

APPENDIX C1 – Project Mandates

Mandate no.	INVOLVING RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL
01	Support for Chorley's VCFS organisations
02	Provide support to food provision schemes
03	Community development & volunteering (SPICE)
04	Delivery of neighbourhood preferred projects
CLEAN, SAFE AND HEALTHY COMMUNITIES	
05	Free swimming
06	Replacement of CBC's Control Orders with Public Space Protection Orders
07	Empty homes - Enforcement action and communications * (£36k per annum)
08	Provide a mediation service for Anti-Social Behaviour case resolution
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A STRONG LOCAL ECONOMY	
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AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA	
24	Integrate partner services through the Chorley public service reform partnership
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PROJECT DOCUMENTATION

PROJECT MANDATE

01. Support for Chorley's VCFS organisations

Date: 26/11/2015

Author: Jason Mills

Responsible Service: Policy & Communications

1. Project Overview

The Voluntary, Community and Faith sector has a vital role to play in delivering services for the benefit of Chorley residents, increasing levels of volunteering and encouraging community engagement.

This project will look to continue the development and support of the third sector organisations in Chorley through strengthening the capacity for coordination and infrastructure development. This will include the coordination and improvement of the voluntary networks across the VCF sector, development of the equality forum and arranging events and disseminating information, developing partnerships and working to ensure that Chorley's VCFS is recognised and represented and that it continues to develop its membership.

2. Project Background

In 2010/11 the Chorley Partnership commissioned an organisation to undertake a project to organise more formal networks and communication channels for VCF sector representation in Chorley, extending the work previously done by the SMIC (Stronger More Involved Communities) thematic group and reducing the on-going support needed from Chorley Council to keep the group running.

The VCFS Network development project was implemented with Chorley Partnership funding of £9,000 to develop a sustainable and representative forum for the VCF Sector, giving them a more coordinated and influential voice, coordinating advice support and being an advocate for the sector.

This year infrastructure partnerships and representation on strategic boards have been maintained, while proactively promoting partnership working in and outside of the sector.

Having a centralised point of coordination encourages and promotes the sharing of knowledge, good practise and resources across the geographical areas of the third sector while promoting and increasing the awareness of local strategic priorities and inequalities which need tackling within the borough.

3. Corporate Priorities

The project would contribute to the following corporate objectives:

- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

4. Objectives

The objective of this project will be to further strengthen the VCF sector in Chorley around the following priorities:

- To provide an umbrella structure and focus for Voluntary, Community and Faith Sector partnership work across Chorley.

Project Mandate

- To arrange events and meetings and to disseminate information appropriately.
- To expand membership to ensure that all sectors are fully represented.
- To enable a more proactive approach to be taken ensuring that appropriate members /groups are encouraged and enabled to take part in local initiatives
- To ensure that the whole sector is enabled to participate fully and is recognised as a significant partner by statutory bodies and other organisations for all activities in the Chorley borough
- To lead the planning and organisation of the Chorley Equality Forum, ensuring effective representation of equality groups and a mechanism for consulting on equality issues or agenda's
- To explore improvement of current partnerships including opening up dialogue and partnership including cross-boundary work with the South Ribble Voluntary, Community and Faith Sector Network.
- To connect and align with Lancashire wide volunteering activity.
- To proactively access additional funding/contracts to advance and support the development of the sector
- To ensure that the sector can access and support Chorley Time Credits and other related community development activity.
- To continue to support the work being undertaken on Working Together with Families project ensuring that "families" includes all members both younger and older.
- To increase the ability of the sector to influence the Health and Well Being agenda by being proactive and opening up opportunities to work with both Public Health and the Clinical Commissioning Group.
- To support the work being undertaken on economic regeneration ensuring that the resources and needs of the VCF sector are taken into account and supported.
- To improve our ability to communicate and promote information to the sector using a variety of channels including word of mouth, information technology, outreach, media outlets.

Outcomes

Key outcomes will be assessed through the following measures:

- A definable increase in the number of groups engaged through any central function
- Representation of the sector at local external partnership meetings
- A sustainable and effective mechanism for communication with groups
- A sustainable and effective mechanism for sharing knowledge and resources
- Improved marketing and awareness of available resource within the sector
- Improved links between voluntary, community and faith sector groups
- Organisation and coordination of three Equality Forum events per year
- Improved networking through the facilitation of an annual forum or similar face to face opportunities

Project Mandate

- To ensure that the coordination of the sector is being delivered through sustainable mechanisms with any additional resource to support further development or added value.

5. Benefits

This provision will bring together all sectors of Chorley to strengthen and develop the borough as a whole.

Collaboration between organisations and service providers is essential to ensure that there isn't a postcode lottery of service provision. In an area where one charity has services but others don't, resource pooling and sharing expertise is one way to address the problem.

Other benefits of the network include;

- Mechanism to share good practice across all organisations
- Opportunities to achieve efficiencies
- Smaller organisations remain and stay independent while working in partnership
- Collaboration and working together ensures the survival of smaller specialisms
- Partnerships can attract investment and have more influence on policy

6. Scope

The project will include:

- Commissioning a central point for the coordination and support of the local voluntary, community and faith sector in Chorley.
- Development of a supporting annual business plan so that resources are targeted in line with key priorities
- Management and delivery of the plan to its successful completion.

This project will be delivered in partnership with other key local initiatives, specifically the Chorley Time Credits Programme.

7. Key Project Milestones

TBC

8. Constraints

A budget of £15k has been identified for this project, to provide resource towards delivering the objectives and outcomes of the project and should be completed by March 2017. It is expected that this resource should be used to ensure the future self-sustainability of any provision.

9. Impact on other Directorates/Projects

This work of this project links in with the Chorley Time Credits programme, The Vulnerable Families Employment Project, Delivery of Community Action Plans and should also support neighbourhood working initiatives.

