EXECUTIVE CABINET
THURSDAY, 18TH JUNE 2020, 6.30 PM

AGENDA

APOLOGIES FOR ABSENCE

1   **MINUTES OF MEETING THURSDAY, 12 MARCH 2020 OF EXECUTIVE CABINET**   (Pages 5 - 6)

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 meeting 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 meeting 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   **QUARTER 4 PERFORMANCE REPORT 2019/20**   (Pages 7 - 26)

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

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

5   **HOMELESSNESS AND ROUGH SLEEPING STRATEGY AND REVIEW 2019-2024**   (Pages 27 - 54)

To consider and receive the report of the Deputy Chief Executive.

6   **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)

| 7 | **KEY PARTNERSHIPS UPDATE** | (Pages 55 - 72) |

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

| 8 | **TATTON DEVELOPMENT PROCUREMENT** | (Pages 73 - 78) |

To consider and receive the report of the Director (Commercial Services).

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

| 9 | **LEISURE CONTRACT AWARD DECISION** | (To Follow) |

To consider and receive the report of the Deputy Chief Executive.

| 10 | **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR** |

GARY HALL
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Executive Cabinet Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Graham Dunn, Alistair Morwood 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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Chorley Council

MINUTES OF	**EXECUTIVE CABINET**
MEETING DATE	**Thursday, 12 March 2020**
MEMBERS PRESENT:	Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray and Adrian Lowe
OFFICERS:	Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Asim Khan (Director (Customer and Digital)), Mark Lester (Director (Commercial Services)), Alex Jackson (Legal Services Team Leader), Philippa Braithwaite (Democratic and Member Services Officer) and Dave Whelan (Shared Service Lead - Legal)
APOLOGIES:	Councillors Graham Dunn and Alistair Morwood
OTHER MEMBERS:	Councillors Aaron Beaver, Eric Bell, Julia Berry, Mark Clifford, Gordon France, Danny Gee, Tom Gray, Yvonne Hargreaves, Steve Holgate, June Molyneaux and John Walker

20.EC.180   Minutes of meeting Thursday, 13 February 2020 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 13 February 2020 be confirmed as a correct record for signature by the Executive Leader.

20.EC.181   Declarations of Any Interests

There were no declarations of interest.

20.EC.182   Public Questions

There were no public questions.

20.EC.183   Developing the Council's Green Agenda - O&S Task Group Final Report

The Chair of the Overview and Scrutiny Committee, Councillor John Walker, presented the report which had identified eight recommendations in four different areas (governance and resource, community leadership, Council operations, and legislation and policy). Councillor Steve Holgate, Chair of the Task Group, thanked members and officers involved with the inquiry, which had engaged with different stakeholder groups/residents to increase the scope of influence and develop a longer-term response.

Decision: That the recommendations set out in the Overview and Scrutiny Task Group report be approved and an action plan be developed to expedite the green agenda as a corporate priority.

20.EC.184   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.

20.EC.185   Tatton Procurement

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the confidential report of the Director (Commercial Services) which outlines the weighting and evaluation criteria for the procurement of an architect to deliver the design to RIBA stage 3 and to prepare and submit a full planning application.

Members discussed the report and agreed that meaningful public consultation and engagement was key to ensuring the success of the development.

Decision:
1. To acknowledge the programme constraints for delivery of the Tatton development.
2. To approve the weighting and evaluation criteria.
3. To approve the delegation of Contract Award to Executive Member (Resources).

Reasons for Recommendation(s):
To allow for the progression of the Tatton development design and planning.

Alternative Options Considered and Rejected:
Delay progressing the procurement of an architect until after budget approval at Full Council on 7 April 2020. This option would jeopardise obtaining Homes England funding as we would not be able to deliver the scheme within the Homes England imposed completion date of before 31 March 2022.

20.EC.186   Any urgent business previously agreed with the Chair

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), updated Members regarding the Shared Services Agreement which had been approved by Shared Services Joint Committee and would be taken to both Council meetings for approval.

Chair   Date

Chorley Council

Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member (Resources))	Executive Cabinet	18 June 2020

QUARTER 4 PERFORMANCE REPORT 2019/20

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2019/20, 1 January to 31 March 2020.

RECOMMENDATION(S)

2. That the report be noted.

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and key service delivery measures for the fourth quarter of 2019/20, 1 January to 31 March 2020. Performance is assessed based on the delivery of key projects and measures outlined within the 2019 Corporate Strategy, along with key service delivery measures for individual services.

4. During the end of quarter four the COVID-19 pandemic and lockdown which ensued had a significant impact on life across the country. Therefore, it should be noted that here has been some impact on service delivery as parts of the organisation have been re-deployed to respond to the current crisis. The impact of the COVID-19 crisis will continue to have a significant operational and financial impact on the council, its partners and the communities it serves. The biggest impact on performance is expected next quarter as this will include the key months of the lockdown from April 2020 to June 2020. To mitigate the impact as far as possible, the council has developed comprehensive plans to facilitate the recovery of various services most impacted by the COVID-19 crisis to ensure our communities, businesses and residents can continue to access our key services and be supported in the recovery from the COVID-19 crisis.

5. Despite this the overall performance of key projects is excellent with 10 (77%) of the projects rated as green, and 3 projects (23%) currently rated as amber; action plans for each of these projects are contained within this report.

6. Performance of the Corporate Strategy indicators and key service delivery measures is also excellent with 83% of Corporate Strategy measures and 75% of key service delivery measures performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance.

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

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

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)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None.

CORPORATE PRIORITIES

9. This report relates to the following Strategic Objectives:

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

BACKGROUND

10. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.

11. The Corporate Strategy was approved by Council in November 2019. It includes 13 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.

12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.

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
- Residents who are all able to take an active part in their local and wider community
- Easy access to high quality public services, both face to face and online

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

13. Work to deliver a programme of community resilience building has progressed during quarter four. This project aims to support residents in improving their local area and equality of access for all. The community resilience framework was approved by Executive Cabinet in January 2020, which sets out the approach that will be taken to achieve a change in relationships between individuals, communities and public services. These changes will mean that communities are in a stronger position to support themselves independently with the potential for better health and wellbeing outcomes and help reduce the demand for public services over the long term. During quarter four, the Community Development team have been successfully piloting the approaches within the framework, for example taking time to build up trust between group members and services, allowing them to decide which services they feel the community needs, and providing ongoing support. In turn, residents are guiding service providers to develop more effective ways to reach those who need their help.

14. The refresh of the council's website continued, which aims to transform the current council website, improving the customer journey and the experience our users have when using the site through a range of devices. This should encourage increased usage of council online services, and in turn enabling better access to high quality public services online. During quarter four more user research and usability testing with internal and external users was completed and the findings presented for approval; this will help to ensure that we are designing and building digital services with our users' needs in mind. The procurement of the content management system solution, which is a system that will help create and manage the information presented on the website, was undertaken this quarter. Recruitment for an additional resource to build and publish the content was started, however, this is now awaiting formal completion as the recruitment process has been impacted by COVID-19.

15. By the end of quarter four, 790 people had successfully completed basic digital skills training against a target of 400. Basic digital skills such as using a mouse and keyboard, internet confidence, accessing public services online, sending and receiving emails, using social media, and using skype or other communication platforms, as well as understanding digital security have become more important during the COVID-19 lockdown. For many people this has enabled them to communicate with friends and family, colleagues and service providers, work from home, shop for essential items and continue in their day to day lives from the safety of their own homes.

Performance of Key Projects

| 0 Projects COMPLETED | 1 Projects reported GREEN | 2 Projects reported AMBER | 0 Projects reported RED |

16.   There are three key projects included in the 2019/20 Corporate Strategy under this priority, and at the end of quarter four overall performance is good.

17.   One project is rated as green, meaning it is progressing according to timescale and plan:

- Deliver a programme of community resilience building work

18.   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
Undertake renovation works at Astley Hall	**AMBER**
Explanation	This project will deliver vital improvements to maintain the structural integrity and safety of the Hall, as well as transforming the visitor experience to ensure a sustainable long-term future for the facility, with associated benefits for tourism and the local economy. This phase of the project focusses on the delivery of the structural conservation improvements, transformation of the visitor experience and the delivery of a museum shop. While all elements of the project are progressing, there has been a review of the timeframe for starting physical works on the Hall, and the project remains rated as Amber due to continued delayed progress of the recruitment of the external project manager.
Action Required	Next quarter work will focus on finalising the improvement work plan for the Hall with detailed timescales which will include the appointment of a project manager. These detailed timescales need to be work through as there have been some delays have been attributed to the Covid-19 outbreak and the potential to delay physical works on site. There are two options that are currently being considered, one with a start date on site in 2021 and one keeping to the September 2020 start date. In addition to revising timescales, work in quarter one will also applying for listed building consent which is to seek approval for the physicals works on the Hall and tendering work packages for the development work.

Project Title	Project Status
Refresh the Council's website	**AMBER**
Explanation	The Website Refresh project aims to transform the current council website, improving the customer journey and the experience our users have when using the site in order to help increase usage of council online services. The project has progressed well with consultation, user research and testing with internal and external partners all now complete, followed by the shared procurement process with South Ribble Council for the content management solution being undertaken. The content management system, once in place, will help us achieve a fully accessible compliant, mobile responsive website, by allowing easy creation and management of the website pages for an improved customer journey. There have been delays to the contract award for the winning tender of the content management system which has included delays to reaching an agreement and finalising the negotiations. The contract negotiations will ensure that the new content management system solution can be delivered both on time and within budget. Therefore, this project is rated as Amber.
Action Required	During quarter one, the protracted negotiations will be finalised to allow the contract award to take place with the content management system supplier. It is imperative that negotiations covered include the supplier's ability to deliver the solution within timescales. Following this, the design and development of the content management system can commence. In addition to this, work will continue to review and update the existing website content which is currently at 50% completion; in order to achieve 100% completion, the recruitment of additional resource will need to be formalised, and the project programme will be reviewed and updated.

Performance of Corporate Strategy Measures

2 Performance is better than target

0 Worse than target but within threshold

0 Worse than target, outside threshold

19. At the end of the fourth quarter, it is possible to report on two of the nine corporate performance indicators under this priority.

