

## **Executive Cabinet**

Thursday, 25th March 2021, 6.30 pm

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### Agenda

#### **Apologies for absence**

- 1 **Minutes of meeting Thursday, 25 February 2021 of Executive Cabinet**

(Pages 5 - 8)

- 2 **Declarations of Any Interests**

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

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

- 3 **Public Questions**

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

#### **Matters Referred by the Overview and Scrutiny Committee (introduced by the Chair of the Overview and Scrutiny Committee, Councillor John Walker)**

- 4 **Overview and Scrutiny Task Group Sustainable Public Transport Report**

(Pages 9 - 34)

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

**Item of Deputy Executive Leader and Executive Member (Resources)  
(Introduced by Councillor Peter Wilson)**

(Pages 35 - 46)

**5 Chorley Council Transformation Strategy**

To receive and consider 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 Paragraphs 1, 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972.

By Virtue of Paragraph 1: Information relating to any individual.

Condition:

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

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

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

Condition:

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

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

By Virtue of Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

Condition:

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

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

**Item of Deputy Executive Leader and Executive Member (Resources)  
(Introduced by Councillor Peter Wilson)**

**7 Shared Services: Events Team Review**

(Pages 47 - 62)

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

**Item of Executive Member (Early Intervention) (Introduced by Councillor  
Bev Murray)**

**8 Commissioning Procurement 2021-2023**

(Pages 63 -  
190)

To receive and consider the report of the Director of Communities.

**9 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](http://chorley.gov.uk)

[To view the procedure for public questions/ speaking click here and scroll to page 119](#)

[To view the procedure for "call-in" of Executive Decisions click here](#)

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**Minutes Of****Executive Cabinet****Meeting Date****Thursday, 25 February 2021****Members Present:**

Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Graham Dunn, Alistair Morwood and Adrian Lowe

**Officers:**

Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Asim Khan (Director (Customer and Digital)), Dave Whelan (Shared Service Lead - Legal), Jennifer Mullin (Director of Communities), Jonathan Noad (Director of Planning and Development), Victoria Willett (Shared Service Lead – Transformation and Partnerships), Simon Forster (Open Space Strategy Officer), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services), Gill Beaghan (Communications Officer) and Nina Neisser (Democratic and Member Services Officer)

**Other Members:**

Councillors Aaron Beaver, Julia Berry, Mark Clifford, Gordon France, Peter Gabbott, Danny Gee, Tom Gray, Yvonne Hargreaves, Steve Holgate, June Molyneaux and John Walker

**21.EC.8 Minutes of meeting Thursday, 21 January 2021 of Executive Cabinet**

**Decision: That the minutes of the Executive Cabinet meeting held on 21 January 2021 be confirmed as a correct record for signature by the Executive Leader.**

**21.EC.9 Declarations of Any Interests**

There were no declarations of interest.

**21.EC.10 Public Questions**

There were no public questions.

**21.EC.11 Clean Air Strategy**

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Director of Communities which seeks

approval to consult upon the proposed draft clean air strategy and secure approval to publish via an Executive Member Decision.

Upon establishment of a resource to deliver the strategy and completion of the options appraisal for a new method of collecting data on air quality, a Member Learning Session on air quality will be delivered.

Chorley Council declared a climate emergency on the 19th November 2019 with the overarching goal of “rendering the borough carbon neutral by the year 2030”, 20 years ahead of the UK target of 2050. To enable this target to be met a Clean Air Strategy for Chorley has been drafted. The Strategy sets out a clear picture of the current state of air quality and monitoring practices in Chorley, our legal obligations as a council in monitoring air quality and the legislation which governs this.

Members welcomed the Air Quality Strategy and recognised the importance of engagement via the consultation. Therefore, it was proposed that maximum communications be delivered on this to ensure the consultation be circulated as widely as possible.

**Decision:**

- 1. That the Executive Cabinet agree the proposal involving a clean air strategy and formal consultation.**
- 2. That the Executive Member for Early Intervention be given delegated responsibility for approving the final proposal following the period of formal consultation, subject to there being no significant changes to those proposed within this report.**

**Reasons for recommendation(s):**

As part of the Council’s commitment to achieving carbon neutral status by 2030 the Council needs to consider how to achieve this goal. The adoption of the proposed Clean Air Strategy, which seeks to improve air quality across the borough, would be essential in achieving carbon neutrality, as well as improving health outcomes for the residents of Chorley.

**Alternative options considered and rejected:**

There are no alternatives to the proposal as this would not address the Council’s commitment to look at the issue of air quality in more detail and demonstrate a commitment to improving air quality locally, the respiratory health of the residents of Chorley. In addition, the Council needs to adopt an Air Quality Strategy, to tie in with work at the national level.

**21.EC.12 Revenue and Capital Budget Monitoring 2020/21**

Councillor Peter Wilson, Executive Member (Resources), presented the report of the Chief Finance Officer which sets out the provisional revenue and capital outturn figures for the Council as compared against budgets and efficiency savings targets set for the financial year 2020/21.

In summary, the projected revenue outturn currently shows a forecast underspend of £13k compared to the budget for 2020/21 and the forecast of capital expenditure in 2020/21 is £14.587m. The Council’s budget for 2020/21 includes a savings target of £150k from management of the staffing establishment. Members noted that the full savings of £150k have been achieved.

The Council's Medium-Term Financial Strategy reported that working balances are currently maintained at £4.0m due to the financial risks facing the Council and the forecast level of general fund balances at 31 March 2021 will be £4.013m.

**Decision:**

1. **Note the full year forecast position for the 2020/21 revenue budget and capital investment programme.**
2. **Note the forecast position on the Council's reserves.**
3. **Approve the capital programme to be delivered in 2020/21 to 2022/23.**

**Reason for recommendation(s):**

To ensure the Council's budgetary targets are achieved.

**Alternative options considered and rejected:**

None.

**21.EC.13 Quarter Three Performance Report 2020/21**

Councillor Peter Wilson, Executive Member (Resources), presented the report of the Deputy Chief Executive which sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2020/21, 1 October to 31 December 2020.

Overall, the performance of key projects is excellent with 85% of the projects rated as green and 15% currently rated as amber; there are two action plans for the amber projects. Those projects that are not yet complete will either be carried over for delivery through the 2020/21 Corporate Strategy as planned, are due to be completed in quarter four, or will continue to be delivered through business as usual activity.

Performance of the Corporate Strategy indicators and key service delivery measures is good with 67% of Corporate Strategy measures and 83% of key service delivery measures performing on or above target, or within the 5% threshold. Given the current challenges and environment the council is operating in, performance against agreed measures remains positive. Those indicators performing below target have action plans outlined with measures to improve performance.

**Decision:**

To note the report.

**Reason for Recommendation(s):**

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

**Alternative options considered and rejected:**

None.

**21.EC.14 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.**

**21.EC.15 King Georges Playing Fields Pavilion - Proposed Contract Award Procedure**

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Director of Planning and Development which seeks approval for the procurement approach and evaluation criteria for the appointment of a contractor to deliver a new sports pavilion and associated infrastructure at St George V Playing Fields in Adlington.

Members supported the proposals in the report and requested that the green agenda be considered as part of the tender process.

**Decision:**

1. To approve the proposed procurement methodologies and evaluation criteria for the building contract comprising a single stage open tender with suitability questionnaire / quality element and the use of the JCT standard form of building contract.

**Reasons for recommendation(s):**

The use of an open tender process, with a quality element is the best way of delivering best value for the project within the budget.

**Alternative options considered and rejected:**

None.

**21.EC.16 Astley Park Lighting - Proposed Contract Award Procedure**

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Director of Planning and Development which seeks approval for the procurement approach and evaluation criteria for the appointment of a contractor to deliver Astley Park Lighting.

Members supported the proposals in the report and hoped the work would increase the popularity of the park further by making it more accessible.

**Decision:**

1. To approve the proposed procurement methodologies and evaluation criteria for the building contract comprising a single stage open tender with suitability questionnaire / quality element and the use of the NEC 3 Short building contract.

**Reasons for recommendation(s):**

The use of an open tender process, with a quality element is the best way of delivering best value for the project within the budget.

**Alternative options considered and rejected:**

None.

Chair

Date

Overview and Scrutiny  
Task Group

**Sustainable Public  
Transport**

March 2021

## Introduction

### From the Chair of the Sustainable Public Transport Task Group, Councillor Kim Snape

Over the past number of years what has been clear is that public transport is not what it was.

As a local authority it was recognised that whilst a lot of these issues are not our direct responsibility but that we have both a moral and civic duty to try and influence these issues for our residents to come.

I would like to thank everyone that has contributed to the task group both members, officers and those stakeholders that we interviewed.

We hope that this is merely the start of the process that in years to come we will look back and say that we turned the tide on public transport and began to make transport sustainable for all of our residents leaving no one behind.



## Summary Recommendations

Sustainable public transport offers alternative modes of transport to the private motor car. Public transport, including buses, trains, and taxis, can relieve traffic congestion and reduce air pollution from road transport. Sustainable public transport achieves better integration of the economy while respecting the environment, improving health, urban-rural linkages and reducing loneliness and social isolation in the community. Public transport should form part of a wider integrated sustainable transport strategy. However, the cost and convenience of use of public transport needs to be lowered to encourage people to use this as an alternative to personal vehicles.

The recommendations in this report are informed by the views and ideas of the diverse groups of stakeholders engaged through the inquiry. The recommendations seek to drive forward our local commitment to improve sustainable public transport in the borough whilst identifying what the council can influence and understand the resources that will be needed to address this.