PROJECT DOCUMENTATION

PROJECT MANDATE

02. Provide support to food provision schemes

Date: 23/11/2015

Author: Jason Mills

Project Manager: Hayley Hughes

Responsible Directorate: Chief Executives Office

1. Project Overview

This project makes provision to support schemes that are providing assistance to those who are most vulnerable and in need of food parcels, nutritious meals and related assistance such as food preparation skills.

Further support is also provided through the Council's welfare reform and employability officers by supporting residents to ensure they are offered appropriate assistance and related services. This will involve close working with partner agencies and organisations running schemes with the aim being to reduce the number of vulnerable residents who are in need of support.

2. Project Background

There are a number of schemes operating in the borough which provide support to extremely vulnerable residents through the provision of food parcels, nutritious meals and other related support when they are most in need. These services have experienced significant increases in demand over recent years; largely resulting from Welfare Reform changes that impacted the availability of Social Fund loans that were previously accessed by individuals and families in crisis.

These services are largely run and delivered by volunteers, relying on donations of food and other support from a variety of community and business sources. They provide an important support to individuals and families in crisis, and also an opportunity to ensure that individuals know about the other sources of support and advice that are available, such as those offered by the council (for example the employability officers). In addition, they help to reduce social isolation of vulnerable individuals who may otherwise have few support networks.

3. Corporate Priorities

This project supports the following corporate priority;

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

4. Objectives

- To ensure that the local providers of food parcels and nutritious meals to very vulnerable residents are able to meet local demand through capacity and resources.
- To ensure that those visiting those schemes are advised of the most appropriate support and assistance available to meet their requirements.
- To mitigate the impact of Welfare Reform changes on the most vulnerable residents of the borough.
- To maximise the opportunities available for vulnerable residents to attend the food skills provision in order to support a reduced dependency on the need for food parcels, by creating opportunities to increase knowledge and skills for individuals to be able to prepare healthy, nutritious meals for themselves and their families, and to manage food on a limited budget.

5. Benefits

The benefits of giving support to food provision schemes will be that:

- Local providers of food parcels and nutritious meals to very vulnerable residents are able to meet local demand
- Those visiting the schemes are advised of the most appropriate support and assistance available to meet their requirements, with a view to becoming self-sufficient.
- Residents will gain a basic understanding of providing for themselves nutritional meals, using basic provisions, with knowledge of recipes and cooking skills, with opportunities to gain qualifications
- Opportunities to identify people vulnerable to Social Isolation will be in place and needs addressed through relevant signposting to services

6. Scope

The scope of this project is to provide financial support to one of more organisations in Chorley to enable them to meet the needs of local residents in crisis situations and to work closely with them and partner agencies to provide additional support to service users. This will be achieved through the following -

- Understanding local need and demand for food related assistance through engaging with local partners.
- Ensuring that the operators are aware of Welfare Reforms changes, their principles and associated support mechanisms such as Urgent Care and Needs fund and other referral pathways.
- Ensuring that support reaches those in the borough who need it most through the development of necessary checks and balances.
- Developing suitable schemes which support a reduced dependency on the need for food parcels, by increasing knowledge and skills for individuals to be able to manage food on a limited budget and prepare healthy, nutritious meals for themselves and their families.

The project will be led by Policy and Communications.

7. Key Project Milestones

Key milestones for the project:

- Identification of local organisations to provide the support required covering food provision and food skills
- Confirmation of support in place to link people with pathways to services
- Monitoring of levels of food provision and food skills sessions

8. Constraints

A budget of £15,000 has been identified to support schemes in the borough. £10,000 is to support foodbank provision/services with £5,000 to support the food skills provision.

Constraints also exist around partner relations; putting in place successful interventions and reducing the number of residents needing to access the provision is dependent on the Council's relationship with partners in identifying appropriate support that best suits individual circumstances and needs.

9. Impact on other Directorates/Projects

The delivery of this project is closely supported by the Welfare Support Officer and Employability Support Officer who work closely with both partner agencies and the relevant schemes to ensure individuals are advised of the most appropriate support and assistance available to meet their needs.

PROJECT DOCUMENTATION

PROJECT MANDATE

03. Community Development & Volunteering (Spice)

Date: 24/11/2015

Author: Jason Mills

Responsible Service: Health Environment and Neighborhoods

1. Project Overview

Chorley Time Credits was first implemented as part of the 2012 corporate strategy project to develop volunteering in the borough in partnership with SPICE.

The council committed £70,000 per year for a 3 year period to engage SPICE to set up time credits in Chorley as a sustainable approach to volunteering. Chorley Time Credits is now successfully established and the current funding arrangement (which includes provision for a local facilitator) will come to an end in August 2016.

SPICE developed Time Credits as a tool for building stronger communities and co-produced services where people are active and equal participants. Time Credits act as a means to encourage more people to get more involved in their local community by giving their time. Through this, Spice's projects work towards improved outcomes for individuals, organisations and communities.

This additional investment at a reduced level of £40,000 will facilitate transitional resource to ensure that the programme can be effectively taken forward within the community beyond August 2016, with the support of the community development team.

It will also retain access to the national SPICE network and provide for additional resource to develop and extend the Chorley Time Credits Network to add value in other areas. This may include setting up community project teams as a resource to support specific council initiatives such as environmental improvements, consultation exercises or engagement groups with a view to future coproduction activity.

In addition the project will also look to continue the inclusion of Time Credits in corporate future planning encouraging lead project officers to work closely with our partners at Spice in order to investigate fully the opportunities which may support their project management.

2. Project Background

About Time Credits

People earn Time Credits by giving their time to local services and groups. One Time Credit is earned for each hour of time given and acts as a thank you for the contribution of time to their community or service. People can then 'spend' Time Credits to access events, training and leisure activities provided by public, community and private organisations, or to thank others in turn.