20. Both indicators are performing better than target:

- Percentage of the population with NVQ level 3 or above

- Number of people who have successfully completed basic digital skills training

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

Clean, safe and healthy homes and 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 in both urban and rural locations

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

22. This quarter good progress has been made on the project to progress improvements to Tatton recreation ground and surrounding area. The Council was awarded revenue funding through the One Public Estate Funding Programme to complete a feasibility study and business case for the redevelopment of the former bus depot on Eaves Lane and Tatton Community Centre, which will also incorporate the upgrade of Tatton Recreation Ground. Once completed this development would provide vital facilities for local residents, including improved health provision and open spaces, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. Work completed during quarter four included the completion of RIBA Stage 2 design and reporting which includes completion of surveys, ecological works, drainage, site and archaeological investigation. This now means that work can move on to progress the next stage. The procurement of the next stage, RIBA Stage 3 architectural services has commenced with tender submissions currently being reviewed. A Homes England bid application was submitted at the beginning of March and technical surveys are also currently underway and are expected to be completed by the end of April 2020. Work completed in quarter four will contribute the wider outcomes of this project to reduced health inequalities and provide high quality suitable housing for residents.

23. There has been significant progress made during the quarter to improve play and community spaces across the borough to provide high quality play areas, parks and open spaces in both urban and rural locations. Work has continued across the various sites included in this project such as Westway Sports Campus, Kem Mill Lane playing field, Twin Lakes playing field, The Meadows Heskin, Manor Road play area, and Orchard Drive play area. Across the majority of the sites the tender and/or tender evaluations have been completed, however contractor appointments and site works have had to be suspended at the end of the quarter due to rules around social distancing enforced under the COVID-19 lockdown. Good progress has been made with the paths at Lodge Bank play area, which have been surfaced creating a usable walking route all year round, with a tender and tender evaluation now completed for the play area refurbishment. A funding bid was submitted to the Lancashire Environment Fund Bid for match funding towards a new toddler play area; the outcome is expected in September. Carr Brook linear park has progressed with River Ribble Trust appointed as the project lead which includes the River Lostock enhancement, they will work with the ecologist and the Environment Agency on the specification for green engineering of the river banks which aims to reduce pollution and promote sustainability making the area cleaner and safer. Match funding has also been confirmed for the site at Longfield Avenue to supplement the funding already secured from developer contributions which will enable improvements to be made to the play area to provide a high quality play area.

24. Work to implement the Housing Strategy action plan has progressed during quarter four. The Housing Strategy 2019-24 has been established in order to respond to the pressure of a growing and aging population while ensuring that the supply of housing remains high quality and balanced, by helping to secure quality across all housing tenures, supporting people to remain independent in their own homes, preventing homelessness and

supporting a balanced housing market. During quarter four the actions and timescales as set out in the strategy have been reprofiled and leads have been identified to ensure that the project can move forward. Some actions will need to be further reviewed due to proposed legislation to licence private landlords, including introducing a programme of inspection of privately rented properties, not being brought forward. Investigation of the delivery of these actions will commence next quarter.

Performance of Key Projects

0 Projects **COMPLETED**

2 Projects reported **GREEN**

1 Projects reported **AMBER**

0 Projects reported **RED**

25. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter four overall performance is good.

26. Two projects are rated as green, meaning they are progressing according to timescale and plan:

- Progress improvements to Tatton recreation ground and surrounding area

- Improve play and community spaces across the borough

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
Implement the Housing Strategy action plan	**AMBER**
Explanation	This project is rated as amber due many of the actions included in the action plan not progressing as planned as a result of staffing issues over the past year, which have now been resolved, has had a knock-on effect on delivery. In addition to this, some progress was affected at the end of quarter four due to key officers for the delivery of the action plan being redeployed and/or engaged on other council activity relating to the COVID-19 pandemic at the end of quarter four. Despite this there has been progress in quarter four, which has included compiling a list of all actions to be delivered from January 2020 to January 2021. This list was circulated by the project manager to all service leads and team leaders in order for them to agree the various actions required to ensure that the project can move forward. This was approved. Progress began on some of the actions during this quarter with the action to investigate the impact of AirBnB on the borough and identify any necessary actions has been completed. It was also realised during this quarter that the proposed legislation to licence private landlords, including introducing a programme of inspection of privately rented properties, has not been brought forward therefore the action needs to be reviewed. It is anticipated this will take place in quarter one.

Action Required	It is expected that this project will continue to be delivered in quarter one, when the capacity is once again available from those redeployed/focussing on reacting to the immediate demand caused by the pandemic. Work in quarter one will focus on re-engagement with key action owners to re-establish the estimated timescales for delivery and review the actions to ensure these are still achievable. Once these have been agreed, delivery on the actions will re-commence.

Performance of Corporate Strategy Measures

4 Performance is better than target	**0** Worse than target but within threshold	**1** Worse than target, outside threshold

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

29.   Four indicators are performing better than target:

- Number of community groups supported to improve by the Council

- Number of long-term empty properties in the borough

- Number of parks, open spaces and playing pitches improved linked to strategy delivery

- Household waste sent for reuse, recycling or composting

30.   One indicator is performing below target, and outside the 5% threshold:

Performance Indicator		**Target**	**Performance**
▲	The number of affordable homes delivered	100	81
Reason below target	The main reason for this performance is due to a reduction in Registered Providers (RPs) delivering grant funded schemes within the borough. Registered Providers have slowed down their investment activity in Chorley and there may be a variety of reasons for this, one of which could be the lack of large remaining allocated housing sites and land values. The introduction of the new Central Lancashire Local Plan will enable some bridging of the gap in the medium term as this new plan will be allocate new sites for housing with specific policies on affordable requirements which will contribute and encourage further development in the borough.		

Action required	The council is responding to this by committing to the delivery of affordable homes as a developer and social landlord in its own right, the first example of which is Primrose Gardens Retirement Living which delivered in 2018/19 65 new apartments. There are also more schemes in the pipeline which will build on this success going forward. The Registered Provider preferred partnership framework in Chorley is in the process of being established which will ensure that Registered Providers selected to benefit from future section 106 developer contribution sites, will have demonstrable commitment to investment in the borough in addition to the provision of good quality management arrangements and customer focused service, and Chorley Council as a Registered Provider will be applying to join this framework. The robust application of our planning policies will continue in order to secure developer contribution, and importantly, social rent units.
Trend:	At quarter four 2018/19 performance was much higher at 202 (102% above target).

A strong local economy

The long-term outcomes for this priority are:

- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

31.   Over the last quarter, good progress has been made with the project to bring forward employment land at Alker Lane, which will seek to finalise site plans, secure planning permission, and establish a project team ahead of the site's future development. The site will accommodate the thriving and expanding local business sector and provide high quality employment opportunities for local residents. The discussions with United Utilities regarding the relocation the water mains at the site, which is key to the development of the site, have continued this quarter, with negotiations ongoing. The procurement process for the architect appointment to further develop designs for the site, as well as the appointment of a technical team to undertake site investigations to inform the relocation of the watermain, have commenced. Additionally, the procurement process for project management support was started during quarter four, which will support the future development of the site.

32.   The project to deliver improvements to the town centre has made good progress this quarter. This project aims to deliver improvements that will enhance the retail and visitor experience of the town centre to ensure it remains an attractive and vibrant commercial hub. Over quarter four, meetings with key stakeholders have been conducted in order to gain insight and ideas on how the markets can be improved, which has fed into the decision-making process and future delivery of the project. In addition, surveys have been completed of properties on Chapel Street which will determine areas for development and investment as part of the wider town centre improvement project.

33.   Good progress has been achieved towards the project to develop the business plan for the wholly owned company. The company will enable the Council to effectively acquire and manage its portfolio of assets and be more proactive in driving forward economic development across the borough. During quarter four, the company was officially registered and project meetings have been hosted to facilitate the development of the investment strategy and business plan. Following the purchase of a distribution warehouse in quarter three, site visits have been conducted to the property to identify future investment opportunities and the lease agreement has been finalised with the tenant. This fits into our wider investment strategy, which aims to increase the Council's revenue and support job creation.

Performance of Key Projects

0 Projects COMPLETED

3 Projects reported GREEN

0 Projects reported AMBER

0 Projects reported RED

34. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter four overall performance is excellent.

35. All three projects are rated as green, meaning they are progressing according to timescale and plan:

- Bring forward employment land at Alker Lane

- Deliver improvements to the town centre

- Develop the business plan for the wholly owned company

Performance of Corporate Strategy Measures

2 Performance is better than target   **1** Worse than target but within threshold   **1** Worse than target, outside threshold

36. At the end of the fourth quarter, it is possible to report on four of the seven corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A

37. Two indicators are performing better than target:

- The number of jobs created through Chorley Council support or intervention

- The percentage of 16-17 year olds who are not in education, employment or training (NEET)

38. One indicator is performing worse than target but within threshold:

- Overall employment rate

39. One indicator is performing below target, and outside the 5% threshold:

Performance Indicator		Target	Performance
▲	Growth in the business rate base	1.0%	0.7025%

Reason below target	Performance for the growth in the business rate base is lower than anticipated for quarter four, with performance at 0.7025% against a target of 1%. However, it should be noted that there has been a significant increase in performance in 2019/20 compared to 2018/19 when performance was at -0.13%. Therefore, there has been an increase in performance of 0.8325% between 2018/19 and 2019/20. This is likely due to the growth in the commercial stock across the borough which includes the construction and opening of Lidl, KFC Buckshaw Village, and the Market Walk Extension. The lower than anticipated performance is due to a number of key premises that were delivered in 2019/20, of which would have added significantly to the business rate base, have not been rated yet by the valuation office. These include Escape Entertainments, Reel Cinema and Marks & Spencer. In addition to this, variations in the NNDR rating list with new assessments, deletions and changes to rateable values contributing towards the gross rateable value. There have been some reductions in the value of certain premises over 2019/20, due to natural fluctuations in valuations, which have contributed to the lower than anticipated performance. The business rate base data shows that properties taken out of the Ratings list during 2019/20 resulted in a loss of Rateable Value of £443,325.00, however properties brought into the Ratings list during 2019/20 resulted in an increase to the Rateable Value of £1,166,304.00. This resulted in a net difference of £722,979.00. While this demonstrates a net increase in the rateable value, overall, there has been a growth of 0.7025% across the year which performance to just under target of 1%.
Action required	The weekly list of validated planning application is closely monitored so that the valuation office is promptly informed of new commercial assessments and potential increases in existing NNDR rateable values. A combination of the key premises discussed above being rated by the valuation office and the construction of a number of new commercial developments across the borough in 2020/21 is likely to result in a substantial increase in the gross rateable value in 2020/21.
Trend:	Performance at quarter four 2018/19 was -0.13%. There has been an increase in performance of 0.8325% between 2018/19 and 2019/20 with performance now at 0.7025%.

