carried forward from 2017/18.
- £46,620 Transformation Challenge Award funding from reserves.

Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2018/19.

18. A full schedule of the investment budgets carried forward from 2017/18 and the new (non-recurrent) investment budgets introduced in the 2018/19 budget are shown in Appendix 2 together with expenditure to date against these projects (for capital items see Appendix 4).
19. As part of the budget package for 2018/19 the Council approved the proposal for changes to be made to certain staffing structures to ensure that the Council's organisation remains fit for purpose and able to deliver the Council's priorities. Prior to the start of the 2018/19 financial year, work was undertaken to result in changes to structures that were forecast to result in cumulative savings of approximately £200k in 2018/19.
20. The Council's approved revenue budget for 2018/19 included target savings of £200,000 from management of the staffing establishment.
21. Following the recommendations made in the 2017/18 Provisional Revenue and Capital Outturn Report, in-year revenue underspends have been set aside to fund the following items:
 - £300,000 to the Change Management Reserve
 - £100,000 to the Asset Maintenance Reserve
 - £156,835 to the Business Rates Retention Equalisation Reserve
22. Set out in Appendix 1 is the provisional outturn position for the Council based upon actual spend in the first three months of the financial year and adjusted for future spend based upon assumptions regarding vacancies and service delivery.
23. The latest forecast of capital expenditure in 2018/19 is £34.121m. The latest capital forecast is detailed in Appendix 4 based upon actual and committed expenditure during the first three months of the financial year and adjusted for future spending based upon the latest timescales for project delivery.

SECTION A: CURRENT FORECAST POSITION – REVENUE

24. The projected outturn shown in Appendix 1 forecasts an underspend compared to budget of around £425,000. The significant variances from the cash budget are shown in the table 1 below.

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

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

	£'000	£'000
Expenditure:		
Staffing Costs	354	
Contribution to Corporate Savings Target	(200)	
Waste and Recycling Contract	<u>30</u>	
		184
Income:		
Housing Benefit related grants	34	
CIL Admin Income	50	
Planning Application Income	<u>(80)</u>	
		4
Other:		
Financing	150	
Housing Benefits	78	
Transition Fund (Bus Services)	16	
Other minor variances	<u>(7)</u>	
		237
Net Movement		425

Expenditure

25. Total staffing savings are currently forecast to be £354k and are predominantly a result of vacant posts, a number of which have been held vacant pending the implementation of transformation strategies.
26. The forecast variations profiled above make assumptions regarding the start dates of staff to vacant posts, these assumptions are monitored on a monthly basis. The main savings are as a result of vacant posts, predominantly in the Customer and Digital, Business Development & Growth and Early Intervention directorates (£91k, £91k and £172k respectively) resulting from delayed recruitment to a number of posts pending the implementation of new departmental structures. This staffing underspend assumes the vacant Head of Early Intervention and Support and Head of Customer Transformation posts remain vacant throughout the year.
27. From the £354k staffing savings identified to date, the total 2018/19 corporate savings target of £200k for management of the establishment has been transferred.
28. The Council's revenue budget for the current waste contract with Veolia included a provision for the cost of an additional bin wagon required for 2018/19 together with an allowance for inflation for any additional properties in the borough. Following negotiations held with Veolia earlier this year, the charge for the additional bin wagon has now been waived. In addition to this, as a result of changes to the waste contract following the introduction of the opt-in garden waste subscription service, Veolia no longer inflate for additional new properties. The result of these changes is a saving of around £30,000 in 2018/19.

Income

29. In addition to the £58k budgeted income from Housing Benefit Related Grants, the Council has received a further two benefits related grants for 2018/19. In April the Department of Work and pensions (DWP) announced the award of £25,441 to the Council to support the administration required to combat income related fraud and error notified to the authority via the new Verify Earnings and Pensions (VEP) Alerts service due to be rolled out from 30 May 2018. A New Burdens grant of £8,874 was also awarded to cover administration costs relating to the transitional arrangements of migrating to Universal Credit and for benefit support for claimants living in temporary accommodation.
30. The Council is permitted to use 5% of the income collected each year through the Community Infrastructure Levy (CIL) to cover the cost of administering CIL. The total CIL collected in 2018/19 is currently estimated to be around £1.8m, generating eligible CIL admin of around £90,000. Of this, £40k is budgeted to finance staffing costs in the Planning Policy Team, leaving a balance of £50k. As a result, additional staffing expenditure previously expected to be covered through the base budget will instead be legitimately met through the CIL admin allocation therefore creating a saving in 2018/19.
31. One area where income levels have fallen in recent months is for planning application fees. Income received for the first quarter of 2018/19 was £113k and is significantly lower than the corresponding figure of £207k for 2017/18. This has resulted in a revised income forecast of around £580,000 for the year, £80,000 below budget. It should be noted that this position could worsen over the next few months as there are no large planning applications anticipated over the short term. In addition, these income figures include the 20% increase in fees permitted by the government in 2017/18.

Other Items

32. As reported to Executive Cabinet in the Provisional Revenue and Capital Outturn report in June, the council experienced a £176k underspend against the 2017/18 budgets set aside to fund its capital financing requirement (borrowing). This related to the use of a £2.2m capital receipt the council received from the sale of land at Southport Rd. Rather than use this receipt to meet the cost of the purchase of the Oak House site, the council used the receipt to pay off the borrowing used to fund other assets with shorter useful lives such as vehicles and bins. The council will use borrowing to fund the purchase of Oak House and spread the cost over the life of this asset. The net result of using the receipt in this manner meant a reduction in the cost of borrowing in 2017/18. The impact of this will continue in 2018/19 and accounts for the reduction in the forecast borrowing of £150k in 2018/19. It should be noted that the total cost of borrowing for the council remains the same, borrowing will instead be spread over a longer period.
33. The housing benefits payments budget is one area that historically has a significant impact on the Council's year-end financial position due to the nature of the costs being demand driven and the uncertainty over the level of overpayments recovered and their associated bad debts. By reducing the level of benefit overpayments due to fraud and claimant error, the Council is able to reduce the burden of outstanding debts and the level of bad debts provision. The level of outstanding debts has fallen in the first quarter of 2018/19 compared to the previous year and this has resulted in a reduced forecast charge to the bad debts provision compared to the budgeted position. The forecast effect is a reduction in costs of around £78,000 for 2018/19. It should be noted that this position is subject to change throughout the year as new overpayments are identified and older unrecoverable debts are written off.

34. In May 2018 the Council approved the request for additional funding of £58,000 from in-year revenue underspends to support the LCC Transformation Fund in 2018/19 for the provision of future bus services. The request was based on an estimated annual cost of £158k (£116k for the initial 6 months of the year under the current arrangements plus £42k for the second half year from October under the new proposed joint funded contract arrangements). The Leader of the Council has recently made representations to LCC with regard to their proposed funding contribution as should the revised joint funding arrangements have been in place from April as initially intended, LCC would already be committing additional resources to the services. LCC have now accepted this position and have agreed to increase their contribution by £16,000 for the period April to September and this will reduce the funding Chorley Council is committing for the period.
35. Also in May 2018, the Council considered a report regarding the Government's Syrian Refugee Resettlement Programme. Council agreed the recommendations in the report to increase the capital programme by £1.672 million to fund the acquisition of 10 properties and to set aside a revenue reserve of £60k to create a building maintenance fund to bring any homes that require refurbishment up to the necessary standard. The £60k revenue reserve will be financed from the £458k in-year revenue underspends outlined in this report.

Requests from Underspends

36. There remains a large amount of uncertainty with regard to the level of business rates income the council will retain in the future. The level of business rates income the council collects is always uncertain due to periodic revaluations, appeals and general economic conditions. However there is additional uncertainty created by the changes to the business rates system proposed to be implemented in 2020/21. These changes will include a review of the local share of the national pot of retained income and it could also change how the locally retained income is shared between preceptors. Small changes to this system can have a big impact on the council's budget and it is likely that the full impact of the changes will not become apparent until late in the 2019/20 financial year.
37. In addition to this uncertainty a large risk associated with business rates income relates to two applications for mandatory charitable relief received from Lancashire Teaching Hospitals NHS Foundation Trust. If successful, the application would be backdated to 2010 and therefore have a significant impact on the Council's revenue budget. A headline figure is a potential £1.5m impact on the Council's general fund and a further c£200k reduction in ongoing retained business rates. The LGA is representing affected councils nationwide and retain the view that NHS trusts and foundation trusts are not charities and therefore not eligible for mandatory non domestic rate reliefs. As a result of this uncertainty it is proposed that a sum of £200k is set aside from the 2018/19 revenue underspends to increase the Business Rates Retention Equalisation Reserve.
38. Ahead of the Central Lancashire Local Plan Review Process, South Ribble and Preston respectively have comprehensively detailed their assessment of issues, opportunities and infrastructure requirements within the recent Central Lancashire Highways and Transport Masterplan and Preston Town Centre Masterplan. Chorley has not undertaken the same level of assessment to 'set the scene' of the transport issues specific to the area, which is a high priority in the borough under significant pressure. It is proposed therefore that a sum of £90k is set aside from this year's revenue underspends to contribute to these costs.

39. Chorley Council seeks to commission a piece of work using available data which will look at what the needs for school places are in the borough of Chorley at present and models future need based on a number of scenarios, including identifying any future deficit of provision and need for additional primary or secondary provision. This is a pro-active assessment and will inform Chorley's part of the subsequent allocations and strategic planning during the wider Central Lancashire Local Plan Review process. It is therefore proposed that a sum of £10k is set aside from the 2018/19 revenue underspends

MARKET WALK

40. The budgeted net rental income from Market Walk after taking account of financing costs in 2018/19 is £1.005m.

Table 2: Market Walk Income 2018/19

	2018/19 Budget £	2018/19 Outturn £	2018/19 Variance £
Rental & Insurance Income	(1,774,100)	(1,727,385)	(46,715)
Operational Costs (excluding financing)	148,550	101,835	46,715
Net Income (excluding financing)	(1,625,550)	(1,625,550)	0
Financing Costs	619,730	619,730	0
Net Income (including financing)	(1,005,820)	(1,005,820)	0
Income Equalisation Reserve (Annual Contribution)	50,000	50,000	0
Asset Management Reserve (Market Walk)	50,000	50,000	0
Net Income	(905,820)	(905,820)	0

Income

41. Income is expected to be £46k short of the budget in 2018/19 due to:
- Unit 8 and 18 becoming vacant in the new financial year. It is prudently assumed that these units will not be let during the financial year however work is underway to market these units and get new tenants in.
 - As a result of a company voluntary agreement issued by a national retailer to its landlords it has been agreed to reduce the annual rent on this unit.