In August 2013 the Council agreed to invest £210,000 over a three year programme to develop and embed the use of time credits in communities and council service delivery. The programme has delivered a significant number of positive outcomes which are well documented in several evaluation papers published to date. In addition the programme has received recognition from Public Health England and the Local Government Association.

Specific areas of innovative development in Chorley throughout the last 3 years have included:

- Setting up social prescribing of Time Credits with a local GP surgery
- Developing a neighbourhood cohesion approach with Time Credits that now runs through all Chorley Council community work

Project Mandate

- Integration of Time Spend opportunities into local parking arrangements and key council run events
- The inclusion of Time Credits in corporate future planning
- Training of all key council teams in using Time Credits to increase civic engagement

3. Corporate Priorities

This project will contribute to the following objectives:

- Involving residents in improving their local area and the equality of access for all.
- Clean safe and healthy communities.

4. Objectives

The project will look to;

- To facilitate transitional resource to ensure that the programme can be effectively taken forward within the community beyond August 2016
- To continue to drive the inclusion of Time Credits in future corporate business planning
- Develop front office knowledge through training and support in order to provide query resolutions at the point of request.

The outcomes from this project will support and be measured by the following corporate and local performance measurements;

CS 1.01 - % people satisfied with their neighbourhood as a place to live

CS 1.02 - % of people who regularly participate in volunteering

HEN 03 - No. volunteer hours earned (Time credit notes)

HEN 04 - No. community groups engaged in time banking

HEN 05 - No. new volunteers recruited

5. Benefits

Time Credits is funded by the Council as a positive and proactive means of encouraging and growing volunteering effort which aims to benefit communities by:

- Recognising and encouraging volunteer effort;
- Providing community groups and volunteers with opportunities to network with each other; and
- Enabling otherwise reluctant volunteers to take up new interests; have new experiences and learn new skills.

The overall programme supports the strengthening of links between existing volunteer groups in Chorley as well as encouraging and providing opportunities for new groups to get established. This increased capacity in neighbourhoods will ensure that communities are vibrant and self-supporting, and that individuals experience positive benefits to health and wellbeing through improved social and civic connection.

The time credits programme has had a variety of beneficial outcomes for Chorley residents, particularly when compared to the national scheme:

- The amount of time people regularly give through Time Credits programmes in Chorley is notably higher than the national average. Nationally, around two thirds of volunteers (66%) give their time at least once a month. 72% of Chorley Time Credits volunteers give their time at least once a week, compared to 62% across Spice as a whole.
- Time Credits lead to sustainable improvements in quality of life. 57% of Chorley members reported that Time Credits have helped to improve their quality of life within the first year.
- Time Credits have opened up many opportunities for people to get involved in new activities. 38% of respondents from Chorley reported that they now regularly do things they didn't do before. 95 members also reported that they have been incentivised through Time Credits to start a new community group.
- Time Credits help people to adopt healthier lifestyles and to improve physical and mental well-being. In Chorley, a total of 48% of respondents reported feeling healthier as a result.
- Time Credits generate early benefits in organisations. 75% of organisations from report already seeing clear benefits as a result of Time Credits. These benefits include broadening the range of service options that organisations can offer and delivering higher quality services without additional cost.

6. Scope

The project will focus primarily on;

- Facilitating a transition to ensure that the programme can be effectively taken forward within the community beyond August 2016 with the support of the community development team.
- Retaining access to the national SPICE network and provide for additional resource to develop and extend the Chorley Time Credits Network to add value in other areas.

7. Key Project Milestones

Key Milestones	Delivered by
Ensure Volunteer Web Platform is fully functional	June 2016
Develop transitional arrangements with Spice and Internal	July 2016
Migrate administrative oversight of TCs to appropriate team	July 2016
Recruit TC facilitator to coordinate community organisation work and time out/spend opportunity	August 2016
Review transition	Dec 2016
New arrangements embedded	March 2017

8. Constraints

The main constraints on the delivery of this project are budget and resources.

A total budget of £20,000 for 2016/17 is requested and then £40,000 for 2017/18 and £40,000 for 2018/19 to support the extended relationship with Spice in community development and volunteering.

9. Impact on other Directorates/Projects

The project will have an impact on the following directorates;

- Community Development Team
- Communications

And those investment projects where the Project Lead Officer has expressed an interest in utilising time credits to support a project.

PROJECT DOCUMENTATION

PROJECT MANDATE

04. Delivery of Neighbourhood Preferred Projects

Date: 01/12/2015

Author: Jason Mills

Responsible Directorate: Health Environment and Neighborhoods

1. Project Overview

This project will deliver 24 neighbourhood area preferred projects. Each of the projects has been determined by the neighbourhood area representatives for the benefit of the communities within their respective neighbourhood areas.

Each of the eight neighbourhood areas will choose three preferred projects for completion in 2016/2017.

2. Project Background

Following a review in 2012, approval had been granted to redraw the boundaries of the neighbourhood areas, increasing their number from seven to eight. It was also agreed to increase the level of representation at the twice yearly round of neighbourhood area meetings, to include County Council and Parish Council representation. In addition, officers from other agencies were included and individually tailored to each of the neighbourhood meetings.

Each neighbourhood area is allowed to identify three priorities for delivery in a financial year, which are costed and subject to Executive Cabinet approval as part of the annual budget setting process. A set of rules for the conduct of the meetings was agreed and this included the selection of a Chair and also that decisions would be made by consensus as opposed to a more formal voting system.

The Chair of each neighbourhood area meetings has a number of responsibilities that include, the chairing of the twice yearly neighbourhood area meetings (currently January and June each year) and liaison with lead officers on behalf of the group to scope predetermined neighbourhood priorities. The Chairs can also convene additional meetings of the group to reach consensus on the actions necessary to deliver priorities and to liaise with lead officers, acting as a single point of contact for officers and group members alike.

