

Executive Cabinet

Thursday, 11th November 2021, 6.30 pm
Council Chamber, Town Hall, Chorley, and YouTube

Agenda

Apologies for absence

- 1 **Minutes of meeting Thursday, 16 September 2021 of Executive Cabinet**

(Pages 5 - 10)

- 2 **Declarations of Any Interests**

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

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

- 3 **Public Questions**

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

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

- 4 **Revenue and Capital Budget Monitoring**

(Pages 11 - 40)

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

- 5 **Quarter Two Performance Monitoring Report 2021/22**

(Pages 41 - 58)

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

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

- 6 **Neighbourhood Priorities Delivery 2021-22**

(Pages 59 - 64)

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

7 Exclusion of the Public and Press

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

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

Information is not exempt if it is required to be registered under-
The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

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

8 Insurance Portfolio Contract Award

(Pages 65 - 70)

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

9 Approval to Procure Replacement Small Vans

(Pages 71 - 74)

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

10 Purchase of Land Adjacent to Yarrow Valley Country Park

(Pages 75 - 80)

To receive and consider the report of the Director of Planning and Development.

11 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, Peter Gabbott, Alistair Morwood and Adrian Lowe.

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[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, 16 September 2021
Members present:	Councillor Alistair Bradley (Chair) and Councillors Beverley Murray, Peter Gabbott, Alistair Morwood and Adrian Lowe
Officers:	Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Chris Moister (Director of Governance), Asim Khan (Director of Customer and Digital), Louise Mattinson (Director of Finance), Jennifer Mullin (Director of Communities), Jonathan Noad (Director of Planning and Development), Andrew Daniels (Shared Service Lead – Communications and Visitor Economy), Darren Cranshaw (Shared Services Lead - Democratic, Scrutiny & Electoral Services) and Nina Neisser (Democratic and Member Services Officer)
Apologies:	Councillor Peter Wilson
Other Members:	Councillor Aaron Beaver, Sam Chapman, Alan Cullens, Danny Gee, Harold Heaton, Hasina Khan, Christine Turner and John Walker

21.EC.46 Minutes of meeting Thursday, 17 June 2021 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 17 June 2021 be confirmed as a correct record for signature by the Executive Leader.

21.EC.47 Declarations of Any Interests

There were no declarations of interest.

21.EC.48 Public Questions

There were no public questions.

21.EC.49 Revenue and Capital Budget Monitoring Report 1

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the reports of the Director of Finance which set out the revenue and reserves forecast for 2021/22 for the Council, based on the position as at 31 July 2021. They also report on the overall financial position of the Council in respect of the capital programme as at 31 July 2021, highlighting key issues and

explaining key variances over the first four months of the year, and provides an overview of various elements of the Council's Balance Sheet as at 31 July 2021.

In summary, there is a forecast underspend against the budget for 2021/22 of £126k. Members noted that the Council's Medium-Term Financial Strategy reported that the minimum level of general fund reserves should be maintained at £4.0m to cushion against any potential, future financial risks that may face the Council. The forecast level of general fund balances as at 31 March 2022 will be £4.183m. Based on the position as at 31st July 2021, there is a forecast change to the Capital Programme of £350k in terms of slippage across years and £699k increase in programme budgets.

Revenue Budget Monitoring

Decision:

- 1. To note the forecast outturn for revenue and the level of reserves based on the position as at 31st July 2021.**
- 2. To note the movements to the revenue budget made during the period, as detailed in Appendix 2 of the report.**

Reasons for recommendations:

To ensure the Council's budgetary targets are achieved.

Alternative options considered and rejected:

None

Capital Budget Monitoring

Resolved:

- 1. To approve the revised capital programme as attached at Appendix A, which reflects all approved amendments to the programme over the four months to 31st July 2021 as detailed in section 11 of this report.**
- 2. To approve the following variations to the programme (which have been included in Appendix B)**
 - a) £150,000 budget to be funded from reserves for capital works to upgrade and unify the network to include access points for improved Wi-Fi coverage.**
 - b) £100,000 increase to the Whittle GP Surgery programme due to telecommunications and car parking work to be funded from an increase in borrowing.**

All other approvals are within existing delegated limits as detailed in section 11.
- 3. To note the position in the Balance Sheet monitoring section of the report in respect of cash, investment and loan balances and debtors, as at 31st July 2021.**

Reasons for recommendations:

To ensure the Council's Capital Programme is monitored effectively.

Alternative options considered and rejected:

None

21.EC.50 Quarter 1 Performance Monitoring Report 2021-22

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), 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 first quarter of 2021/22, covering the 1st April to the 30th June 2021.

The overall performance of key projects is good, with 92% of projects rated green and 8% rated amber. Action plans for those projects rated amber are contained within this report.

Performance of the Corporate Strategy indicators and key service delivery measures continue to be closely monitored, with 70% of Corporate Strategy measures and 67% of key service delivery measures performing on or above target, or within the 5% threshold. Performance against the agreed measures remains positive, with the Council continuing to work proactively to support local residents and communities. Where indicators are performing below target, action plans are in place to improve performance.

Members discussed the reasons why the processing of major planning applications was below target as well as querying the current vacancies in the ICT Team in relation to the workplace strategy.

Decision:

That the report be noted.

Reasons for recommendation(s):

The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

Alternative options considered and rejected:

None

21.EC.51 Shared Consultation Framework

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Deputy Chief Executive which sets out the Shared Consultation framework for approval.

In November 2020, a review was launched to produce a shared consultation policy with South Ribble Borough Council, seeking to harmonise and strengthen the approach to consulting across Chorley Council. This forms part of the wider implementation of shared services Phase 1.

This resulted in the creation of the Consultation Framework, which is shared between Chorley and South Ribble Councils. The purpose of the framework is to ensure that the council has a clear statement of the approach it will take to consultation, supporting all officers to apply a consistent approach. The framework also provides staff with a straightforward guide on how to conduct consultations, outlining the overall approach and presenting a step-by-step toolkit on how to conduct consultation activities.

Decision:

To approve the Consultation Framework in Appendix A.

Reasons for recommendation(s):

1. The Consultation Framework sets out how Chorley Council undertakes consultations.
2. Without a framework, consultations may not be consistently planned and undertaken in the proper way across the council. This can lead to poor consultations and consequently poor decision making. This framework is a shared approach across Chorley and South Ribble Councils which will provide a consistent approach for staff to work too.
3. Consultation is also a way for communities, residents and businesses to engage with the Council and shape their local area. Without a framework key features that promote inclusivity and accessibility may not be routinely applied, inadvertently leaving some voices unheard.
4. The framework provides officers across Chorley Council with the guidance and tools to undertake high quality consultations as and when needed.

Alternative options considered and rejected:

To not have a framework. As shared services continues to develop consultations could continue to be undertaken unilaterally by services, however the quality may be inconsistent. Further to this, different processes across shared teams could lead to confusion or misapplication, whereas a single shared framework will provide consistency.

21.EC.52 Workplace Strategy

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Deputy Chief Executive which sets out the Workplace Strategy 2021-2024 for consideration and approval.

The Workplace Strategy is the beginning of an ambitious plan and programme of works to transform where and how the council will work over the next three years. The strategy has been developed based on the experience of working through the Covid-19 pandemic, best practice, and feedback from staff. It aims to achieve flexibility and efficiency while maintaining productivity and performance. It sets out the vision, priorities, objectives, principles, and approach to developing our working places and practices for the future.

Members welcomed the report and discussed the Workplace Strategy and flexible working, in particular the wellbeing of staff, Members interconnectivity with officers, the impact on the local economy and how to manage the impact on the Town Centre, as well as requesting a detailed cost-benefit analysis.

Members recognised the possibility that more than 50% of office-based staff would need to be accommodated for at any one time and discussed how to overcome this. Utilising alternate council offices as part of the shared service and alternative town centre offices were suggested. Members also focused on reaching out to staff in the villages by creating offices in the community through partnership working and providing office drop-in centres, such as libraries in rural areas.

It was requested that the report be amended to make reference to consultation with Councillors and proposed that updates on the Workplace Strategy be regularly reported back to Members.

Decision:

That the Workplace Strategy is approved and progressed to support the future efficient operation of the organisation.

Reasons for recommendation(s):

To realise the social, economic, and environmental benefits of new ways of working in line with the changing operating context and workforce expectations.

Alternative options considered and rejected:

To revert back to pre-Covid-19 working practices. This option has been rejected based on the opportunities presented to modernise our approach and in line with feedback from staff.

21.EC.53 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.54 Museum, Culture and Tourism Team Review

Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the confidential report of the Deputy Chief Executive which sets out the new structure for the shared museum, culture and tourism team following a period of formal consultation.

Decision:

To agree the proposals for the new structure as set out in Appendix A.

Reasons for recommendation(s):

To complete the creation of a shared communications and visitor economy service with a new team that will take on the tourism function and the operation of the Astley Hall and Coach House complex.

Alternative options considered and rejected:

It has been considered to not share the museum, culture and tourism team but this was rejected due to the desire to establish an events team at South Ribble and the benefits the extra resilience would bring to the already established team at Chorley.

21.EC.55 Procurement of Handyperson & Affordable Warmth Assistance service

Councillor Peter Gabbott, Executive Member (Homes and Housing) presented the confidential report of the Director of Communities which outlines the proposed arrangements for the procurement of the Handyperson and Affordable Warmth Assistance service, to ensure that a new contract to deliver the service commences on 1 April 2022, and seeks Executive Cabinet approval to delegate the decision to appoint a Service Provider, following a procurement exercise, to the Executive Member (Homes and Housing).

Decision:

- 1. To approve the proposed arrangements for the procurement of the Handyperson and Affordable Warmth Service.**

2. To approve the proposed assessment methodology and evaluation criteria outlined in this report: 65% Quality weighting and 35% Pricing weighting.
3. To approve the proposal to apply Procurement Policy Note (PPN) 11/20, published in December 2020 and effective from 1st January 2021, which allows Local Authorities to reserve this procurement for Small and Medium Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs).
4. That approval for the contract award decision is to be delegated to the Executive Member (Homes and Housing) once a preferred Service Provider has been identified following a tendering exercise to be conducted by means of 'The Chest' procurement portal.