The recommendations focus on the objectives the task group were asked to investigate:

- The difficulty the council has enforcing on public transport particularly bus and train
  - To examine all public transport routes and any changes required due to demographic needs
  - To tackle social isolation (public transport) in all areas of the borough
  - The opportunities for sustainable funding for buses
  - To engage with different stakeholders to understand what steps they are taking to provide sustainable public transport and understand how the council can help them.
- 1) Chorley Council to proactively lobby and engage with Lancashire County Council to encourage a greater role on bus route tendering, service enhancement and communication between all parties.
  - 2) Chorley Council to lobby Ministers and the government in cooperation with our Member of Parliament to raise regulation of the buses to obtain local delegated powers.
  - 3) Spatial Planning to invite Lancashire County Council to participate in a Member Learning session on the Central Lancashire Highways and Transport Masterplan draft proposals.
  - 4) Routine consultation with Northern Rail and Lancashire County Council be requested with Chorley Council over changes or reductions in rail service.
  - 5) To publicise all the railway stations through communications including “Check out Chorley” and its immediate area to get more people into the borough for social and economic activities and to use the train service.
  - 6) Undertake regular communications activity to educate residents about the bus services, bus routes and ticketing options in the borough to encourage increased bus usage when it is safe to do so. The Council undertakes a borough wide public transport survey using social media & other technology to engage with residents, businesses and employers about bus services and public transport.
  - 7) The Council engage with Greater Manchester Combined Authority /Lancashire County Council on cross boundary routes should the Greater Manchester Combined Authorities instigate franchising and request to be consulted on how bus services are run across cross boundary routes and be included in their integrated ticketing scheme.

- 8) Chorley Council will engage with all bus operators to determine and recommend which bus routes are viably operable.
- 9) The Council continues to progress discussions with Lancashire County Council to take over the Chorley Interchange.
- 10) The Climate Change Working Group to further investigate bus routes for new developments in conjunction with the preparation of the Central Lancashire Local Plan.
- 11) The Council (Spatial planning) will use reasonable endeavours to safeguard a site for the reopening of the Coppull rail station in the Central Lancashire Local Plan, include the project in the Central Lancashire Highways and Transport Masterplan and engage with Lancashire County Council and relevant partners to bring this forward.
- 12) The Council to lobby for improved railway services across the borough at stations such as Adlington.
- 13) The Council to lobby to improve our rail connections to the airport at stations in addition to Chorley
- 14)
  - a. Undertake communications activity to highlight the work of Dial-a-Ride including the community car scheme, how it can assist the community and dispel the myth the service is just for the elderly and publicise their need for volunteers.
  - b. Dial-a-Ride be invited to attend a Chorley Liaison meeting to raise awareness of the service for both users and volunteers.
  - c. Dial-a-Ride be invited to make contact with the Parish Council clerks as there was significant interest from Members to have a Dial-a-Ride service in their Wards and Parishes. This should include regular articles IntheBoro and IntheKnow and notice board communications.
  - d. In addition to funding the Council explores how it can work with Dial-a- Ride to develop it's offer to residents by working with local VCFS partners and the health community e.g. hospital appointments, vaccination appointments etc.
- 15) Chorley Council to lobby Lancashire County Council to create a Public Transport Task Group to scrutinise transport routes and opportunities across Lancashire
- 16) The Council should explore the feasibility of attracting a community car share club to the borough.
- 17) When appropriate, the Council to actively promote car sharing for staff at both Town Hall and Union Street, using methods including but not limited to IntheKnow, IntheBoro, and Lancashire Shared Wheels
- 18) The Council will work with all transport partners to improve accessibility, timetable and facility provision across the borough including an Oyster card for all journeys.
- 19) Chorley Council to work with Lancashire County Council, the Canal and River Trust and other organisations to identify cycle opportunities, and plan for the implementation of cycle routes and cycle hubs.
- 20) Establish a Cycle Task Group to look at cycle opportunities, and cycle routes in the borough.

21) The Council should explore the possibility of electric charging points on council buildings to allow people to charge their electric bikes.

22) The Executive Cabinet should agree the recommendations set out in this report.

There are no financial implications to the recommendations only officers time. The resourcing of the actions will be assessed as the recommendations if accepted will require capacity for delivery.

## Membership of the Task Group

Councillor Kim Snape (Chair)

Councillor Julia Berry

Councillor Val Counce

Councillor Mark Clifford

Councillor Gordon France

Councillor Tom Gray

Councillor Laura Lennox

Councillor June Molyneaux

Councillor Yvonne Hargreaves

Councillor Martin Boardman

## Officer Support

Alison Marland, Principal Planning Officer

Matthew Pawlyszyn, Democratic and Member Services Officer

Ruth Rimmington, Democratic Services Team Leader

## Approach of the task group

The task group acknowledged the severe impact of Covid-19 has had on operators of public transport and the route and timetable changes that are occurring and the ongoing Central Government subsidies provided to operators. Therefore, the scope has focused on establishing a recovery position as a starting point to develop recommendations.

## Scoping of the review

The objectives were to use the period of the task group to investigate:

- The difficulty the council has enforcing on public transport particularly bus and train.
- To examine all public transport routes and any changes required due to demographic needs.
- To tackle social isolation (public transport) in all areas of the borough.
- The opportunities for sustainable funding for buses.
- To engage with different stakeholders to understand what steps they are taking to provide sustainable public transport and understand how the council can help them.

The desired outcomes were:

- An understanding of our current position – the obstacles and the opportunities.
- To encourage more people to use public transport.
- Understanding of what others are doing and recognise areas of best practice.
- Identification of what the council can influence, how the council can set an example and the resources we might need to achieve that.
- To utilise this information for the Local Plan and progressing Chorley's Transport Strategy.
- Recommendations to Executive Cabinet on how the council can develop its sustainable public transport agenda.

## Terms of Reference

1. To review existing sustainable public transport activity and recognise the work that is already being done.
2. To investigate areas of best practice and examples from other councils and if/how these could be implemented at Chorley and in partnership with Lancashire County Council.
3. To identify what the council can influence and understand the resources that will be needed to address this.
4. To develop recommendations and priorities to Executive Cabinet on how the council can develop its sustainable public transport agenda and make a real and tangible difference.

## Witnesses

The following witnesses met with the task group and shared information:

### External Partners

County Councillor Keith Iddon and Andrew Varley, Public Transport Manager, Lancashire County Council relating to public transport.

Matt Davies, Regional Managing Director, James Mellor, Regional Commercial Director and Nick Small, Head of Strategic Development and the Built Environment, Stagecoach.

Tracy Keating, Manager at Central Lancashire Dial-a-Ride

Owain Roberts, Regional Stakeholder Manager at Northern Trains Limited

RT Hon Sir Lindsay Hoyle MP Speaker of the House of Commons

Greater Manchester Combined Authority were approached about the franchising and bus consultation and declined to contribute to the inquiry.

Tyrers Coaches were approached and declined to contribute to the inquiry.

Arriva Click were approached and declined to contribute to the inquiry.

### Chorley Council Officers

Alison Marland, Principal Planning Officer

Chris Sinnott, Deputy Chief Executive

Jonathan Noad Director of Planning and Development

Zoe Whiteside Spatial team Leader

James Hoskinson, Central Lancashire Local Plan Technical Officer

[A summary of discussion at the above meetings can be found here](#)

## Evidence Submitted

Parish Councils within the Chorley District were approached for comments through the Council's IntheBoro monthly newsletter in addition to the item being raised at the meeting of Chorley Liaison by Chair of the Task Group that took place 18 November 2020, The task group received a detailed response and report by Adlington Town Council.

- Adlington Town Council discussed its concerns and suggestions at meetings that took place 7 December 2020 and 15 December 2021. Investment in infrastructure was said to not be keeping pace with the growth of the town. Local services and facilities were showing wear and without improvement they would not support any further substantial development. The Huyton Fields development of 300+ properties represented a 10% increase in households in Adlington. Other developments included a change from office space to 56 one and two bedroom residential apartments. Outline planning consent for 25 new homes at Carrington Road is currently being considered. All will add a burden on the local infrastructure, and there is a risk that Adlington was turning into a dormitory town where residents must travel elsewhere to work.
- The Stage 1 Public Consultation on the Central Lancashire Local Plan referred to supporting documents on sustainable transport and overall sustainability. No recent evidence of ideas or potential improvements were seen for Adlington. For example, a useful

bus service to/from Lower Adlington to link with local centres of employment, shopping and commercial facilities in both upper Adlington and Chorley Town Centre.

- The disruption to passengers due to the electrification of the Manchester to Blackpool North Line had so far materialised no improvements for Adlington Station to centres of employment in Preston, Chorley, Bolton and Manchester. The latest Northern Train Service Timetable was forwarded to the Town Council but there was no capacity for local stakeholders to be consulted.
- Adlington Town Council received regular complaints from residents due to congested streets with parked cars blocking pavements which reduced pedestrian safety and caused a nuisance to other drivers. Prior to Covid-19, the Adlington Station Park and Ride had been unable to cope with demand and residents of Grove Farm Drive complained in late 2019 and early 2020 to the Town Council about the impact on drivers and pedestrians when commuters parked thoughtlessly.
- Adlington Town Council felt that they needed an overall plan to consider all aspects of future development to avoid a continual piecemeal approach. For roads, it was accepted that new residents would likely commute elsewhere for work which would add traffic to the roads that were already overloaded at peak times.
- Lower Adlington does not have an acceptable bus service, the 125 at the top of Adlington was an excellent service but it was not accessible for most residents in the lower half of Adlington. During the day, the buses on the 125 were hardly full and scheduled every 10 minutes, and it was believed that some buses should be redirected from Horwich to the A6 at Blackrod and then along to Adlington linking to the existing route at Skew Bridge.
- There was room for improvement with the existing rail service timetable as many commuters have little of no confidence with the service. The reliability needed to be drastically improved, car parking was an issue and more needed to meet current requirements. The rail service was overloaded at peak times and so unreliable that it was not advised to be used for important journeys.
- There was no evidence of proposed improvements to facilitate cycling to and from Adlington, but the Town Council would welcome discussion of potential opportunities to plan in provision.
- The Town Council was interested to find out more and assess residents interest in Community Transport due to the public transport in place not providing a service that met the needs of residents, which encouraged more people to buy and use their own personal car.