Expenditure

42. The shortfall in income can be offset by expected underspends in the expenditure budgets, these include underutilised maintenance and professional fees budgets. The expenditure forecasts include the council's liabilities for NNDR and service charges on the vacant units.

Reserves

43. The table below summarises that the expected balances at year end in the MW income equalisation and MW asset maintenance reserves are £350k and £49k respectively. There is no assumed use of the income equalisation reserve however the £24k committed in

2017/18 for the upgrading of the covered market lighting is expected to be committed in 2018/19.

44. In order to meet demand for car parks whilst works are being carried out to create additional Town Centre parking approval was given to develop additional temporary parking provision on the Flat Iron car park in support of delivering the Market Walk Extension scheme. The additional temporary spaces will be split between short stay public spaces and long stay staff parking spaces for Market Walk tenants and will be funded through the Market Walk maintenance reserve at a cost of around £124k.

Summary of Market Walk Reserves

	Income Equalisation £	Asset Maintenance Market Walk £
Opening Balance 2018/19	300,366	146,970
2018/19 contribution to reserves	50,000	50,000
Upgrading of covered market lighting		(24,000)
Use of reserve to fund works to Flat Iron Car Park		(124,000)
Forecast Closing Balance 2018/19	350,366	48,970

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 £4.000m. The approved MTFS proposes that working balances are to reach £4.0m over the 3 year lifespan of the MTFS to 2018/19 given the budgetary challenges facing the Council. The current forecast to the end of June shows that the General Fund closing balance could be around £4.307m.
46. Should the recommendations in this report be accepted, the forecast level of balances at 31 March 2019 will be around £4.007m as detailed in table 3 below. It should be noted however that there may be further call for the use of general balances throughout 2018/19.

Table 3 – Movement in General Fund Balance

General Balances	£m
Opening Balance 2018/19	4.000
Forecast revenue budget underspend	0.425
Initial General Fund Closing Balance 2018/19	4.425
Agreed use of in-year underspends:	
LCC Transition Fund (Bus Services)	(0.058)
Syrian Refugee Programme	(0.060)
Current General Fund Closing Balance 2018/19	4.307
Business Rates Retention Reserve	(0.200)
Highways and Transport Study	(0.090)
Desktop study of pupil projections	(0.010)
Forecast General Fund Closing Balance 2018/19	4.007

47. Appendix 3 provides further information about the specific earmarked reserves and provisions available for use throughout 2018/19.

SECTION B: CURRENT FORECAST POSITION – CAPITAL

48. The approved capital budget as per the revenue and capital outturn report approved on 21 June 2018 is as follows:

	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Approved Budget	34,020	4,441	1,096	39,557
Q1 Adjustment	101	(101)	0.000	0.000
Revised Budget	34,121	4,340	1,096	39,557

49. The budgets have been re-profiled between 2018/19 and 2019/20 to reflect a revised profile of the Market Walk Extension budget. In addition, the remaining £26k budget for CCTV has been moved to the Asset Improvement budget where the budget and financing is located. Further details can be found in Appendix 4.

Customer & Digital - £321k

50. The **Bank Hall** restoration project has committed £825k, including £508k in 17/18, of HLF funding towards the project. The grant eligible works are making good progress, with all major elements and all key decisions now made to the satisfaction of all parties. Stonework repairs and masonry work is well advanced and of an exceptional standard. Specifications and materials have been agreed for all key areas and the target for completion of the structural repairs remains at December 2018 with the fit out works (which are non-grant eligible) to commence thereafter. There may be some slight slippage in the programme but this will still be within the HLF imposed target end date for the completion of 28 February 2019.

Policy & Governance - £26k

51. The 2018/19 project budget for **Astley 2020** is £547k. This budget includes £200k match funding toward a bid to the HLF for a total allocation of £2.1m. As per the advice of the HLF, the bid is being re-written and resubmitted in August 2018 with a likely response in December 2018. The budget also includes £82k for the improvements to Hallgate car park that have now been completed and £100k for the Garden of Reflection that is also expected to complete soon and is funded through a grant from the Armed Forces Covenant. There remains a budget of £140k in the programme for footpath lighting.

Early Intervention - £87k

52. The total allocation for Chorley Council's **DFG** in 2018/19 is £717k, spend to date is £87k.

Business, Development and Growth - £2.764m

53. Total expenditure on the **Market Walk Extension** project in 2018/19 is £280k, this predominantly relates to the demolition of Oak House site and the preliminary works for the

decked parking on Friday Street car park. An update on the project will be provided to Full Council on 24 July 2018.

- 54. Phase 1 works at **Harpers Lane Recreation Ground** are complete as well as the pump track, the £70k contract for works to the playground has been awarded with start on site expected on 24 July 2018. Phase 1 works to **Coronation Recreation Ground** are also complete; these include refurbished footpaths, walls and tennis courts.
- 55. The construction of **Primrose Gardens** continues to progress well with £1.131m spent in 2018/19 (total value of works certified to date of £4.529m or 46% of total contract value). Areas 1 & 2 have 100% roof trusses installed, whilst roof coverings and window frames to these areas are near completion. Work to Area 3 is well underway and foundations and steelwork to Area 4 are now complete. The design of the public realm space has been agreed and is currently being costed by the contractor. Works to Primrose Gardens are on schedule to be completed by the 15th March 2019.
- 56. Enabling works at the **Digital Office Park** site are now complete and the main build has begun and is expected to complete by May 2019. There remains a budget of £900k in the capital programme for the enabling works relating to the larger site.

CAPITAL PROGRAMME FINANCING 2018/19

Fund	Original Budget 2018/19 £'000	Quarter 1 2018/19 £'000	Change £'000
External Contributions	10,107	10,107	0
Grants	8,685	8,685	0
New Homes Bonus	400	400	0
Earmarked Reserves	2,314	2,314	0
Revenue	23	23	0
Capital Receipts	981	981	0
Borrowing	11,511	11,612	101
Capital Financing 2018/19	34,020	34,122	101

- 57. The increase in borrowing is the result of re-profiling the Market Walk Extension budget, there is a subsequent reduction in borrowing in 2019/20.

IMPLICATIONS OF REPORT

- 58. 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

59. The financial implications are contained within this report

COMMENTS OF THE MONITORING OFFICER

60. No Comment

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
David Bond/James Thomson	5488/5025	17/07/18	***

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
General Fund Revenue Budget Monitoring 2018/19 Forecast to end of June 2018	Original Cash Budget	Impact of Council Restructure	Agreed Changes (Directorates)	Agreed Changes (Other)	Amended Cash Budget	Contribution to Corp. Savings (Staffing)	Contribution to Corp. Savings (Other)	Current Cash Budget	Forecast Outturn	Variance	Variance
	£	£	£	£	£	£	£	£	£	£	%
Customer & Digital	6,666,680	-	22,610	4,340	6,693,630	(50,000)	-	6,643,630	6,604,510	39,120	0.6%
Policy & Governance	4,421,030	-	-	182,810	4,603,840	(50,000)	-	4,553,840	4,509,810	44,030	1.0%
Early Intervention	2,443,870	-	(85,950)	202,240	2,560,160	(100,000)	-	2,460,160	2,387,060	73,100	3.0%
Business Development & Growth	739,610	-	63,340	429,470	1,232,420	-	-	1,232,420	1,267,350	(34,930)	-2.8%
Directorate Total	14,271,190	-	-	818,860	15,090,050	(200,000)	-	14,890,050	14,768,730	121,320	0.8%
Budgets Excluded from Directorate Monitoring:											
Pensions Account	220,000	-	-	-	220,000	-	-	220,000	220,000	-	-
Pensions Deficit Recovery (Fixed Rate)	840,500	-	-	-	840,500	-	-	840,500	840,500	-	-
Benefit Payments	(59,350)	-	-	-	(59,350)	-	-	(59,350)	(137,000)	77,650	-130.8%
Market Walk	(1,750,850)	-	-	-	(1,750,850)	-	-	(1,750,850)	(1,750,850)	-	-
Transition Fund	115,000	-	-	14,470	129,470	-	-	129,470	113,470	16,000	12.4%
Primrose Gardens Retirement Living	92,950	-	-	(920)	92,030	-	-	92,030	92,030	-	-
Corporate Savings Targets											
Management of Establishment	-	-	-	(200,000)	(200,000)	200,000	-	-	-	-	-
Total Service Expenditure	13,729,440	-	-	632,410	14,361,850	-	-	14,361,850	14,146,880	214,970	1.5%
Non Service Expenditure											
Contingency - Management of Establishment	(200,000)	-	-	200,000	-	-	-	-	-	-	-
Investment Properties	(67,490)	-	-	-	(67,490)	-	-	(67,490)	(67,490)	-	-
Revenue Contribution to Capital	450,000	-	-	-	450,000	-	-	450,000	450,000	-	-
Net Financing Transactions (general capital expenditure)	413,510	-	-	-	488,370	-	-	488,370	337,980	150,390	-
Net Financing Transactions (Market Walk)	822,060	-	-	-	822,060	-	-	822,060	822,060	-	-
Parish Precepts	671,460	-	-	-	671,460	-	-	671,460	671,460	-	-
Total Non Service Expenditure/Income	2,089,540	-	-	200,000	2,364,400	-	-	2,364,400	2,214,010	150,390	-
Total Expenditure	15,818,980	-	-	832,410	16,726,250	-	-	16,726,250	16,360,890	365,360	2.2%
Financed By											
Council Tax	(7,495,240)	-	-	-	(7,495,240)	-	-	(7,495,240)	(7,495,240)	-	-
Revenue Support Grant	(299,430)	-	-	-	(299,430)	-	-	(299,430)	(299,430)	-	-
Retained Business Rates	(2,819,440)	-	-	-	(2,819,440)	-	-	(2,819,440)	(2,819,440)	-	-
Business Rates Pooling	(676,140)	-	-	-	(676,140)	-	-	(676,140)	(676,140)	-	-
Government S31 Grants (Small Business Rate Relief)	(1,030,920)	-	-	-	(1,030,920)	-	-	(1,030,920)	(1,040,309)	9,389	-
Government S31 Grants (Other Grants)	(58,630)	-	-	-	(58,630)	-	-	(58,630)	(58,690)	60	-
Business Rates Retention Reserve	(370,580)	-	-	-	(370,580)	-	-	(370,580)	(370,580)	-	-
New Homes Bonus	(2,989,380)	-	-	-	(2,989,380)	-	-	(2,989,380)	(2,989,380)	-	-
New Burdens Grant	(40,000)	-	-	-	(40,000)	-	-	(40,000)	(40,000)	-	-
Collection Fund (Surplus)/Deficit	(58,480)	-	-	-	(58,480)	-	-	(58,480)	(58,480)	-	-
Use of Earmarked Reserves - capital financing	-	-	-	-	-	-	-	-	-	-	-
Use of Earmarked Reserves - revenue expenditure	(546,580)	-	-	(907,270)	(1,453,850)	-	-	(1,453,850)	(1,453,850)	-	-
Conts in CGUA Reclassified as Revenue	-	-	-	-	-	-	-	-	-	-	-
Budgeted Contribution to General Balances	-	-	-	-	-	-	-	-	-	-	-
In-Year Contribution to General Balances	-	-	-	-	-	-	-	-	-	-	-
Total Financing	(15,818,980)	-	-	(907,270)	(16,726,250)	-	-	(16,726,250)	(16,785,699)	59,449	-0.4%
Net Expenditure	-	-	-	-	-	-	-	-	(424,809)	424,809	-
General Balances Summary Position				Target	Forecast	Less use of in-year underspend					
				£	£	Transition Fund (Bus Services)					
General Fund Balance at 1 April 2018				4,000,000	4,000,000	Syrian Refugee Programme					
Budgeted contribution to General Balances				-	0	Business Rates Retention Reserve					
In-year contribution to General Balances				-	0	Highways and Transport Study					
Provisional (Over)/Under Spend				-	6,809	Desktop study of pupil projections					
Forecast General Fund Balance at 31 March 2019				4,000,000	4,006,809	Forecast Underspend 2018/19					
						6,809					