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 our rural and urban areas

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

40. The project to deliver shared council services has progressed well over quarter four, with the scheduled works successfully delivered over the period. The project aims to create shared services between Chorley Council and South Ribble Borough Council to improve resilience for both councils and create developmental opportunities to enhance the skillset and capabilities of staff. Plans have been finalised for the relocation of employees between both councils which will enable effective relocation of the shared services employees and the new equipment and furniture have been purchased which will enable staff to operate from the new working locations. A shared induction and development programme that will provide staff with support through the transition and provide developmental opportunities has been drafted. This has not yet been completed as services have not been working from their new bases due to the Covid-19 lockdown. Consequently, the induction is under review in order to reflect different induction needs. Moreover, a Digital Governance Board has been established with preparations made for a shared IT system that will allow staff to work effectively across both councils and a review of HR policies has commenced, including of terms and conditions, with preparations made for a review of pay scales.

41. During quarter four, progress has been made towards making our borough cleaner and more attractive, which seeks to further enhance the borough as a great place to live, work and visit. The key milestones for this quarter have been completed, which includes the completion of the winter work schedule, which has involved the servicing of machinery and hedge maintenance, and the successful delivery of the first phase of double shifting, which will produce efficiency savings and improve Streetscene services. This quarter, the planting of wildflower meadows has been delivered which will provide visually appealing enhancements to the green spaces and will also promote biodiversity and sustainability for the green space of the borough.

42. Good progress has been achieved towards working with our partners to deliver sustainable public services. This project focuses on how we share intelligence to help design services that improve outcomes for residents, addressing the wider social factors that influence overall wellbeing. In quarter four, the partnership delivered a digital careers event at the Strawberry Fields Digital Office park in collaboration with Runshaw College, Lancashire Teaching Hospitals and a range of private sector businesses. The event was attended by the majority of Chorley schools and over 300 individuals looking to explore or progress in their digital career. Additionally, members of the Chorley Public Service Reform Executive visited and took part in the Chorley Experience, an interactive organisational development exhibit aimed at recognising achievements and engaging staff on future shared values and behaviours.

43. Delivering a project to support the Council's commitment to the green agenda, which seeks to improve the Council's environmental performance, has continued to make good progress

over quarter four. The final report of the green agenda task group, which sought to produce recommendations based on research and specialist advice, was approved by Overview and Scrutiny and Executive Cabinet. The council also approved a budget of £500,000 to deliver four key initiatives based on the recommendations of the task group, which include a tree for every resident, home energy efficiency, investment in renewable energy and improving air quality. These will help the Council towards achieving carbon neutrality by 2030. An action plan has been approved, which has determined the timescales for delivery of the key initiatives over the next twelve months.

Performance of Key Projects

0 Projects COMPLETED	**4** Projects reported GREEN	**0** Projects reported AMBER	**0** Projects reported RED

44. There are four key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter four overall performance is excellent.

45. All four projects are rated as green, meaning they are progressing according to timescale and plan:

- Make our borough cleaner and more attractive including wildflower meadows

- Work with our partners to deliver sustainable public services

- Deliver a project to support Chorley Council's commitment to the green agenda

- Deliver shared council services

Performance of Corporate Strategy Measures

2 Performance is better than target	**0** Worse than target but within threshold	**0** Worse than target, outside threshold

46. At the end of the fourth quarter, it is possible to report on two of the five corporate performance indicators under this priority.

47. Both indicators are performing better than target:

- The percentage of service requests received online

- The percentage of customers dissatisfied with the service they have received from the council

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

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

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

5 Performance is better than target	**1** Worse than target but within threshold	**2** Worse than target, outside threshold

50. Five 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 major planning applications
- Processing of minor planning applications
- Processing of other planning applications
- Average working days per employee (FTE) per year lost through sickness absence

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

- % Council Tax collected

52. Two indicators are performing below target at the end of quarter four and the reasons for areas of underperformance are listed in the tables below:

	Performance Indicator	Target	Performance
▲	Number of missed collections per 100,000 collections of household waste	30	43
Reason below target	Performance this quarter is lower than anticipated but has seen a vast improvement on previous quarters. FCC have had issues with round familiarity caused by their reliance on temporary staff as they struggled to fill vacancies to permanent posts, which adversely affected performance. In addition, some drivers are still acclimatising to the new in-cab technology and are now gradually becoming more effective at recording exceptions such as bins not presented which can therefore be regarded as unjustified missed collections. Towards the end of this quarter further disruption has been caused by the COVID-19 lockdown, which saw a significant increase of 20% in the volume of household waste, recycling, and garden waste presented in the last two weeks of March. In order to meet the increased volume and ensure rounds are completed FCC have had crews covering each other's work and some spare crews helping out. Consequently, as many of these crew members are not familiar with the particular rounds, missed collections have resulted.		
Action required	FCC are addressing collection issues with particular crews and drivers and striving for settled crews who can fully learn their rounds to improve performance. Performance related deductions from the contract payments continue so there is a clear financial incentive for FCC to meet their performance targets. It is expected that in addition to the above, once COVID-19 lockdown eases there will be a reduction in waste and performance will improve as crews return to their normal rounds.		
Trend:	Performance at quarter four 2018/19 was 40. Although this is better than current performance, the target was preciously set at 50 and therefore was above target.		

Performance Indicator		Target	Performance
▲	Town Centre vacancy rate	8.0%	9.3%

Reason below target	This indicator measures the number of town centre vacancies as a percentage of the overall town centre units. Performance this quarter is lower than anticipated, however performance is slightly better than the beginning of 2019/20 when performance was at 9.6%. Performance has been fluctuating throughout the year and this is due to multiple store closures in the town centre throughout 2019. This is a trend that can been seen across the country due to the national trading climate for towns and cities. However, work has continued this quarter to ensure that key areas of the town centre where there are vacancies are advertised to potential businesses and grants provided to improvement shop fronts etc all of which are incentives for businesses to set up in the town centre.
Action required	Over the next quarter, work will continue to support current businesses and encourage businesses into the borough through work delivered in the business support team and visitor economy team. In light of the COVID-19 pandemic, more intensive work on this will be delivered over the next quarter as part of the recovery plan which will focus broadly on the administration of government business support packages which will ensure businesses currently in the town centre can continue to trade, ongoing engagement with the business sector to understand needs and concerns in the context of COVID-10 and ensure that the delivery of major development and capital projects continue to sustain the local economy. In addition to this, key activity is planned to be delivered over the next quarter as part of the project to deliver Town Centre improvements which will develop a grant intervention package for businesses coming into the borough, develop an action plan to determine areas for development and investment in the future and deliver improvements to the town centre, such as which will make the town an even more desirable place to set up a business. All of which will aim to improve the town centre vacancy rate.
Trend:	Performance at quarter one 2019/20 was 9.6%. This started to see a steady improvement and reached 7.3% by the end of quarter three.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

54. N/A

COMMENTS OF THE MONITORING OFFICER

55. N/A

CHRIS SINNOTT
DIRECTOR OF POLICY AND GOVERNANCE

Report Author	Ext	Date
Louise Wingfield / Jon-James Martin	5061	4 June 2020

Appendix A: Performance of Corporate Strategy Key Measures

★ **Performance is better than target**   ● **Worse than target but within threshold**   ▲ **Worse than target, outside threshold**

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend[1]
Number of people who have successfully completed basic digital skills training	Bigger is better	400	**790**	★	Better than Q4 18/19
Number of community groups supported to improve by the Council	Bigger is better	75	**112**	★	Better than Q4 18/19
Number of affordable homes delivered	Bigger is better	100	**81**	▲	Worse than Q4 18/19
Number of long-term empty properties in the borough	Smaller is better	150	**144**	★	Worse than Q4 18/19
Number of parks, open spaces and playing pitches improved linked to strategy delivery	Bigger is better	12	**23**	★	Worse than Q4 18/19
Household waste sent for reuse, recycling or composting	Bigger is better	38.7%	**39.64%[2]**	★	Better than Q4 18/19
Overall employment rate	Bigger is better	80%	**77.3%**	●	Worse than Q4 18/19
Growth in the business rate base	Bigger is better	1.0%	**0.7025%**	▲	Better than Q4 18/19
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	120	**572**	★	Better than Q4 18/19
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	**2.7%**	★	Better than Q4 18/19
% service requests received online	Bigger is better	35%	**37.54%**	★	Better than Q4 18/19
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	**12.73%**	★	Better than Q4 18/19

[1]Trend shown is for change from Quarter 4 2018/19
[2] This figure is provisional and may be subject to a minor change upon submission to Defra at the end of June

Appendix B: Performance of Key Service Delivery Measures

★ **Performance is better than target**

● **Worse than target but within threshold**

▲ **Worse than target, outside threshold**

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend[3]
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	4.01 days	**3.72 days**	★	Better than Q4 18/19
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	**100%**	★	Same as Q4 18/19
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	**100%**	★	Same as Q4 18/19
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	**100%**	★	Same as Q4 18/19
Number of missed collections per 100,000 collections of household waste	Smaller is better	30	**43**	▲	Worse than Q4 18/19
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	8.85	**7.63**	★	Better than Q4 18/19
Town Centre Vacancy Rate	Smaller is better	8%	**9.3%**	▲	No comparable data available
% Council Tax collected	Bigger is better	98.14%	**97.88%**	●	Worse than Q4 18/19

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Chorley Council

Report of	Meeting	Date
Director of Early Intervention and Support (Deputy Chief Executive) (Introduced by the Executive Member for Homes and Housing)	Executive Cabinet	18/06/2020

HOMELESSNESS AND ROUGH SLEEPING STRATEGY AND REVIEW 2019-2024

PURPOSE OF REPORT

1. To set out the legal responsibility placed on the council to carry out a review of homelessness and rough sleeping in the borough and to produce a homelessness strategy based on that review.
2. To outline the homelessness and rough sleeping review and strategy for which approval is sought.

RECOMMENDATION(S)

3. That the draft homelessness and rough sleeping review (appendix 1) and strategy (appendix 2) be approved.

EXECUTIVE SUMMARY OF REPORT

4. Since the Homelessness Act 2002 Local Authorities have had a statutory duty to formally review homelessness and rough sleeping within the borough and to publish a strategy based on the review at least every five years.
5. The review indicates that Chorley is ahead of the national shift towards a preventative focus with a positive ratio of prevention to crisis-point casework. It further shows that Chorley has withstood rising trends of rough sleeping seen elsewhere. The key areas identified to offer further improvement are:
    - Mental health and substance misuse support
    - Budgeting support
    - Addressing housing stock imbalances
    - Strengthening support for those in the private rental sector
6. The strategy aims to ensure the right support is offered to anyone facing homelessness in the borough and takes an early intervention and preventative approach to building resilience to the underlying causes of homelessness from the community level. To benefit from the synergy of aligned objectives the action plan is integrated into the existing priorities of the wider housing strategy:
    - Securing quality across all housing tenures
    - Supporting people to remain independent in their own homes
    - Preventing homelessness and rough sleeping
    - Supporting a balanced housing market

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)

7.   Publishing a Homelessness Review and Strategy are statutory requirements and the previous document is due to be renewed, the draft review and strategy meet these requirements.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8.   Due to statutory requirements for a homelessness review and strategy no other options could be considered.