Members of the public were approached for their comments and views through Chorley Liaison and through the Council's social media pages on Facebook and Twitter. 12 responses were received and can be viewed in Appendix 1. Views included:

- The price of bus tickets being too high
- Buses should accept contactless and card payments
- Routes that do not run buses into the evening were not friendly towards workers, especially in winter
- Buses were a lifeline older people, ensuring that they can maintain their independence
- Two buses an hour was ideal
- The Chorley Circular was remembered fondly
- The reinstated 119 service did not go where most residents want to go
- Chorley Council needed to pressure the County Council for greater input into bus route tendering
- 24A service was useful for residents of all ages and its removal would increase loneliness and social isolation

- Poor, inadequate and or irregular services increased social isolation, particularly for the elder members of society
- Lower Adlington was poorly served by the 8A route
- It was a preference to drive to Buckshaw for cheaper tickets than to get a train at Chorley.
- Concern that new developments had advertised non-existent routes.
- Cycling should be at the heart of transport policy with more dedicated space on trains and buses

## Background

In July 2020, it was agreed that a Task Group be established to look at Sustainable Public Transport in the borough commencing in September 2020 with Councillor Kim Snape as the Chair.

## Chorley's Position

### Climate Change Emergency

Members recognised that Councils across the world are responding to the issues of climate change by declaring a 'Climate Emergency' and making a commitment to address this crisis.

As a result, Chorley Council declared a climate emergency at the Full Council meeting on 19 November 2019 and pledged to become carbon neutral by 2030.

[The Council's decision to declare a climate emergency can be viewed here.](#)

### Corporate Strategy

Members approved the Council's Corporate Strategy for 2020/21 and it reflects the commitment of the council to work with our partners to deliver sustainable public services.

### The Council's Green Agenda

In February 2020, to achieve the Climate Change goals, an Overview and Scrutiny Task Group made a series of recommendations, and the Council committed to 20 actions across all sectors and areas. [The Green Agenda recommendations were approved](#), and 3 recommendations for the Council remain relevant to this Task Group:

#### Green operations

- a) Through the council's role as a Licensing Authority, investigate and develop an action plan for electric or hybrid Hackney Carriage and Private Hire vehicles

The Council currently has licensed 10 hybrid Hackney Carriages, and only vehicles with Euro 5 Emissions are granted licenses. Further work is being completed to ensure there are enough charging points in the area for electric vehicles. The government will be issuing additional requirements on taxi licensing this year and the action plan will be developed during this period.

#### Housing, planning and development

- b) Adopt a clear set of principles for our approach to planning policy in relation to the green agenda and apply this throughout the development of the local plan including public transport, green spaces and sustainable development
- c) Establish a dialogue with Lancashire County Council to consider the opportunity for sustainable transport schemes including commercial models

The Council's Climate Change Officer will proactively pursue such initiatives. As a matter of urgency, the Council will look to adopt interim policies to bridge the gap between now and the Local Plan being adopted.

The Council is working jointly with Preston City and South Ribble Councils to prepare a Central Lancashire Local Plan which will replace the current Central Lancashire Core Strategy and each authority's Local Plan. The Local Plan needs to be based on relevant and up to date evidence, including evidence relating to transport. The Council is working with their consultants Tetra Tech to prepare a Highways and Transport Strategy for Chorley and this will involve:

- assessment of the impact of preferred development sites in the Local Plan on the transport network.
- highway stress test modelling to identify congestion/capacity issues arising from the anticipated future growth in the borough.
- identification of highways, public transport and cycling and walking schemes/requirements to support the delivery of the proposed development sites in the Local Plan and maximise sustainable travel, along with an indicative cost of each scheme.

A Report will be published to assist in the final selection of preferred sites for development in the Local Plan. The Highways and Transport Strategy will also identify detailed schemes required to meet future transport needs and maximise sustainable travel along with detailed costings and funding opportunities. It will also provide a prioritisation and phasing plan for the delivery of the schemes over the Local Plan period.

### Climate Change Working Group

The Council have set up a Climate Change Working Group to bring forward work on the Council's Green Agenda recommendations in conjunction with the Climate Change Officer.

### Learning from Other Authorities

Background research was conducted on what other District, Borough and City Councils have disclosed, attempted, or successfully implemented.

Newport City Council incorporated sustainable travel plans in new developments, they believed that individuals were more likely to change their travel habits after a significant change to their lifestyle such as starting a new job or moving home. Several District, Borough and City councils explored ways that they could reduce traffic congestion and to work with public transport companies to improve information available relating to times and tickets. There was an emphasis on safe and efficient cycle and pedestrian pathways, looking to boost the personal and economic benefit for individuals and the community, relieve congestion, and encourage healthier lifestyles for residents. Consideration had been given for an increased number of electric charging points, with incentives for green vehicles which include, but not limited to discount parking permits and free parking.

Reading Borough Council completed a large-scale transport survey with 3000 responses. 93% were in favour of public transport to be faster and more reliable, 92% were in favour of better-connected walking and cycling routes. 75% were in favour of reallocation of road space for sustainable modes of transportation. 78% were in favour of limiting cars from sensitive areas, for instance, schools and town centres. 86% believed that an improvement of electric vehicles would increase uptake.

The "Role of Buses Webseminar: Local Government Association 2020" showed in relation to bus services the Areas for Action are:

#### Service reliability

- Punctuality and reliability (excess waiting time for frequent service) key to instil confidence among users & near-market potential users
- Top 3 causes of late running: traffic congestion, slow boarding, roadworks.

#### Passenger experience

- The whole journey approach, door to door including information
- Appeal to near-market potential users, including former bus users

Relative cost

- Cost of bus use: quality, fares & patronage
- Cost of motoring: parking charges, and congestion charges

## Findings and recommendations

Between September 2020 and February 2021, the task group undertook a vast amount of investigation.

The findings are grouped into several categories and recommendations and are likely to result in short, medium, and longer term actions.

## The difficulty the Council has enforcing on public transport particularly bus and train.

### Bus

The Department for Transport (DfT) is responsible for the bus policy framework, ad hoc capital funding to local authorities and operators, and legislation. It provides information to support MHCLG, in determining the overall funding for local government. In September 2019, the Department announced that it would develop the first National Strategy for bus services across England and a long-term funding commitment.

Deregulation in 1986 shifted control over bus routes and passenger fares from local authorities to bus operators running commercial routes. Over time, the Department has tried to give a degree of control back to local authorities, by allowing various types of formal local partnerships with operators.

To improve partnership working across the country, the Department introduced the Bus Services 2017 Act which aimed to:

- strengthen arrangements for local authority–operator partnership working, introducing new [Advanced Quality Partnership Schemes](#) and [Enhanced Partnership Schemes](#).

In April 2020 the first Enhanced Bus Partnership using the 2017 Bus Services Act was agreed between Hertfordshire County Council and more than 20 local bus operators. Under the Partnership they will work more closely together aiming to improve services and infrastructure in the county. Transport for West Midlands has developed plans for an Enhanced Partnership as part of its strategic vision for bus and began a consultation in June 2020.

- introduce bus franchising powers to replace Quality Contract Schemes. [Franchising powers](#), similar to those in London, are only available automatically to mayoral combined authorities.

Other authorities can request franchising powers but need the consent of the Secretary of State and secondary legislation to obtain them and must demonstrate their capability to deliver.

Franchising is a more ambitious approach, involving local authorities taking on some of the financial risks and rewards of running local bus services and allowing them to set route frequencies and running hours of bus services, subject to conditions. Currently, Greater Manchester Combined Authority has made the most progress in considering whether to introduce franchising. It has been consulting on a proposed franchising scheme for the entire Greater Manchester area following a report on the potential impact of the COVID-19 pandemic.

The Department of Transport’s guidance to local authorities emphasises that it is for authorities to work with operators to decide which arrangements will best improve local services, and underlines the importance of: good local authority-operator relationships; consensus on what needs to be done; and trust that partners will deliver “their part of the bargain”.

**Lancashire County Council**

Lancashire County Council can only fund concessionary fares and tender for services that private operators do not provide or stop servicing.

This has led to the dominance of the larger bus operators at the expense of the smaller operators leading to:

- limited competition
- higher fares
- different ticketing systems
- limited control over the service the bus company provides and
- the loss of services when they are not viable

There are 5 operators within the borough Stagecoach, Arriva North West, Tyrers Coaches, Holmeswood Coaches Ltd and The Blackburn Bus Company (Transdev Bus).