Reasons for recommendation(s):

1. At the meeting on 17th June 2021, Executive Cabinet gave in-principle approval to allow a procurement exercise during the current financial year, in order to appoint a Service Provider to deliver the Handyperson and Affordable Warmth Assistance service, on an initial two year contract, from 1st April 2022, with an option to extend for a further year. Therefore, the recommendation in this report is consistent with the previously agreed course of action.
2. The retention of Handyperson and Affordable Warmth Services will enable the Council to continue to offer a broad range of appropriate assistance to Chorley residents.
3. Longer term funding commitment will enable consistency in terms of service planning and service delivery as well as being a more attractive proposition for potential Service Providers, thereby making it more likely to create competition in the market.

Alternative options considered and rejected:

Alternative options were presented to Members in the 16th June Executive Cabinet report, including ending the funding of the service, but it was recognised that the service is valuable to customers and is an important part of the overall 'offering' from the Council's Home Improvement Agency.

Chair

Date



Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	11 th November 2021

2021/22 Corporate Revenue Budget Monitoring Report and Reserves for the six months to 30th September 2021

Is this report confidential?	No
Is this decision key?	Yes
Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1. This report sets out the revenue and reserves forecast for 2021/22 for the Council, based on the position as at 30th September 2021.

Recommendations to Cabinet

2. To note the forecast outturn for revenue and the level of reserves based on the position as at 30th September 2021
3. To note the virements to the revenue budget made during the period, as detailed in **Appendix 2** of the report.
4. To support our businesses and to give a boost to the Town Centre following a difficult year, it is recommended to introduce free parking in the Town Centre from 1st December to 24th December at a cost of approximately £25k.

Reasons for recommendations

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

Other options considered and rejected

6. None

Executive summary

7. Based on the position as at the end of 30th September 2021, there is a forecast underspend against the budget for 2021/22 of £350k, as detailed in **Appendix 1**.
8. The Council's Medium-Term Financial Strategy reported that the minimum level of general fund reserves should be maintained at £4.0m to cushion against any potential, future financial risks that may face the Council. The forecast level of general fund balances as at 31st March 2022 will be £4.407m.

Corporate priorities

9. The report relates to the following corporate priorities: (please bold all those applicable):

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

Background to the report

10. The current net revenue budget for 2021/22 is £14.612m, which includes a savings target comprising of £150k in respect of staffing turnover and £40k from the expansion of Shared Services.
11. **Appendix 3** provides further information about the specific earmarked reserves that the Council holds at 30th September 2021.

Current Forecast Position – Revenue

12. The forecast revenue outturn, based on the position at 30th September 2021, shows a provisional underspend against the Council's budgets of £350k. A breakdown of this by department within the various directorates is detailed in **Appendix 1**, and the movement on reserves, and reserve balances, are outlined in **Appendix 3**. The main variances by directorate are detailed below.
13. At the time of setting the Council's revenue budget for 2021/22 the Government had announced a pay freeze for local government workers and as such, there was no provision for a pay award included within the estimates. However, in February 2021, the National Joint Council trade unions lodged a pay claim and negotiations with the National Employers have been ongoing until July when a final pay offer of 1.75% was made to the unions. Although this offer has been rejected, it is prudent to include the impact of this pay award in the current forecast outturn. If accepted, the offer would result in an increase in staffing costs of around £160k for the current year and this is included in the latest forecast. The impact by directorate is also outlined below.

Variations from Budget

Directorate	Budget 2021/22 £'000	Forecast 2021/22 at 30th September 21 £'000	Variance (Under)/Overspend 2021/22 £'000
Commercial and Property	956	1,115	160
Communities	1,943	1,897	(47)
Customer and Digital	5,865	5,854	(12)
Planning and Development	767	823	56
Policy and Governance	4,503	4,533	30
Major Projects	(3,171)	(2,886)	285
Financing and Other Budgets	3,749	3,378	(371)
Covid-19	0	(326)	(326)
Total Net Expenditure	14,612	14,387	(225)
<hr/>			
Funding	Budget	Forecast Q2	Variance
Council Tax	(7,336)	(7,336)	0
Business Rates	(5,007)	(5,007)	0
New Homes Bonus	(1,490)	(1,490)	0
Government Grants	(519)	(519)	0
Reserves	(255)	(380)	(125)
Other	(5)	(5)	0
Total Funding	(14,612)	(14,737)	(125)
Net Forecast	0	(350)	(350)

Explanation of key variances by Directorate are as follows:

14. Commercial and Property – forecast - £160k overspend

- £34k forecast saving on staffing costs predominantly from vacant posts in the Business Development team.
- £19k additional staffing costs from proposed 1.75% pay award for 2021/22. No pay award included in original budget for 2021/22.
- £45k reduced income from market rents following the decision to waive the first quarterly rental charges for 2021/22 for market traders in the Covered Market and Street Markets due to Covid-19 restrictions, plus a further £43k forecast reduction in income predominantly as a result of the new food & beverage area renovation works resulting in fewer market traders.
- £65k forecast reduced income from car parking fees and excess charges based on a lower than budgeted level of income for April to September.
- £13k forecast reduced income from hire of Community Centres based on actual levels of income received to date.

- The loss of income on car parking fees and hire of community centres will be partially offset for the first quarter of the year by the Covid-19 Fees & Charges Compensation scheme outlined below.

15. Communities – forecast - £47k underspend

- £87k forecast saving on staffing costs from vacant posts in the Housing Options, Neighbourhoods and Communities teams.
- £22k additional staffing costs from proposed 1.75% pay award for 2021/22. No pay award included in original budget for 2021/22.
- Estimated £20k costs relating to Gypsy Roma Traveller (GRT) Encampments resulting in Court attendance and Bailiff involvement for removal from Chorley Council land.

16. Customer and Digital – forecast - £12k underspend

- £96k forecast saving on staffing costs predominantly from vacant posts in the Customer Services team due to delayed recruitment to a number of positions, pending the implementation of the Shared Services review with South Ribble Council, and also due to vacant posts within the Streetscene team.
- £62k additional staffing costs from proposed 1.75% pay award for 2021/22. No pay award included in original budget for 2021/22.
- £12k forecast additional income from Land Charge fees based on income received for April to September.
- £95k shortfall in income from Council Tax Summons/Committal Costs as no costs were recovered for April through to June. However, normal recovery action has now slowly restarted and the monthly issuing of council tax summonses have been scheduled with the Magistrates Court for the remainder of the year. Losses for the first quarter of the year will be partially offset by the Covid-19 Fees & Charges Compensation scheme outlined below.
- £51k additional income received for Housing Benefit and Council Tax Support Admin Subsidy grants.

17. Planning and Development – forecast - £56k overspend

- £72k forecast overspend on staffing costs in Planning Services, predominantly from agency staff costs and market supplements to aid with staff retention.
- £30k forecast saving on staffing costs from vacant Building Control Officer posts.
- £20k additional staffing costs from proposed 1.75% pay award for 2021/22. No pay award included in original budget for 2021/22.
- £82k forecast for additional income from Planning Application fees based on actual levels of income received for April to September.

- £69k forecast reduction in Building Control income based on income received to date in 2021/22. This position may improve as staff are recruited to current vacant posts throughout the coming months.

18. Policy and Governance – forecast - £30k overspend

- £11k additional staffing costs across the directorate compared to budget for 2021/22.
- £37k additional staffing costs from proposed 1.75% pay award for 2021/22. No pay award included in original budget for 2021/22.
- £17k forecast saving on running costs for the Council's Civic Offices which have remained predominantly unoccupied during the first few months of the year.

19. Major Projects – forecast - £285k overspend

Further details of the major projects, including Market Walk and Digital Office Park, are outlined in **Appendix 4**.

The key points to note are:

- £446k current forecast overspend for 2021/22 Market Walk – this is largely due to the Council supporting local businesses with lease incentives to help manage the recovery from Covid. This will be offset by utilising £125k of the existing Market Walk Income Equalisation reserve which will reduce the forecast overspend to £321k. It should be noted that Market Walk continues to make a £654k contribution to overall Council budgets. Progress at Market Walk Extension is going well with new agreed tenancies in units 4a MWE and 8, and we are in advanced negotiations for a tenant to take on units 4b&5 MWE combined, which demonstrates good demand for Market Walk as we come out of the Covid pandemic. This will lead to a full occupation of the extension, leaving two adjoining voids (units 12&13) which are currently being marketed. Several lease negotiations have either been completed or are close to completion. Once the impact of these comes through, the financial position should stabilise in 2022/23.
- £62k forecast surplus for Primrose Gardens in 2021/22 mainly resulting from additional rental income generated from the scheme as it is currently running at full capacity.
- £98k forecast surplus against the 2021/22 budget on Strawberry Fields as office occupation has increased significantly following the end of the Covid lockdown. However, it must be noted that this position is against a reduced income target which was set to reflect the expected impact of Covid. Plans are being developed to maximise the remaining space within the building for further income generation.
- Leisure Services are currently forecast to deliver in line with the budget of £600k. The position for April to July, when the services were run directly by the Council, are included in **Appendix 4**. During the first few months of the year, the services were supported by both Sport England funding and furlough income; following

the removal of Covid-19 restrictions, income has increased and is showing a steady upward trend. Chorley Leisure Ltd was established on 1st August 2021 and therefore over the 8 month period from August to March 2022 the Council will pay an agreed payment, under contract, to the company for service delivery.

20. Financing and Other Budgets – forecast - £371k underspend

- This includes a £271k forecast underspend on Net Financing, arising from a reduction in interest payments in 2021/22 reflecting a reduction in anticipated borrowing during the year compared to the position included in the budget back in February 2021.
- The revenue budget for 2021/22 included a provision of £100k for the Council to take ownership and responsibility for the management of Chorley Bus Station. Discussions between Lancashire County Council (LCC) and the Council regarding this have been delayed and it is therefore highly unlikely that the position will progress before the end of the financial year; as such, the outturn reflects the removal of the budget provision for this in 21/22.
- The Council's budget for 2021/22 included a savings target of £190k comprising £150k from management of the staffing establishment and £40k from the expansion of Shared Services as noted in point 9 above. The establishment savings of £150k have already been achieved and these have been deducted from directorate staffing budgets as follows; Communities £25k, Customer and Digital £75k and Policy and Governance £50k; these savings are over and above those referred to for these directorates in points 14, 15 and 17 above. The £40k savings target in respect of Shared Services will be identified following the service reviews currently in progress.