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Investment Projects 2018/19

Investment Area (Revenue)	Investment Budgets c/fwd to 2018/19	Investment Agreed 2018/19	Total Budget 2018/19	Expenditure to Date	Committed to Date	2018/19 Balance	Forecast Outturn 2018/19	Forecast Balance Remaining
North West in Bloom	-	20,000	20,000	7,742	3,599	8,659	20,000	-
Support to the VCFS Network	-	15,000	15,000	-	-	15,000	15,000	-
Support the food bank	-	15,000	15,000	-	-	15,000	15,000	-
Supporting communities to access grant funding	-	4,500	4,500	4,500	-	-	4,500	-
Chorley Public Service Reform Board work plan	24,500		24,500	-	-	24,500	24,500	-
Disabled and dementia online venue access guides	4,620	5,000	9,620	-	-	9,620	9,620	-
Develop Chorley's town and rural tourism economy	6,010		6,010	221	1,134	4,655	6,010	-
Connecting Communities through food	5,690		5,690	-	-	5,690	5,690	-
Empty Homes Officer	6,540		6,540	-	-	6,540	-	6,540
Mediation service for Anti-Social Behaviour disputes	1,030	14,000	15,030	-	-	15,030	2,000	13,030
Development and delivery of community action plans	174,250		174,250	-	26,824	147,426	174,250	-
Public Space Protection Orders	9,130		9,130	-	-	9,130	9,130	-
Community development and volunteering (Spice)	-	40,000	40,000	-	-	40,000	40,000	-
16/17 year old drop in scheme	-	15,000	15,000	3,750	11,250	-	15,000	-
Accommodation Finding Service	-	30,000	30,000	-	-	30,000	30,000	-
Investigate opportunities to expand Chorley Markets	3,620		3,620	-	-	3,620	3,620	-
Town Centre & Steeley Lane Pilot Action Plans	6,070		6,070	-	-	6,070	6,070	-
Employability Support Programme	-	65,000	65,000	-		65,000	65,000	-
Support the expansion of local businesses (BIG grant)	102,380		102,380	2,800	49,149	50,431	102,380	-
Business Start-up (Grant and Loan)	14,440		14,440	2,348	1,555	10,537	14,440	-
Choose Chorley Grants	182,150		182,150	-	52,645	129,505	182,150	-
Inward Investment delivery (Euxton Lane - Digital Health)	24,160		24,160	-	-	24,160	24,160	-
Vulnerable families employment project	3,250		3,250	-	-	3,250	3,250	-
Furthering Key Employment Sites	42,850		42,850	6,250	10,000	26,600	42,850	-
Choose Chorley Campaign	32,480		32,480	500	-	31,980	32,480	-
TOTALS	643,170	223,500	866,670	28,111	156,156	682,404	847,100	19,570

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

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Analysis of Reserves and Provisions 2018/19

Reserves	Forecast Balance 01/04/18 £	Other Transfers 2018/19 £	Forecast Use in 2018/19 £	Forecast Balance 31/03/19 £	Notes
General Fund Balance	4,000,000	6,809	0	4,006,809	(1)
Change Management Reserve	412,132		(412,132)	0	
VAT Shelter Income - Capital/revenue financing	9,281			9,281	
Non-Recurring Expenditure - Revenue resources for capital financing	1,925,456		(1,604,543)	320,913	(2)
Market Walk - Income Equalisation Reserve	300,366	50,000		350,366	
Market Walk - Asset Management	146,970	50,000	(148,000)	48,970	(8)
Market Walk - Project Work funded through Service Charge	119,046	38,600		157,646	(8)
Section 31 Grant - Empty property/small business rate relief	32,495		(10,945)	21,549	
Business Rates Retention - Surplus on levy payment	813,871	200,000	(370,580)	643,291	(3)
Investment Fund - Invest-to-earn Projects	712,000		(300,000)	412,000	
LCC Transition Fund	14,470		(14,470)	0	
Chorley Employment Inclusion Programme	295,390		(295,390)	0	
Non-Directorate Reserves	4,781,477	338,600	(3,156,060)	1,964,016	
Policy & Governance					
Investment Projects	10,630		(10,630)	0	(4)
British Army Civil Engagement Grant	16,902		(5,000)	11,902	
Communications & Events	27,532	0	(15,630)	11,902	
Slippage Items	5,950		(5,950)	0	(5)
Transformation Challenge funding	46,620		(46,620)	0	
Public Service Reform funding	24,500		(24,500)	0	(4)
Transformation Co-ordinator	32,300		(20,000)	12,300	
Digital Access & Inclusion	25,960		(25,960)	0	
Performance & Partnerships	135,330	0	(123,030)	12,300	
Slippage Items	43,230		(43,230)	0	(5)
Elections	90,000		(29,000)	61,000	
GDPR Staffing Reserve	16,140		(16,140)	0	
Boundary Commission Electoral Review	50,000		(19,150)	30,850	
Legal, Democratic & H.R.	199,370	0	(107,520)	91,850	
Slippage Items	50,260		(50,260)	0	(5)
Shared Financial Services	50,260	0	(50,260)	0	
Policy & Governance	412,492	0	(296,440)	116,052	
Business Development & Growth					
Community Infrastructure Levy (CIL Admin)	134,511		(90,000)	44,511	(6)
Local Development Framework	50,000		(50,000)	0	
Slippage Items	6,510		(6,510)	0	(5)
Primrose Gardens Retirement Living	13,810		(13,810)	0	
Funding for new Project Director post	60,000		(60,000)	0	
Development & Regeneration	264,831	0	(220,320)	44,511	
Retail Grants Programme	114,420		(60,000)	54,420	(4)
Investment Projects	466,290		(466,290)	0	(4)
Digital Office Park	51,080		(51,080)	0	
Employment Skills & Business Support	631,790	0	(577,370)	54,420	
Investment Projects	9,690		(9,690)	0	(4)
Slippage Items	11,560		(11,560)	0	(5)
Markets & Town Centre	21,250	0	(21,250)	0	
Asset Maintenance Fund	347,452		(347,452)	0	
Redevelopment Fund - Oak House Site	615,850		(585,850)	30,000	(7)
Property Services	963,302	0	(933,302)	30,000	
Business Development & Growth	1,881,173	0	(1,752,242)	128,931	
Customer & Digital Services					
Single Front Office Apprentices 2016/17 to 2017/18	52,400		(7,900)	44,500	
Council Tax Summons/Liability Order Bad Debts	89,020		(89,020)	0	
Land Charges litigation - legal costs	15,820		(15,820)	0	
Slippage Items	24,000		(24,000)	0	(5)
Customer Transformation	181,240	0	(136,740)	44,500	

Analysis of Reserves and Provisions 2018/19

Reserves	Forecast Balance 01/04/18 £	Other Transfers 2018/19 £	Forecast Use in 2018/19 £	Forecast Balance 31/03/19 £	Notes
Slippage from earlier years	46,860			46,860	(5)
Slippage from 2016/17	30,000			30,000	
ICT Projects	108,190			108,190	
ICT Infrastructure Reserve	155,170		(155,170)	0	
ICT Infrastructure Reserve (Capital)	0			0	
ICT Services	340,220	0	(155,170)	185,050	
Maintenance of Grounds	14,367	10,000	(20,000)	4,367	
Yarrow Meadows Project, Environment Agency grant	10,000		(10,000)	0	
Garden Waste Subscription Service	57,130		(57,130)	0	
Streetscene Training	43,100		(43,100)	0	
Waste & Streetscene Services	124,597	10,000	(130,230)	4,367	
Planning Appeal Costs	35,733		(30,000)	5,733	
New Burdens Grants - S31 Government Grants	35,485		(35,485)	0	
Planning Services	71,218	0	(65,485)	5,733	
Customer & Digital Services	717,275	10,000	(487,625)	239,650	
Early Intervention					
Investment Budgets	45,690		(45,690)	0	(4)
External Funding	23,390			23,390	
Home Improvements - Housing Affordable Warmth Grant	45,926			45,926	
Home Improvements - Handyperson Scheme	41,390		(41,390)	0	
Home Improvements - Disabled Facility Contribution	33,990		(24,660)	9,330	
Buckshaw Youth Development Grants	1,367			1,367	
Health and Wellbeing	191,753	0	(111,740)	80,013	
Investment Budgets	45,540		(45,540)	0	(4)
Regulatory Services	45,540	0	(45,540)	0	
Neighbourhood Working (pump priming)	63,090			63,090	(4)
Investment Budgets	198,410		(198,410)	0	
Dog Fouling Campaign	5,300			5,300	
Neighbourhoods	266,800	0	(198,410)	68,390	
New Burdens Grant - Homelessness Reduction	19,940		(19,940)	0	(5)
Slippage Items	5,600		(5,600)	0	
Housing Options and Support	25,540	0	(25,540)	0	
Early Intervention	529,633	0	(381,230)	148,403	
Directorate Reserves	3,540,572	10,000	(2,917,537)	633,035	
Earmarked Reserves	8,322,049	348,600	(6,073,597)	2,597,052	
Total Reserves - General and Earmarked	12,322,049	355,409	(6,073,597)	6,603,861	
Provisions					
Insurance Provision - Potential MMI clawback	14,333		(14,333)	0	
Total Provisions	14,333	0	(14,333)	0	

Notes

- (1) Forecast Outturn as at 31 March 2019.
- (2) Capital Financing - Forecast includes £956k for Market Walk Extension, £105k Recreation Strategy, £140k Astley and £128k Asset Improvements
- (3) Equalisation reserve is used to smooth the impact of fluctuations in the level of business rates retained year-on-year
- (4) Investment projects are often budgeted over a number of years and therefore carried forward in reserves. Full details are given in Appendix 2
- (5) Slippage of £177,110 (£72,320 from 2016/17 plus £104,790 from 2017/18)
- (6) The Council is permitted to set aside 5% of the CIL income charged to developers. This income covers expenditure the Council incurs in administering the CIL charges.
- (7) Premium received relating to Royal Oak Public House from the former tenant, reserve to be utilised to fund Market Walk Extension Public Realm
- (8) £24k upgrading of covered market lighting & £124k works to Flat Iron car park.