The Task Group heard that commercial bus operators approach Lancashire County Council to inform them of their routes, and they also register them with the traffic commissioner. Where operators run is outside the control of the local authority. Where services are not viable for a commercial operation the authority is able to issue a tender (subject to available funding) and operators can bid for the work. There was an accepted difficulty related to routes in rural areas, and the balance for the County Council to support these routes is around £5 a passenger.

90% of all bus routes are commercially operated. The County Council hold a statutory role to support the English National Concession Scheme for elderly and disabled passengers in addition to school transport for eligible students.

**Responsibilities for Bus Provision within Chorley**

Area	Responsible Body
Services (Commercial)	Stagecoach & Arriva (main operators)
Services (Subsidised)	Chorley Council (2020/21 Services 24A, 117, 118, & 119 contracted by Lancashire County Council)
Shelters	Chorley Council, Lancashire County Council & Parish Councils
Bus Priority	Lancashire County Council
Information	Lancashire County Council

**RT Hon Sir Lindsay Hoyle MP Speaker of the House of Commons** was interviewed and explained that the biggest issue for sustainable public transport was who controlled and oversaw public transport in the area. Compared to Greater Manchester, Chorley was poor in relation to travel. Greater Manchester was cheaper with a wider variety of routes. It was desired for Chorley to have a circular route and better provision, but it was not currently possible. The way forward would be for more delegated powers to enable local issues to be addressed in the local area, or for a system of devolved powers to form a North West Travel Areas. The train service needed to be expanded, Chorley was lucky that there were mainlines through and near, but there were not the active stations to provide the advantage to residents.

Sir Lindsay Hoyle explained it was widely recognised that it was more efficient to have a nationalised train and bus service. There was no evidence that private enterprise was more efficient but acknowledged that the past was often viewed with rose tinted glasses. He explained that when the Local Authority were running the buses, the aim was to meet the needs of the people rather than profit. He highlighted the issue of multiple train operators which can cause users

confusion and inconvenience as certain tickets could only be used at certain times on certain routes.

Sir Lindsay Hoyle believed to ensure Chorley has more sustainable public transport, a good starting point would be for Chorley Council to seek a greater voice and push for greater control at the local level. Bus and taxi operators should be incentivised to convert to electric and cleaner fuels, and stressed that it was important for the council to cooperate and work closely to ensure good delivery, and felt that a ‘lead by example’ approach could work with the implementation of electric charging taxi ranks.

Sir Lindsay Hoyle felt that the County Council should be having regular meetings with the District, Town and Parish Councils to ensure all are better informed and that there was a free flow of dialogue and exchange of information.

**Recommendations**

1. Chorley Council to proactively lobby and engage with Lancashire County Council to encourage a greater role on bus route tendering, service enhancement and communication between all parties.
2. Chorley Council to lobby Ministers and the government in cooperation with our Member of Parliament to raise regulation of the buses to obtain local delegated powers.
3. Spatial Planning to invite Lancashire County Council to participate in a Member Learning session on the Central Lancashire Highways and Transport Masterplan draft proposals.

**Train**

There are three railway lines through the borough with stations at Adlington, Chorley, Buckshaw Parkway on the Blackpool-Preston-Manchester line; Croston on the Preston–Ormskirk-Liverpool line and Euxton Balshaw on the West Coast main line.

The County Council has no control over rail transport, and the operation is the responsibility of individual rail companies, although the County Council is consulted over changes or reduction in services. The responsible bodies are shown below

**Responsibilities for Train Provision within Chorley**

Area	Responsible Body
Track	Network Rail
Station Buildings	Northern
Services	Northern

Northern Rail’s focus during the COVID-19 pandemic has been to remain on protecting punctuality across the network to provide the stability their customers deserve and demand. To protect reliability, they have introduced timetables that will reduce services on some lines. Their driver training programme which, in time, will help them return to a fuller service, has been paused because of social distancing rules.

**Recommendations**

4. Routine consultation with Northern Rail and Lancashire County Council be requested with Chorley Council over changes or reductions in rail service.
5. To publicise all the railway stations through communications including “Check out Chorley” and its immediate area to get more people into the borough for social and economic activities and to use the train service.

**To examine all public transport routes and any changes required due to demographic needs**

## Bus

The main bus operators in Chorley are Stagecoach and Arriva. Between them they provide services throughout the district, and between Chorley and neighbouring towns such as Preston, Blackburn and Bolton. Tyrers Coaches, Holmeswood Coaches Ltd and The Blackburn Bus Company (Transdev Bus) provide specific routes.

The County Council has indicated that no one bus operator will service one route. Following tendering processes there may be a couple of operators servicing a bus route i.e. one in the day and one in the evenings and weekends.

During 2020/2021 there have been changes to bus services and the latest timetable for bus routes is at [Bus timetables - Lancashire County Council](#)

Under the 2017 Act, the Department Transport has created a prototype [Bus Open Data Service which aims to provide national fare and journey times](#). By 31 December 2020, operators should have provided bus timetable data; by 7 January 2021 they should provide vehicle location, basic fares and tickets data; and by 7 January 2023, all fares and ticket data.

The Chorley Interchange provides 15 bus stands with seating and covered waiting facilities, a ticket office, toilets and a cafe

The Stagecoach 125 is the 'gold' service, operating at least every ten minutes between Bolton and Preston via Chorley and provides a link north-south through the district. It is the busiest route in the area and has recently been extended to the Royal Preston Hospital. Together with other services in place, it ensures that the A6 forms a high frequency bus corridor, along the north-south spine through the district.

Away from this corridor however, service provision is less frequent, particularly for east-west trips. There is also limited interchange between bus and train services away from Chorley Interchange, with neither Buckshaw Parkway or Croston Station served directly by bus, and very limited service provision to either Adlington or Euxton Balshaw Lane Stations.

There are no bus priority measures in place across the district. The lack of dedicated bus lanes means that buses have no advantage over general traffic on the highway network.

Stagecoach informed the Task Group that for a commercial operator to operate a route it must be viable. When bus routes were no longer viable, the bus company would give notice, and the County Council, would do its best to seek the funds required to maintain the route. It was highlighted that a route that had been removed was difficult to reinstate. The lack of bus routes and services affect the old and the young, in addition to those with health and social mobility issues.

Primarily, routes are focused on car routes that link key places. When Stagecoach provides a change to a major route and frequency it gives 70 days' notice, and consultation occurs with customers and the Local Authority.

Stagecoach indicated to establish a new route was difficult and there are few examples from around the county of a new route being established successfully. Usually, a route is extended after thorough market assessments and research. Each bus required £100,000 a year revenue to break even. New routes that were likely to be created would be with assistance from Section 106 funding. Stagecoach explained that bus routes work the best when they are simplest. If a route was to be split, with a single bus or two per hour detoured, it would cause an imbalance in the frequency of the bus route, it would increase the journey time, and it would be difficult to prove the increased time and change to the schedule would meet the required revenue and patronage.

Stagecoach indicated a new service required revenue and mass housing to justify an extra bus on the network. For a bus to be added to the network, 1500-1600 houses with a clear route was needed. New developments should ideally be placed near or on high frequency corridors and allow

people to take advantage of an in-place bus route from day one. Stagecoach suggested houses should be planned according to bus routes, and not expect routes to be made according to houses. New settlements will have greater difficulty obtaining a bus service that was sustainable and viable.

Stagecoach indicated the new Local plan should start on the difficult journey of restructuring the built environment not only for the bus, but for other sustainable modes of transportation. The aim should be to focus on the long term, looking 15 to 20 years ahead. The planning history of Chorley reflected the basic shape of decisions that were made in 1973, designs were made to accommodate the growing use of the car. For the last 20 years, there have been a priority on previously developed land, new developments with curving and looping roads which were difficult for bus routes to be incorporated.

It is apparent the attractiveness of bus use needs to be enhanced through improvements to service provision, routing, frequency, timings and punctuality, whilst the overall passenger experience would also benefit from improvements to waiting facilities, information provision and ticketing.

**Recommendations**

- 6. Undertake regular communications activity to educate residents about the bus services, bus routes and ticketing options in the borough to encourage increased bus usage when it is safe to do so. The Council undertakes a borough wide public transport survey using social media & other technology to engage with residents, businesses and employers about bus services and public transport.
- 7. The Council engage with Greater Manchester Combined Authority /Lancashire County Council on cross boundary routes should the Greater Manchester Combined Authorities instigate franchising and request to be consulted on how bus services are run across cross boundary routes and be included in their integrated ticketing scheme.
- 8. Chorley Council will engage with all bus operators to determine and recommend which bus routes are viably operable.
- 9. The Council continues to progress discussions with Lancashire County Council to take over the Chorley Interchange.
- 10. The Climate Change Working Group to further investigate bus routes for new developments in conjunction with the preparation of the Central Lancashire Local Plan.