21. Covid-19 – forecast - £326k underspend

- The forecast underspend reflects £120k additional income that is anticipated from the government's Covid-19 Fees & Charges Compensation Scheme to offset income losses incurred by the Council in the first quarter of 2021/22.
- £206k additional income is also anticipated from the Covid-19 Contain Outbreak Management Fund (COMF) to contribute to the costs incurred across the council's services, mainly in staffing, in working on the Covid response. The Council is currently in discussions with the Director of Public Health at LCC to ensure compliance criteria set for the use of the fund by the Department for Health and Social Care (DHSC).

22. Funding

- The figures above reflect allocation of £125k from the Market Walk Income Equalisation reserve to offset reduced levels of rental income in 2021/22 compared to the budget set.

Other supporting information

23. Further information in respect of the variations noted above can be found as follows:

Appendix 4 – Commercial Services - Major Projects

General Fund Resources and Balances

24. As detailed at **Appendix 3**, the Council holds £4.057m in General Fund reserves to manage budget risks not covered by earmarked reserves or provisions within the budget. The forecast outturn for 2021/22 identifies that the General Fund closing balance will be £4.407m as detailed below.

Movement in General Fund Reserve

Summary of Movement in General Reserves	£'m
General Fund Reserves at 1 st April 2021	(4.057)
Transfers (to)/from General Reserves	
Forecast revenue budget underspend	(0.350)
Forecast General Fund Reserve Closing Balance 2021/22	(4.407)

Movement in Earmarked Reserves

25. Taking account of the adjustments highlighted at **Appendix 3**, the forecast level of Earmarked reserves held for discretionary use by the Council at 31st March 2022 is £5.862m compared with a balance of £12.556m at 31st March 2021.

Summary of Movement in Earmarked Reserves	£'m
Earmarked Reserves at 1 st April 2021	(12.556)
Transfers (to)/from Earmarked Reserves	
Release of S31 grant received and held in reserves in respect of Business Rates reliefs stipulated by the government during 2020/21 – the grant offsets the resulting Business Rates deficit for 2020/21 brought forward on the Collection Fund into 2021/22	4.383
Use of revenue reserves for Capital Financing (already approved))	1.252
Forecast use of other specific Earmarked Reserves	1.059
Forecast Earmarked Reserves Closing Balance 2021/22	(5.862)

26. The £1.059m forecast use of other specific earmarked reserves shown in the table above includes the following items:

- £261k utilisation of approved budgets brought forward from previous years.
- £191k committed use of Business & Retail Grant investment reserves.

- £125k forecast use of Market Walk Income Equalisation Reserve.
 - £109k forecast use of Local Plan reserve.
 - £135k grants and other funding brought forward from 2020/21.
 - £238k forecast use of other specific earmarked reserves.
27. The use of earmarked reserves shown in the table above are reflected in the forecast revenue budget monitoring position detailed in this report.

Climate change and air quality

28. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

29. N/A

Risk

30. As detailed in the report

Comments of the Statutory Finance Officer

31. The financial implications are contained within this report.

Comments of the Monitoring Officer

32. None

Background documents

There are no background papers to this report.

Appendices

- Appendix 1
- Appendix 2
- Appendix 3
- Appendix 4

Report Author:	Email:	Telephone:	Date:
David Bond / Neil Halton	Neil.Halton@chorley.gov.uk, louise.mattinson@chorley.gov.uk	n/a	18/10/21

APPENDIX 1

Revenue 2021/22 - position as at the end of Period 2 - 30th September 2021

Directorate	Department / Section	Original Budget £'000	Budget at 30th Sept 2021 £'000	Forecast Outturn based on position at 30th Sept 2021 £'000	Variance (Under)/ Overspend £'000
Commercial & Property	Director - Commercial Services	99	53	55	1
	Employment, Skills & Business Support	336	336	324	(12)
	Income Generation	47	47	-	(47)
	Markets & Town Centre	2	2	158	157
	Property Services	379	370	420	50
	Facilities Management	182	182	194	12
	Housing Accommodation	(33)	(33)	(35)	(2)
Commercial & Property Total		1,011	956	1,115	160
Communities	Communities	706	755	744	(10)
	Housing & Public Protection	1,035	988	953	(35)
	Director - Communities	252	201	200	(1)
Communities Total		1,994	1,943	1,897	(47)
Customer & Digital	Customer Transformation	969	894	871	(24)
	Director of Customer & Digital Services	106	52	59	7
	ICT Services	1,123	1,123	1,152	28
	Waste & Streetscene Services	3,796	3,796	3,773	(23)
Customer & Digital Total		5,994	5,865	5,854	(12)
Planning & Development	Enforcement Services	253	253	305	52
	Planning Services	(76)	(39)	(37)	2
	Spatial Planning	483	504	506	3
	Director of Planning & Development	-	49	49	-
Planning & Development Total		660	767	823	56
Policy and Governance	Chief Executives Office	63	163	157	(6)
	Communications & Events	699	699	717	18
	Performance & Partnerships	755	715	715	(0)
	Shared Financial Services	637	637	650	13
	Transformation Management	250	250	243	(7)
	Director - Governance	83	83	81	(2)
	Legal and Governance	1,955	1,957	1,970	13

Policy and Governance Total		4,441	4,503	4,533	30
Major Projects	Market Walk	(1,889)	(1,889)	(1,443)	446
	Primrose Gardens Retirement Living	(259)	(227)	(289)	(62)
	Digital Office Park	54	54	(44)	(98)
	TVS Logistics House	(1,647)	(1,647)	(1,647)	-
	Investment Properties	(67)	(67)	(67)	-
	Leisure	606	606	606	-
Major Projects Total		(3,203)	(3,171)	(2,886)	285
Financing and Other Budgets	Pensions Account	218	218	218	-
	Pensions Deficit Recovery	433	433	433	-
	Benefit Payments	(136)	(136)	(136)	-
	Revenue Contribution to Capital	-	-	-	-
	Transition Fund	190	190	90	(100)
	Savings	(150)	-	-	-
	Financing	3,044	3,044	2,773	(271)
Financing and Other Budgets Total		3,599	3,749	3,378	(371)
Covid-19	Covid-19	-	-	(326)	(326)
Covid-19 Total		-	-	(326)	(326)
Funding	Reserves	(139)	(255)	(380)	(125)
	Collection Fund	(12,348)	(12,348)	(12,348)	-
	New Homes Bonus	(1,490)	(1,490)	(1,490)	-
	Other Funding	(519)	(519)	(519)	-
Funding Total		(14,496)	(14,612)	(14,737)	(125)
Net (Surplus) / Deficit		-	-	(350)	(350)

APPENDIX 2

Revenue 2021/22 - position as at the end of Period 2 - 30th September 2021

Directorate	Commercial & Property £'000	Communities £'000	Customer and Digital £'000	Planning and Development £'000	Policy and Governance £'000	Major Projects £'000	Financing/Other Budgets £'000	Funding £'000	TOTAL £'000
Budget approved by Council 23rd Feb 2021	1,011	1,994	5,994	660	4,441	(3,203)	3,599	(14,496)	0
<i>Transfers between directorates</i>									
Impact of Council restructures including shared services	(56)	(84)	(54)	49	112	33			0 0 0
<i>Transfers (to)/from contingency</i>									0 0 0
<i>Carry forward of grants and other budgets to 2021/22</i>									
Weight Management Programme funding		32						(32)	0
Police & Crime Commissioner Funding		10						(10)	0
<i>Transfers (to)/from Earmarked reserves</i>									
National Graduate Scheme reserve		16						(16)	0
Planning Appeals reserve				38				(38)	0
Local Plan reserve.				20				(20)	0
<i>Transfers (to)/from General Fund reserves</i>									0 0 0
<i>Other budget adjustments</i>									
Management of the Establishment Target Savings		(25)	(75)		(50)		150		0 0 0
Revised Budget as at 30th September 2021	956	1,943	5,865	767	4,503	(3,171)	3,749	(14,612)	0

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APPENDIX 3

2021/22 Reserves Programme position as at the end of Period 2 - 30th September 2021

Reserves	Opening Balance 1st April 2021 £000s	Movement			Forecast Balance 31st March 2022 £000s
		Movement between Reserves £000s	Transfers to Reserves £000s	Transfers from Reserves £000s	
General Fund Balance	(4,057)	-	(350)	-	(4,407)
Change Management Reserve	(250)				(250)
VAT Shelter Income - Capital/revenue financing	(9)				(9)
Non-Recurring Expenditure - Revenue resources for capital financing	(630)			315	(315)
Market Walk - Income Equalisation Reserve	(468)	(68)	(50)	175	(411)
Market Walk - Asset Management	(104)		-		(104)
Market Walk - Project Work	(68)	68	-		0
Section 31 Grant - Empty property/small business rate relief	(29)				(29)
Section 31 Grant - EU Exit Preparation Grant	(35)				(35)
Business Rates Exceptional Payments Reserve	(4,548)			4,383	(165)
Business Rates Retention - Surplus on levy payment	(1,415)				(1,415)
Income Generation Reserve	(438)			47	(391)
LCC Transition Fund	(50)				(50)
Develop Unit Above Iceland	(485)			200	(285)
Green Agenda	(463)		(20)	384	(99)
Logistics House Income Equalisation Reserve	(450)				(450)
Covid Ongoing Commitments Reserve	(497)				(497)
Covid Recovery Reserve	(300)				(300)
Covid additional grant funding	(104)				(104)
Non-Directorate Reserves	(10,345)	-	(70)	5,504	(4,911)
Policy & Governance					
Astley Hall Grant Funding	(18)			18	-
Astley Hall Works of Art	(2)			2	-
Slippage Items and other transfers to reserves	(49)			49	-
National Graduate Scheme	(21)			16	(4)
Mayflower 400 Celebrations	(21)			21	-
Communications & Events	(111)	-	-	107	(4)
Transformation Challenge funding	(36)				(36)
Public Service Reform funding	(11)				(11)
Digital Access & Inclusion	(10)			10	-
Shared Services Implementation Reserve	(32)			32	-