Appendix 4 - Capital Monitoring 2018/19

	Actual 2017/18	18/19 Budget	Qtr. 1 Approved Adjustments	18/19 Budget	19/20 Budget	Qtr. 1 Adjustments	19/20 Budget	20/21 Budget	TOTAL BUDGET
Customer & Digital									
Recycling receptacles	990	45,000	0	45,000	30,000	0	30,000	30,000	105,000
Recycling receptacles - Garden Waste	0	69,190	0	69,190		0	0	0	69,190
Puffin Crossing Collingwood Rd	0	47,820	0	47,820		0	0	0	47,820
ICT Modernisation	0	358,336	0	358,336		0	0	0	750,000
Bank Hall Restoration	318,959	1,693,798	0	1,693,798		0	0	0	2,200,000
Path Works to Cemeteries	1,380	167,534	0	167,534		0	0	0	217,576
	321,329	2,381,678	0	2,381,678	30,000	0	30,000	30,000	3,389,587
Policy & Governance									
Astley 2020	25,564	547,390	0	547,390		0	0	0	596,999
	25,564	547,390	0	547,390	0	0	0	0	596,999
Early Intervention									
Chorley Adaptation Grant (Formerly DFG)	86,891	933,902	0	933,902	665,945	0	665,945	665,945	2,265,792
Leisure Centres Improvements	0	70,028	0	70,028	100,000	0	100,000	100,000	270,028
Delivery of CCTV 15/16 - 17/18	0	26,768	(26,768)	0		0	0	0	0
	86,891	1,030,698	(26,768)	1,003,930	765,945	0	765,945	765,945	2,535,820
Regeneration & Inward Investment									
Asset Improvements	16,284	527,597	26,768	554,365	300,000	0	300,000	300,000	1,154,365
Market Walk Extension & Public Realm Works	0	9,107,312	(2,365,074)	6,742,238	3,345,000	(101,021)	3,243,979	0	13,898,904
Oak House Car Park	101,221	(163,204)	535,270	372,065		0	0	0	535,270
Decked Parking	120,650	(55,889)	1,660,470	1,604,581		0	0	0	1,660,470
Arley Street Car Park	59,086	(680)	70,680	70,000		0	0	0	70,000
Brunswick Street Improvements	0	0	200,000	200,000		0	0	0	200,000
Steeley Lane Gateway	0	160,000	0	160,000		0	0	0	280,136
Car Parks Pay & Display Ticket Machines	712	0	0	0		0	0	0	0
Yarrow Meadows	0	107,704	0	107,704		0	0	0	171,102
Buckshaw Village Rail Station	0	695,907	0	695,907		0	0	0	695,907
Eaves Green Play Development	0	53,195	0	53,195		0	0	0	53,195
Play, Recreation and Open Space Projects	135,668	2,053,794	0	2,053,794		0	0	0	2,053,794
Rangletts Recreation Ground	0	10,945	0	10,945		0	0	0	10,945
Recreation Strategy	0	105,000	0	105,000		0	0	0	105,000
Primrose Retirement Village	1,131,820	6,648,976	0	6,648,976		0	0	0	10,591,531
Westway Playing Fields Sports Campus	18,051	948,540	0	948,540		0	0	0	960,000
Digital Office Park	1,180,922	7,249,204	0	7,249,204		0	0	0	8,120,250
Digital Office Park Enabling	0	900,000	0	900,000		0	0	0	900,000
Buckshaw Bus Stops	0	40,000	0	40,000		0	0	0	40,000
Properties for Refugees	0	1,672,000	0	1,672,000		0	0	0	1,672,000
	2,764,414	30,060,401	128,114	30,188,515	3,645,000	(101,021)	3,543,979	300,000	43,172,869
TOTAL	3,198,197	34,020,167	101,346	34,121,513	4,440,945	(101,021)	4,339,924	1,095,945	49,695,275

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Report of	Meeting	Date
Director of Policy and Governance (Introduced by the Executive Member for Customer, Advice and Streetscene	Executive Cabinet	2 August 2018

DIGITAL STRATEGY – ANNUAL UPDATE REPORT

PURPOSE OF REPORT

1. This report provides an overview of the projects and work that has taken place as part of the Digital Strategy 2017-2020 since September 2017, as well as what work is planned for the year ahead.

RECOMMENDATION(S)

2. To note the report.

EXECUTIVE SUMMARY OF REPORT

3. Overall progress on the Digital Strategy during 2017/2018 has been good, with progress being made on each of the four elements of the strategy.
 - a. Increasing digital inclusion
 - b. Working smarter
 - c. Positive change culture
 - d. Increasing digital take up
4. The Digital Strategy details the Councils ambitions to further develop our use of technology to transform the way we work and way we provide services and support to our customers, including residents, businesses and visitors. In addition it aims to promote the benefits of technology and being online, support those who want to become more digital and also address digital exclusion

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

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

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

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

5. To raise awareness of the Council’s ongoing work in delivery of the Digital Strategy 2017-2020

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. None.

CORPORATE PRIORITIES

7. 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

8. The Digital Strategy approved in June 2017 sets out a clear aim for the Council. Our aim is to provide the highest quality, customer focused digital services and maximise our use of technology to help us to work more efficiently and deliver more for our residents.

9. The Digital Strategy is underpinned by the Council’s ICT strategy which will enable the delivery of this strategy. The delivery of the digital strategy will change the way we work and the way our customers access Council services.

10. Some of the benefits of delivering the Digital Strategy are;

- Using technology will transform the way people access information and services. Projects in the strategy will allow people to access services at a time and place that suits them
- Staff will be provided with the skills, tools and adopt culture change to deliver more efficient services
- It will free up staff time which will enable us to focus resources on other services such as; providing digital training to support people find work

11. The main objectives of the strategy are to:

- Support digital inclusion, providing digital skills support to those that need it
- Improvement of internal working environment, tools and skills which will allow staff to work smarter
- Further increase the take up of Council digital services
- Embed positive change culture to ensure customers receives high quality services.

The report will go through updates on projects and works associated with the above objectives. The Digital Strategy Annual Report is attached to this paper as an appendix which will provide more details on work that has taken place on the four main elements of the strategy.

OBJECTIVE 1 – INCREASING DIGITAL INCUSION

12. A digital access and inclusion project was established as part of the council’s budget in 2015. A budget of £50,000 was allocated over two years to fund equipment, marketing and promotional materials and to commission training.

13. It was driven by changes to the welfare reform agenda in particular Universal Credit. These changes were and continue to be a major cultural change in the way people receive and access support and online services is at the heart of the reforms. There was a clear need to invest in digital inclusion within Chorley to ensure individuals were not excluded from receiving the help and support they needed.
14. It is essential that residents are upskilled to be able to cope with the digital changes and access Council online services at a time and place that suits them, as well as other organisations online services such as health care. With the roll out of Universal Credit online service going live in July in Chorley, the need for digital skills support is expected to increase significantly over the next year.
15. Some of the key achievements as part of the increasing digital inclusion element includes
 - a. Four Council owned community centres are now successfully established as digital hubs with full ICT suites
 - b. 340 learners have attended 23 different courses in 12 different venues since September 2017, a 45.92% increase from last year.
 - c. Further partnerships have been established with other learning providers and organisations providing digital skills training and support across the borough
 - d. There has been an addition of nine access points taking the total number up to 26, including the more rural areas of Mawdesley and Charnock Richard.

OBJECTIVE 2 - WORKING SMARTER

16. The Work Smart Programme is a programme of change across the organisation in staff and customer behaviour in order to achieve the council's objectives in respect of the digital agenda and future service delivery changes. It forms part of the wider programme of work which is set out in the transformation strategy and digital strategy.
17. Work smart is a key element of the Council's Digital Strategy which aims to further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter.
18. The Work Smart Programme involves the remodelling of office space to increase meeting and break out space, reduction in desk sizes to smaller desks, replacement of pedestals with lockers and the overall increase in use of technology to allow staff to work more digitally.
19. Some of the key achievements over the last year include:
 - a. Dual Screens rolled out to now the majority of services areas
 - b. Remodelling of the Union Street Offices to accommodate the co-location of LCFT as part of the Integrated Community Wellbeing Team
 - c. Remodelling of some service areas in the Town Hall
 - d. A review of the Council's Local Land and Property Gazetteer has been carried out with a gold standard received
 - e. Purchase of IDOX Electric Document Management System in order to make use of all the services IDOX products have to offer
 - f. Hybrid mail has been rolled out to more service areas to increase off site printing and reduce the need for onsite printers. Print queues can now be set up as and when they are required according to business demand.
20. Over the next year this work will be developed further, and will be key to the successful delivery of the council's digital strategy. There will be additional work that can take place once the ICT Infrastructure project is complete. This will include the implementation of VOIP which will allow more agile working, allowing staff to work seamlessly across locations, including from home that in turn will allow the Council to bring in revenue through the rental of office space.

21. Work to progress the redevelopment of The Loop will also be progressing in the next 12 months. This will include more internal processes and forms being digitised along with the site being more user friendly, efficient and useful including the introduction of internal media channels to keep staff notified on key decisions and events across the Council in different teams.

OBJECTIVE 3 - INCREASING DIGITAL TAKE UP

22. It is well documented that online transactions can be 20 times cheaper than by phone, 30 times cheaper than by post and as much as 50 times cheaper than face to face contact. Increasing the take up of digital services will not only enable customers to access services quickly and conveniently, at a time and place to suit them; it will save the Council money.

23. Digital by default is not about offering services online or not at all, it is about designing services for the web first. The following principles will apply when designing our online services.