The review also provided guidance on the areas of work that the neighbourhood priorities would cover, including additional works and schemes to improve areas of open public space over and above business as usual. Work and projects that supported the formation of new community groups or sustain existing ones, leading and supporting community events that met the principles and definition of neighbourhood working and activities and work that promoted community cohesion, such as initiatives that integrate demographic groups into the life of the community, were actively encouraged.

Priority nominations were scored against a current set of criteria as follows:

- practical rather than aspirational priorities given our limited resources
- projects/areas of work that lie outside business as usual service delivery
- priorities that could maximise the use of partner contributions
- priorities where Chorley Council have some responsibility or significant influence

3. Corporate Priorities

This project supports the following corporate priorities;

- Involving residents in improving their local area and equality of access for all
- Clean, safe and healthy communities

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

4. Objectives

Through neighbourhood working the project aims to deliver 24 neighbourhood preferred projects by April 2017.

The outcomes from the delivered preferred projects will be specific to each of the preferred project chosen, and therefore benefits / outcomes should be detailed within each individual theme of each plan, however in general the project will support and be measured by the following corporate and local performance measurements;

- CS 1.01 - % people satisfied with their neighbourhood as a place to live
- CS 1.03 - % of people who feel they cannot influence decision making in their local area
- CS 4.02 - % residents satisfied with the way the council runs things
- CS 4.03 - % residents who feel that Chorley Council provide value for money
- CS 4.04 - % of customers dissatisfied with the service they have received from the council

5. Benefits

The Council has identified an investment budget of £50K for neighbourhood preferred projects. Each of the neighbourhood area groups is invited to propose 3 preferred work areas for delivery within the financial year.

The key benefits are:

- Shared actions and projects to enhance a neighbourhood area
- Greater partnership working at a community level
- Increased consultation with community engagement at a neighbourhood level

6. Scope

This project takes responsibility for the delivery of 24 neighbourhood preferred projects as outlined and agreed at each of the eight neighbourhood meetings which will take place in January / February 2016.

Each neighbourhood area meeting has a nominated chairperson for the meetings and each priority has a lead service assigned to it. For a number of priorities the lead service will be required to liaise closely with the chairperson of the neighbourhood area in order to properly scope each of the preferred projects.

7. Key Project Milestones

- Neighbourhood meetings to decide on preferred projects take place in January / February 2016
- The 24 neighbourhood preferred projects are agreed and are submitted to Executive Cabinet in March 2016 for approval.

- Each required service to fully scope the priority details in consultation with neighbourhood group representatives.
- Cost the agreed work
- Engage partners and agencies as appropriate
- Prepare project plans and timescales
- Deliver the priority
- Update the neighbourhood group at the July 2014 and January 2015 round of neighbourhood area meetings

8. Constraints

The total investment budget for the 24 Neighbourhood Preferred Projects is currently £50,000 with the possibility of an increase with 2015 underspend slippage. Budget spend is subject to future Executive Cabinet approval in March 2016

9. Impact on other Directorates/Projects

The impact on individual services will not yet be known as it will be dependent on the relationship of the preferred projects chosen.

There may be impacts and co-ordination required with the following 2016 planned organisational projects:

- Community Action Plan
- Community, Development & Volunteering (Spice)

PROJECT DOCUMENTATION

PROJECT MANDATE

05. Free Swimming

Date: 03/12/2015

Author: Kate Cronin

Responsible Directorate: Public Protection, Streetscene and Community

1. Project Overview

This budget will deliver free swimming sessions for those aged 16 years and under during the school summer holiday period.

2. Project Background

Free swimming aims to encourage young people to participate in health and wellbeing activities by providing free swim sessions over the summer holiday period, making swimming accessible to all aged 16 or under. The Free Swimming Programme has been running for a total of three years.

Free swimming was offered over the summer holidays in July and August 2015 for those aged 16 or under. The scheme was delivered in partnership with Active Nation, at All Seasons Leisure Centre and Brinscall Pool.

The 2015 scheme ran for six weeks. Over this period, total attendances were 3,604 across the two sites which is a 4% increase on last year's figures.

By offering free sessions over the summer period, footfall at the centres increased, along with awareness of what the centres offer. The sessions also provided a diversionary activity for young people.

3. Corporate Priorities

This project contributes to the following corporate priorities:

- Clean, safe and healthy communities.

4. Objectives

- To provide free swimming sessions to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool; throughout the school Summer holidays.
- To promote use of leisure centres, exercise and healthy lifestyles.
- To provide a diversionary activity for young people in the Borough during the school holidays.

5. Benefits

The free swim offer supports the Council's Corporate Strategy of providing clean, safe and healthy communities. Free swimming is a popular activity which helps to reduce health inequalities and provides a diversionary activity for young people during the school holidays.

6. Scope

This project will provide free swimming opportunities to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool throughout the school Summer holidays.

7. Key Project Milestones

Task	Duration	Start	Finish
Work with Active Nation to define scope of offer	2 months	April 16	May 16
Develop Communications strategy	1 month	June 16	June 16
Scheme goes live	7 weeks	July 16	Sept 16
Review scheme	1 month	Oct 16	Nov 16

8. Constraints

- The project has a budget of £7,500
- Swimming to be provided during summer holidays.

9. Volunteering – Time Credits

Volunteering empowers the individual and provides a strong sense of local pride and community leadership. The Chorley Time Credit scheme developed with our partners Spice has inspired the Council and local organisations to work in new ways that focus on collaboration with communities, building a shared future for everyone.

Active Nation support Time credits and allow the use of the credits for off peak swimming.

10. Impact on other Directorates/Projects

This supports the work undertaken by the Council's Leisure Team to promote sport, exercise and healthy lifestyles.