2021/22 Reserves Programme position as at the end of Period 2 - 30th September 2021

		Movement				
Performance & Partnerships	(89)	-	-	41		(48)
Slippage Items and other transfers to reserves	(3)			3		-
Elections	(101)			31		(70)
Boundary Commission Electoral Review	(12)					(12)
Legal, Democratic & H.R.	(116)	-	-	34		(82)
Slippage Items and other transfers to reserves	(64)			64		-
Shared Financial Services	(64)	-	-	64		-
Policy & Governance	(380)	-	-	246		(134)
Investment Projects	(224)			132		(92)
Retail Grants Programme	(129)			59		(70)
Digital Office Park	(68)			68		-
Employment Skills & Business Support	(421)	-	-	259		(161)
Slippage Items and other transfers to reserves	(20)			20		-
Future High Street Fund	(41)			41		-
Markets & Town Centre	(61)	-	-	61		-
Asset Maintenance Fund	(222)					(222)
IDOX Migration	(78)					(78)
Property Services	(300)	-	-	-		(300)
Commercial & Property	(781)	-	-	320		(461)
Customer & Digital Services						
Slippage Items and other transfers to reserves - capital financing	(123)			123		-
ICT Projects	(43)					(43)
ICT/Streetscene Modernisation Reserve	(82)			77		(5)
ICT Services	(248)	-	-	200		(48)
Maintenance of Grounds	(44)		(10)			(54)
Government & other Grant Funding	(30)					(30)
Slippage Items and other transfers to reserves	(96)					(96)
Waste & Streetscene Services	(171)	-	(10)	-		(181)

2021/22 Reserves Programme position as at the end of Period 2 - 30th September 2021

			Movement			
Customer & Digital Services		(419)	-	(10)	200	(229)
Planning & Development						
Planning Appeal Costs		(151)			88	(63)
Planning Services		(151)	-	-	88	(63)
Community Infrastructure Levy (CIL Admin)		-		(50)	50	-
Local Plan Reserve		(137)			109	(28)
Slippage Items and other transfers to reserves		(5)			5	-
Spatial Planning		(142)	-	(50)	164	(28)
Planning & Development		(293)	-	(50)	252	(91)
Communities						
Home Improvements - Housing Affordable Warmth Grant		(14)			14	(0)
Buckshaw Youth Development Grants		(1)				(1)
Slippage Items and other transfers to reserves		(121)			121	-
Communities		(136)	-	-	134	(1)
Neighbourhood Working (pump priming)		(105)			105	-
Investment Budgets		(35)				(35)
Police & Crime Commissioner Funding		(10)			10	-
Syrian Refugee Funding		(52)			52	-
Housing & Public Protection		(202)	-	-	167	(35)
Communities		(338)	-	-	302	(36)
Directorate Reserves		(2,211)	-	(60)	1,320	(951)
Earmarked Reserves (Directorate and Non-Directorate)		(12,556)	-	(130)	6,824	(5,862)
Total Reserves - General and Earmarked		(16,613)	-	(480)	6,824	(10,269)
Provisions						
Insurance Provision - Potential MMI clawback		(14)				(14)
Total Provisions		(14)	0	0	0	(14)

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APPENDIX 4

Major Projects 2021/22 - position as at the end of Quarter 2 - 30th September 2021

Market Walk

	2021/22 Budget £000s	2021/22 Forecast £000s	2021/22 Variance £000s
Rental Income	(1,831)	(1,546)	285
Service Charge Operational budget	442	473	31
Service Charge Income	(501)	(370)	130
Net Income (excluding financing)	(1,889)	(1,443)	446
Financing Costs	915	915	-
Net Income (including financing)	(975)	(529)	446
Income Equalisation Reserve (Annual Contribution)	(50)	(125)	(75)
Asset Management Reserve (Market Walk)	50	-	(50)
Net Income	(975)	(654)	321
Provision for Bad Debts	-	-	-
Revised Net Income	(975)	(654)	321

Leisure - April to July 2021

	2021/22 Budget £000s	2021/22 Forecast £000s	2021/22 Variance £000s
Income	(568)	(503)	65
Operational Costs	765	700	(65)
Net Budget	197	197	0

Digital Office Park

	2021/22 Budget £000s	2021/22 Forecast £000s	2021/22 Variance £000s
Rental Income	(435)	(530)	(95)
Operational Costs (excluding financing)	489	486	(3)
Net Budget/Income (excluding financing)	54	(44)	(98)
Financing Costs	168	168	-
Net Budget (including financing)	222	124	(98)

Primrose

	2021/22 Budget £000s	2021/22 Forecast £000s	2021/22 Variance £000s
Rental Income	(630)	(692)	(62)
Operational Costs (excluding financing)	403	403	(0)
Net Income (excluding financing)	(227)	(289)	(62)
Financing Costs	168	168	-
Net Income (including financing)	(59)	(121)	(62)

TVS

	2021/22 Budget £000s	2021/22 Forecast £000s	2021/22 Variance £000s
Rental Income	(1,661)	(1,661)	-
Operational Costs (excluding financing)	15	15	-
Net Income (excluding financing)	(1,647)	(1,647)	-
Financing Costs	1,211	1,211	-
Net Income (including financing)	(436)	(436)	-

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Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	11 th November 2021

2021/22 Corporate Capital Programme and Balance Sheet Monitoring Report position as at 30th September 2021

Is this report confidential?	No
Is this decision key?	Yes
Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1. To report the overall financial position of the Council in respect of the capital programme as at 30th September 2021, highlighting key issues and explaining key variances over the first six months of the year, and to provide an overview of various elements of the Council's Balance Sheet as at 30th September 2021

Recommendations to Cabinet

2. To approve the revised capital programme as attached at **Appendix A**, which includes approved amendments to the programme, detailed at point 12 of this report, since the last Capital Monitoring report was approved by Cabinet in September;
3. To note the variations to the programme (which are detailed by scheme at **Appendix B** and referenced within the body of the report);
4. To note the position in the Balance Sheet monitoring section of the report, in respect of cash, investment and loan balances and debtors, as at 30th September 2021.

Reasons for recommendations

5. To ensure the Council's Capital Programme is monitored effectively.

Other options considered and rejected

6. None

Executive summary

7. Based on the position as at 30th September 2021, there is a forecast decrease in the overall Capital Programme of £4.026m relating to the reprofiling of spend on some of the projects from 2021/22 to 2022/23, and a £50k increase in the IT budget as detailed in point 12 below.

Corporate priorities

8. The report relates to the following corporate priorities: (please bold all those applicable):

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

Background to the report

9. The capital budget for 2021/22 was set at £38.1m at Council in February 2021. This was increased following approval of the 2020/21 outturn to £46.2m, then amended in the Capital Monitoring Report as at 31st July 2021 to £46.6m; following the changes detailed in this report, the total programme now stands at £42.6m, the detail of which is shown in **Appendix B**.

Capital programme

Key issues

10. The total cost of the Council's capital investment programme for 2021/22 has decreased since the last Capital Monitoring Report approved by Cabinet in September, from **£46.6 million** to **£42.6 million** at 30th September 2021; this includes the variations approved since the last report of £0.050m, and those contained within this report. A summary of the total costs of the programme, and the funding of this, is detailed at **Appendix A**.
11. The breakdown of the net decrease in the programme of £4.0m is detailed in **Appendix B**.
12. Variations made in respect of schemes that have been approved since the last monitoring report have resulted in an increase of £0.050m to the capital programme as follows:

Scheme	Increase (Reduction) 2021/22 £'000	Increase (Reduction) 2022/23 and future years £'000		Approved by	Date approved
An ambitious council that does more to meet the needs of residents and the local area					
ICT Modernisation	50			Executive Member	30 th September 2021

13. Following a review of progress on each individual scheme, a re-profiling of budgets from 2021/22 to 2022/23 is required, amounting to £4.026 million. The largest movements are shown in the table below and explanations in the major variations section that follows.

Scheme	Paragraph Ref	Slippage and Reprofiling £'000
Buckshaw Village Rail Station		(696)
Public Realm Town Centre		(1,000)
Chapel St and Surrounding Public Realm		(1,800)
Chorley Borough Service Centres		(500)
Play, Recreation and Open Space Projects		(30)
Total		(4,026)

14. As at 30th September 2021 the actual capital expenditure across the programme was £11.657 million, which represents 27% of the current, revised projected capital spend for the year. There are several projects due to complete in the Spring 2022 so significant additional spend is expected over the coming months on Alker Lane (Strawberry Meadows), Tatton and Whittle GP surgery.

Major variations in the 2021/22 Capital Programme since the previous monitoring report

Major variations to note during the period are;

A strong local economy

15. Section106 funded budget for works to the Buckshaw Village Rail Station of £0.7m has been reprofiled into 2022/23 as it is unlikely any spend will be incurred in this financial year.

16. The Town Hall Mezzanine and Union Street works schemes have been consolidated into a single programme budget i.e. "Town Hall and White Hart". Approval for this project will be sought before work commences, in line with the delegated authorities within the financial regulations.
17. There have been a number of schemes where spend has been slipped into 2022/23 to more accurately reflect the likely spending profile for when plans will come forward, including the £1.0m Public Realm Town Centre scheme, £1.8m for works to Chapel Street and the surrounding Public Realm and £0.5m for Chorley Service Centres.

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

18. There has been an increase in the ICT modernisation programme of £50k to reflect the implementation cost of the CIVICA Pay' module for income management and online payments.

Clean, safe and healthy homes and communities

19. There have been various minor amendments totalling £30k within the Play and Open Space programme to reflect the timing of works on individual schemes.

Balance Sheet Monitoring**Overview**

22. Strong balance sheet management assists in the effective use and control over the Council's asset and liabilities. Key assets comprise of the Council's tangible fixed assets, debtors, investments and bank balances, and key liabilities include long and short-term borrowing, creditors and reserves.

Non-current Assets

23. Tangible, non-current assets include property, plant and equipment held by the Council for use in the production or supply of goods and services, for rental to others or for administrative purposes. One fifth of all assets are re-valued every year, and annual reviews are undertaken to establish whether any impairment or other adjustments need to be applied. New assets and enhancements to existing assets are managed through the Capital Programme as reported in **Appendices A and B**.