**Train**

[The northern rail timetable is available here.](#)

The patronage of the 5 railway stations is shown below between the period 2011/12 and 2019/2020 and shows an increase in 2019/20 particularly after closures in 2018/19 due to electrification works between Preston and Manchester.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Comments reflected to 2019/2020
Adlington	109,978	109,400	109,672	110,902	115,786	122,514	114,488	102,646	134,180	Hourly services reinstated in May 2019 timetable
Buckshaw Parkway	n/a	225,250	273,856	290,266	303,892	353,688	350,390	366,486	455,016	Services reinstated after closures in 2018/19 due to electrification works between Preston and Manchester

Chorley	836,494	841,912	843,744	720,130	650,346	695,340	662,510	567,494	698,696	Services reinstated after closures in 2018/19 due to electrification works.
Croston	44,802	46,306	47,814	45,228	46,322	47,870	48,582	35,598	47,318	Preston – Ormskirk services were increased to hourly all day in May 2018 (apart from Sundays). Very badly affected by disruption in 2018.
Euxton Balshaw Lane	61,342	58,158	58,582	64,792	72,726	77,156	78,918	62,740	77,936	Services reinstated after closures in 2018-19 due to electrification works between Preston and Manchester
<b>Total</b>	<b>1,052,616</b>	<b>1,281,026</b>	<b>1,333,668</b>	<b>1,231,318</b>	<b>1,189,072</b>	<b>1,296,568</b>	<b>1,254,888</b>	<b>1,134,964</b>	<b>1,413,146</b>	

Source: <https://dataportal.orr.gov.uk/statistics/usage/estimates-of-station-usage/>

Northern Rail indicated there has been significant investment made to the Bolton corridor trainline, which runs through Chorley. Electrification occurred in February 2018. Tracks had been relayed on the West Coast Main Line which increased top speeds from 75mph to 100mph.

Various stations across the region have been refurbished and their capacity increased, and technology installed to provide greater customer information. Lifts at Chorley station have been awarded funding and the project will start once Northern Rail has scheduled this into their timetabling of works.

Northern Rail indicated a significant challenge faced in the North West was the congested rail networks. The network is at full capacity and this limited flexibility and the potential to add stations.

**North West Manchester Rail Study.**

Consultants AECOM have been appointed to carry out a study concerning the railway network across Lancashire and parts of Greater Manchester, known as the North West Manchester Rail Study. This work is being conducted on behalf of Transport for Greater Manchester (TfGM), Blackpool Council, Blackburn with Darwen Borough Council and Lancashire County Council

The network being considered covers the following corridors:

- Manchester - Wigan – Southport/Kirkby
- Manchester – Preston – Blackpool N / Lancaster
- Preston – Ormskirk
- Manchester – Blackburn – Clitheroe
- Blackpool N/S – Preston – Colne/Burnley MCR Rd
- Lancaster – Morecambe/Heysham Port

The first stage of the study will seek to develop an in-depth understanding of the rail market in the study area by drawing together the evidence across various relevant studies, analysis pieces and policy documents that exist, and then combining this with new supporting analysis.

The second part of the study will develop and assess a number of service concepts at a relatively high level for the development of a strategy for the study area rail network. The strategy output will include analysis of demand patterns and infrastructure requirements, including an assessment of the deliverability of each of the concepts. This new analysis, along with the other evidence gathered, will be used to inform a recommendation of which concepts have the potential to improve service provision on the network. These concepts can then be prioritised by the rail industry for more detailed consideration in the future.

A key stage of the evidence gathering process is the input from different stakeholders including, rail industry bodies (TOC's, Network Rail etc), Community Rail Groups, and District Councils. AECOM intend to reach out to the individual districts including the Council within Lancashire to ensure they capture any thoughts on issues or aspirations for rail services in the study area.

The study is to focus on how we can make the best use of the existing railway routes across the region, to greater benefit than today. The study will not be considering solutions for local station issues such as accessibility, staffing, maintenance etc. The scope will consider:

- Connectivity
- Frequency
- Journey times
- Train capacity / crowding issues
- Future service aspirations

### **Reopening of Coppull Station**

Chorley Council has an aspiration to reopen Coppull Station working in partnership with the County Council, Network Rail and Northern Rail. The Central Lancashire and West Lancashire Rail Study 2020 for the authorities investigated potential rail improvements on a number of lines including the Preston to Ormskirk line.

Coppull Station is looked at with 3 potential locations. For any station to be delivered here, significant work is required to improve the West Coast Main Line (WCML) which has previously ruled out reopening this station. Improvements to the WCML will be required to deliver HS2 and this could offer the opportunity to develop a station on a spur away from the main track as is the case at Euxton Balshaw Lane. The track in this area could only extend to 3 tracks not 4, so any station serving Coppull would be a single platform station with an island configuration. However, Coppull alone would not support the costs needed to develop this line, it would either need the investment from HS2, or if it is not provided by the rail industry, justification for development would come from demand for higher passenger numbers from surrounding areas such as Charnock and Standish resulting from increased housing delivery in this area. A park and ride facility may also assist in attracting higher number as has been the case on Buckshaw Village aided by an increase in local housing delivery.

### **Recommendation**

11. The Council (Spatial planning) will use reasonable endeavours to safeguard a site for the reopening of the Coppull rail station in the Central Lancashire Local Plan, include the project in the Central Lancashire Highways and Transport Masterplan and engage with Lancashire County Council and relevant partners to bring this forward.
12. The Council to lobby for improved railway services across the borough at stations such as Adlington.
13. The Council to lobby to improve our rail connections to the airport at stations in addition to Chorley

### **To tackle social isolation (public transport) in all areas of the borough**

Access to public transport is key to enable residents to travel beyond their immediate neighbourhood to amenities. Good access to public transport helps to reduce the reliance on private cars. The distances that people are prepared to walk from their homes to reach public transport is determined by the various factors including the quality of the public transport, the safety of the area and the length of the journey. It is generally assumed that people would be prepared to walk further to a railway station, up to 10 minutes than they are a bus stop, 5 minutes.

The importance of the issue was understood by the County Council and all stakeholders who gave their time to the Task Group.

The County Council consider buses are the key to tackling social isolation. The bus allowed those to gain access to health care, education, and employment. However, buses need to be sustainable and the costs of operating needed to be covered.

Stagecoach currently operate a 'Back On-Board' scheme, which includes half price tickets to job seekers. Driver and customer assistants have undergone training to help people with disabilities, and to understand their needs and provide the right service.

Central Lancashire Dial-a-Ride provides a community, door to door transport service and had been operating since 1982. The fleet consists of six minibuses, three were used daily. The service covers certain areas on specific days and times, with customers required to book 24 to 48 hours in advance.

To use Dial-a-Ride, users had to be members. There was no age limit in place and the only requirement was for the user to be unable to access other means of public transport.

The Community Car Service is a volunteer car scheme with six volunteers and volunteers used their own vehicles to take passengers to their destinations, usually appointments or shops. There was difficulty in finding volunteers.

Prior to the Covid-19 pandemic, 30,500 trips were made a year, with 29,000 through Dial-a-Ride and 1500 through Community Cars.

Dial-a Ride's funding has seen a 30% reduction in the previous 5 years from Lancashire County Council. Chorley Council has provided funding since 2020 for three years, but Dial-a Ride indicates it does not cover the whole service and cutbacks have been made. Other sources of funding have been explored including the Big Lottery, and funding bids for environmentally friendly minibuses.

## Recommendation

14.

- a. Undertake communications activity to highlight the work of Dial-a-Ride including the community car scheme, how it can assist the community and dispel the myth the service is just for the elderly and publicise their need for volunteers.
- b. Dial-a-Ride be invited to attend a Chorley Liaison meeting to raise awareness of the service for both users and volunteers.
- c. Dial-a-Ride be invited to make contact with the Parish Council clerks as there was significant interest from Members to have a Dial-a-Ride service in their Wards and Parishes. This should include regular articles IntheBoro and IntheKnow and notice board communications.
- d. In addition to funding the Council explores how it can work with Dial-a- Ride to develop it's offer to residents by working with local VCFS partners and the health community e.g. hospital appointments, vaccination appointments etc.

## The Opportunities for sustainable funding for buses

### Funding from Lancashire County Council

The County Council's budget for support for public transport in January 2020 was £3 million with a further allocation of £1.5 million for 2020/21.

The Department of Transport, early 2020 provided one off funding to the County Council to encourage public transport use over private car use. Due to Covid-19, there had been a disruption to both funding and passengers.

The funding ties in with the County Council's 2020 budget commitment to invest additional money into bus services over the coming years and will be aimed at continuing to deliver a tendered bus service network that complements and supports the commercial bus service network.

The County Council has continued with their identified priorities to sustainably link communities, particularly in rural areas where many people rely on public transport services, and to increase the frequency of a number of services where there is most demand, developing more sustainable and attractive services for the future.

The County Council recognise sustainably funding every conceivable public transport need is not possible, therefore providing better services in accordance with the identified priorities will be a key element of any funding commitments going forward.

The DfT funding submission was based on improving and extending current supported bus services, restoring lost services and supporting new bus services. The funding for Chorley and South Ribble strengthens and extends the existing Monday to Saturday daytime Service 119 between Chorley and Astley Village extending the service through to Leyland and restore links for the unserved parts of Buckshaw Village as well as reconnecting a direct bus service to Chorley Hospital from throughout the whole extended route.

Additional funding opportunities are limited. The Department of Transport may provide further funding in the future but this is unknown.

Comparisons were made between the operation of public transport in Lancashire and the Combined Authority of Greater Manchester. The benefits were significantly greater, which also included larger awards of funding due to the influence and accountability of an elected mayor.

The County Council indicated there were proposals to have an integrated smart travel project to provide the best prices across the north with an Oyster style scheme, but an agreement with the commercial partners could not be agreed.

There was also the creation of a local data hub to link into journey planners, but Lancashire County Council were not currently using this due to cost.

### **Recommendation**

15. Chorley Council to lobby Lancashire County Council to create a Public Transport Task Group to scrutinise transport routes and opportunities across Lancashire

### **Funding from Chorley Council**

Large parts of Chorley are reliant upon subsidised bus services. Only Chorley Council itself currently provides a contribution re-assessed yearly towards any bus service in the County. This contribution helps to provide certain evening and Sunday services in Chorley that the County Council would not normally subsidise:

Daytime: Service 117: Chorley – Weld Bank  
 Service 118: Chorley – Collingwood – Lower Burgh  
 Service 119: Chorley – Astley Village – Buckshaw Village – Leyland – Preston restoring the link via the Hospital and areas of Buckshaw Village away from Central Avenue.