PROJECT DOCUMENTATION

PROJECT MANDATE

06. Replacement of CBC's Control Orders with Public Space Protection Orders

Date: 25/11/2015

Author: Jason Mills

Responsible Directorate: Health Environment and Neighborhoods

1. Project Overview

In response to new legislation contained in the Anti-social Behaviour, Crime and Policing Act 2014, (Part 4 Chapter 2 – Public Space Protection Orders) this project will replace all current Chorley Council Control Orders; such as Public Place Orders, Gating Orders and Dog Control Orders with the new Public Space Protection Orders.

2. Project Background

The Anti-social Behaviour, Crime and Policing Act 2014 came in to force on 20th October 2014. It requires local authorities to replace current control orders with Public Space Protection Orders by October 2017.

A public space protection order is made by a Local Authority if satisfied on reasonable grounds that two conditions are met. Firstly, that (i) activities carried on in a public place within the authority's area have had a detrimental effect on the quality of life of those in the locality; and (ii) it is likely that activities will be carried on in a public place within that area and that they will have such an effect.

The second condition is that the effect, or likely effect, of the activities is, or is likely to be of a persistent or continuing nature, such as to make the activities unreasonable, and therefore justifies the restrictions imposed by the notice.

A public spaces protection order is an order that identifies the public place and prohibits specified things being done in the restricted area and/or requires specified things to be done by persons carrying on specified activities in that area. The order may not have effect for more than 3 years and the Local Authority must consult with the chief officer of the police and the local policing body before issuing the order.

Failure to comply with a public spaces protection order is an offence.

3. Corporate Priorities

This project will contribute to the following Corporate Priorities:

- Clean safe and healthy communities.
- Involving residents in improving their local area and the equality of access for all.

4. Objectives

- To meet the requirements of section 59 of the Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014.
- Amending all current Council Control Orders with new Public Space Protection Orders.

5. Benefits

This tool will replace the Designated Public Place Order, Gating Orders, and Dog Control Orders and so should make things more streamlined and therefore more effective, especially if it can now be used more widely than previous legislation permitted.

Previously a Local Authority could not issue an order such as this without having it signed off by the Secretary of State. Now it can be done at a local level,

Local Authorities and Police can work together to achieve improved quality of life in public spaces, not just to issue an order but to ensure compliance with it.

6. Scope

- To replace the current designated Public Place Orders, Gating Orders, and Dog Control Orders with new Public Space Protection Orders.
- Utilisation of the new Public Space Protection Order legislation for any new or on-stream issues where previously a Public Place Order would have been merited.

7. Key Project Milestones

Key Milestones	Delivered by
Audit of current Control Orders	Quarter One 2016/17
Assessment of Need	Quarter Two 2016/17
Creating Orders	Quarter Three 2016/17
Replace / Re-Working of Signage	Quarter Four 2016/17
Creation of new Orders	Quarter Four 2016/17

8. Constraints

The main constraints on the delivery of this project are budget and resources.

A total budget of £20,000 is requested to support the delivery of this project, which is primarily for the replacement signage costs.

9. Impact on other Directorates/Projects

The project will have an impact on the following services;

- Planning & Development Control
- Streetscene
- Communications

PROJECT DOCUMENTATION

PROJECT MANDATE

07. Empty Homes - Enforcement Action and Communications

Date: 24/11/2015

Author: Jason Mills

Responsible Directorate: Health Environment and Neighborhoods

1. Project Overview

This project seeks to continue the successful work that Chorley has undertaken across previous years to reduce the number of empty residential properties in the Borough.

The budget connected to this project will fund a full-time Empty Property Officer for 3 years 2016/17 to 2018/19. The work of the officer will continue to encourage the occupation of empty properties by supporting the Council's Empty Residential Property Policy agreed by Council in November 2015.

A full-time Empty Property Officer is currently in post and under contract until May 2016

2. Project Background

Derelict and long term empty properties such as empty homes, disused shops and offices, or dilapidated buildings can be detrimental to our neighbourhoods. They may cause a blight and portray a rundown, tired area which negates any confidence in regeneration activities or fostering community cohesion.

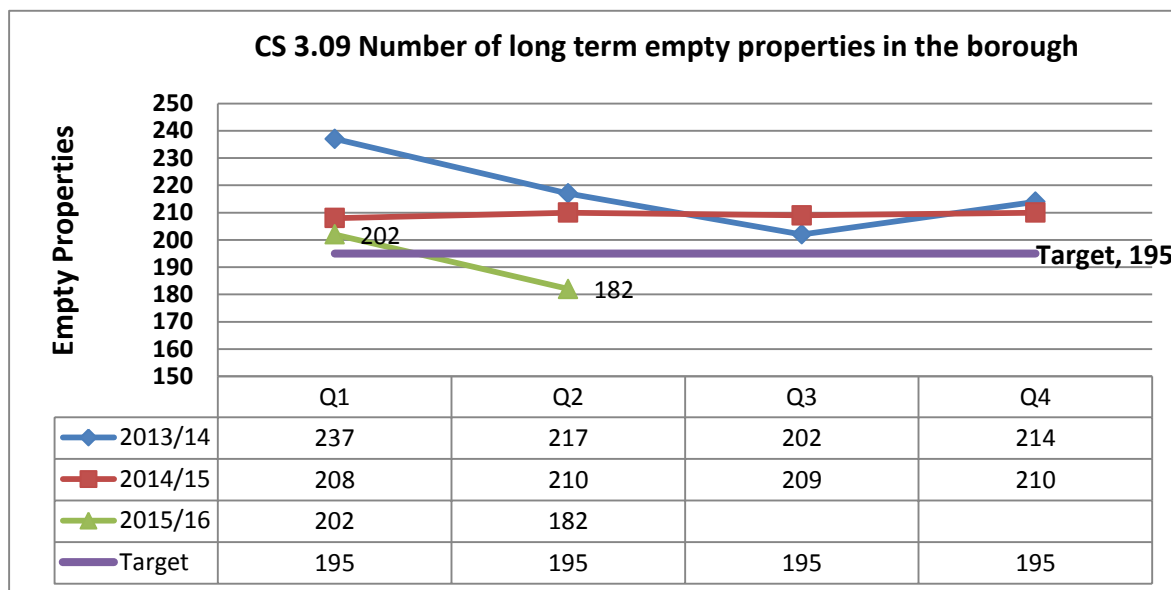
Empty residential properties are increasingly an issue of concern both in terms of local impact on neighbourhoods and the wider issue of housing supply. Bringing back empty residential properties into use can be part of a solution for the regeneration of a neighbourhood.