Borrowing and Investments

24. Long-term borrowing requirements flow from the capital programme. Regular dialogue and meetings take place between the Director of Finance, her staff and the Council's independent Treasury Consultants, Link Treasury Services, and options for optimising treasury management activities are actively reviewed.
25. Both short and long-term borrowing interest rates were at very low levels at the end of the period, having remained stable over the course of the first six months of the year. Interest rates on investments have remained negligible throughout the period. To date, it is projected that debt interest payable will be £405k lower than the 2021/22 Budget, as there has been no need to borrow as yet, due to the timing of cashflows within the capital programme and the level of cash balances held. This is partially offset by an overspend

on the MRP budget of £133k due to the differences in the mix of funding used to fund the capital programme in 2020/21 compared to those that had been assumed within the budget setting process for 2021/22.

	Original Budget 2021/22 £000s	Forecast as at 30th September 2021/22 £000s
Interest and Investment Income	(3)	(3)
Debt Interest Payable	1,795	1,390
Minimum Revenue Provision (MRP)	1,252	1,385
TOTAL	3,044	2,772

26. The current borrowing and investment position, compared to the position at the same point last year, is as follows;

	As at 30th Sept 2021	As at 30th Sept 2020
Short term borrowing	£0m	£0m
Long term borrowing	£61.216m	£63.097m
Total Borrowing	£61.216m	£63.097m
Investments made by the Council	Zero	Zero
Cash Balances Held	£6.110m	£7.308m

Debtors

27. The Council has a corporate debt policy as well as other specific policies for the management of debt in the key areas of council tax, business rates and housing benefit overpayments. The table below summarises the collection performance of the various debts and the total outstanding debt in the respective areas as at 30th September 2021. The table also shows the corresponding level of debt at the same point in the last financial year.

	Position as at 30th Sept 2021 £000s	Position as at 30th Sept 2020 £000s
Council Tax		
Expected Council Tax 21/22	75,510	71,598
Current year balance outstanding	31,354	30,251
Previous years balance outstanding	3,972	2,813
Total Council Tax balance outstanding	35,326	33,064
Collection Rates Current Year	55.10%	54.46%
Business Rates		
Expected Business Rates 21/22	22,427	15,490
Current year balance outstanding	11,069	6,969
Previous years balance outstanding	1,126	845
Total Business Rates balance outstanding	12,195	7,814
Collection Rates Current Year	50.66%	55.01%
Housing Benefit		

Overpayment balances outstanding	1,083	1,281
Sundry Debtors	30th Sept 2021	31st July 2021
Balance Outstanding - General	427	422
Balance Outstanding - Commercial	1,666	2,072

28. Business rates collection can fluctuate month on month but collection is currently broadly in line with expectations. Expected Business Rates for 2021/22 are much higher compared to those for last year due to the Covid reliefs applied in 2020/21 which are no longer applicable in 2021/22.
29. In respect of the figures above, the Council's share represents 9.7% of Council Tax income and 23% of Business Rates income.
30. The Sundry Debtors figure reflects the position compared to last quarter. The outstanding Commercial debt has significantly reduced in the last quarter due to the resolution of issues with tenants at Market Walk and the payment of rent arrears. Given the economic climate, the Council continues to work with and support its tenants in their repayment of debt. In addition, there are also limitations on how we are able to chase and enforce debt recovery as a landlord. An increased level of monitoring is being undertaken throughout this financial year

Climate change and air quality

20. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

21. N/A

Risk

22. As detailed in the report

Comments of the Statutory Finance Officer

23. The financial implications are contained within the body of this report.

Comments of the Monitoring Officer

24. No Comment.

Background documents

There are no background papers to this report.

Appendices

Appendix A

Appendix B

Report Author:	Email:	Telephone:	Date:
Neil Halton	Neil.Halton@chorley.gov.uk	n/a	15/10/21

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APPENDIX A

Capital Programme 2021/22 - position as at the end of Quarter 2 - 30th September 2021

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021	Capital Programme 2021/22 Approved by Cabinet at Sept 2021	Slippage and reprofiling of budget (to)/from future years	Quarter 2 2021/22 Variations	Revised Capital Programme as at Quarter 2 2021/22	Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021	Capital Programme 2022/23 and Future Years Approved by Cabinet at Sept 2021	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 2 2021/22 Variations	Revised Capital Programme 2022/23 and Future Years as at Quarter 2 2021/22
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
COSTS										
A strong local economy	15,223	19,730	(3,996)	-	15,734	2,600	2,600	3,996	-	6,596
An ambitious council that does more to meet the needs of residents and the local area	2,497	2,854	-	50	2,904	-	350	-	-	350
Clean, safe and healthy homes and communities	19,846	21,393	(30)	-	21,364	1,750	1,749	-	-	1,749
Involving residents in improving their local area and equality of access for all	550	2,601	-	-	2,601	-	-	-	-	-
Total Forecast Expenditure	38,116	46,579	(4,026)	50	42,603	4,350	4,699	3,996	-	8,695
RESOURCES										
Disabled Facilities Grants	925	795	-	-	795	1,550	1,550	-	-	1,550
Homes England Grants	3,720	1,682	-	-	1,682	-	-	-	-	-
LEP Grants	5,200	7,450	-	-	7,450	-	-	-	-	-
Football Foundation Grants	-	299	-	-	299	-	-	-	-	-
Other Grants	150	224	5	-	229	-	-	-	-	-
Grants	9,995	10,451	5	-	10,456	1,550	1,550	-	-	1,550
S.106	3,064	2,823	580	-	3,403	-	-	696	-	696
Community Infrastructure Levy	2,531	2,696	-	-	2,696	-	250	-	-	250
Capital Receipts	5,166	9,183	36	-	9,219	-	-	-	-	-
New Homes Bonus	240	279	(44)	-	235	-	-	-	-	-
Reserves and Revenue	885	1,232	(31)	50	1,252	-	100	-	-	100
Unsupported Borrowing	16,235	19,915	(4,572)	-	15,343	2,800	2,799	-	-	2,799
Total Forecast Resources	38,116	46,579	(4,026)	50	42,603	4,350	4,699	696	-	5,395

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APPENDIX B

2021/22 Capital Programme - Scheme Variations - position as at the end of Quarter 2 - 30th September 2021

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021	Capital Programme 2021/22 Approved by Cabinet at June 2021	Capital Programme 2021/22 Approved by Cabinet at Sept 2021	Slippage and reprofiling of budget (to)/from future years	Quarter 2 2021/22 Variations	Revised Capital Programme as at Quarter 2 2021/22
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A strong local economy

Asset Improvements	674	669	644		644	
Market Walk Extension & Public Realm Works	-	252	252		252	
Buckshaw Village Rail Station	696	696	696	(696)	(0)	
Digital Office Park	-	222	222		222	
Park Rd Car Parking	-	9	9		9	
Works to Town Hall and White Hart (previously Union Street)	1,000	1,000	1,000		300	1,300
Town Hall Mezzanine	300	300	300		(300)	-
Unit Above Iceland	485	200	200		200	
Public Realm Town Centre	1,500	1,803	1,803	(1,000)	803	
Works to Existing Markets	-	494	494		494	
Chapel St and Surrounding Public Realm	2,800	2,800	2,800	(1,800)	1,000	
Chorley Borough Service Centres	500	500	500	(500)	-	
Alker Lane Development	7,268	10,810	10,810		10,810	
A strong local economy	15,223	19,755	19,730	(3,996)	-	15,734

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

Chorley Health Centre	250	-	-		-	
Delivering Green Agenda	453	496	396		396	
Health Hub - Whittle Surgery	2,044	2,209	2,309		2,309	
ICT Modernisation	-		150		50	200
An ambitious council that does more to meet the needs of resi	2,497	2,955	2,854	-	50	2,904

Clean, safe and healthy homes and communities

Chorley Adaptation Grant (Formerly DFG)	925	795	795		795	
Duxbury Park Site	450	450	450		450	
Yarrow Meadows	-	12	-		-	
The Willows	-	4	-		-	

Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021	Capital Programme 2022/23 and Future Years Approved by Cabinet at June 2021	Capital Programme 2022/23 and Future Years Approved by Cabinet at Sept 2021	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 2 2021/22 Variations	Revised Capital Programme 2022/23 and Future Years as at Quarter 2 2021/22
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600	600	600		600	
-	-	-		-	
-	-	-	696	696	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	
2,000	2,000	2,000	1,000	3,000	
-	-	-	-	-	
-	-	-	1,800	1,800	
-	-	-	500	500	
-	-	-	-	-	
2,600	2,600	2,600	3,996	-	6,596
-	-	-	250	250	
-	-	-	100	100	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	350	-	350
1,550	1,549	1,549		1,549	
-	-	-	-	-	
-	-	-	-	-	
-	-	-	-	-	

2021/22 Capital Programme - Scheme Variations - position as at the end of Quarter 2 - 30th September 2021

Scheme Name	Capital Programme 2021/22 Approved at Finance Council Feb 2021	Capital Programme 2021/22 Approved by Cabinet at June 2021	Capital Programme 2021/22 Approved by Cabinet at Sept 2021	Slippage and reprofiling of budget (to)/from future years	Quarter 2 2021/22 Variations	Revised Capital Programme as at Quarter 2 2021/22
Play, Recreation and Open Space Projects	2,222	2,809	2,813	(30)	2,784	
Leisure Centres Improvements	100	100	100		100	
Leisure Centres Improvements - New Contract	2,000	2,000	2,000		2,000	
Leisure Centre Transfer	150	244	244		244	
Purchase of Affordable Housing	-	878	878		878	
Tatton	13,999	13,702	14,112		14,112	
Clean, safe and healthy homes and communities	19,846	20,995	21,393	(30)	-	21,364
Involving residents in improving their local area and equality of access for all						
Astley	550	1,346	1,346		1,346	
Bank Hall Restoration	-	112	112		112	
Westway Playing Fields Sports Campus	-	1,068	1,144		1,144	
Involving residents in improving their local area and equality o	550	2,525	2,601	-	-	2,601
Total	38,116	46,230	46,579	(4,026)	50	42,603

Capital Programme 2022/23 and Future Years Approved by Finance Council Feb 2021	Capital Programme 2022/23 and Future Years Approved by Cabinet at June 2021	Capital Programme 2022/23 and Future Years Approved by Cabinet at Sept 2021	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 2 2021/22 Variations	Revised Capital Programme 2022/23 and Future Years as at Quarter 2 2021/22
-	-	-	-	-	-
200	200	200		200	200
-	-	-		-	-
-	-	-		-	-
-	-	-		-	-
-	-	-		-	-
1,750	1,749	1,749	-	-	1,749
-	-	-		-	-
-	-	-		-	-
-	-	-		-	-
-	-	-		-	-
4,350	4,349	4,699	3,996	-	8,695



Report of	Meeting	Date
Deputy Chief Executive (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 11 November 2021

Quarter Two Performance Monitoring Report 2021/22

Is this report confidential?	No
Is this decision key?	No

Purpose of the Report

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2021/22, covering the 1 July 2021 to 30 September 2021.