CORPORATE PRIORITIES

9.   This report relates to the following Strategic Objectives:

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

BACKGROUND

10.   The current Homelessness Strategy and Review was released in 2015 and is due to be refreshed. There have been significant changes to legislation related to homelessness since the release of the previous strategy, most notably the Homelessness Reduction Act 2017. The draft review and strategy consider these changes alongside the current local situation updating the action plan while bringing it into line with the councils wider strategic focus.

REVIEW

11.   The draft review highlights that homelessness is often a consequence of more complex underlying problems and that an effective solution does not simply focus on the immediate housing problem but takes account of these underlying causes and sets in motion the correct support mechanisms.

12. The local situation is illustrated by considering current and likely future levels of homelessness against the wider regional and national context which highlights that Chorley is ahead of trends elsewhere.
13. In the review current homelessness resources are mapped against presenting reason data to identify how the council meets various needs and to help identify areas where there is potential for further improvement.
14. The key areas identified for strategic focus are:
    - Mental health and substance misuse support
    - Budgeting support
    - Addressing housing stock imbalances
    - Strengthening support for those in the private rental sector

STRATEGY

15. The draft strategy takes an early intervention and community resilience approach to homelessness. It recognises the complex nature of the problem and seeks to ensure the correct support is offered for underlying issues alongside resolving the direct housing need.
16. The actions set out to further improve homelessness prevention and support in the borough. These are aligned within the existing housing strategies priorities, this allows for cohesion with wider council strategy and benefits from the synergy of aligned objectives.
17. The key actions of each priority take an asset-based approach to enacting the findings of the review, seeking to mobilise community resources to deliver support at the earliest opportunity before formal thresholds are met.
18. Legislation from the Homelessness Act 2002 mandates that the strategy meets three key objectives:
    - Preventing Homelessness
    - Securing sufficient accommodation
    - Ensuring satisfactory support is available
19. How each mandatory requirement is met is shown in the action plan with a breakdown of each action and the corresponding requirements it meets.
20. The action plan also points out the connections between the review and the strategy by giving justifications for each action based on findings from the review.
21. There should be no financial impact based on the draft action plan as it aims to deliver new processes using community-based assets and existing resources.

CONSULTATION

22. The draft review and strategy have been shared with partners and other stakeholders and a consultation was held from 17th February 2020 to 17th April 2020.
23. The consultation included registered housing providers, other public service providers and voluntary and community sector groups which offer homelessness services.
24. As a result of the consultation feedback received it has been agreed that an assessment for any further necessary changes caused by covid-19 will be made prior to the next formal review in 2024.
25. This further assessment will be completed once it is reasonable to distinguish between temporary and long-term impacts from covid-19 on homelessness.

IMPLICATIONS OF REPORT

26. Given the legal requirements to have and update the homelessness strategy as set out above and the need to seek consultation with partners, failure to approve the draft may risk the Council failing to meet statutory requirements.

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

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

COMMENTS OF THE SERVICE LEAD FOR TRANSFORMATION AND PARTNERSHIPS

28. An Integrated Impact Assessment has been completed for the strategy to consider its implications, particularly for different equality strands. The assessment indicates that the strategy should not negatively impact on any groups and includes specific actions to achieve positive impact for those with protected characteristics. The strategy reinforces the councils commitment to ensuring clean, safe and healthy homes and communities, and equality of access for all.

COMMENTS OF THE STATUTORY FINANCE OFFICER

29. The strategy will be delivered within existing budgets and Government grant support.

COMMENTS OF THE MONITORING OFFICER

30. The legal responsibilities of the Council are correctly identified in the report.

CHRIS SINNOTT
DIRECTOR OF EARLY INTERVENTION AND SUPPORT (DEPUTY CHIEF EXECUTIVE)

Report Author	Ext	Date
David Brunskill	51 7890	28/05/2020

Homelessness and Rough Sleeping Review

2019-2024

1. Introduction

Aim

To inform future strategy by describing the homelessness situation in Chorley and assessing for gaps in provision. Considering local and national trends it aims to ensure a service fit for the foreseeable future.

Definitions

Homeless

A person is homeless who has no home available to reasonably occupy. This extends beyond those who are roofless to include those; sofa surfing, in unfit housing, facing domestic violence or other circumstances where they have nowhere to reasonably occupy.

Threatened with homelessness

If within the next 56 days someone is likely to become homeless (as above), they are considered 'threatened with homelessness'.

About

Homelessness is often a consequence of other more complex underlying issues, the lack of a stable living environment exacerbates these issues and seriously harms a person's potential across a range of factors such as employment, education, health and finances. Homelessness therefore can spark its own series of events creating worse problems for those affected and their families. As problems become more complex further intensive and costly service interventions are required to correct. As such early intervention with the aim to prevent has a threefold advantage over attempting to relieve at the crisis point – it is; more effective, more efficient and better for those affected.

The prevention of homelessness and rough sleeping is therefore central to ensuring a thriving and prosperous local community and has always been a key priority for Chorley Council. Since the Homelessness Act 2002 Local Authorities have had a statutory duty to formally review and publish their homelessness strategy at least every five years. This review fulfills this duty by updating and renewing *'The Prevention of Homelessness Strategy and Review 2016-19'*. It publishes information and data on current levels of homelessness and rough sleeping in Chorley, reviewing the suitability of current local service provisions by considering changes since the previous strategy and indicators of change in the foreseeable future. Using data gathered from local casework records to identify trends in presentations it compares service demand with local prevention resources and the national policy environment to identify potential challenges and opportunities in local service provision. From this analysis the review aims to inform and improve local strategy in tackling homelessness in the coming years.

2. Current and future levels

2.1 Current levels of homelessness and rough sleeping in Chorley

Data gathered from local caseload records is considered below to describe the current homelessness situation in Chorley. This data is placed alongside regional and national data to illustrate the levels of homelessness and rough sleeping in Chorley in the regional and national contexts. Equality data is also reported and placed alongside baseline data to assess the relative levels of representation across various groups for potential inequalities.

Homeless presentations

Year	Total	Prevented	Relieved	Full Duty Accepted	Advice Only
2015	1,440	(58%) 842	16	12	(40%) 570
2016	1,366	(60%) 822	10	12	(38%) 522
2017	1,302	(60%) 786	11	8	(38%) 497
2018	1,196	(62%) 742	86	0	(31%) 368
2019 (YTD)	1,021	(69%) 700	82	6	(22%) 233

There has been a downwards trend in the total number of people presenting as homeless since 2015. There has also been a rise in the proportion of which are prevented reflected in a downward trend in advice only cases. A rise in those relieved over the last two years has also been seen.

Caseload breakdown

Area	Relief Duty	Rank in England / 313	Prevention Duty	Rank in England / 313
Burnley	392	93	279	167
Chorley	**53**	**298**	**682**	**58**
Fylde	117	249	98	292
Hyndburn	70	284	169	241
Lancaster	370	103	268	172
Pendle	162	204	170	239
Preston	484	74	382	130
Ribble Valley	36	307	32	311
Rossendale	93	266	376	132
South Ribble	162	204	450	106
West Lancashire	97	258	49	307
Wyre	40	306	406	125
Lancashire- 12	2076	N/A	3361	N/A
England	118700	N/A	145020	N/A

[1]

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[1] https://www.lancashire.gov.uk/media/898733/homelessness.pdf

Chorley Council

When compared with regional and national trends Chorley has a relatively low caseload of relief duty with a high caseload of prevention duty. Between April 2018 and March 2019 Chorley had 53 presentations where relief duty was owed, ranking just 298th out of 313 local authorities which reported. In the same period Chorley had 682 cases of threatened homelessness ranking 58th nationally and the highest across the 12 Lancashire district authorities. Having a caseload significantly weighted toward preventions suggests Chorley is ahead of the curve as the national onus shifts towards targeting homelessness prior to crisis point. This reinforces that the council's resources are ahead of national policy objectives. The low number of full relief duty relative to prevention duty suggests that the early intervention strategy is working with less cases reaching crisis point and requiring full relief duty.

Equalities data

When a homelessness application is completed, data on protected characteristics is also captured. The review displays this information alongside baseline data to help identify any significant differences and spot potential inequalities between certain groups. Data is captured once per application and therefore when a family application is captured such information reflects the lead applicant only.

Ethnic Group	2015	2016	2017	2018	2019	Census[2]
White: British	94.9%	95.4%	94.9%	93.7%	94.2%	95.1%
White: Irish	0.2%	0.1%	0.0%	0.1%	0.0%	0.5%
White: Gypsy or Irish Traveller	0.1%	0.0%	0.0%	0.0%	0.1%	0.1%
Any Other White Background	0.8%	0.9%	1.3%	1.3%	1.4%	1.2%
Mixed/Multiple: White & Black Caribbean	0.5%	0.4%	0.7%	0.9%	0.7%	0.4%
Mixed/Multiple: White & Black African	0.3%	0.4%	0.3%	0.3%	0.4%	0.1%
Mixed/Multiple: White & Asian	0.1%	0.0%	0.0%	0.1%	0.0%	0.3%
Other Mixed/Multiple Ethnic Background	0.2%	0.3%	0.2%	0.4%	0.3%	0.2%
Asian/Asian British: Indian	0.4%	0.5%	0.3%	0.3%	0.5%	0.6%
Asian/Asian British: Pakistani	1.0%	0.8%	0.7%	1.3%	1.4%	0.5%
Asian/Asian British: Bangladeshi	0.1%	0.2%	0.0%	0.2%	0.1%	0.1%
Asian/Asian British: Chinese	0.2%	0.0%	0.1%	0.2%	0.1%	0.2%
Any other Asian Background	0.1%	0.0%	0.0%	0.1%	0.0%	0.2%
Black/African/Caribbean/Black British: African	0.2%	0.1%	0.3%	0.2%	0.1%	0.1%
Black/African/Caribbean/Black British: Caribbean	0.3%	0.2%	0.3%	0.4%	0.3%	0.2%
Other Black/African/Caribbean Background	0.1%	0.1%	0.2%	0.1%	0.1%	0.0%
Other Ethnic Group: Arab	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%
Any Other Ethnic Group	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%
Don't Know/Refused	0.3%	0.4%	0.5%	0.4%	0.4%	0.1%

The ethnic breakdown of homelessness presentations in Chorley shows the majority of presentations are white British accounting for between 93.7 and 95.4 percent of presentations since 2015. There have not been any major trends in the ethnicity of homelessness presentations over the period. When compared with census data the ethnicity of homeless presentations is broadly

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[2] http://www.ukcensusdata.com/chorley-e07000118#sthash.FLCq2Wa8.dpbs

Chorley Council

representative of the local population besides 'Asian/Asian British: Pakistani' where homelessness presentations are slightly elevated with comparison to census data. This likely reflects high activity in third sector groups in the area resulting in better engagement leading to higher than baseline reporting.