- Digital services should be simple and intuitive enough that users succeed the first time
- Online services should be digital by default
- Customers should only have to provide information to us once
- We should understand service users, their needs, motivation and barriers to using Chorley's digital services, and engage with them in the co-design of online services as far as possible.
- Where appropriate behavioural economics principles should be applied to identify the tone and message to drive online transactions
- Digital support should be provided

24. The take up of digital services has increased this year with 55% of transactions and contact with customers completed via the Council's website in the last quarter, this increase this quarter is primarily due to the garden waste collection service online requests, however there has been a steady increase on online transactions in each quarter over the last year.

OBJECTIVE 4 - POSITIVE CHANGE CULTURE

25. The Digital Strategy will see significant changes in both how internal staff work and how our external customers engage with us. It is essential that both staff and customers are supported through the changes.

26. It is essential that we strengthen and further embed a high standard of customer service across the organisation and if beyond possible our partners. The below principles apply to the cultural changes required.

- All staff have a role to play in delivering excellent customer service
- Public sector services in Chorley should work together to implement shared standards
- Staff should be well informed and have the opportunity to help shape improvements and be supported through change
- Customers should be encouraged and supported to change the way they access Council information and services
- As far as possible all customer enquiries should be dealt with at first point of contact
- Increases in the take up of digital services and the integration of IT systems will support the delivery of more complex services to be completed end to end.

27. Some of the key achievements over the last year include

- a. The OD strategy is in the process of being refreshed and will incorporate support to staff to enable them to take advantage of the new technology and tools that are being delivered as part of the ICT and Digital Strategies

- b. A campaign has been successfully delivered to promote the digital hubs and digital inclusion work with each centre receiving GetOnline branding. Digital skills courses have also been well attended due to successful promotion via newspaper, social media, posters and leaflets.
- c. An internal communications plan has been developed which includes a wide range of actions which will engage staff in the changes and improvements which are expected as part of the delivery of the strategy.
- d. Yammer has been successfully trailed as a new internal communications method to engage staff with changes and what else is happening across the organisation.
- e. A business case and project plan has been developed to migrate further services into the Single Front Office. This project is underway and options and recommendations should be drafted by the end of the year.

IMPLICATIONS OF REPORT

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

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

RISK

A risk register has been completed	Yes	No
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COMMENTS OF THE STATUTORY FINANCE OFFICER

29. The council continues to support the Digital Strategy with a full time post built into the base budget and an additional £6k per annum non-staffing. Additional costs such as those outlined in paragraph 19 are also funded through revenue and capital budgets.

COMMENTS OF THE MONITORING OFFICER

30. No comments.

REBECCA HUDDLESTON
DIRECTOR OF POLICY AND GOVERNANCE

Background Papers			
Document	Date	File	Place of Inspection
Digital Strategy 2017-2020	22/06/2017	https://democracy.chorley.gov.uk/documents/s75619/DigitalStrategy2017.pdf	https://democracy.chorley.gov.uk/documents/s75619/DigitalStrategy2017.pdf

Report Author	Ext	Date	Doc ID
Simon Charnock	5485	02/07/2018	Annual report covering report

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Digital Strategy

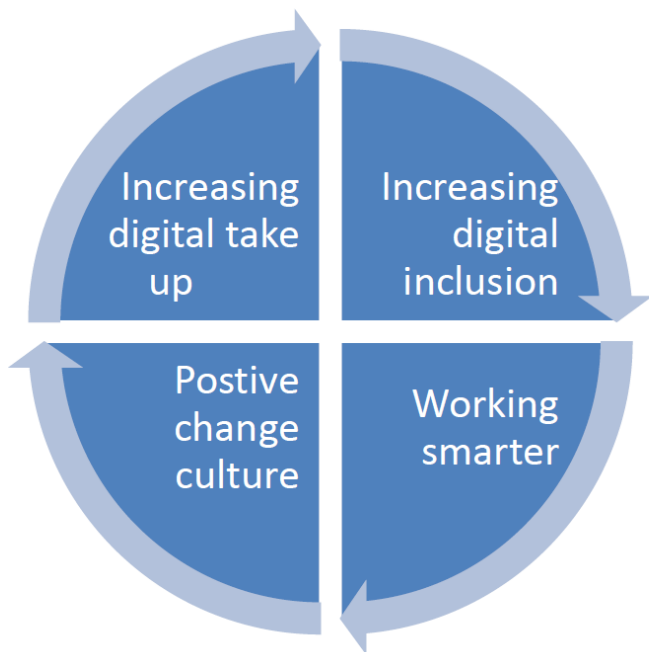
Annual update report July 2018



Introduction

The digital strategy details our ambitions to further develop our use of technology to transform the way we work and the way we provide services and support to our customers. Our aim is to provide the highest quality, customer focused digital services and maximise our use of technology to help us to work more efficiently and deliver more for our residents. The strategy aims to promote the benefits of technology and being online, support those who want to become more digital and also address digital exclusion in the borough.

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



Councillor Adrian Lowe said “It’s important people whether they are young or old are developing their digital skills because more and more things are being done online, on tablets and mobile devices. It is about making sure people are familiar with using the internet because there are so many opportunities that can be opened up by going online. It is equally as important that as a Council we recognise the digital changes and adapt our methods to provide the very best digital services for our customers, whilst supporting those who do not have the digital skills to benefit from being online.

This report will provide information on work that has taken place on the four elements over the last 12 months.

Digital Access & Inclusion

The Council's digital inclusion project was established in 2015 which had the aim that everyone in the borough should be able to get online, do more online and benefit from being online. Funding of £50,000 was allocated to the project to cover a period of two years.

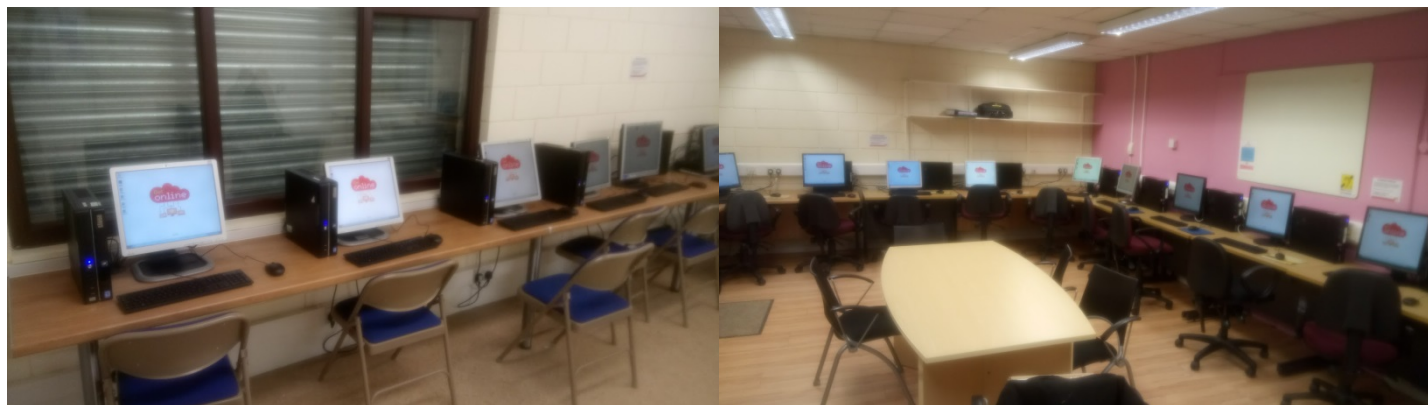
Access to online services and digital skills training requirements is expected to increase in July 2018 due to the live service rollout of Universal Credit in Chorley on 18th July. The work over the last year means we now have partnerships and provision in place to cope with this increase, whilst at the same time supporting other residents of all ages in various venues across the borough to be digitally included.

Key achievements over the last 12 months

- All council managed community centres now have Wi-Fi including web filters for child and vulnerable adult safety whilst being online
- 4 council managed community centres have been established as digital hubs with full ICT suites including 9 or more workstations in each hub as well as large screens for training/tutor purposes and printer/scanners for scanning in those important documents for online applications.
- An additional 8 laptops have been purchased along with the Microsoft Office suite to allow outreach digital skills sessions to take place in venues that don't have ICT equipment.
- 6 laptops have been donated to us from a local school, 2 of which have been loaned to Cotswold Supported Housing to allow residents to learn online skills
- The Council delivers digital skills training in community venues across the borough
- Training is now delivered in conjunction with tutors from Lancashire Adult Learning, Preston's College and other partners. 340 learners have attended 23 different courses in 12 different venues across the borough since September 2017 to present. This includes rural areas of the borough such as Mawdesley, Eccleston and Charnock Richard. This is a 45.92% increase of learners on the previous year
- Further partnerships have been established with Lancashire Constabulary, Google, Jobskilla and Good Things Foundation.
- A pilot Code Club has taken place from one of the digital hubs aimed at children to provide them with opportunities to develop coding skills to help prepare them for the digital jobs of the future.
- Digital Champion volunteers have been recruited to provide 1-1 and small group digital skills sessions in various venues to ensure sustainability of digital skills provision
- Partnership established with CAB to provide 1-1 digital help from our digital hubs. Since September CAB have reported 81 residents have attended the sessions. Most of these residents are now repeat attendees allowing them to further develop their digital skills
- There has been an addition of 9 access points set up taking the total to 26, including rural areas such as Mawdesley and Charnock Richard so digital skills sessions can take place in more outreach areas.

Digital Hubs

Four Council managed Community Centres are now well established as digital hubs. These digital hubs have dedicated ICT suites, free internet access and digital support available at different times throughout the week.



Free digital skills group training and one to one support take place at the digital hubs each week, which are provided by partners Lancashire Adult Learning (LAL) and Citizen Advice. LAL provide digital skills courses that run throughout the year; there are different groups; residents working towards an ICT qualification, and those that just want to learn more about the internet and being online; there is also a group session that runs for residents with impaired hearing.

Digital Hubs		
Free Internet Access	Basic Skills Training	Assisted Digital Support with Online Tasks

We have also joined forces with Citizens Advice, who provide one to one digital help using digital volunteers from our digital hubs. These sessions help local people gain access to benefits and other services via the internet. The sessions provide digital skills training but can also assist residents with online services such as Blue Badge applications, Universal Credit applications and employment searches that residents may not have the equipment or skills to complete on their own.

Digital Access Points

There are now 26 free access points which are listed and promoted on the digital access page on the Chorley Council website. There are also an additional six locations which provide regular support and training in our communities. This is an increase of 44% on last year's access points, significantly higher than the target increase of 11%. Work will take place in the next year to increase this number further to allow residents to access online content and services at a time and place that suits them. We will also aim to provide further training opportunities in new venues that will have access points.