Recommendations to Cabinet

2. That the report be noted

Reasons for recommendations

3. To ensure the effective monitoring of the Council's performance and delivery of the Corporate Strategy.

Other options considered and rejected

4. No other options have been considered.

Executive summary

5. This report sets out performance against the Corporate Strategy and key service delivery measures for the second quarter of 2021/22. Performance is assessed based on the delivery of key projects and measures outlined within the 2020 Corporate Strategy, along with key service delivery measures for individual services.
6. The overall performance of key projects is excellent, with 11 (85%) of projects rated green, 1 (8%) rated amber, and 1 (8%) classified as completed. Action plans for those projects rated amber are contained within this report.

7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 10 (67%) performing on or above target, or within the 5% threshold. 5 (33%) are performing below target and outside of the 5% threshold.
8. Performance against the agreed measures remains positive, with the Council continuing to work proactively to support local residents and communities. Where indicators are performing below target, action plans are in place to improve performance.

Corporate priorities

9. The report relates to the following corporate priorities: (please bold all those applicable):

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

Background to the report

10. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects which focus on delivering the Council's four priorities.
11. The Corporate Strategy was approved by Council in November 2020 and identifies thirteen corporate projects. The projects have a focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.

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

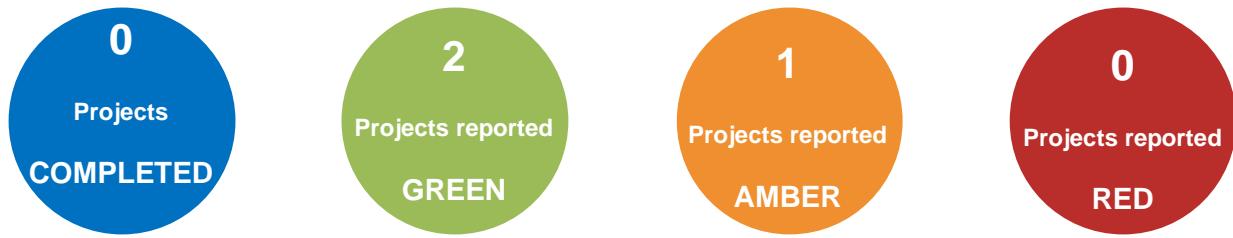


The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

13. As part of the work to build resilience within communities and addressing the issue of Holiday Hunger, the Holiday Activity Food Programme was delivered to approximately 1,160 young people that were eligible for free school meals. Those accessing the programme were able to make use of a holiday club type scheme as well as food provision, with activity sessions delivered in collaboration with the Inspire Youth Zone and the Chorley Schools Partnership. Moreover, the council has been successful in securing additional funding to improve wellbeing, including a grant to enhance the Better Health, Better Self weight management programme that will focus on promoting active lifestyles and nutrition. Further grants are also being progressed to finance additional employability support in Chorley as part of the employability action plan. If successful, the grant will go towards recruiting two Employment Advisors and a Youth Hub Coordinator at the Inspire Youth Zone to provide bespoke one-to-one support for unemployed young people and direct them to employment opportunities and services.
14. The project to develop Astley Hall and Park as a visitor destination has continued to deliver key project milestones in the quarter, with the completion of the main restoration works to the front façade of the Hall ahead of it being showcased at the G7 Speakers Conference in September. This project seeks to increase residents' pride in where they live and to build a strong local economy by providing a high-quality leisure and tourist facility. In quarter two, work commenced to install lighting through the park's main walkways. This will enhance the visitor experience and improve feelings of safety. A package of works was also developed for the internal decoration of the hall and enhancement of the visitor experience, with works commencing to repair the cottage roof. This will further secure the structural integrity of the Hall.
15. Progress has been made against the Shared Digital Strategy programme of work for Year 1. Continuing with improving the use of digital technology to drive efficiency over quarter two, a document management system was implemented for the Planning Service, providing improvements to digital security as well as efficiencies in the way the service operates. A review of the processes for both Planning and Building Control has also commenced to identify where existing work flows can be automated to drive improvements in efficiency as well as to support the alignment and adoption of best practice. Furthermore, the implementation of SharePoint commenced. The system enables users to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Throughout the quarter, weekly drop-in sessions have been delivered to develop the skills of teams and users as the system is further rolled out.

Performance of Key Projects

16. There are three key projects included in the 2020 Corporate Strategy under this priority.

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

- Deliver a programme of community resilience building work,
- Undertake renovation works at Astley Hall.

18. One project is rated amber:

- Implement year 1 of the Shared Digital Strategy.

Project Title	Project Status
Implement year 1 of the Shared Digital Strategy	AMBER
Explanation	<p>The Digital Strategy is a complex project requiring significant resource both financially and in terms of skills to deliver our future ambitions.</p> <p>The principle reason for an amber rating is due to existing gaps within the ICT service, which has had an impact on the delivery of the strategy. The consultation period for the restructure within ICT was extended to provide greater opportunity for staff to provide feedback, although the structure was recently finalised.</p> <p>The financial implications of some of the future workstreams are yet to be fully costed and scoped. Therefore, there is a risk to the existing budget and potential for a need to increase the overall financial allocation to the programme. The budget is being closely tracked to identify and address new revenue and capital budget requirements.</p> <p>Despite this, those actions that could be delivered with the current resources and skill base have progressed well and are being prioritised, with 69% of actions either in progress or complete. Significant progress being made in some areas of the project, such as in the digitisation of records and the alignment of telephony across Chorley and South Ribble.</p>
Action Required	<p>As part of the ICT shared services restructure, recruitment to the vacant posts will be conducted during quarter three. This should resolve the capacity issues that have affected the delivery of the project.</p> <p>A full cost exercise is taking place to identify hardware as well as additional capacity costs.</p>

Performance of Corporate Strategy Measures



19. At the end of quarter two, one indicator can be reported under this priority. The full outturn information for the performance indicators is included at Appendix A.

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

	Performance Indicator	Target	Performance
Reason below target	The number of people who have successfully completed basic digital skills training	200	122
Action required	Digital inclusion and supporting people to gain skills in new technology is included in the community recovery plans. Further work will be undertaken in the coming quarters to establish the best way to deliver training on digital skills.		
Trend:	This indicator has seen a significant improvement compared to both the previous quarter and year. In quarter one 2021/22, it was reported as 32 against a target of 100. In quarter two 2020/21, it was reported as two.		

Clean, safe and healthy homes and communities



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

21. Work to implement the Homelessness and Rough Sleeping Strategy has continued to make progress over the quarter. This project aims to improve support around mental health, substance abuse, and budgeting as well as address housing stock imbalances and strengthen support for those in the private rental sector. In quarter two, a review was conducted into the pathways in place between Regulatory Services and Housing Solutions. This has resulted in information sharing between the two teams, which will allow for data on no fault evictions following repair requests and complaints to be better captured, quantified and addressed. A communications plan was created, covering October 2021 to September 2022, that will share information on tenant rights and support for those at risk of homelessness.
22. The project to improve play and community spaces across the borough has advanced over the quarter, with the delivery of key improvement schemes. This includes:
 - Completion of works at Jubilee Way. This has involved the installation of new play equipment and safety surfacing, significantly improving the facilities on the site.
 - Installation of new play equipment and safety at the Middlewood Close Play Area, replacing the original climbing frame with a greater range of equipment, including a spinner, swings and a slide,
 - Regrading of the football pitches and installation of drainage at Kem Mill Lane and Twin Lakes Playing Fields,
 - Opening of the new pavilion at the West Way Sports Campus. This is now being used by partner organisations. The new venue will facilitate a wide range of recreational activities, which will support our residents to live active and healthy lives,
 - Planning permission was granted for works at the King George V Playing Fields, with the tender processes commencing for contractors to deliver the improvement scheme. When completed, the improvements will include a new changing facility that will house a kiosk and foyer space for refreshments.
 - Approval of planning conditions was gained for natural improvements to the Carr Brook Linear Park. This will include a Flood Management Scheme to protect the surrounding environment and properties. A 'Love My River' programme is planned to be launched alongside this to promote volunteering and engagement with the natural environment.
23. The project to deliver an extra care scheme and community facilities at Tatton has continued, with the installation of the steel framework, fitting of the external doors, and laying of concrete on all floors of the building. Alongside this, the installation of the roof and brickwork also commenced as well as works to the inside of the structure. This

includes the installation of internal partitions and ceilings. There was a minor fire on the site caused by trespassers in the quarter. However, the damage was limited, with security reviewed and strengthened to prevent future break-ins. When completed, the development will provide vital amenities for local residents, including improved health provision through a new GP surgery, pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. This project is scheduled to be completed in July 2022.

Performance of Key Projects



24. There are three key projects included in the 2020 Corporate Strategy under this priority.

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

- Implement the Homelessness and Rough Sleeping Strategy action plan,
- Improve play and community spaces across the borough,
- Progress improvements to Tatton recreation ground and surrounding area.

Performance of Corporate Strategy Measures



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

27. Two indicators are performing better than target:

- Number of volunteer community groups supported to improve by the Council,
- The number of long-term empty properties in the borough.

28. One indicator is performing worse than target but within the 5% threshold:

- % of household waste sent for reuse, recycling or composting (Q1 confirmed data).