#### **Sunday and Evening**

Service 117: Chorley – Well Bank  
 Service 24A: Blackburn via Lower Wheelton, Abbey Village, Feniscowles  
 Service 118: Chorley – Collingwood – Lower Burgh  
 Service 119: Chorley – Astley Village – Buckshaw Village – Leyland – Preston

No Parish Council in the borough provides any funding to bus services.

### **Funding for environmental facilities**

The County Council are limited in the ways it can influence bus services to be environmentally friendly, but there are opportunities for bus companies to bid for funding from the Department for Transport to use cleaner vehicles, when opportunities arise

The County Council has indicated there is currently a trial underway with the use of hydrogen and electric buses, but until the trial was completed it could not be elaborated on. There was uncertainty to the enthusiasm of public transport providers to use electric or hydrogen vehicles without funding in place because of the additional costs associated with these types of vehicle at the current time.

Stagecoach has indicated their newest buses in the fleet used basic diesel, but were Euro 6, being cleaner than a Euro 6 car. Whilst one bus can get 75 cars off the road. Prior to Covid-19, Stagecoach pledged that after 2024, they will not purchase any new emission producing vehicles. It was hoped that the pledge could be maintained. A bus is expected to last for 15 years and a single deck bus costs £180,000, and a double £250,000. An electric single deck bus cost between £380,000 and £400,000, and hydrogen cost £550,000. In addition to the cost of the bus, there were also infrastructure expenditure required. A new substation would be needed at every depot with electric buses. Hydrogen buses would require substantially modified workshops.

Stagecoach indicated the process to procure funding was competitive. Funding is offered through De Minimis, Transforming Cities, Clean Bus Technology Fund (CBTF), Electric Bus Town and Metro Bus Networks.

### **Planning obligations**

Where the scale of development justifies the needs for a bus service a planning obligation (S106) can provide funding for a bus service and bus stops. However, issues may arise once the funding comes to an end if the service is not viable. When this occurs the bus company will give notice, and the County Council will then do their best to seek the funds required to maintain the route. If this is not possible the route will cease.

### **CIL funds**

The Council's Infrastructure Funding Statement 2020 indicates what Strategic infrastructure schemes could be considered for CIL funding and this is updated regularly subject to member approval.

Parish CIL funds are provided through the Neighbourhood Portion – The CIL regulations require the CIL charging authority to pass 15% of CIL receipts collected within the neighbourhood area in which the development takes place, to the Local Council.

### **Other Funding Initiatives**

A Workplace Parking Levy (WPL) is a charge on employers who provide workplace parking, a type of congestion charging scheme. Nottingham City Council has introduced a WPL to tackle problems associated with traffic congestion, by both providing funding for major transport infrastructure initiatives and by acting as an incentive for employers to manage their workplace parking provision.

Money raised from the WPL has helped to fund the extensions to the existing tram system, the redevelopment of Nottingham Station and also supports a link bus network in the city.

Employers, rather than employees, are responsible for paying any WPL charge, although employers can choose to reclaim part or all of the cost of the WPL from their employees. The charge for the existing WPL licensing period is £428.

### **Car Sharing**

**Shared Wheels** is Lancashire Liftshare which offers the opportunity to share a car ride and split the cost. It is free to join and by entering a journey details the matching database shows everyone

else going to the same place and you can start to share a journey.

**Car sharing** is also becoming an increasingly popular way of using vehicles for short period of time. Whether a driver needs a car for a few hours or several days, car sharing is an affordable alternative for quick access to vehicles. Car sharing services, more commonly known as car clubs, operate in communities across the UK and serve hundreds of thousands of drivers each year. In addition to convenience, car sharing is an affordable alternative to car ownership or traditional car rentals for occasional drivers. They are also environmentally friendly, offering low carbon transport solutions, and help to reduce the number of cars and congestion.

A car club offers affordable access to shared vehicles 24 hours a day, seven days a week. Members book a vehicle and pick it up from designated car parks. A vehicle can be reserved online or by phone with as much or as little notice as needed. Cars can be booked for an hour or several days. Car club members are generally provided with a swipe card, which is used to obtain keys from the vehicle. Once a member has finished using the car, they return it to the same location. Payment is then calculated and charged to a member's account based on how long the vehicle was used.

## Recommendations

16. The Council should explore the feasibility of attracting a community car share club to the borough.
17. When appropriate, the Council to actively promote car sharing for staff at both Town Hall and Union Street, using methods including but not limited to IntheKnow, IntheBoro, and Lancashire Shared Wheels

**To engage with different stakeholders to understand what steps they are taking to provide sustainable public transport and understand how the council can help them.**

The County Council informed the Task Group that bus companies have invested significantly to upgrade their fleets, with new buses that are capable of contactless payment, featured Wi-Fi, were more comfortable, and included enabled device charging and on-board screens.

Stagecoach have three initiatives for Sustainable Public Transport, bus priority, integrated ticketing, and digital information.

- Bus priority  
Dedicated bus lanes in town and city centres improve bus journey times, and thus increases the attractiveness of the bus as an option for transportation. Chorley has no dedicated bus priority routes.
- Integrated Ticketing  
Tickets can be purchased that were valid on all buses. These tickets were aimed towards younger users and can be paid contactless, or through the app.
- Digital Information  
The app can show where all the buses are, and journeys can be planned more efficiently.

Northern Rail has improved their flexible tickets and introduced season tickets which can be paid for and displayed on their phones.

There is a new mobility scooter scheme in place, the updated trains have greater allowances for more mobility scooters although the service requires pre-booking to ensure compatibility. However Northern Rail did indicate some stations were not accessible for the mobility scooter scheme e.g. Adlington Station.

**Recommendation**

18. The Council will work with all transport partners to improve accessibility, timetable and facility provision across the borough including an Oyster card for all journeys.

**Cycling**

Lancashire County Council is the local transport authority and responsible for the management and maintenance of the local highway network and the promotion of sustainable forms of transport including walking, cycling and bus use.

The Council is working with consultants Tetra Tech to prepare a Highways and Transport Strategy for Chorley and this will involve the identification of cycling and walking schemes/requirements to support the delivery of the proposed development sites in the Local Plan and maximise sustainable travel, along with an indicative cost of each scheme.

The schemes will provide the ability to increase both commuter cycling and cycling for leisure which in turn will lead to a change in cycling culture. The consultants will focus on missing links in the network, junction treatments through which to improve safety, and other infrastructure improvements through which to make cycling a safe and attractive alternative to the car.

**Recommendations**

19. Chorley Council to work with Lancashire County Council, the Canal and River Trust and other organisations to identify cycle opportunities, and plan for the implementation of cycle routes and cycle hubs.
20. Establish a Cycle Task Group to look at cycle opportunities, and cycle routes in the borough.
21. The Council should explore the possibility of electric charging points on council buildings to allow people to charge their electric bikes.

## Appendix 1 – Resident Feedback

*“I am a regular (now becoming an irregular) user of the current busses.*

*I’m 23 and I have lived in Charnock Richard all my life and have a full time job in Chorley Town Centre.*

*I use these buses daily, I am a young adult who relies on this service to get to work but recently the service changed from Preston Bus to the current company and since then I have experienced numerous problems and it has started to make life more inconvenient.*

*During the current COVID-19 pandemic I very rarely carry cash as most places will now only accept card but unfortunately this bus will not accept card and they also don’t carry change so you either have to pay the exact amount of cash or pay so much extra than usual for a ticket because they don’t have change vouchers. This is so difficult because we live in modern times where most people don’t carry cash anymore. If given this current bus company so much more money than I should have just because I didn’t have the right amount of change and they’ve had to keep it.*

*Another issue I have is the times, the last bus is at 6pm which for people like me who work past that time it means I have to walk home which usually takes over an hour. I’m not saying the service needs to run until a ridiculous time of night but maybe an extra 2 and a half hours just so that people who work throughout the day have the chance to catch the bus instead of battling these harsh winter walks home. This brings me to my last thought and I know this is a difficult one as I know you need availability from the drivers and obviously the bus it’s self but I think it would be nice if the bus came every 30 mins because I understand that traffic may be bad which will cause the bus to be late but if we had more busses running people wouldn’t have to worry about that because in another 30 mins another bus will come and people like myself won’t be late for work.*

*For the past 4 weeks now I no longer catch the bus from my home village, instead I walk to Coppull so I can use another service which accepts card payment and comes every 10 minutes. I would rather make the journey on foot to another village rather than use the service in Charnock Richard and it’s a real shame because it’s taking time out of my day and the bus is losing a regular passenger.”*

—

*“Just a quick note that I use the bus from Charnock Richard to Chorley pretty regular at various times of the day. Also use it to get to and from Eccleston.”*

—

*“I live in Charnock Richard and we have a bus every hour - the 337 or the 347. Holmswood are the current provider of the service and are reliable, friendly and safe. For me personally the bus is a lifeline. My husband passed away in 2018 and as a nondriver the bus gives me independence. I know this view is shared by many in the villages who rely on this service. I use the bus two or three times a week to shop, go to the bank or post office. I hope this feedback is helpful.”*