Sexual Orientation	2015	2016	2017	2018	2019	North West*[3]
Gay/Lesbian	7.8%	6.8%	6.9%	7.0%	7.9%	1.5%
Heterosexual/Straight	91.8%	92.5%	92.2%	92.1%	90.8%	92.3%
Other	0.3%	0.5%	0.7%	0.8%	1.2%	1%
Prefer not to say	0.1%	0.2%	0.2%	0.2%	0.1%	5.2%

*ONS experimental stats (2017), data capture method differs (bi-sexual added to other above)

Regionally the ONS estimates 1.5% of the population identify as Gay/Lesbian, this is significantly less than those who present to the council as homeless and identify as Gay/Lesbian which was 7.9% in 2019. However, the ONS estimates also report a significantly higher proportion of refusals to answer, making statistical analysis between the two data sets difficult. Analysis is further limited by the fact that there is no specific district data (since it is not part of the census) to offer a reliable local baseline since the northwest covers multiple areas with likely variation of demographics. Although further analysis of vulnerability is difficult the higher reporting levels suggest good service engagement locally.
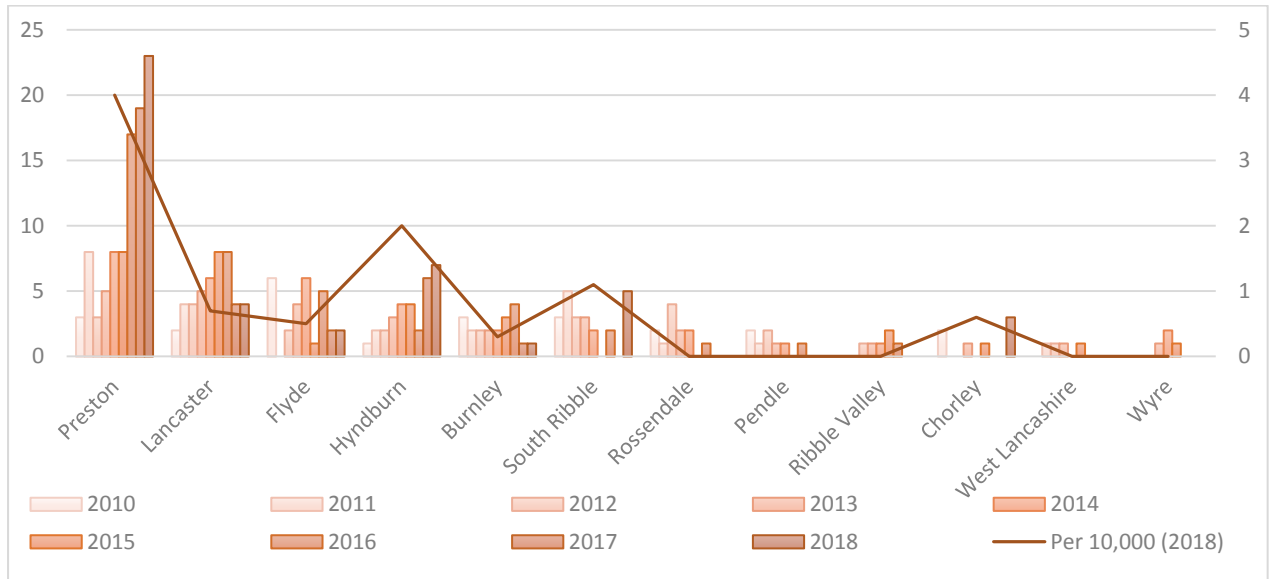
Rough sleeping in Chorley

Rough sleeping is the most visible form of homelessness and can have significant long-term impacts to both mental and physical health. As the length of time sleeping rough increases, so does the likelihood of developing complex needs and the longer spent the greater the degree of complexity. This makes it significantly more effective and efficient to intervene at the earliest opportunity. Each year Chorley undertakes a rough sleeping count, data from the last 10 years of this count is considered below and trends compared with national, regional and local data.

Year	England	North West	Lancashire 12	Chorley
2010	1,768	100	24	2
2011	2,181	149	24	0
2012	2,309	147	24	0
2013	2,414	152	29	1
2014	2,744	189	34	0
2015	3,569	220	29	1
2016	4,134	313	41	0
2017	4,751	434	32	0
2018	4,677	428	45	3
2019	/	/	/	4
Per 10,000	2	1.4	/	0.6

[3]https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/datasets/sexualidentityuk

The table above demonstrates that Chorley has not seen the national and regional trends of significant rises in rough sleeping. Across England rough sleeping has more than doubled in the period showing a steady year on year rise. Regionally in the North West this increase has been even more severe seeing more than four times the number of rough sleepers in 2018 than 2010. Given the small number of rough sleepers locally, all those reported are known to the council and work has been done to help where possible in each individual instance, of the four reported in 2019 two are no longer sleeping rough and efforts towards engagement with the remaining two continue.

Rough sleeping across Lancashire

From a county perspective Chorley is again among the districts with the lowest number of rough sleepers. Rough sleeping in the region shows a greater trend towards the larger urban areas than rural areas, potentially reflecting perceived begging benefits.

2.2 Likely future levels of homelessness

To gain insight into the likely future homelessness situation in Chorley the review analyses local and national data alongside relevant national policy and strategy. It uses this analysis to estimate the issues likely to be faced in the foreseeable future in order to help future strategy align resources with the type of homelessness demand.

Policy environment

Since the previous review there has been some notable changes to policy nationally with the potential to indirectly and indirectly affect the future of homelessness and rough sleeping locally.

The Homelessness Reduction Act 2017

The Homelessness Reduction act has been the most significant change in homelessness legislation affecting local authorities' duties in recent times. It brought changes to statutory duties and set a direction of prevention and joint working across services. It extended the statutory prevention duty from 28 to 56 days and the need to complete a housing plan to all eligible applicants regardless of priority for both relief and prevention cases. It also reinforced joint working by setting the duty to refer for all public bodies, and as such ensures that there is cross-organisation communication when public services come across people who are currently or at risk of becoming homeless.

Rough Sleeping Strategy 2018

The Government set out a strategy in August 2018 to halve rough sleeping by 2022 and end it completely by 2027. It revolves around three main objectives; Prevention, Intervention and Recovery. It highlights the complex nature of rough sleeping moving from a housing approach to a cross-department one looking to understand the causes that lead to rough sleeping. Part of the rough sleeping strategy commits to having local authorities rebrand their homelessness review and strategies as homelessness and rough sleeping reviews and strategies, they now must be submitted to MHCLG and progress must be reported in action plans annually. It also announced a review of homelessness legislation expected to be released by March 2020, so there may be larger statutory changes as the result of that review.

Housing First

The government's recent election manifesto committed to expanding the housing first programme following a successful pilot across 3 regions. Further details as to the extent of the next stage of the rollout are yet to be confirmed but the scheme has been shown as effective.

EU Exit

It is hard to determine if and how the UK's exit from the EU will affect homelessness locally. Depending on the final exit terms it could impact non-UK Europeans who reside in the area, leaving uncertainty over their rights to employment, benefits and housing. Census data reports that 1,794 people or 1.7%[4] of the district population were born in non-UK Europe. Nationally statistics show a

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[4] http://www.nomisweb.co.uk/reports/localarea?compare=E07000118

growing trend in non-UK European homelessness currently making up 22%[5] of total rough sleepers, a steep rise from only 16% in 2017.

Tenant Fees Act 2019

In attempts to strengthen tenants' position in the private rented market the government introduced legislation banning fees outside of those it specified as allowed. This stops the long-standing industry norm of charging fees for cost of time around administration, reference checking, inventory checks and more at both the beginning and renewal points of a private rented tenancy. Such fees often amounting to costs of between £200-£300[6]. The same legislation capped the maximum deposit amount to the equivalent of 5 weeks rent (excluding properties with annual rent over £50,000). Both measures bring down the cost of starting a new tenancy and the government expects the legislation to save renters £240m a year nationally.

However, such a change in legislation also makes private rented accommodation more accessible to those with lower savings, this is likely to raise demand in the housing market. If more young people can afford to leave family living circumstances earlier then the ratio of households to total population may rise. This demand will naturally come from those who struggled to meet the financial barriers previously and so are most likely at risk of affordability issues. The churn of rental housing may also speed up as financial deterrents of switching between one private rented home and another are removed. This likely means greater demand for the local private rented stock which could see rising costs wipe out the expected short-term savings and leave those who have less financial stability to further struggle in an increasingly competitive market. The ban also includes fees for renewing tenancies thus removing the letting agents incentive to implement lease renewals. This will likely spark a rise in contracts lapsing into month to month agreements where it is possible to issue a section 21 no fault eviction notice, one of the largest reasons for homeless presentations locally - although there are plans below to revoke this as considered below.

No-fault evictions ban

In a further attempt to strengthen the tenants' position the Government has set out plans to ban section 21 no-fault evictions in England. The government is going to consultation around the terms of how this is to be implemented however it appears that the intention is to strengthen repossession legislation where there is a breach of contract. Given that a significant proportion of homelessness presentations follow a section 21 being issued this could affect the situation depending upon the terms agreed by the consultation. Although such legislation aims to strengthen tenants' rights it could also deter private landlords from renting to those who have had issues in the past and put further barriers up in finding housing for those with the highest needs.