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

Performance Indicator		Target	Performance
▲	The number of affordable homes delivered	39	50
Reason below target	<p>As reported in previous quarters, this indicator remains off-track. The reasons for this are similar to those set out earlier in the year and include there being slight delays to construction due to the COVID-19 pandemic.</p> <p>Additionally, the majority of housing allocations having already been developed and there is limited housing land supply available until the new Local Plan is adopted, which will allocate a number of new housing allocations to meet our housing requirement. The current Local Plan covers the period between 2010 and 2026. Also, fewer small site opportunities for Registered Provider led and 100% affordable housing development.</p>		
Action required	<p>A new Local Plan is being prepared, and this will bring a new supply of housing land allocations and include a review of affordable housing policies to ensure we are developing what is needed and maximising developer contributions. The Council continues to develop affordable housing where opportunities arise across the borough. Any planning applications for housing over the threshold for affordable contribution that claim viability issues and seek a lower/zero affordable housing contribution are being vigorously challenged.</p> <p>As part of routine Housing Land Monitoring, developers are regularly engaged with on allocated sites to track progress and understand the pipeline of delivery. There is also engagement with Homes England to understand the new Affordable Homes Programme and what is available to Registered Providers in Chorley.</p>		
Trend:	<p>This indicator is performing better than Q2 2020/21, where there were 20 affordable homes delivered, and worse than Q2 2019/2021, where 62 affordable homes were delivered.</p>		

A strong local economy



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

30. The project to bring forward employment land at Alker Lane has progressed well over the quarter, with the continuation of onsite works. Once complete, the development will provide essential commercial buildings, supporting economic growth in the borough by promoting inward investment. In quarter two, installation of the steel framework at three of the four commercial blocks was completed following the continuation of vibro piling in preparation for the foundations. Dialogue with parties regarding the acquisition of the land adjacent to the development site has also continued. This acquisition would bring forward the proposed construction of pedestrian and cycle connection between Buckshaw Village and Euxton Lane. The drainage works and the instillation of cladding on the building commenced, with the construction of access road continuing.
31. Progress has been achieved over quarter two with the project to deliver improvements to the town centre. Works to the covered market have continued, with the completion of the toilet refurbishment and removal of temporary toilets. The steelwork to support the new entrance was erected and new market signage was installed. In preparation for the creation of an indoor seating area in the covered market, shuttering and timber cladding was installed. Works to the Civic Square has also progressed, with the completion of the demolition of the former bingo hall, commencement of site grading, and progression of proposals for a temporary car park. The work delivered as part of this project will ensure that the town centre remains a vibrant commercial hub that can accommodate the businesses of today and tomorrow by transforming the visitor experience and facilities, supporting a strong local economy.
32. The project to bring forward the site at Bengal Street has progressed well. This project seeks to produce plans to transform the site into mixed-use and develop residential, community, and light industrial facilities, which will accommodate the ambitions of the local economy and provide additional employment opportunities. Over quarter two, explorations into the wider development opportunities surrounding the site continued along with discussions with the owner of the neighbouring site around its possible acquisition. In conjunction with this, a project scope has been prepared ahead of the appointment of an architect to consider a leisure option for the neighbouring site. The project plan and schedule has been updated to account for this to ensure effective monitoring and tangible delivery for the project.

Performance of Key Projects



33. There are three key projects included in the 2020 Corporate Strategy under this priority.

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

- Deliver improvements to the town centre,
- Bring forward site at Bengal Street,
- Bring forward employment land at Alker Lane.

Performance of Corporate Strategy Measures



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

36. Two indicators are performing worse than target and outside the 5% threshold:

	Performance Indicator	Target	Performance
Reason below target	<p>Number of projected jobs created through Chorley Council support or intervention</p> <p>Fewer new jobs are being created due to current trading conditions and economic landscape as a result of the pandemic. Many businesses are currently safeguarding jobs or creating fewer positions as conditions impact on operations and growth plans. Additionally, the Business Engagement Service have been prioritising supporting businesses to survive and manage the effects of the pandemic.</p> <p>Despite the government covid-19 restrictions having now mostly been lifted, other labour shortage and inflationary pressures are bearing down on businesses, which is likely to continue subduing growth activity.</p>	100	48
Action required	In quarter three, work by the team will be redirected towards business growth such as proactively advising on and administering growth relating grants, which have a direct impact on job creation in the borough. This includes the Chorley Big Grant, Chose Chorley Grant, and Shop Front Grant. The service will also work towards supporting businesses grow digitally through tailored webinars.		
Trend:	Performance is worse than quarter two 2020/21 (287) and quarter two 2019/20 (199).		

Performance Indicator		Target	Performance
	Overall employment rate	80%	74.4%
Reason below target	<p>The employment rate is below the target of 80%, however, is in line with national (74.4%) and above regional trends (73.1%). The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018.</p>		
Action required	<p>A number of support measures are being undertaken with those who have lost their employment. This includes Job Matching in partnership with Job Centre Plus and provisional support for the Kickstart scheme, a government backed employment scheme linked to the COVID-19 economic situation.</p> <p>The Business Engagement Service are also undertaking a number of ongoing activities as part of its COVID-19 business recovery plan, including training and support webinars for sectors in distress and financial health checks for business impacted by COVID-19. This will help to retain existing jobs. The service has also been administering covid-19 government grant schemes to support businesses financially which will help to retain jobs and stem some of the impact COVID-19 has had economically.</p> <p>A Community Recovery Action plan has been created to specifically focus on employment. A Employment Task Force has been created to bring partners together to tackle unemployment, produced a directory of employment related services available on the website, gained funding from the Department of Work and Pensions to delivery a Youth Hub Employment project, based within Inspire youth Zone and partially funded by the council, and created guidance materials for businesses on the Kickstart scheme and how to get involved independently.</p>		
Trend:	Performance is better than quarter two 2020/21 (74.1%) but worse than quarter two 2019/20 (82.3%).		

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



The long-term outcomes for this priority are:

- A council that consults and engages with residents,
- An ambitious council that continually strives to improve,
- Cohesive communities in and around our rural and urban areas.

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

37. Over quarter two, the project to deliver Shared Services Phase 2 has continued to progress. The consultation on the proposed shared customer services management structure was completed. These proposals were approved through an Executive Member Decision and implemented. The second stage of the customer services review commenced, which will seek to implement a shared team structure for the two authorities. As part of this, information was collected on the current structures of each team and an activity directory exercise was carried out to identify the tasks that each role is responsible for and the percentage of time spent on each activity. The proposals for the review of the ICT service were presented to the Shared Services Joint Committee and the consultation on the proposals commenced. Alongside this, an exercise was started reviewing the job descriptions for the proposed ICT shared service.
38. The project to extend the borough wide programme of improvements to Streetscene Services made good progress in its delivery during the quarter. This project aims to implement key changes to technology to support an efficient Streetscene service that can deliver environmental improvements across the borough. The phased replacement of old devices continued, which will ensure that officers are equipped with the tools to support the ambitions of the service. User acceptance training on new software for playground inspects as well as vehicle and machinery checks was conducted, ensuring that the software is fit-for-purpose and can be rolled out for wider use. The mechanical sweeping schedules are now fully operational using Alloy technology, providing an intelligence led street cleaning service. The installed wildflower successfully flowered, with lessons learned noted to inform the scheme in the future. Using this, 18 meadow and 10 wildflower sites have been identified for seeding in 2022.
39. The project to deliver sustainable public services was completed. This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership. This will allow us to achieve greater scale, influence, and efficiencies in our partnership work. In quarter two, the partnership's governance structure was established and implemented. This now consists of an Executive Board made up of senior decision makers from our key partners that meet three times annually. As part of their first session, the Executive Board approved the Partnership Strategy to provide direction, ambition, and focus for the partnership. The key priorities identified in the strategy include data and intelligence, economic reform and working towards a locality model that organises support and services in a way that makes sense for residents and achieves longer term sustainability. Plans are in place for the first Annual Partnership Summit, which will be hosted in November 2021 and focus on Economic Reform.

40. Work to deliver initial decarbonisation efforts and community engagement has made progress in quarter two. This project aims to improve the Council's performance in relation to the environment and climate change whilst engaging with local communities. The development of the climate change communications plan was continued in the quarter, with a new climate change webpage developed to promote our green activities. The event plan for October and November was approved, which aims to raise our profile and promote information on green issues through five separate events. Numbers for the tree give away were established, that will see over 1,000 trees and hedgerow given away to local residents over quarter three. The carbon calculations of all direct council assets are now complete and opportunities have been identified for Chorley Town Hall. We have also completed an innovative six week trial using hydro treated vegetable oil as fuel for council vehicles providing an alternative to fossil fuels. This trial concluded a positive environmental impact if the fuel was rolled out council wide. The findings from the trial will be reviewed in quarter three and reported to members in order to determine whether to use the fuel on a permanent basis going forward.

Performance of Key Projects



41. There are four key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter two overall performance is very good.

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

- Extend the borough wide programme of improvements to street services,
- Deliver a project to support Chorley Council's commitment to the green agenda,
- Deliver phase 2 of Shared Services.

43. One project has been classified as completed, indicating it has delivered its milestones:

- Work with our partners to deliver sustainable public services.

Performance of Corporate Strategy Measures



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

45. Both indicators are performing better than target:

- % of service requests received online,
- % customers dissatisfied with the service they have received from the council.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

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



47. Five of the Key Service delivery measures are performing on or above target:

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit,
- Council Tax Collected,
- Processing of major planning applications,
- Processing of minor planning applications,
- Average working days per employee (FTE) per year lost through sickness absence.

48. One indicator is performing below target at the end of quarter two and the reasons for areas of underperformance are listed in the tables below:

	Performance Indicator	Target	Performance
Reason below target	Town Centre vacancy rate	8%	10.6%
Action required	<p>There have been a couple of new business moving into the town, which is reflected in the improved performance from the previous quarter. However, there remains some vacant premises.</p> <p>Overall, this figure is moving in a positive trajectory and is predicted to continue to improve in the following quarter. This is because properties that have been recorded as vacant for quarter two have gained tenants, which will be reflected in the quarter three figures.</p>		<p>We will continue to promote Chorley as a good place to do business and investing in the market and Market Walk to keep a vibrant town centre. This includes promotional activity on social media where we will marketing existing businesses and their services to emphasis Chorley as a thriving business centre and commercial hub.</p> <p>A number of council owned sites have leases commencing in October and further improvement is expected in the next quarter in the run up to Christmas. This will significantly improve the figure. In addition to this, we will proactively promote vacancies in the town centre.</p>
Trend:	Performance has improved from the 11.9% reported in the previous quarter and is similar to the 10.5% reported in quarter two 2020/21.		