For a number of years the Council has monitored the level of long term (over 2 years) empty residential properties and there is currently a corporate performance target of 195 properties. In the past 12 months the Council has directed resources to address the empty residential properties that may or may not be classed as long term empty but cause particular nuisance or concern to local residents. This concern may arise due to the appearance of the property, the state of the buildings and grounds or the perceived blight that the presence of the property.

Using an informal approach, over twenty five empty residential properties of concern have been either placed on the open market, been reoccupied or works have been undertaken to reduce the detrimental impact they had on the surrounding area.

There are a number of formal measures that are available to the Council that can be used to further encourage property owners to bring them back into residential use. These are detailed in the new Council's Empty Residential Property Policy agreed by Council in November 2015

The graph below shows the number/trend of long-term empty properties in Chorley;



3. Corporate Priorities

This project will contribute to the following objectives:

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

4. Objectives

- To limit the number of empty residential properties and use appropriate use of powers to bring them back into occupation.
- To raise awareness of the empty residential property issue and highlight the concerns that they can present for neighbourhoods
- Develop a corporate approach by linking the services whose work is pertinent to the issue.
- Ensure that a coordinated approach to the issue and use our various communications channels to make empty residential property owners aware of the new Empty Residential Property Policy. This will include relevant information on the Council website as well as frontline officers being provided with information on the issue to identify and report potential problem empty residential properties.
- The Regulatory Service Team will maintain a database of empty residential properties that are the subject of complaint or are identified as a cause of concern. Properties that are empty and unfurnished for more than two years are identified separately by the Council Tax Team.
- The accuracy of council tax empty homes data is systematically reviewed to ensure accuracy and the Regulatory Services team will liaise closely with the Council Tax Team to share and cross reference the data they hold.
- Develop a web based procedure to give the public the opportunity to notify us of empty residential properties.

The outcomes from the work to reduce empty residential properties will support and be measured by the following current corporate and local performance measurements;

- CS 1.01 - % people satisfied with their neighbourhood as a place to live
- CS 3.01 - Satisfaction with street cleanliness
- CS 3.09 - Number of long term empty properties in the borough
- CS 4.04 - % of customers dissatisfied with the service they have received from the council

A further two local performance measurements have been created (below) in order to monitor and track the performance of those empty properties which have been defined as "Complaint Driven"

- HEN 15a – Total Number of empty properties defined as "Complaint Driven" properties
- HEN 15b – Total Number of interventions put in place for "Complaint Driven" properties

5. Benefits

Bringing back empty residential properties into use can be part of a solution for the regeneration of a neighbourhood;

For the property owners:

- It unlocks potential capital if the property is sold; it will produce rental income if the property is let and there is the potential for an increase in property value
- Leaving a property empty increases the risk of vandalism and crime, making the property more costly to insure empty, if it can be insured at all. This leaves the owner vulnerable to losing their asset completely if it were destroyed by fire.

For local residents:

- It reduces the opportunities for vandalism, fly tipping and antisocial behaviour in all its forms
- Unsightly properties can have a negative effect on a neighbourhood; reduce house prices and lower people's pride in the area
- Increased housing supply to meet housing needs
- Improvements in the appearance of the area if derelict and neglected properties are re-occupied, encouraging further occupation

For the local economy:

- Bringing an empty residential property back into use contributes to the regeneration of an area, increasing spending in the local economy and helping to protect the value of surrounding properties
- Unsightly properties can often deter investment in an area, which can lead to decline

For the wider community:

- Returning properties back into use reduces demands on services such as the Police, Fire and the Council to deal with the associated problems. As a consequence resources can be used more effectively elsewhere and those once empty homes provide additional housing for the local community

- Bringing back empty properties into use may reduce the need for new development on green field sites.
- Re-establishment of communities
- Reduction in crime rate due by removing opportunities for nuisance and increased level of anti-social activities
- By returning empty properties into use, residents will benefit from cleaner, more attractive neighbourhoods and stronger, safer communities while encouraging private investment and regeneration into the area
- Restoration of council tax and rental income.

6. Scope

There are a number of formal measures that are available to the Council that can be used to further encourage property owners to bring them back into residential use, the Council’s Empty Residential Property Policy describes the approach as two fold;

- **Complaint Driven** – irrespective of the length of time premises remain unoccupied we will visit the property and validate the complaint with a risk assessment of the property and make contact with the owner to determine the reasons for lack of occupation and proposals of bringing the property back into use.
- **Empty and Unfurnished over 24 months** – we will visit and risk assess all properties that have remained unoccupied for over 2 years. We will make contact with the owners to ascertain their intentions for property. Dependant on the response of the owner we will determine the most appropriate course of action to bring the property back into use.

Council Tax Premium - The Council has discretion to apply a premium to empty residential properties up to 50% of the Council Tax due on the property. Currently the Council applies a premium of 25%. The Empty Residential Property Policy identifies this issue and provides scope for the Council to use its discretion to use the higher 50% premium.

In November 2015 Executive Cabinet gave approval to consult on increasing the empty home premium to 50%.