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[5] https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/781567/Rough_Sleeping_Statistics_2018_release.pdf
[6] http://www.legislation.gov.uk/ukpga/2019/4/pdfs/ukpgaen_20190004_en.pdf

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Population and Demographic trends

Chorley has the highest projected population growth rate across Lancashire, predicted to grow from the current 117,812 to 133,042 by 2041[7]. The increase will be seen in the number of households which are expected to grow by 23.2% by 2041[8]. Chorley will see its population age considerably over this same period, in 2016 only 13.37% of the district's population were aged over 75, this is projected to increase substantially over the same timeframe to 23.82%.
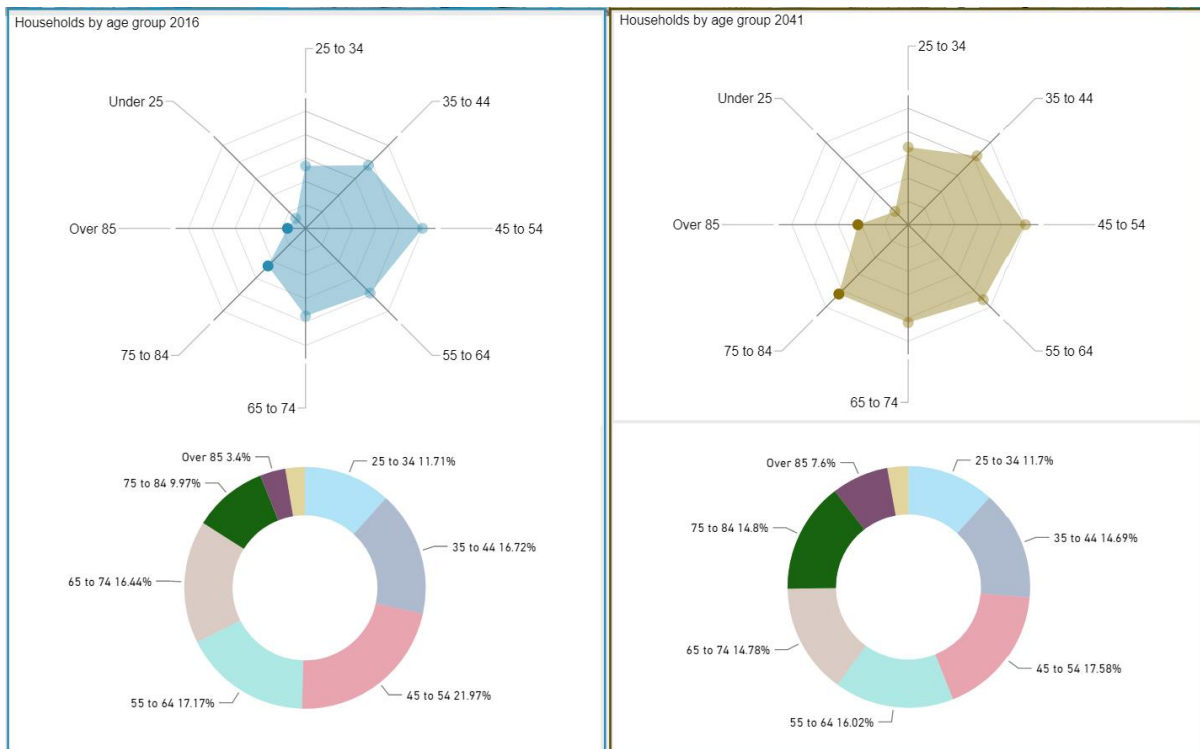
Such demographic changes alongside total growth foreshadow significant changes in housing demand across both type and total demand over the longer term. Such demand shifts suggest that homelessness by unsuitable property may become an issue in the long term albeit only a fraction of current homelessness. A national analysis by the LGA found that the aging population will mean that demand for specialist homes for the elderly will increase by 400,000 over the next 20 years[9].

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[7] https://www.lancashire.gov.uk/lancashire-insight/population-and-households/population/population-projections/

[8] https://www.lancashire.gov.uk/lancashire-insight/population-and-households/households-and-housing/household-projections/

[9] https://www.local.gov.uk/about/news/residential-revolution-needed-englands-ageing-population-says-lga

Presenting Reasons

Presenting Reasons	2015	2016	2017	2018*	2019*
Affordability	10%	12%	12%	16%	20%
Arrears (Bedroom Tax/underoccupancy)	9%	11%	3%	3%	1%
Arrears (Benefit Cap)	0%	1%	1%	2%	2%
Arrears (Budgeting Issues)	6%	8%	9%	16%	24%
Arrears (Job Loss)	7%	3%	1%	2%	2%
Arrears (Universal Credit)	0%	0%	3%	10%	29%
Arrears (Other)	17%	15%	16%	17%	24%
ASB/Criminal Behaviour Impacting on Housing	11%	8%	11%	12%	14%
Asked to Leave by Parents	9%	7%	6%	9%	11%
Asked to Leave by other Family	23%	23%	16%	27%	30%
Asked to Leave by Friends	14%	17%	20%	17%	21%
Hospital Discharge (NFA or Property unsuitable)	2%	2%	2%	3%	4%
Disrepair	0%	0%	0%	1%	1%
Domestic Abuse	3%	4%	4%	5%	7%
End of Private Tenancy (Notice issued)	27%	29%	31%	37%	42%
End of Social Tenancy (Notice issued)	13%	9%	11%	9%	10%
End of Supported Tenancy (Notice Issued)	4%	4%	5%	4%	5%
Evicted from Private Rented	1%	2%	3%	5%	6%
Evicted from Social Rented	2%	0%	0%	0%	0%
Evicted from Supported Accommodation	3%	3%	3%	4%	2%
Harassment (including Landlord harassment)	0%	0%	0%	0%	1%
Homeless - Sofa Surfing	8%	11%	14%	23%	28%
Homeless - Rough Sleeping	0%	0%	0%	1%	1%
Mental Health Issues impacting on housing	3%	7%	8%	41%	51%
Mortgage Repossession	1%	0%	0%	1%	1%
Overcrowding	2%	1%	1%	1%	0%
Physical Health Issues impacting on housing	2%	1%	2%	2%	2%
Relationship Breakdown (Non-violent)	6%	7%	11%	13%	14%
Substance Misuse Impacting on Housing	2%	3%	3%	8%	12%
Threat of repossession (Owner/Occupier)	0%	0%	0%	1%	1%
Under occupying	0%	0%	0%	1%	1%
Violence (other than D.V)	1%	0%	0%	1%	1%

*Data reporting change post April 2018(HRA) - number of reasons captured uncapped (previously 2).

Presentation reasons show a significant total growth however this is largely due to improved data capture rather than a trend of growth across all individual presenting reasons. Specifically, from April 2018 there was a major improvement to the process with more time spent on individual applications and the removal of the two-reason limit on reporting. This has led to more in-depth information and a greater total number of reported reasons per application. As a result, data from 2018 and 2019 should be considered more accurate given the greater reporting of underlying reasons such as Mental Health and Substance Misuse. Trend analysis is limited across the change and the disproportionate impact of certain presentation reasons such as in mental health must be identified as highlighting previously hidden statistics rather than a sudden sharp rise in the issues themselves.

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The ending of private tenancies is the most significant trend accounting for the second largest factor in 2019 and a year on year rise over the whole period. Being a primary issue, the trend is also likely accurate across the data change. This contrasts with relatively stable instances of social and supported tenancy issues and suggests the private rental sector is having an increasingly disproportionate impact on homelessness by comparison and highlights that those who rent privately are at higher risk than others.

Mental health presentations account for the largest factor in recent presentations but only account for a small proportion of presentations in years prior to the HRA. This highlights that underling issues like mental health have historically hidden behind their more self-evident physical manifestations such as building up arrears or a notice being issued which were subsequently reported as the reasons by the old process.

Presenting reasons in re-occurring homelessness

The housing strategy found that 20% of homelessness cases had already used the service in the last 5 years with the most frequent reoccurring as often as every 8 months. Data from a sample of 70 re-occurring homelessness cases is shown below and mapped against the 2019 presentation reason data. The graph shows the top 10 reasons given in cases of repeat homelessness. Substance misuse impacting on housing shows a significant jump between the general homelessness presentations and re-occurring presentations going from only 12% of presentations to 66%. The other main factor in repeat homelessness is mental health which increases further from an already high 51% to 69%. This suggests that those with these issues are at high risk of repeat homelessness and that substance misuse is the biggest risk indicator of repeat homelessness in first time presentations. Another notable change is that rough sleeping is significantly more likely in reoccurring cases of homelessness going from 1% in all presentations to 4% of repeat cases.
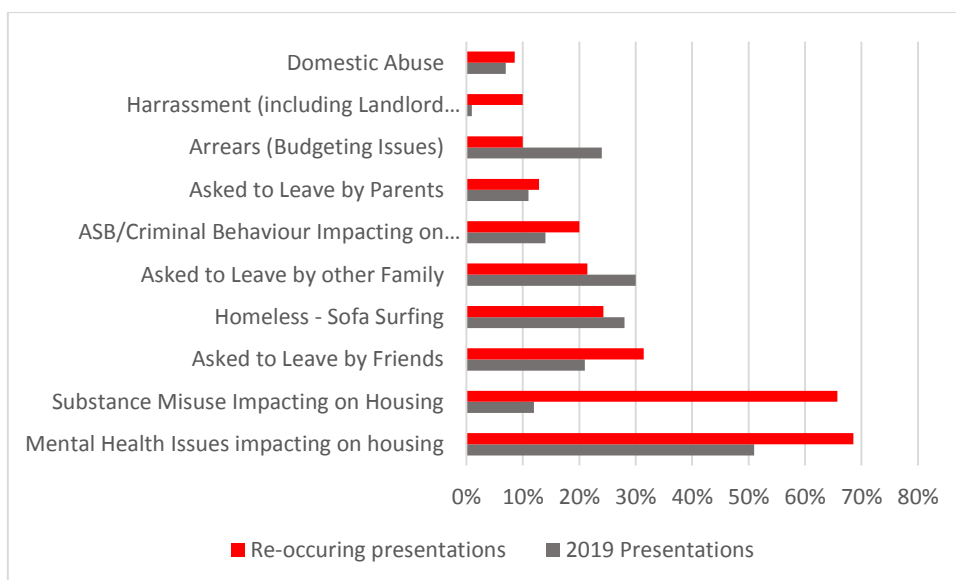
3. Current homelessness resources

The council has a variety of resources for supporting and preventing homelessness across Chorley. These resources will be put in context alongside major presenting reasons to demonstrate how the council meets the needs of those who face homelessness across the borough.

3.1 Prevention activities

Early intervention to prevent homelessness

Early intervention is a key priority for Chorley and the council has adopted a culture of early intervention across all services who work proactively to ensure that underlying issues are identified and relevant referrals made using a multi-agency approach. The council has also set up an early intervention directorate, targeting issues upstream and aiming to resolve them before they become more complex and difficult to resolve. This directorate has a variety of different team and offers wraparound support across a broad range of issues. The Housing Solutions team is often the first point of contact in cases of homelessness and being positioned within this directorate can allow seamless support across various services and sharing of a range of support and skills.