—

*“I would like to comment as a parish and district councillor covering Astley Village. Astley Village was built with 10 bus stops and a 15 minute bus service into Chorley. Those living here today still want that service. However we would be happy with two buses an hour because that would enable residents to routinely and reliably connect with other routes to travel further. An hourly service is only really of use to those without deadlines to meet and therefore restricts the number of users and leads to the service being less viable. The old Chorley circular is remembered with affection. It was well used and reliable and connected with both bus and rail services. It also enabled residents to travel to other parts of Chorley. The reinstated service 119 does not go where most residents want to.*

*Chorley Council need to pressure LCC for greater input into bus route tendering.”*

—

*Whilst the Covid epidemic is with us, the numbers using this service have been low because people are not going out and socialising the same, and are advised to avoid public transport.*

*However, under normal circumstances, the 24A is a very useful travel option for many, from students going into town for casual evening work, for adults wanting an evening out in Chorley without having to drive, and for other situations.*

*We have residents who for medical reasons can't drive, be it visual impairment, epilepsy recovering from surgery. For some people the bus is the only option and removing the 24A would increase their loneliness and social isolation - for instance the old people's accommodation at Ryecroft and Ryefield Wheelton and Woodland View Chorley, all of which have a bus stop right outside."*

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*"Look at the big picture, include cycles, e-scooters rather than just public transport and private car use. Bus fares are expensive and the last time I travelled by bus, I was the only one that paid as all other passengers used bus passes through subsidised travel. Do not build cycle ways as cyclists prefer to use the roads."*

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*"I would like the council to recommend to LCC and central Government that transport policy be logical and joined up, especially with regard to multi modal transport with cycling at the heart of any policy.*

*I have noted on the new CAF EMU trains that there is now no specific green sticker band or dedicated area for cycling. Only Disabled Access. On one hand we see in the press that all bodies are promoting cycling but when we arrive at the station there is no actual dedicated carriage space. Checking the Northern Rail website we see cycles are accepted and everything is at the discretion of the train manager. It's all a bit ish ish if you get my drift. Cycling services need defining on local train transport.*

*There are never enough cycle spaces on Pendolino and other types of Inter City trains. You have to book in advance and not all booking apps and sites have a method of booking cycles on board. This should be included as a condition of any contract award. I would suggest spaces be made in areas that could have flip up seats with cyclists and wheelchair access users being given priority in these areas. I would suggest looking at the German model for cycle transportation on trains.*

*Whilst buses accept my Brompton folding cycle none accept full size cycles. In 2018 I was involved in a cycle accident where I skidded on gravel on Red Bank above Grasmere in the Lakes and injured my leg with a fair amount of bleeding from the calf and a sore left shoulder. I managed to descend to Grasmere but the bus driver refused access, after radioing his line manager. I had to cycle over Dunmail Rise to Keswick, bleeding, to the ambulance station there whilst feeling nauseous and light headed .*

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*"In terms of public transport feedback I would just like to contribute that the lower Adlington bus service (8A) is not frequent enough thank you"*

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**"PERSONAL DETAILS & PREAMBLE**

*I am a 68 year old male living in Brindle, nr. Chorley*

*I have a Lancashire NOW Card ('Bus Pas') but cannot use it as there are no buses through my village – I would have to walk 1.5 miles along an unlit road with hardly any pavements to catch a bus at Clayton Green to go to Chorley, Preston or Leyland; similarly to Riley Green (at Hoghton) if I*

wish to catch a bus to Blackburn or Preston. A bus service from Blackburn to Leyland (three to four times a day but none at weekends) was withdrawn by Lancashire County Council in May 2016.

I submit comments based on my location, experiences and personal (rather than any political) agenda...

#### RAIL TRAVEL

Firstly may I advise that I saw a draft of the Chorley Local Plan and it states that there were three railway lines in the Chorley Council area (the Preston to Bolton line, the WCML serving Euxton Balshaw Lane Station and Croston on the Preston to Ormskirk line) – actually there is a fourth. It is the line from Blackburn to Preston, which runs through Hoghton and Brindle.

With the upgrade of the line through Chorley clearly the town and subsequent communities such as Buckshaw Village and Adlington are well served. If I go to Manchester (City Centre) by train I would drive to Buckshaw Village rather than Chorley or even to Horwich Parkway where it is even cheaper [as it is in the Greater Manchester catchment / subsidised train travel area]; I would be reluctant to pay to park at Chorley Station.

Up to 1960 there was a station at Hoghton which was closed because “nobody used it” as it was quite remote and ‘served’ a small static population in the villages of Hoghton, Brindle and Gregson Lane (the latter now in South Ribble Borough Council). However, there is an hourly bus service (152) between Blackburn and Preston that goes along the main road through Hoghton – fine if you wish to go to those places but not if you wish to go to Chorley. I would not consider or support a ‘Park & Ride’ facility on the line at Hoghton as it would encroach into the Green Belt, there is no obvious or convenient location (the former Station site is now residential development) and I perceive there is no demand for same, now or in the next decade.

#### BUS TRAVEL

As previously stated, I do not have access to any bus services “on my doorstep” and like many local residents rely on private car to get around, especially if I wish to visit Chorley for any reason. The demographic of Brindle area is mainly a mature population with a growing number becoming isolated because of their location and lack of access to public transport.

Before Lancashire County Council withdrew the bus ‘service’ (Blackburn to Leyland) through the village, they trialled a route from Hoghton via Brindle and Withnell Fold to Chorley but only on a Tuesday (Market Day in Chorley). The times were not convenient nor practical, the journey time was long (because it went around the country lanes) and the price was astronomical for those without a Bus Pass. It was poorly promoted / advertised and therefore was hardly used; naturally LCC withdrew their support / subsidy for it.

I feel that it is now worth investigating a bus services again but don’t think anybody wants to go to Blackburn or Leyland, just to Preston and Chorley directly without having to change. Ideally a route from Preston to Chorley via Gregson Lane (they had their bus service withdrawn, too), Hoghton, Brindle, Clayton Green (Asda) and the A6 (for the new Surgery at Whittle-le-Woods and for Chorley Hospital).”

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“Having been a public transport user all my life, my main bug bear is buses currently. When I lived near Chorley bus station it wasn’t so bad but then I moved down Eaves Green/Lower Burgh towards the new estates and the service was very minimal. It made it impossible, especially trying to get to jobs that required 2 buses due to timings/frequency and cost.

I ended up moving to Coppull for a better bus service. On the whole the 362 service is very good. My problem is when I need to go beyond the bus station and the cost of getting separate bus

*tickets. When I want to go to Leyland for a medical appointment it costs over £10 return. I once seen a flight to Barcelona cheaper!*

*I'm currently a keyworker doing 2 separate jobs, one of which is admin for the NHS. It costs nearly £9 per day just to get to Chorley Hospital. That's the first hour of my wages wiped out for a start each day.*

*So my vision for the future would be to scrap all the different ticketing systems for different companies and be able to purchase a ticket that is valid for Lancashire or the North West at sensible prices. People would use public transport more if it was more affordable. It certainly seems cheaper in Greater Manchester."*

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*"I have seen your post on Facebook regarding the above. I live down The Common in Adlington. The public transport is non-existent!*

*Number 8a bus around twice a day with the last one being mid afternoon! How are people from lower Adlington supposed to get around - go to Chorley for a night out etc.*

*The train situation is even more dire! Before moving to Adlington four years ago we were regular visitors to Manchester or Burscough for an evening out. We haven't been once since moving here. One train every 2 hours! How is that a service?*

*I have tried to get to Manchester for work meetings during the day - the trains did not arrive. It's a disgrace.*

*Lower Adlington needs a regular bus service - into the evening. Trains need to be at least every half an hour. Trains also need to go to Wigan.*

*Wigan is the main station for travel to London and Edinburgh - in normal times I need to get to both places a couple of times a month. Now I have to drive to Wigan and pay £12 per day to park. What is the reason trains don't go to Wigan - given this is the main interchange?*

*Let's just say - we will not be staying in Adlington. I regret the day we moved here."*

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*"We live down Coppull Moor Lane and we have no buses whatsoever coming down here. There are many elderly people living in Bogburn Lane and Coppull Moor Lane and our nearest bus stop to Wigan or Chorley is on Preston Road and it is a very long walk down that lane for these people. There is no bus service whatsoever around the Old Parish. Three huge housing estates have been built now down there and when the estate at the Waggon and Horses was being built it was advertised as having a local bus service!*

*Even if we could have one little bus like the ones that run around the Coppull village estates say every hour into Chorley/Wigan it would be brilliant. There are many children on these new housing estates down Chapel Lane and quite a number will attend St Johns School on Coppull Moor. There is no bus service that they can catch and in the winter time especially Coppull Moor Lane footpath can be treacherous. The Old Parish and we on Coppull Moor always seem to be the forgotten ones as we have no amenities, bus service, hanging baskets, road sweeper or salter in the winter and yet our rates are still the same if not higher than the village.*

*It would be nice if some consideration could be given to some kind of bus service around the Old Parish and once it got established I am sure would be greatly used by both young and old alike"*

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member of Resources)	Executive Cabinet	25 March 2021

## Chorley Council Transformation Strategy

### Purpose of report

- To present the Transformation Strategy 2021 – 2024 for Executive Cabinet approval.

### Recommendation(s)

- To approve the refreshed Transformation Strategy 2021 – 2024.