Climate change and air quality

49. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

50. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh and each individual project will have its own equality impact assessment which are being revised and reassessed during quarter three.

Risk

51. Risk registers are completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
52. In considering the risk to the overall corporate strategy programme, the number of green rated projects provides a positive outlook and confidence in delivery. Proactive management of risks around budgets and the impact of Covid recovery remain a focus of the programme board when reviewing progress each quarter.

Comments of the Statutory Finance Officer

53. The delivery of Corporate Priority Projects are supported by budgets included within the Medium Term Financial Strategy.

Comments of the Monitoring Officer

54. Achievement of targets in the Corporate Strategy and key performance indicators is a self-imposed standard and there are no statutory duties directly engaged except the best value duty in, for example, performance of waste collection services.

Background documents

Corporate Strategy 2020/21

Appendices

Appendix A: Performance of Corporate Strategy Key Measures

Appendix B: Performance of Key Service Delivery Measures

Report Author:	Email:	Telephone:	Date:
Jon-James Martin	Jon-James.Martin@chorley.gov.uk	01257 515151	22/10/2021

Appendix A: Performance of Corporate Strategy Key Measures

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

Indicator Name	Polarity	Target	Performance Quarter 2	Symbol	Trend ¹
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	14.9%	★	Worse than Q2 20/21
% of service requests received online	Bigger is better	35%	53.17%	★	Better than Q2 20/21
Number of volunteer community groups supported to improve by the Council	Bigger is better	37	61	★	Worse than Q2 20/21
Number of affordable homes delivered	Bigger is better	50	39	▲	Better than Q2 20/21
Number of long term empty properties in the borough	Smaller is better	150	149	★	Better than Q2 20/21
% of household waste sent for reuse, recycling or composting	Bigger is better	48.5%	46.3% ²	●	Better than Q1 20/21
Number of people who have successfully completed basic digital skills training	Bigger is better	200	122	▲	Better than Q2 20/21
Overall employment rate	Bigger is better	80%	74.4%	▲	Better than Q2 20/21
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	100	25	▲	Worse than Q2 20/21

² This is the confirmed quarter one 2020/21 data as there is always a delay in the reporting of this indicator due to receipt of third-party information. Therefore, due to the timescales for this report a provisional figure for quarter two is not available at this time.

Appendix B: Performance of Key Service Delivery Measures

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

Indicator Name	Polarity	Target	Performance Quarter 2	Symbol	Trend ¹
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.9 days	3.75 days	★	Better than Q2 20/21
% Council Tax collected	Bigger is better	54.46%	55.1%	★	Better than Q2 20/21
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	★	Same as Q2 20/21
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	100%	★	Same as Q2 20/21
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.33	1.8	★	Better than Q2 20/21
Town Centre Vacancy Rate	Smaller is better	8%	10.6%	▲	Worse than Q2 20/21



Report of	Meeting	Date
Director (Communities) (Introduced by Executive Member (Early Intervention))	Executive Cabinet	Thursday, 11 November 2021

Neighbourhood Priorities Delivery 2021-22

Is this report confidential?	No
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Is this decision key?	No
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Purpose of the Report

1. The information provided in this report aims to provide a summary of the decision-making process which has taken place (September / October 2021) to agree this current year's neighbourhood priorities 2021/22.
2. It presents the proposed neighbourhood priorities that have been agreed within each neighbourhood management group to be approved by Executive Cabinet.

Recommendations to Cabinet

3. It is recommended that the neighbourhood priorities proposed within each neighbourhood management meeting are agreed. (paragraph 19)
4. It is recommended that when scoping out the detail and financial resources required for each priority, financial or in-kind contributions are sought from partners within the neighbourhood including parish councils, County Council, voluntary sector, and other stakeholders.
5. Where a priority is subsequently scoped out as requiring increased financial resources, consideration will be made in consultation with the Executive Member (Early Intervention) for this neighbourhood priority to be carried out at additional cost, phased, or developed further as an individual corporate project.

Reasons for recommendations

6. Neighbourhood working and associated projects is a key priority within the council's corporate strategy and encourages the improvement of environmental, health, and social features within the identified neighbourhoods of Chorley.

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

Other options considered and rejected

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

Corporate priorities

1. The report relates to the following corporate priorities: (please bold all those applicable):

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

Background to the report

9. In November 2007 Environment and Community Overview and Scrutiny Panel undertook an inquiry into Neighbourhood Working. This led to the creation, adoption and implementation of the neighbourhood working model for Chorley which provided the establishment of neighbourhood teams, a funding mechanism to support local initiatives, reinforcement of the role of the ward Councillors in neighbourhoods, and support for relatively deprived and poorly organised neighbourhoods.
10. The definition of neighbourhood working created is as follows:

'Working with our partners to improve the quality of life, health and wellbeing of all our citizens and improve the environment of the neighbourhoods in which they live'

This definition emphasised the need to work on a partnership basis and to address wider issues within our communities such as health but recognises that work and activities that improve the environment and quality of life for our communities is also essential.

11. Neighbourhood working delivery is developed from a twice-yearly neighbourhood area meeting whereby neighbourhood area groups submit expressions of Interest/proposals to undertake 'Neighbourhood Priority Projects' in their wards/communities.
12. The neighbourhood meetings in January and February of each year provide the mechanism for the neighbourhood groups to identify and agree preferred priority projects that are important to the residents of each area and will be delivered within that financial year. (Except this year due to ward boundary changes and have been selected in September / October meetings)

13. Due to the reduced timescales for delivery a range of possible priority project ideas was created which area groups could use to aid selection or alternative propose other suitable projects that benefit the community. To further aid proposals, a structured proposal application form was used to aid discussions in the meeting and selection of priorities.
14. Neighbourhood Priorities are reviewed at neighbourhood meetings and revised and updated as appropriate with any significant changes being subject to Executive Member approval, i.e. where there is a budgetary impact.
15. Budget provision for neighbourhood priorities is made as part of the annual budget setting process. There is an annual budget of £50k to support neighbourhood priority project delivery as Neighbourhood working was established as a key project within the council's corporate strategy.
16. 2021/22 delivery, the Neighbourhood Priority budget has been allocated to each neighbourhood area group as previous, but each area group can allocate the funds accordingly to projects which they agree to deliver. This will give the group opportunity to fund either one large project or allocate to several different projects. It is recommended that no more than a maximum of four projects are chosen to be delivered.
17. Resulting from the creation of six areas, each Neighbourhood Area group will have a budget of £8,000 to allocate to their chosen priority projects.
18. Delivery of this year's neighbourhood priorities will follow the below timescales:

September / October	Nomination and selection: Members of the neighbourhood group nominate priorities in advance or at the meeting. Neighbourhood management groups agree priorities to be delivered and a lead member from the group
October/November	Approval: Outlined priorities presented to Exec. Cabinet for Approval
November	Scoping: Lead Officer identified for each of the selected neighbourhood priority. Lead officer works with lead member from neighbourhood group to scope the priority – including timescales, costs and funding sources
November to March	Delivery of priority projects
Jan/February	Update and monitoring: Update on the progress of selected neighbourhood priorities will be provided to the Neighbourhood meetings

PROPOSED NEIGHBOURHOOD PRIORITIES

19. The priorities proposed and agreed for each neighbourhood management group are outlined below:

Neighbourhood Area	Priority Project	
Northern Parishes	Priority 1	Installation of Bus Shelter on A6
	Priority 2	Project to provide support for those residents experiencing financial hardship within Clayton Brook and surrounding identified areas
	Priority 3	To provide First Aid Training across the neighbourhood area for community groups and their volunteers
	Priority 4	To purchase a resource of Clean Up equipment (litter pickers, hoops etc) which can be utilised across the neighbourhood area
Chorley Town East	Priority 1	Clean up initiatives at identified hot spots within Chorley East
	Priority 2	To work with local partner to develop a project to address food poverty and help support residents experiencing financial hardship
	Priority 3	Project to address motorbike nuisance in identified areas
	Priority 4	Subject to costings – Feasibility and potential delivery of refurbishment and improvements to Duxbury Park gates, fencing and surrounding area
	Priority 1	Install a public access defibrillator at Buckshaw Parkway Station / or surrounding area
	Priority 2	Develop a Community Café / social activity group to tackle loneliness and vulnerability

Chorley North	Priority 3	To provide three Community skip / clean up days at identified locations within the neighbourhood area
	Priority 4	To improve condition of identified bus Shelters which need restoring within the neighbourhood area
Chorley Town West	Priority 1	Initiative to reduce speeding particular on Collingwood Road, looking at installation of SPID devices and further work with partners
	Priority 2	To deliver Community Clean up initiatives at identified hot spots within neighbourhood area
	Priority 3	Project to support residents in low income/financial poverty particular in Buttermere and surrounding area
Eastern Parishes	Priority 1	Provision of public access Defibrillator in Abbey Village
	Priority 2	To deliver a project which aims to educate young people on importance of money management at an early age
	Priority 3	Project to make visual improvements to identified roundabout on A6
	Priority 4	To deliver Community Clean up initiatives at identified areas within neighbourhood area
Western Parishes	Priority 1	To carry out research and local consultation across Charnock Richard to better understand access to local services for those living with disabilities
	Priority 2	To increase provision of public access defibrillator in Mawdesley and potentially scope further areas

	Priority 3	To provide Community skip / clean up days at identified locations within the neighbourhood area
	Priority 4	To improve the provision of litter bins in Heskin and Euxton South and provide equipment to carry out local clean ups in Bretherton

Climate change and air quality

20. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

21. Project delivery undertaken will be as inclusive and accessible as feasibly possible to everyone in our community, considering and addressing barriers to participation.

Risk

22. No significant implications in this area

Comments of the Statutory Finance Officer

23. As detailed above the neighbourhood priorities are supported by a £50k annual revenue budget.

Comments of the Monitoring Officer

24. No comments.

Background documents

There are no background papers to this report

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