7. Key Project Milestones

Key Milestones	Delivered by
Secure recruitment of officer to succeed current funding which concludes in May 2016	by May 2016
Undertake Integrated impact assessment on Empty Residential Property Policy	May 2016
Review processes and interventions to align with Empty Residential Property Policy	June 2016
Develop a communications package for property owners highlighting the issue of empty properties	June 2016
Monitor and report on agreed performance	Quarterly

8. Constraints

The main constraints on the delivery of this project are budget and resources.

This project has requested £98,000 (36k per annum). The budget will continue to fund a full time Empty Property Officer for 16/17 -18/19.

The total cost of the project is £110k however £12k will be carried forward into 16/17 to part fund this post.

9. Impact on other Directorates/Projects

There are a number of services whose work relates to this issue and therefore a co-ordinated, corporate approach is vital to ensure that communication and the distribution of complex information between services on this key issue is accurate.

Services and teams which have an association to this project are:

- Regulatory Services Team
- Neighbourhoods Team
- Communications Team
- Housing Options Team
- Registered Social Landlords
- Council Tax
- Legal Services
- Property Team
- Building Control

PROJECT DOCUMENTATION

PROJECT MANDATE

08. Provide a Mediation Service for Anti- Social Behaviour Case Resolution

Date: 08/12/15

Author: Kate Cronin

Responsible Directorate: Public Protection, Streetscene and Community

1. Project Overview

Investigations into cases of anti-social behaviour (ASB) can often be dealt with and de-escalated using mediation techniques between the parties affected. This project will deliver a scheme to refer parties into mediation where appropriate and will be assessed over the course of the year in terms of success and impact.

2. Project Background

A number of anti-social behaviour complaints can be more appropriately dealt with and a resolution reached between parties, by using mediation techniques. However, mediation is particularly resource intensive and requires specialist skills to deliver. There are a number of external agencies who provide mediation services in a neighbour to neighbour setting and where anti-social behaviour or perceptions of it are at issue.

Using an external mediation service, where appropriate, will release capacity within the Neighbourhoods Team to take on extra case- loads where Officer time and effort is used to resolve neighbourhood ASB cases that may more appropriately be referred for mediation.

The project will allow the expansion and continuation of the service. The service is currently provided by Manchester City Council Mediation Services.

Parties who meet pre-determined criteria will continue to be referred into a mediation setting by agreement.

As at Quarter two (2015) the service has had:

- Six cases referred to date
- Two cases fully complete with a successful resolution
- Two cases referred, contact was made but one of the parties was unwilling and therefore the case was closed
- Two ongoing mediation processes

An annual review with providers is due to take place in January 2016.

3. Corporate Priorities

This project meets the following corporate priorities:

- Clean safe and healthy communities – providing this service means an additional tool is available to resolve ASB neighbour issues which might otherwise go unresolved or escalate.
- An ambitious Council that does more to meet the needs of residents and the local area. This service demonstrates the Councils ambition to better meet the needs of its residents.

4. Objectives

The project will:

- Expand the capacity of the service
- Utilise the mediation service if appropriate and where parties meet the referral criteria

Project Mandate

- Measures will be established to record the use and impact of the service throughout the year

5. Benefits

Benefits of the project include:

- Parties are able to access professional mediation services
- Internal resources are released from engaging in this highly specialised work

6. Scope

The scope of this project is to continue, for a further year, to provide a service into which specific cases of anti-social behaviour can be referred.

Referrals need to meet specific access criteria.

It is only intended to provide the service for ASB cases and not for other areas where mediation might provide a solution, such as general noise or nuisance complaints or neighbour disputes which do not meet as ASB threshold at this stage.

7. Key Project Milestones

The Key Project Milestones are:

- Review the referral criteria for access to the service
- Measure and monitor service use
- Measure outcomes and determine success

8. Constraints

The main constraints on the project are considered to be:

- The number of cases which meet the criteria for referral will be a constraint on the delivery of the service.
- The volume of mediation sessions could act as a constraint on the success of the mediation of each case
- The project is requesting a budget of £10,000 to deliver this service, it is expected that this budget will support the referral of approximately 15 anti-social behaviour dispute cases.

9. Impact on other Directorates/Projects

No impact is anticipated on other service areas.

PROJECT DOCUMENTATION

PROJECT MANDATE

09. North West in Bloom 2016

Date: 23/11/2015

Author: Jason Mills

Responsible Directorate: Streetscene and Leisure Contracts

1. Project Overview

This project will build on the previous year's successes in the "North West in Bloom" competition, working with the "Chorley In Bloom" Charity group, schools, communities, friends groups and others to prepare for the Judges visits expected in July/August 2016, continuing until the awards ceremony at the end of October 2016.

2. Project Background

Chorley Council has had a history in horticulture for a number of years since being involved in the regional Royal Horticultural Society 'In Bloom' awards in 2002. In October 2013, Chorley was awarded a Gold Medal Award in the best Small City Category and for the first time was nominated to represent the North West finalists in the national In Bloom finals.

In 2014; Chorley won the Silver Award for the Best Small City category at the Britain In-Bloom Awards and the Gold Award for the same category at both the 2014 & 2015 North-West In-Bloom Awards.

In 2015 a long term project objective was to develop and establish an 'In Bloom' group as a charitable entity to lead on the towns future submissions. It was envisaged that this body would take up to two to three years to be established and be in a strong position before it was able to take the lead in this project.

During 2015 Streetscene Management helped bring together the first 'In Bloom' group and worked alongside the group's members during the 2015 project whilst they looked to establish the group further. It's envisaged that the 2016 project will continue this development.