### Executive summary of report

- This report presents the refresh of the 2016 Transformation Strategy which realigns the strategy and programme with the current context and future priorities.
- The purpose of the Transformation Strategy is to be the framework through which overarching change programmes for the Council will be effectively co-ordinated and managed.
- The key themes of this strategy are around how the Council is reshaping the workforce, workplace and ways of working to achieve sustainability, making the best use of technology to deliver efficiency and inform service delivery with the aim of being in the best position to take advantage of commercial investments and income generation opportunities to support the financial base.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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### Reasons for recommendation(s) (If the recommendations are accepted)

- To approve the refreshed Transformation Strategy 2021 – 2024.

### Alternative options considered and rejected

- To continue using the Transformation Strategy 2016. While many of the themes of the 2016

strategy remain, the context around these themes has changed, and without this refresh the strategy would fail to realign the priorities and programme of work with the current context.

**Corporate priorities**

8. This report relates to the following Strategic Objectives:

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

**Background**

- 9. The established transformation programme has been crucial to bridging the budget gap and has so far delivered over £4m in savings and additional income since 2014/15. While delivering cashable savings and supporting the Medium-Term Financial Strategy has been a key driver for transformation at Chorley, delivering organisational change and behaviour change is becoming a greater focus.
- 10. There is an existing Transformation Strategy which was formulated in 2016. Many of the themes of the 2016 strategy remain, such as sustainability, financial uncertainty, public service integration and providing efficient services for our residents. However, the context has changed, and this refresh of the strategy aims to realign the priorities and programme of work taking into account the impact of the pandemic, peer review and wider lessons learned including improving communication around change.
- 11. The Council continues to face financial uncertainty and challenges to balance the budget. There is significant uncertainty regarding the level of retained business rates income and the fair funding review and a key challenge around responding to LCC budget cuts. There remains a forecast £1.7m budget gap by 2023/24 and transformation strategy seeks to address this through a programme of budget savings and additional income generated through capital investments.
- 12. The COVID-19 pandemic has also served to catalyse and accelerate organisational changes to Council operations and services including opportunities for agile working, the use of the Council’s assets and further increasing digital take up of council services.

**The Transformation Strategy**

- 13. The role of transformation is to bring together all the different elements of change such as culture, systems, people, core processes, leadership and strategy to deliver improvement. Overall, this change aims to position the Council to be sustainable, deliver the aims of the Medium-Term Financial Strategy and the corporate priorities.
- 14. The purpose of the Transformation Strategy is to be the framework through which overarching change programmes for the Council will be effectively co-ordinated and managed.
- 15. The key themes of transformation at Chorley will be around how we are reshaping the workforce, workplace and ways of working to achieve sustainability, making the best use of technology to deliver efficiency and inform service delivery with the aim of being in the best position to take advantage of commercial investments and income generation opportunities to support the financial base.

16. The strategy sets out the following six goals have been identified to demonstrate what the Council will achieve over the next three years:
- Deliver an improved customer experience.
  - Enable greater efficiency across the Council.
  - Improve availability and integration of data to improve service provision and targeted work with our communities.
  - Deliver commercial investments and opportunities to generate income and support the financial base.
  - Deliver improved internal communications especially around change.
  - Develop and enhance organisational culture including empowering leadership at all levels and developing a strong agile culture.
17. To achieve these goals there are key actions, key projects that form the transformation programme and key governance mechanisms; all of which will enable the Council to deliver transformation and change over the next three years. It will be crucial across all aspects to engage the Council’s staff, utilise internal communications and develop staff to ensure the transformation strategy and programme is embedded and the Council’s workforce are equipped to deliver it.

**Implications of report**

18. 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	

19. Key risk would be that the current strategy would fail to realign the priorities and programme of work with the current context if the refreshed strategy is not approved.

**Comments of the Statutory Finance Officer**

20. As outlined in the report one of the purposes of the Transformation Strategy is to enable the council to deliver the aims of the Medium-Term Financial Strategy. The council has possible savings targets of over £1.7m by 2023/24.

**Comments of the Monitoring Officer**

21. There are no comments.

Chris Sinnott  
Deputy Chief Executive

Report Author	Ext	Date
Rebecca Aziz-Brook	5348	10.03.2021

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# Transformation Strategy 2021 – 2024



# PURPOSE

The purpose of the transformation strategy is to effectively co-ordinate and manage transformation and change to deliver the aims of the Medium-Term Financial Strategy and to deliver our corporate priorities. To do this, the transformation strategy pulls together all of the different elements of change such as people, our assets, technology and culture to deliver change to effectively respond to the opportunities and challenges of the future.

The key priorities for transformation at Chorley will be around what the workforce needs to look like and how it needs to operate to deliver outcomes, transform our working environments to be more efficient making sure we're as efficient as possible, reviewing our assets portfolio and how we use our resources and foster a culture of continuous improvement.

Additionally, it is crucial for us to acknowledge that with the large change programmes included in the transformation programme, there must be mechanisms in place to monitor and capture the impact and outcomes of that change. Therefore, transformation will play key role capturing the benefits of transformation initiatives, such as projects involving communities, the organisation and investment, to ensure the improvement outcomes made are realised.

# WHERE WE ARE

We continue to face financial uncertainty and challenges to balance the budget. There is significant uncertainty regarding the level of retained business rates income and the fair funding review and a key challenge around responding to LCC budget cuts. There remains a £1.7m budget gap by 2023/24 and transformation strategy seeks to address this through a programme of budget savings and additional income generated through capital investments.

We have a proven record of delivering transformation, with governance around our transformation programme and drive to change is well established. The transformation programme has been crucial to bridging the gap and has so far deliver over £4m in savings and additional income since 2014/15. This has been through effective service reviews, successful review of key contracts, income generation through vital investment and sharing services with South Ribble. While delivering cashable savings and supporting the Medium-Term Financial Strategy remains a key driver for transformation at Chorley, delivering organisational change and behaviour change is also a key driver.

The COVID-19 pandemic has served to catalyse and accelerate organisational changes to Council operations and services, with opportunities to accelerate organisational change are now greater than ever before. This will involve exploring further opportunities for agile working and the use of our assets, further increase in digital take up of council services improve current working practices, modernise and introduce improvements to deliver high quality services in a co-ordinated way and continually reviewing its staffing structures to ensure they are efficient and fit-for purpose.

# OUR GOALS

Reflecting on the challenges and also the opportunities the Council faces, the below sets out of our goals for transformation, the following six goals have been identified to demonstrate what the Council will achieve over the next three years to our vision:

- Deliver an improved customer experience.
- Enable greater efficiency across the Council.
- Improve availability and integration of data to improve service provision and targeted work with our communities.
- Deliver commercial investments and opportunities to generate income and support the financial base.
- Deliver improved internal communications especially around change.
- Develop and enhance organisational culture including empowering leadership at all levels and developing a strong agile culture.

# HOW WE WILL DELIVER OUR GOALS

We will support delivery of the Medium Term Financial Strategy through making sure we're as efficient as possible, making best use of our assets and resources to invest and generate income and focus on opportunities to improve. The following diagram outlines the overarching actions and strategies we will progress against each key driver of change to deliver our vision.



# HOW WE WILL DELIVER OUR GOALS

Sitting alongside this strategy, is the transformation programme which includes key projects which will deliver the strategic vision and goals of the transformation strategy. The programme includes projects that will deliver tangible savings such as the directorate level savings and deliver transformation to improve the way we work and generation of income. These projects are underpinned by key strategic elements set out in the aligning strategies such as organisational development, the key priorities in the corporate strategy, maintaining sustainability through investment and transforming digitally to deliver efficient services.

Alongside this, there is a wider agenda as part of the transformation programme which is around culture, organisational development and the improvement of communication which seeks to deliver organisational change and behaviour change to achieve sustainability.

- Workplace review
- Directorate level savings
- Streetscene modernisation
- Development of Alker Lane and Bengal Street
- Facilities and assets review
- Health provision sites including Whittle surgery and Tatton
- Wholly owned companies including housing and leisure
- Review of leisure facilities contract
- Digital strategy – year one elements
- Organisational development strategy action plan
- Shared services
- HR transformation project

# GOVERNANCE

The following mechanisms of governance will support the delivery of the transformation programme and will be in place to define roles and responsibilities, provide structure and processes for decision making and accountability and channels of engagement and communication with key stakeholders.

<b>Transformation Programme Board (Senior Management Team)</b>	<ul style="list-style-type: none"><li>• Occurs monthly with an update on the programme delivery and acts as the approval function for major change proposals to, the Council 's resources, including finance, people, staffing structures, systems and technology, and property.</li><li>• Lead decision making function for transformation and change and responsible for the delivery of the transformation programme.</li></ul>
<b>Transformation Focus Groups</b>	<ul style="list-style-type: none"><li>• Occurs monthly and provides an advisory and critical friend function for major proposals for change to, the Council 's resources, including finance, people, staffing structures, systems and technology, and property.</li><li>• Membership includes transformation and change, communications, finance, legal, HR and OD. This will be flexible dependent on items being considered.</li></ul>
<b>Senior Leadership Team Briefings</b>	<ul style="list-style-type: none"><li>• A monthly update to the Senior Leadership Team meeting on the monitoring and direction of the transformation programme.</li></ul>
<b>Director Briefings</b>	<ul style="list-style-type: none"><li>• Engagement with each director on Directorate specific initiatives.</li></ul>
<b>Chief Executive Briefings</b>	<ul style="list-style-type: none"><li>• Engagement with the Chief Executive on the large change programmes and overall programme progress.</li></ul>
<b>Transformation and Change team</b>	<ul style="list-style-type: none"><li>• Monitor and manage transformation programme progress, savings and impact through benefits realisation the following.</li></ul>

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