Digital Champion Volunteers

This year more digital champion volunteers have been recruited to work with us and charity organisations to provide one to one and small group sessions such as the creation of a tablet club at AgeUK which allows a small group of elderly residents to get together and discuss all things tablet, help each other out with how to use their tablet with a Digital Champion volunteer on hand to assist with any problems. This session is known as "Click and Chat". Group sessions are ongoing from last year at Houghton Village Hall, Whittle Seniors Computer Club and Chorley Computer Club. Digital Champions have also been recruited at Cotswold Supported housing, this not only provides the residents at Cotswold with one to one digital support for a couple of hours a week, it also allows the volunteer to give something back to their community and it is a perfect addition to their CV as they are actively seeking employment. Digital Champion volunteers are also assisting with the running of a pilot code club at Clayton Brook Village Hall which has proved to be a great success. In

the next year work will be conducted to increase volunteers for code clubs to help set up clubs in other venues and make the clubs sustainable so they can run throughout the year.

Free Digital Training Delivery

Training is delivered in numerous venues by the Council supported by partners Lancashire Adult Learning and Preston College. All sessions are provided free of charge to residents and at no cost to the Council. Sessions are tailored according to the community group/participants to ensure inclusivity. This makes sure that older people, job seekers, people with disabilities, economically disadvantaged areas and rural areas don't get left behind. Digital Skills training this year has also targeted the more outreach rural areas with courses taking place in Mawdesley, Charnock Richard and Eccleston. Since September 2017, 340 learners have attended 23 different courses in 12 different venues provided by Chorley Council, Lancashire Adult Learning, Preston College and other partners. This is an increase on the 233 that attended sessions the previous year, an increase of 45.92%. As part of all the support that is provided inclusivity is key. All courses and sessions that take place go through accessibility options to allow modifications to devices to meet the needs of the user. For example the session delivered at Briary Court needed concentration on voice to text due to attendees having certain disabilities that made typing into a tablet very difficult. We also looked at the use of an Amazon Alexa at the scheme.

The Council also provides one to one digital support from the Union Street Offices on an appointment/referral basis. This includes supporting residents with their laptop, tablet, and smartphone so they can access online services. The majority of one to one support provided from Union Street involves Universal Credit support, which migrates to an online service in July with an expectation of increased demand for digital support for claimants. Once initial support has been provided, customers are provided with information of courses, and other provision for digital support that is available across the borough, in a location best suited to them so they can continue to develop their skills and continue to be supported if required.

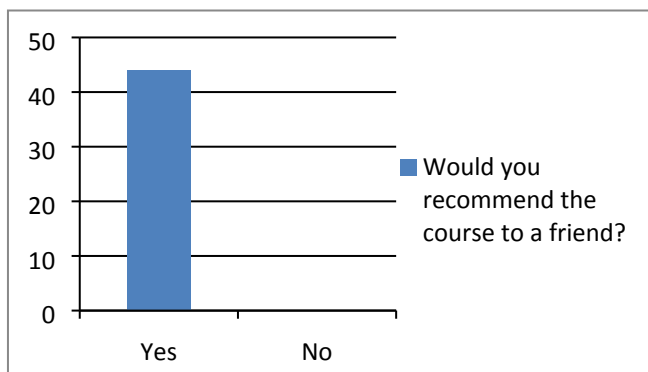
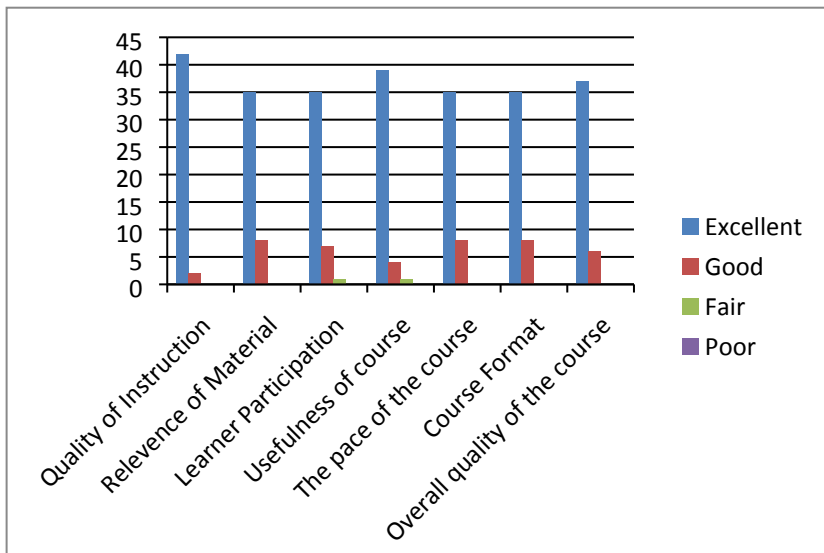
Clayton Brook Village Hall	Tatton Community Centre	Lancaster Way Community Centre	Buttermere Community Centre	Living Waters Church	Brothers of Charity
Charnock Richard Scout Hut	AgeUK	Coppull Leisure Centre	Mawdesley Village Hall	Eccleston Library	Euxton Library
Adlington Library	Whittle Le Woods Community Hall	Pikestone Court	Briary Court SHeleted Housing Scheme	Chorley Job Centre Plus	Cotswold Supported Housing
Chorley Computer Club	Hoghton Village Hall	Chorley Library	Clayton Green Library	Coppull Library	Civic Offices





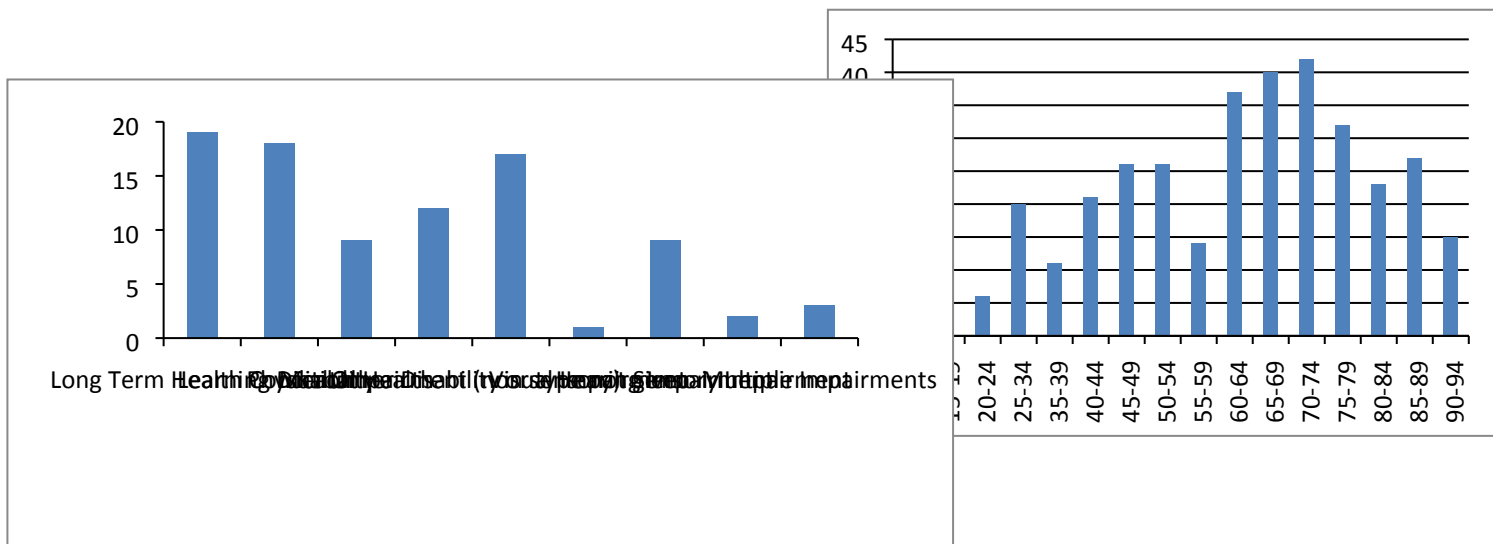
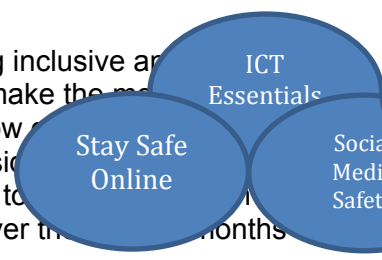
Training is aimed at beginners who would like to get online for the first time or people who would like to gain more confidence online, as well as those looking for an ICT qualification to assist with job hunting. Some attendees come to the courses to learn how to keep in touch with friends and family living abroad which is a very popular topic that is covered. Learners faces light up when they realise they can video call their loved ones who they have not seen for years.

Course lengths vary depending on the course from courses that last just once for an hour such as online safety courses, to courses that run for two hours a week for eight weeks such as the Making the Most of Your Tablet courses. There are also qualification courses that run daily for a straight two week period. Chorley Council ran courses collect evaluation forms from attendees as feedback on the courses, the below graphs show the results.





Digital Skills is about being inclusive and giving everybody the chance to make the most of the internet and being online. The below chart shows the demographics of residents who have attended courses and one to one sessions at the CAB within the borough over the last 12 months.



Digital Skills

Partners

We have this year established a partnership with Google Digital Garage as part of the Lancashire Digital Skills Partnership. Google have committed to working with local partners to train 1000 people and businesses across Lancashire, some of which will be here in Chorley. We are first starting with a Stay Safe Online session for residents and staff, which will be followed by digital sessions for local businesses next year to help SME's and other businesses in Chorley grow digitally.

Further partnerships have been established with Lancashire Constabulary and Lancashire Volunteer Partnership who use Cyber Volunteers to deliver cyber safety and social media safety sessions in the community. Brothers of charity have recently had one of these sessions for service users and staff to ensure vulnerable residents are able to benefit from being online but more importantly stay safe online. Further sessions are taking place for other community groups such as Galloways.



Late this year we joined forces with Jobskilla. Jobskilla provide digital inclusion courses for the unemployed. At the start of the course learners are presented with a laptop, once the course has been completed a qualification is received and learners keep their laptop to continue to develop their skills, update their CV and apply for jobs. A pilot course has been a great success at Cotswold Supported Housing. Further work with Jobskilla will take place next year to set up more courses in other venues across Chorley.