Resources and presenting reasons

Affordability, debt and budgeting

Arrears and affordability issues are a major and rising cause of homelessness presentations locally. Rises in the costs of living have been met with pressure on incomes both from welfare with benefit changes and employment with the rise of insecure causal work. Changes brought in by universal credit have led to limited housing payments going directly to landlords. For some this is the first time needing a household budget which is reflected in the increases of arrears driven homelessness presentations. The Court and Welfare Officer is a primary resource for budgeting help and resolving issues with built up arrears. This sometimes involves making DHP applications, arranging more suitably priced housing or setting up payment arrangements to prevent homelessness and help keep existing properties. Another resource is the Citizens Advice Bureau who have a range of services to which the council can refer directly into to deal with more specific budgeting needs such as energy switching and other services.

End of Tenancy

Having good relations with social housing providers the Housing Solutions team usually get forewarning from social landlords before they begin eviction action. This enables housing officers to intervene early, finding out the causes and setting up action plans to prevent a presentation before one even occurs. This contributes to the disproportionate presentations between the social and private rented sectors since building such relations with private landlords is more difficult given their dispersed nature.

Asked to leave

When the housing solutions team are presented with an issue where someone is homeless or threatened by homelessness due to being 'asked to leave' by a friend or family the team try mediation to prevent the homelessness. Mediation is often carried out both inhouse and using the KEY youth charity who is commissioned by the council to run drop in sessions in Chorley three days

per week. Often a 'asked to leave' homelessness presentation can be prevented by mediation setting out rules and agreements which will help resolve such housing issues.

Property unsuitable

Chorley benefits from an inhouse Home Improvement Agency who adapt properties to ensure they are suitable for the occupants needs. This involves working with local contractors to ensure that adaptions are made to a good standard which will increase the longevity which a person can remain independent and how long the property itself can remain suitable to them. Adaptions such as stair lifts allow those who are disabled or elderly to remain in their existing homes for longer. This will be a key part of early intervention going forward given the projected rate at which the population is expected to age.

Domestic Abuse

In April 2018 Chorley taken over the Sanctuary Scheme for the district and has since noticed a higher level of engagement (reflected in the presentation reason raising). The scheme helps to prevent homelessness by working with the Home Improvement Agency to help survivors of domestic abuse feel safe in their existing homes by completing safety adaptions such as fireproof letterboxes and other additional security measures. This prevents victims needing to be rehoused and is often a better solution than having to move to a new unknown area at a time when existing support networks are needed most.

Preventing re-occurring homelessness

During the homelessness application repeat presentations of homelessness are flagged by the system and extra checks are put into place to ensure extra measures are taken to ensure an enhanced package of support to help customers settle into and remain in their next home. Chorley Council commissions Calico to work with private landlords to help find housing for those who have had repeat cases of homelessness. Calico include an intense support package over the first six weeks, to ensure they are supported continually through the settling process.

3.2 Resources supporting homelessness

Supporting homelessness

The main resource for supporting homelessness in Chorley where there is a statutory need is the 'Housing Solutions' team which comprises of a team leader with eight officers, some with specific roles including:

- Court and Welfare Officer
- Senior Housing Solutions Officer
- 5 x Housing Solutions Officers
- Syrian Resettlement Housing Solutions Officer

The council provides funding to a number of local support services including help the homeless who run a service locally which includes helping those with non-statutory housing needs. This service is run four days per week offering help to any adult in the Chorley area by drop-in, appointment and phone.

KEY youth charity also supports the Council in this capacity offering a range of services to those between 16-25 regardless of statutory need. They also offer pre-tenancy training which can increase young people's personal resilience to homelessness. They are a trusted referrer and able to complete some initial assessments and help set up select move in some instances.

Supporting rough sleepers

Chorley has cold weather provision which provides a place to stay overnight in poor weather conditions with the aim to prevent some of the worst aspects of rough sleeping which tend to become worse during the colder months. Although national guidance is to run this service when temperatures hit zero three nights consecutively Chorley offers this at discretion year-round if somewhere to spend the night is sought.

The council also continues to embrace the principles of no second night out which rolled out nationally in 2012. Rough sleepers that have been observed by the public are reported though Street Link. The Housing Solutions team will respond to each report and help anyone found to engage with services. This service gives members of the public the ability to connect people sleeping rough with the local authority. The council will also connect those in need with local groups in the VCSE sector such as those with foodbanks and places they can go for a warm meal.

Chorley also has a Kennel cost fund which boosts engagement of rough sleepers who can sometimes be reluctant if they have a dog since they would not be allowed into temporary accommodation with the animal. This allows for the pet to be kept at a kennel during the process and can help in some cases where otherwise rough sleepers would fail to engage with services.

3.3 Securing accommodation

Temporary accommodation

Chorley Council benefits from owning and managing Cotswold House, a 25-bed hostel only referred into by the Council's Housing Solutions team. Council operation of Cotswold allows for greater control and awareness of occupancy levels. This accommodation is used for families and single people and benefits from 24 hours a day staff. Occupancy levels at Cotswold allow Chorley to avoid the use of B&B accommodation for temporary housing, it is managed as such that there is always at least one room available immediately but often more. Many rooms are given on discretionary basis (Non-Duty below) and account for more than those owed a temporary accommodation duty. Occupancy rates have remained relatively stable since 2015 with the average stay decreasing.

Year	Duty	Non-Duty	Average Stay (days)
2015	41	113	72
2016	39	114	59
2017	42	100	61
2018	48	83	57
2019	41	78	56

Another local resource for temporary accommodation is Parker House, a complex of 8 fully furnished flats run by Places for People. This provides short term housing for young homeless people between

16 and 25, all referrals again coming from the Housing Solutions team. This is used for short term supported living to help younger people prepare for independent living in more permanent accommodation.

Social Housing

Social housing in Chorley is distributed through the Select Move system, applicants are banded based on individual need and access given to express interest with higher bands having priority. This is a choice-based system where customers choose properties they are interested in. Housing on the system is provided by various registered housing providers including Jigsaw, Places for People, Adactus Housing, Progress Housing, Accent Foundation, Community Gateway and more. Those who are homeless are banded with a priority B or C depending on individual needs, allowing for higher priority housing (the priority scale runs from A-E). The average wait times for Select Move is displayed below by bedroom need. Wait times include all bandings and higher priority applicants will generally wait for less time however due to the nature of choice-based systems average wait times are inflated by those who are more selective over the properties they express interest in.

Bedroom Need	Time (weeks)
1	16
2	15
3	32
4+	109

The highest demand is for two-bedroom properties however these are also in the greatest supply. Larger properties have the highest wait times with three beds over double that of one and two beds and four bedroom and larger being scarce. It's important to note that often registered providers will allocate their bigger houses to existing tenants who are expecting their family to grow or are already over occupied, however these instances circumvent Select Move meaning they won't show in the statistics.

4. Key findings

The homelessness situation in Chorley has been assessed by comparing current and future issues against available resources. Support, prevention and housing needs have been considered to identify gaps in service provision and key areas where strategic focus could further improve already successful services.

Mental health and substance misuse support

Mental health issues have been identified as a major factor in homelessness contributing to 51% of presentations. This increases to 69% in cases of re-occurring homelessness. Such high levels present a leverage point where focused improvement in mental health support will benefit over half of service users.

Substance misuse which only contributes to 12% of first-time presentations rises to 66% for repeat presentations. This means that reducing reoccurring homelessness can be effectively targeted by ensuring extra support for those with substance misuse issues since this is the highest indicator of repeat homelessness.

With mental health and substance misuse contributing to 69% and 66% of repeat homelessness respectively the two issues are often simultaneously present in complex reoccurring cases. It is therefore important that pathways are created with support for those with a dual diagnosis in mind.

Budgeting support

Benefit system changes introduced by Universal Credit have increased the need for budgeting skills by limiting instances where housing payment is made directly to landlords. This change has been reflected by a significant increase in budgeting related homelessness presentations.

The council has resources to support budgeting issues when they are identified by the housing solutions team and data suggests that these are effective with budgeting issues dropping from 24% in first time presentations to 10% of repeat presentations and arrears caused by Universal Credit from 29% to 1%. However, this support is offered at the point of homelessness presentation when arrears have already built up, so the effectiveness of this support has the potential to improve greatly with effective early intervention and preventative measures.

Housing stock imbalances

The review identified that population size and household numbers are growing at the fastest rate in Lancashire. Simultaneously the population is aging with the over 75 demographic set to grow from 13% to 24%. Social housing also was identified to have less provision for larger families with 3 bedroom housing having over double the wait time of 1 and 2 bedroom housing and further 4+ bedroom social housing was scarcely available via the select move system.

Strengthening support for those in the private rental sector

Homelessness presentation data shows that the private rental sector contributes to over four times more instances of homelessness than social rented. Strengthening tenants' rights has been shown to be high on the national policy agenda with several legislative changes planned and some recent implementations. Councils have had limited ability to influence the private sector, but recent and upcoming legislation may improve this, however this depends upon residents being aware of their rights and responsibilities.

Chorley
Council

Homelessness and Rough Sleeping Strategy

2019-2024

Introduction and background

Aim

To ensure anyone facing homelessness in the borough is offered the right support. Intervening early to prevent where possible and supporting throughout to secure sustainable accommodation. Working towards a vision of communities that have resilience to the underlying causes of homelessness.

About

This strategy sets out both short-term actions to overcome challenges identified in the homelessness review but also longer-term actions to develop community resilience to the underlying causes of homelessness. It integrates these actions with the existing priorities of the Housing Strategy, benefiting from the synergy of aligned objectives.

Since the Homelessness Act 2002 Local Authorities have had a statutory duty to publish a homelessness strategy based on the findings of their homelessness reviews. The act mandates that the strategy includes actions around three objectives:

- Preventing homelessness
- Securing sufficient accommodation
- Ensuring satisfactory support is available

The action plan includes which of these objectives are met by each corresponding action point to aid in the integration of the strategies.

Key priorities

- Securing quality across all housing tenures
- Supporting people to remain independent in their own homes
- Preventing homelessness and rough sleeping
- Supporting a balanced housing market

Linked strategies

The council takes a wraparound approach towards preventing and supporting homelessness bringing various services together to provide seamless support throughout. As such this strategy is interlinked with those of other services both internal and external. Some key links include:

- Chorley Council Housing Strategy
- Chorley Council Community Resilience Framework
- Integrated community wellbeing service for Chorley – Outline business case
- Central Lancashire Local Plan (in development)
- Lancashire Joint Protocol

Timescales

This Homelessness and Rough Sleeping Strategy covers the period from 2019-2024. Key actions will be completed over this timeframe and yearly updates on its objectives will be made as per new legislation.