Finally, our four Digital Hubs are part of the Good Things Foundation Network, a network of over 5000 local community partners who provide specialist training and support to help people improve their lives through digital. Good Things Foundation support centres such as ours with training and guidance as well as allowing us to apply for funding opportunities to assist with digital support in Chorley. Good Things Foundation work with Google Digital Garage on the Digital Bus project. The Google bus travels the UK providing digital skills to residents and businesses. A project in Lancashire has not yet been set up, however it is hoped in the next 12 months that the bus will be in Lancashire. We will work with Good Things Foundation to ensure the bus comes to Chorley for some of the time allocated in Lancashire



Free Additional Digital

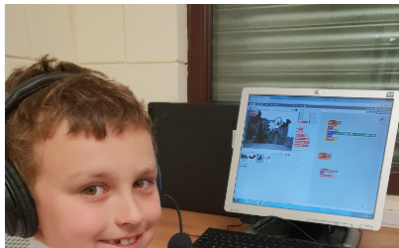
Skills

This year we have also looked at providing free digital skills for children and families. We firstly ran a Lego Robotics session with Lancashire Adult Learning from Clayton Brook Village Hall. The parent and child course was a great success. This session not only helps with digital inclusion it also helps children to develop their STEM skills (Science, Technology, Engineering and Maths) whilst having fun and learning new skills together



as a family. Further sessions have taken place in libraries across the borough such as Adlington, Eccleston and Euxton. Further sessions of this type will be established in our other digital hubs in the next year.

This summer a pilot Code Club started at Clayton Brook Village Hall, again for children to develop their STEM skills as well as coding skills to prepare for the digital jobs of the future. Working with Digital Champion Volunteers the 5 week course was a great success. Work will be carried out in the next year to recruit more volunteers to make the club at Clayton sustainable so it can run throughout the year so we can reach out to more children. Work will also be undertaken to set up clubs in each of our other digital hubs as well as contacting libraries to look at the running of code clubs from other venues.



The Future

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to promote the benefits of technology and being online, support those who want to become more digital and also address digital exclusion in the borough.

ambition is to ensure that every individual, community business in Chorley is able to take full advantage of all opportunities the digital age brings. We aim to develop technology to transform the way we work and the way we provide services and support to our customers, residents, businesses and visitors. In addition we aim

Digital inclusion is one element of the Council's digital strategy (2017-2020), and will be essential to the success of the delivery of the whole strategy. The principles and projects for digital inclusion expand on and further develop the successful work and foundations which have been put in place over the last few years.

Over the next 12 months the following work will be undertaken;

- Further partnership working to provide more free basic digital skills courses
- Further work with DWP and JCP to assist with the roll out of Universal Credit full service including the provision of Assisted Digital Support for claimants.
- Recruitment of additional Digital Champions to help assist with the delivery of free basic digital skills training to make the model sustainable
- Work on a bid to the LFFN Challenge Fund, with the aim to receive funding for the rollout of fibre broadband in the borough to ensure better connectivity for residents and businesses, concentrating specifically on the more rural areas of the borough where there are issues with broadband speeds currently
- Work to establish code club at Clayton Brook Village Hall as a permanent Code Club after the initial pilot. This will include working with the Health and Wellbeing team and local schools to recruit parents to volunteer to make the club sustainable.
- Work to run Code Clubs in other digital hubs (Tatton, Buttermere and Lancaster Way) in the same way as Clayton Brook Village Hall. Additional work with libraries to look at the setup of code clubs

- Investigation will be undertaken into the feasibility of a laptop/tablet loan scheme
- A digital event will be held to promote Chorley's digital agenda. This will be in the form of a hackathon for local tech companies and residents to attend. This will link in with the Strawberry Fields Digital Office Park development
- Further work with Google Digital Garage and our Business Development team to provide free digital skills sessions to local businesses to help them benefit from the digital age; including work to bring the Google Digital bus to Chorley. Session will also be provided for staff.
- Further increase of digital access points, including work with Parish Councils to identify possible locations for access points.
- Work to establish free town centre Wi-Fi

Work Smart Programme

Work smart is a key element of the Council's Digital Strategy which aims to further develop the Council's internal approach to improving the environment, tools and skills which staff have to enable them to work smarter.

Very simply working smarter is about:

- Creating the right working environment;
- Making sure staff have the right tools and technology; and
- Are encouraged and enabled to working in smarter and more efficient ways.

The Work Smart programme will aim to develop a shared culture of smarter working within the organisation. To this end, it will maximise the use of technology and digital information management, make the most of flexible working practices and improve working environments. The changes will increase staff and customer confidence in digital channels. There will be reduced customer contact as a result of channel shift and reduced processing times.

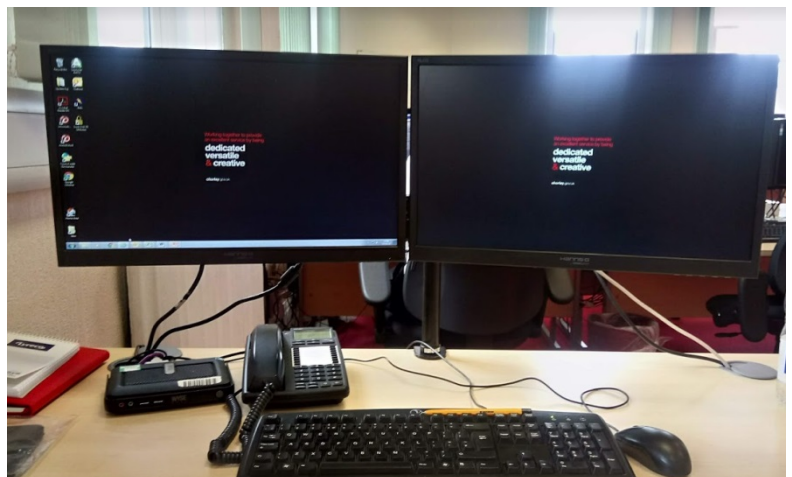
More efficient working practices will also result in improved productivity. There will be savings in staff time to enable additional support of more demanding service requests. Cashable efficiency savings can be identified by more detailed ongoing analysis. There will also be potential for income generation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

Key achievements over the last 12 months

- Dual Screens rolled out to additional service areas
- Award of contract for the Supply, Delivery and Installation of office furniture
- Remodelling of the Union Street Offices to accommodate the co-location of LCFT as part of the Integrated Community Wellbeing Team
- Implementation of Work Smart standards in the Union Street offices
- Progress made on investigation of the remodelling of the Town Hall to implement the work smart standards
- Progress on investigation of the remodelling of the Union Street Ground Floor
- Remodel and implementation of Work Smart in some service areas in the Town Hall
- A review of the Council's Local Land and Property Gazetteer has been carried out with a gold standard received
- Purchase of IDOX Electronic Document Management System (EDMS) in order to make use out of all the components the IDOX software has to offer.
- Hybrid mail roll out
- Further roll out of iPads to officers

Dual Screen

The majority of service areas now have access to dual screens with plans in place to provide dual screens to the remaining services areas such as Cotswold Supported Housing and StreetScene Services. This work will be completed in the next six months. The roll out of dual screens allows staff to make the best use out of the technology available, increases efficiency and assists greatly with the clear desk policy. By having two monitors a member of staff who works with multiple



programs can share data between applications much smoother. The monitors are installed on floating brackets that allow for the creation of more desk space, which has allowed for the introduction of smaller desks.

The rollout of iPads has also increased over the last 12 months, from just Councillors and senior managers being provided with iPads other offices have now been provided with the devices based on business need rather than seniority. This ensures that staff have the right tools to allow them to do their jobs more efficiently; for example planning are able to carry out site visits along with their iPad to access useful documents and upload site pictures straight into the planning system without having to come back into the office. In addition to the iPads, new smartphones have recently been purchased with the roll out of the phones underway.

Changes To The Office Environment

As part of the co-location of LCFT as part of the Integrated Community Wellbeing Service, changes to the offices at Union Street were required. This included extensive remodeling of the offices to accommodate the increased number of staff in the building. Part of these works included the reduced desk sizes to smaller desks, replacement of pedestals with lockers and an increase in meeting spaces. Meeting spaces are all equipped with large screens to allow for digital meetings. There has also been increased break out space for staff to take time away from their work.



Some services in the Town Hall have already undertaken the work smart standards with a remodel of their offices, introduction of smaller desks; lockers have replaced pedestals and a clear desks policy in place. These offices include; the Communications team, Policy team, and Democratic Services. The HR office will also see changes in the coming weeks.

Further changes are to be looked at in the next year for other offices as well as the Ground Floor of Union Street including reduced desk sizes in the back office as well as transforming the front customer area to a more self-service area. There are also plans to remodel the second floor to create additional break out and meeting areas.



Work has taken place to investigate plans for remodeling of the Town Hall to assist with the implementation of work smart, creation of additional meeting areas and break out space. There is not currently a break out area at the Town Hall, this is a major requirement to allow staff to have time away from their desks. Investigations show that the Town Hall space can be better utilised, opening offices up to create a more open plan office environment similar to what has been created in the Union Street Offices. The reason for these investigations is to determine if the capacity within the Town Hall can be increased with the Work Smart standards of desks, lockers etc. and opening up of offices. The increased capacity will allow us to rationalise Council buildings, allowing us the possibility of letting out office space which will provide income generation for the Council.

Investigative work has also taken place to look at the ground floor and second floor in the Union Street Offices. This will potentially include creation of further breakout space and meeting space as well as the opening up of the customer services area to include and promote self-service for customers. A self service area is hoped to be incorporated so that customers are encouraged to use digital points to self-serve, but also as a digital access point so people can come and use the internet for free. The aspiration is to move customers to accessing their services online and making the most out of digital capabilities. Customer Services is currently separated into two different areas. The aim of the works would be to combine the both into one space.

Using Existing Applications to Fullest Extent

Work has been completed on the Council's Local Land and Property Gazetteer (LLPG) The LLPG is the definitive address database for all addressable and non-addressable properties within the borough. Every address is allocated a unique property identifier. There are national standards associated with LLPG. As address information is central to the majority of the services the Council delivers, it is essential that this is accurate. The Council this year has achieved Gold national standard for the dataset as well as incorporating the data set across other lines of business applications.

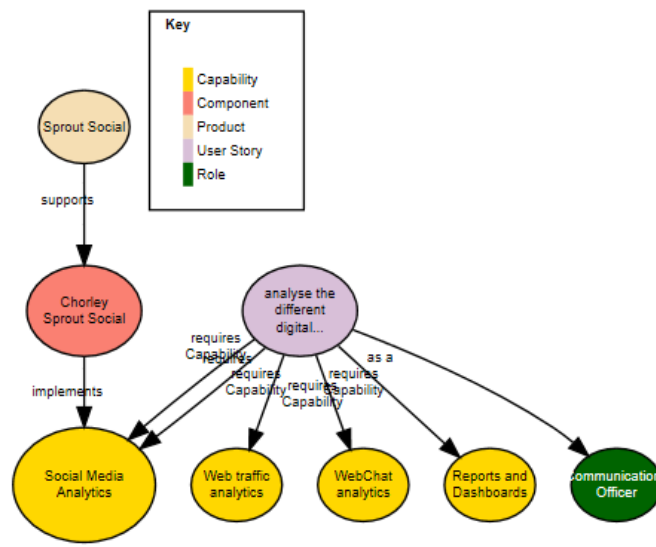
We have also worked on functionality within IDOX for planning, licensing and enforcement to make the best use out of IDOX modules available. As a result of the review planning enforcement cases are now managed and monitored through IDOX. As part of the IDOX work, In October 2017 the Council purchased IDOX Electronic Document Management System (EDMS) It is planned to migrate all services who use IDOX currently out of the current Information@Work EDMS. This will be rolled out once the system has been adequately tested and training provided to staff.

Further work has taken place with Hybrid Mail and offsite printing. Print queues have been set up for certain service areas such as Council Tax and Revenues and Benefits services to allow for offsite printing via UKMail. This supports the eventual removal of internal printers and replaces them with virtual printing. This encourages digital communication with customers and also facilitates the removal of the existing postal collection services. Hybrid mail is now fully up and running with further print queues being set up as and when required according to business need.

Over the next 12 months further work will take place to improve technology capabilities. This work will include the redevelopment of the loop (intranet), the introduction of public Wi-Fi in Council buildings and meeting rooms so staff can access Wi-Fi on their breaks as well as allowing visitors to connect to the Internet during meetings and customers to connect if attending the offices for any reason. Other applications such as MyAccount and MyWork will be reviewed as well as the online payments system. This work will be in conjunction with further work to review and redevelop the Council's website. The work on these so far has been delayed pending implementation of the new ICT infrastructure. Work has already taken place on a trial of software that can be used for internal communications. Yammer has been trialed by over 50 members of staff. Yammer is a private platform for enterprise social networking. Yammer is on trial as an internal communications system, the site allows for business users to easily collaborate with one another to meet business needs. The trial has so far been a huge success with the aim being for the product to be incorporated into the intranet refresh plans.

VOIP is an essential capability as part of the Work Smart Programme. VOIP will allow staff to work seamlessly across locations whilst still having access to a phone capability to keep in contact with other members of staff and customers. Currently while staff can log in to different work stations to access their emails and documents, their phone lines are physically associated with that desk. VOIP will enable staff to be able to access their phone calls quickly and easily from different offices and locations which will allow more agile working and remote working; introducing the potential to rent out office space with Council staff encouraged to work remotely. The introduction of VOIP will also create the opportunity to introduce virtual meetings; this will save staff time travelling to meetings, as well as increasing availability of the larger meeting rooms. This work will go ahead in the next year once the ICT Infrastructure project has been finalised allowing these capabilities to be introduced.

Initial meetings have taken place to look at user stories and required technology capabilities. A model is being used provided by Digital Gaps to allow us to map our digital capability requirements. Work has begun to populate the model. Further work is required with ICT to provide information on products and components that provide required capabilities. Work will also take place in the next year with individual service areas to get more of an understanding of their user stories and required digital capabilities.



The next 12 Months

The next 12 months is expected to bring more change with further offices undertaking changes to implement the work smart standard. There will also be further technology developments once the ICT Infrastructure project is completed.

Over the next 12 months the following work will be undertaken

- Work to redevelop The Loop (intranet) to transfer all paper form processes to a digital version and make the site more useful, effective and interactive for internal communications including the integration with Yammer.
- Further work to progress the work investigated for the Town Hall and Union Street office changes
- Implementation of VOIP to allow for more agile working
- Further offices to take up the work smart standards
- Continue to make the best use out of available technology and the capabilities technology used by the Council has to increase efficiency and reduce costs.
- Completion of the capability mapping tool to highlight the digital gaps that we currently have and identify solutions to provide the required capabilities.

Positive Change Culture

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

Communication about Work Smart and other internal changes is key. Meetings with management have taken place to gain feedback. Work Smart is also incorporated into the Flair programme with attendees tasked to go back to their teams to gain feedback on thoughts about WorkSmart including;

- What benefits will Work Smart bring to each service
- What potential barriers will need to be addressed in order to implement Work Smart in each team
- What behaviours are important to help create the culture shift required for Work Smart to be successful
- Are there any concerns about Work Smart
- Any other suggestions or comments

From this exercise we are able to provide more clarity on what Work Smart is and provide an opportunity for staff to voice their thoughts and provide valuable feedback. This feedback will help us to shape the changes and work on the issues highlighted moving forward.

An internal communications plan has also been developed to assist with staff engagement during the changes. The intranet, Yammer and staff matters will be used in order to engage with staff and communicate the changes. Staff matters will allow for staff to raise any concerns regarding any proposed changes. In the next 12 months a staff listening day is to be held to go through WorkSmart and other changes associated with the Digital Strategy. This will include the 'Chorley Experience' which will be a demonstration displaying the contrast in different working methods before and after WorkSmart. This will allow staff to see firsthand the benefits of the changes; case studies will also be used from certain teams that have undertaken the changes with great success.

Over the next 12 months the OD strategy will be refreshed, this will embed customer services values and responsibilities. Included in the strategy will be that staff will take up opportunities to promote the benefits of digital wherever necessary in interactions with customers and show customers how to request Council services online themselves. This will include providing support to customers to increase digital take up. As new technology will be used internally it is essential that staff have the training to be able to do their job effectively using the new technology given to them. Part of the OD strategy will include that staff will be given the required training ensuring they have the skills and confidence to take advantage of the new technology and to work in a smarter way. The first training is to take place in the coming months with Google visiting the Council offices to provide staff with essential training on online safety which is essential to keeping the Councils network safe and secure; the training will also help with personal online safety.

A communications campaign has taken place in year one to promote the Get Online digital inclusion work. The aim of this campaign has been to encourage the take up of digital courses by engaging with customers and increasing attendance at digital skills courses. The campaign has been successful as the attendance at sessions in the first year has risen by 45.92%. There is now a digital access page on the Councils website which provides information on what the Council is doing in terms of digital and what courses and help sessions that are available for residents. Included on the page is promotion of the digital hubs and other free internet access points that are available across the borough. This page will be updated as we move forward with the Digital Strategy over the next year.

Further work has been taken to promote each course that has taken place via various channels; local newspapers, flyers, posters, social media, what's happening magazine and distribution via email using partner charity organisations such as VCFS. Each channel has been very successful with attendees stating they have found out about the sessions from these methods. An example social media post received a total of 6902 views. The majority of these people will not be residents that attended courses. The idea of the social media posts was to reach out to those that use digital channels in order for them to pass on to friends and family information about the courses available and the benefits. Word of mouth has also been great in increasing

attendance; once the first courses had taken place more and more people have booked places stating their friend and family member attended a course and recommended it.

The digital hubs have also been given a makeover with branding inside the computer suites in the Get Online style as well as large banners outside each centre to promote the partnership with Citizen Advice who provide free digital support to residents from the hubs. With the full online service roll out of Universal Credit taking place in July further promotion of the hubs and the opportunities available will be communicated via various channels.

Over the next year the campaign will focus on assisting with achieving a high digital take up of council services. This will include promoting each service that can be undertaken online, including the benefits of doing so. This campaign will begin once the ICT infrastructure project has been completed, allowing for the website redevelopment and refresh to take place. Incentives will be investigated as a tool to help increase the digital take up such as being entered into a free prize draw etc.

Increasing take up of Digital Services

More and more services across public and private sector organisations are migrating to digital services. Meeting and exceeding increasing customer expectations, delivering excellent services and dealing with increases in service demand is hugely challenging against a backdrop of reducing local government funding. Operating costs will need to be reduced and our income generation increased over the coming years. The approach to delivering information and services to customers' needs to be more efficient and effective, making the best use of technology.

Customers should be able to and prefer to access services and information easily online, at a time and place to suite them. This aligns to the governments digital by default strategy which aims to make digital services the preferred method for transactions rather than the more costly phone, post or face to face interactions. Completing transactions online has become second nature to many of our customers, with people increasingly going online for shopping, banking, information and entertainment. This is because online services tend to be quicker, more convenient and cheaper to use.

Digital by default is not about offering services online or not at all, it is about designing services for the web first. Digital services should be simple and intuitive enough that users succeed first time, unaided, as people will only choose our digital service if it is far more convenient and straightforward.

Google Analytics and Website Refresh

Google analytics is already in place for the Councils website and web pages, however data collected could be used much better in order for us to monitor our websites usage and performance. If we are able to use this data to its full extent we will be able to use it to our advantage to improve our website and online services. Google analytics will be implemented in line with the new website once redeveloped. Some staff have already attended training on the use of Google analytics, further training will be undertaken by staff that will be utilising the software to monitor usage and performance of our website and online services.

A review and refresh of the Councils website is due to take place in the next year; work on the website has been delayed pending implementation of the new ICT infrastructure. The website changes will ensure that it is easier to use, more accessible, responsive and secure with an improved user experience and customer journey. Work with residents and staff will take place in the form of focus groups to engage with customers and staff that live in the borough to get their thoughts, opinions and issues that they face when using the current website. This work will help us shape the new website to make it easier for customers to use. Part of this work will be to e-enable all relevant Council services, ensuring they are digital by default and designed for the web first. Services will be e-enabled in priority order based on the services that are used the most. Work will be carried out across the Council with other services to identify which services are used or requested the most over the phone and face to face so we can e-enable the service and promote that the service is now available online. Most services are now available already online such as waste collection services, discretionary housing payments and change of circumstance, however there are still services that can be migrated to an online service.

As part of the website refresh improvements will be investigated to support the digital take up of MyAccount and e-citizen online services. At present, these systems are not integrated meaning customers need two separate accounts for each system. By allowing customers to sign in just once to access each service it will hopefully increase the take up of council tax online to assist with the reduction of paper bills and over the phone payments etc. Work has taken place this year for a bid to Socitm pioneer challenge to bid for work to be

undertaken by Verisec who provide citizen verification software to ensure citizens only have to have their identity verified once for all council services.

Social media interaction is increasing, with Chorley Council having a strong following. Customers are encouraged to interact with us via social media. Sprout Social has been implemented, which helps with the management, advocacy and analytics of social media. The software helps us to communicate with customers on social media easier with integration with Twitter, Facebook, Instagram, LinkedIn and Google Analytics.

Further work over the next year will take place to deliver new software to assist with the digital agenda. Part of this work has already started with the work with Digital Gaps on the capability mapping model as mentioned earlier on in the report. Once the model has been completed and reports have been exported from the system we will be able to identify the capability gaps that will allow us to highlight new software that needs to be looked at in order to deliver new digital capabilities. An example of this work that has started is with the FOI, EIR and CCTV requests. Work has started looking at the current process for FOI requests and how we can use technology to make the process easier, more streamlined and more efficient.

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