Chorley Council

Priority: Securing quality across all housing tenures

Context

Having a secure and sustainable home is a foundation to wellbeing, allowing people to focus on overcoming other issues they may face. Lack of secure housing leads to a range of inequalities from health to education and employment. The homelessness review identified that presentations from the private rented sector are over four times greater than the social rented sector and that strengthening tenants' rights is currently on the national policy agenda with several legislative changes proposed. There is also a need to ensure that tenants know existing rights and understand both their responsibilities and that support pathways are available to all tenants regardless of tenure type. This priority aims to ensure fair and consistent treatment regardless of tenure by ensuring support is in place for all those who rent.

Principles

- Everyone should expect consistency and fair treatment regardless of tenure
- Effective tenant and landlord support pathways should be available and visible to all those who rent regardless of tenure
- Tenants should not feel deterred from reporting issues by the prospect of detriment such as revenge eviction or rent rises

What we already do

The council takes a partnership approach holding regular meetings via the Select Move partnership with registered providers allowing for positive communication channels between social housing providers and housing officers. This leads to forewarning when issues are starting to build-up and allows early intervention to often correct problems in their early stages before formal thresholds such as being threatened by homelessness occur. The council also hosts the Private Landlord Forum arranging guest speakers on various best practices and legislative changes attempting to establish similar communication with local private landlords. This offers an opportunity for landlords to engage with housing officers who attend, fostering positive communication pathways. However, given the dispersed nature of the private rental sector the impact is limited to proactive landlords who engage.

Key Actions

- Establish a community led approach to developing awareness of tenant rights and responsibilities
- Review the Private Landlord Forum for ways to raise engagement and awareness
- Capture data on no-fault evictions following repairs requests and complaints
- Develop a voluntary standard including referral practices and pathways to promote communication and early intervention across all rented tenures

Chorley
Council

Priority: Supporting people to remain independent in their existing homes

Context

The council has a long-term vision of developing resilient communities that more easily support themselves and have less dependence on public services. Independent living is a key aspect of this vision and the homelessness review highlights that such independence relies on skills such as managing a budget and fulfilling tenancy requirements. The review identified that in the wake of Universal Credit's shift away from housing allowance being paid directly to landlords, budgeting skills have become more important with significant increases in financial issues leading to homelessness. Debt can also worsen other homelessness risk factors such as mental health and substance misuse meaning increased early support can boost resilience across multiple factors. This priority aims to address this skills gap by setting out a plan for community driven support around these issues.

Principles

- Practical skills such as managing a budget are fundamental to independence and we will ensure there are adequate opportunities to develop these skills
- Support is best delivered at the community level, prior to issues like debt mounting up, community resilience will be built by helping people to help themselves

What we already do

Our home improvement agency delivers property adaptions supporting residents to overcome physical barriers to independent living, this helps reduce homelessness due to unsuitable property. The council's Housing Solutions team also have measures in place to help those who are threatened by homelessness due to budgeting issues to develop budgeting skills often helping prevent homelessness occurring. Repeat homelessness data suggests this support is highly successful with Universal Credit issues dropping from 29% of first presentations to 1% of repeat homelessness cases and arrears caused by budgeting dropping from 24% to 10%. However, this support is currently only delivered reactively once the threshold of threatened with homelessness has been met, therefore debt has been accrued and a longer and more difficult recovery path can be expected.

Key Actions

- Deliver budgeting workshops in targeted communities linking to other initiatives as an important aspect of community resilience
- Develop a train the trainer approach that enables community champions to identify financial issues early and offer basic budgeting support and pathways for referral into existing support

Chorley
Council

Priority: Preventing homelessness and rough sleeping

Context

Having a high caseload of preventions alongside low levels of relief duty Chorley is ahead of the national shift towards targeting homelessness prior to crisis point. Yet 20% of local cases reoccur and with significantly more mental health (51% rising to 69%) and substance misuse issues (12% to 66%). Rough sleeping levels are also four times higher among these repeat cases. Such increases indicate a need for effective support pathways and links with other services to ensure that underlying issues are addressed alongside immediate housing needs. Without intervention underling issues can fester and resurface later either as a repeat housing need or as other service needs which are often more extensive and difficult to overcome. This priority aims to improve pathways into other services for support provision while continuing the success of current processes in solving the immediate housing issue.

Principles

- Everyone who is homeless or threatened with homelessness will be able to access advice and support in creating a housing plan
- Effective support pathways for underlying issues will be offered alongside efforts to resolve the immediate housing need
- We will work to strengthen partnership working to provide support for dealing with underlying issues such as poor mental health and substance misuse

What we already do

The council is already extremely active in preventing homelessness. The council owns and manages Cotswold Supported Housing, providing safe and supportive accommodation to those in need. In addition, we work closely with large social sector landlords and the VCSE sector to prevent and support tenants at risk of eviction. We also provide support with personal budgeting and referral pathways for debt advice. In addition to Select Move, we also provide an accommodation funding service to increase options for housing in the private rented sector. These resources have helped avoid regional and national trends of rising homelessness and rough sleeping.

Key Actions

- Maintain successful prevention activities which support immediate housing need
- Develop clear pathways for service users with underlying mental health and/or substance misuse issues, ensure these run alongside existing housing support
- Review the Chorley Council large commissioning grant process for opportunities around mental health and substance misuse support

Chorley
Council

Priority: Supporting a balanced housing market

Context

The population of and households in Chorley are growing at the fastest rate in Lancashire. Simultaneously the population is aging with the over 75 demographic set to grow from 13% to 24% by 2041. As the population changes so will the demands on housing type. The review also identified that social housing has less provision for larger families, with 3-bedroom housing wait times being more than double that of 1- and 2-bedroom properties, and 4-bedroom stock being scarcely available via Select Move. These findings suggest a need to support a balanced future housing market.

Principles

- There should be adequate and suitable housing stock to allow people to remain living independently or at the lowest levels of care intensity
- The council will take an active role in providing a balanced housing market with suitable accommodation for residents

What we already do

In recent years, the council has attempted to take a proactive role in ensuring that the housing market is balanced. This has included working with the Select Move partnership to entice those in adapted homes with no existing need and those under occupying to move to more suitable accommodation with priority bandings and managed moves. The council has also opened Primrose Gardens which has received great demand and now looks to further expand options for those with additional care needs. The in-house Home Improvements Agency also enables residents to remain living independently for longer by providing adaptions to existing properties making them more suitable to residents needs.

Key Actions

- Refresh the central Lancashire local plan
- Further expand our housing offer for people with additional care needs after the success of Primrose Gardens

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Priority	Action	Why	Homelessness Strategy Objective(s)
Securing quality across all housing tenures	Establish a community led approach to developing awareness of tenant rights and responsibilities	Strengthening tenant rights is on the national agenda with many legislative changes being made and planned however tenant and landlord awareness of such rights and responsibilities is essential in order for it to be effective. Community led awareness approaches can deliver the message early before issues arise and also can reach those who don't typically engage with services such as those in the private rented sector.	**Preventing Homelessness** Securing Sufficient Accommodation **Securing Satisfactory Support**
	Review the Private Landlord Forum for ways to raise engagement and awareness	The Private Landlords Forum offers an opportunity for landlords to engage with housing officers, fostering positive communication pathways. However, given the dispersed nature of the private rental sector the impact is currently limited to proactive landlords who engage. Reviewing the scope of the offer and ways to entice landlords to engage should allow for a bigger forum to share best practices and improve the quality across all tenures.	**Preventing Homelessness** **Securing Sufficient Accommodation** **Securing Satisfactory Support**
	Capture data on no-fault evictions following repairs requests and complaints	There is recent legislation around revenge evictions however due to limits in where this applies challenges are rarely made on these grounds. Capturing data on how regularly no-fault evictions follow complaints and repairs requests will be a first step towards a rental market where tenants are comfortable demanding higher quality across all tenures.	**Preventing Homelessness** Securing Sufficient Accommodation **Securing Satisfactory Support**
	Develop a voluntary standard including referral practices and pathways to promote communication and early intervention across all rented tenures	A voluntary standard for rental housing will allow for local residents to choose from landlords and letting agents who maintain set quality standards and ethical practices including referral practices to promote communication and early intervention.	**Preventing Homelessness** **Securing Sufficient Accommodation** **Securing Satisfactory Support**
Supporting people to remain independent in their existing homes	Deliver budgeting workshops in targeted communities linking to other initiatives as an important aspect of community resilience	Changes introduced by Universal Credit have increased the need for budgeting skills reflected by rising budgeting related homelessness presentations. Current support is effective with budgeting issues dropping significantly between first time presentations and repeat presentations. However, this support is currently implemented at crisis point when arrears have already built up, so its effectiveness has the potential to improve greatly with earlier intervention and preventative measures delivered at the community level.	**Preventing Homelessness** Securing Sufficient Accommodation **Securing Satisfactory Support**
	Develop a train the trainer approach that enables community champions to identify financial issues early and offer basic budgeting support and pathways for referral into existing support		
Preventing homelessness and rough sleeping	Maintain successful prevention activities which support immediate housing need	Chorley has a number of successful processes already in place preventing homelessness and rough sleeping, as the review has noted; • Chorley has withstood the rising trends seen elsewhere in rough sleeping • Chorley is ahead of the national onus of shifting focus toward prevention having a very healthy ratio of prevention to crisis-point casework	**Preventing Homelessness** **Securing Sufficient Accommodation** **Securing Satisfactory Support**
	Develop clear pathways for service users with underlying mental health and/or substance misuse issues, ensure these run alongside existing housing support	These issues provide a leverage point where focused efforts can improve the experience of over half of service customers as: • 51% of presentations have Mental Health issues rising to 69% in repeat presentations • Substance Misuse is the biggest predictor of repeat homelessness going from 12% to 66% for recurring homelessness • Both increase in repeat homelessness indicating room for improvement in solving underlying issues Complex cases often have dual diagnosis, support offerings for both are limited. Wraparound approaches offer a potential solution	**Preventing Homelessness** Securing Sufficient Accommodation **Securing Satisfactory Support**
	Review the Chorley Council large commissioning grant process for opportunities around mental health and substance misuse support	The existing large commissioning process offers an opportunity to re-align existing grants to meet current objectives	**Preventing Homelessness** Securing Sufficient Accommodation **Securing Satisfactory Support**
Supporting a balanced housing market	Refresh the Central Lancashire local plan	Ensure that the Central Lancashire local plan meets the changing needs identified in the borough.	Preventing Homelessness **Securing Sufficient Accommodation** Securing Satisfactory Support
	Further expand our housing offer for people with additional care needs after the success of Primrose Gardens	Primrose Gardens has received a high level of interest, the council will continue to further expand options for those with additional care needs to help in meeting current and expected future levels of demand.	Preventing Homelessness **Securing Sufficient Accommodation** Securing Satisfactory Support

Chorley Council

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

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