3. Corporate Priorities

This project will contribute to the following objectives:

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

4. Objectives

- Continue to develop and support the "Chorley In Bloom" Charity group as the lead organisation in the towns future competition submissions.
- Ensure that the feedback received from the 2015 judging panel is fed back in to this year's planning process.
- To continue to support local Community Groups, Businesses and Schools in all areas of the 'In Bloom' competition.
- To build on the previous year's success in the 'North West In Bloom' competition, supporting support local Community Groups, Businesses and Schools in all areas of the 'In Bloom' competition
- To win 2016 North-West In-Bloom out-right.

- To be nominated for Britain In-Bloom 2017.

5. Benefits

- Community development
- The establishment of the Chorley In Bloom” Charity group
- Raising the profile of Chorley within the media

6. Scope

The project includes investment in new additional features / planting that will directly support and enhance the Council’s entry in 2016 North-West In-Bloom. To support the on-going In-Bloom works a range of additional features and improvements have been identified for investment as follows:

Areas of planned work for 2016;

- First world War garden in Astley Park
- Additional hanging baskets and flowers in the town centre
- Additional planters and flowers in the town centre
- Improvements to Hartwood roundabout as the entrance to Chorley from the motorway including a metal sculpture.

7. Key Project Milestones

Key Milestones for 2016;

- Continue to work closely with the In Bloom group to identify projects for them to lead on involving businesses and our communities. (all year)
- To review the 2015 Judges feedback with all partners and agree improvements to be implemented for the 2016 Judging (March to June)
- To work closely with business, community groups and other partners to improve Chorley In Bloom (all year)
- To review the Judges’ comments for 2016 and consider changes for 2017 (October 2016 to March 2017)

8. Constraints

A budget of £50,000 has been allocated to this project. This can be distributed as follows;

First World War Garden £5K
Hanging Baskets (Town Centre) £5K
Planters x 20 (Town Centre) £20K
Plants £5K
New sculptures £15K

9. Impact on other Directorates/Projects

This project will have an impact on both the Town Centre teams and the Economic Development teams.

Consideration and an awareness of other projects operating within the town centre during 2016 should also be taken in to consideration when planning this year's project, as 2016 may also see the commencement of the Market Walk Extension building project on the flat iron and the other inter-related town centre development projects/plans which are due to take place during 2016.

- Deliver the Market Walk Extension
- Investigate further opportunities to expand Chorley markets
- Deliver the Steely Lane / gateway Project
- Town Centre Masterplan

PROJECT DOCUMENTATION

PROJECT MANDATE

10. 16/17 Young Persons Drop-in Centre

Date: 10/12/15

Author: Kate Cronin

Responsible Directorate: Customer and Advice Services

1. Project Overview

The aim of the project is to provide a drop in service for 16 and 17 year olds at risk of becoming homeless. The service will aim to prevent homelessness within this age group through support and mediation services.

2. Project Background

The service has been delivering outcomes since January 2012 and was developed following a one-off payment of £30k from the Department for Communities and Local Government. Since then, the service has been funded as a growth item.

The funding received, and the subsequent commissioning of the service, followed significant issues arising during 2011 when Chorley Council and LCC Children's Social Care were in conflict regarding the support requirements for young people. At that time, the number of 16/17 year olds presenting as homeless was increasing and resulting in a reactive response where the approach taken by the different agencies was in conflict and often resulted in young people being placed inappropriately in temporary accommodation.

Following extensive discussions with Children's Social Care (CSC) led by Chorley Council, it was agreed that the focus should be on prevention and that this service would be a single gateway for referral which would focus on trying to keep the young people at home.

The drop-in service is for 16/17 year olds only and operates two days a week on Mondays and Fridays from Lord Street in Chorley. It is the gateway (single point of access) for referrals of 16/17 year olds from the Chorley area that are at risk of becoming homeless. The drop in also provides mediation and support to 16/17 year olds at risk of homelessness.

3. Corporate Priorities

The project supports two of the Councils four priorities:

- Involving residents in improving their local area and equality of access for all
- Clean, safe and healthy communities

The project also supports the Council's prevention of Homelessness Strategy, the Working with families' project, the Council's work on Children's safeguarding and contributes to the reduction in NEETS and improving life chances of young people.

4. Objectives

The prevention of homelessness is a key priority of Chorley Council and the Housing Options Team and other functions of the Strategic Housing Service are heavily focussed towards this goal.

It is anticipated that the continuation of a preventative drop- in service for 16/17 year olds will contribute to this key priority.

5. Scope

A budget of £15,000 has been requested to enable a drop in service for 16/17 year olds to prevent homelessness.

6. Constraints

LCC currently provide an officer from Children's Social Care to attend the drop-in and we would look to LCC to continue to provide that resource.

7. Impact on other Directorates/Projects

The main impact will be on the Housing Options and Supported Housing Services.

PROJECT DOCUMENTATION

PROJECT MANDATE

11. Chorley Business Investment for Growth (BIG) grant

Date: 10/12/2015

Author: Kate Cronin

Responsible Service: Business Advice Employment and Skills

1. Project Overview

The project forms part of a support service for existing businesses, trading for over six months. This service was established to assist businesses to survive and grow and is provided by a dedicated Business Advisor.

The project is to provide a reward scheme to support the expansion of existing businesses, trading over 6 months, who are creating/safeguarding jobs. This fund is called the Chorley Business Investment for Growth fund (BIG) and has been running since April 2013.

The BIG grant can be used for the construction of new buildings; the refurbishment/adaptation of existing business premises; site engineering works; the purchase of plant and machinery; signage; hard/soft landscaping and security improvements. Grant contributions from the fund are based on the amount of jobs, and other outputs, that the business will create as a result of the overall investment.

Chorley Council requires grant recipients to deliver both economic and community outputs in return for receiving this funding, the latter through a Community Repayment Scheme.

2. Project Background

Businesses in Chorley have access to a dedicated Business Advisor to support them with their development and growth plans.

In the past, the majority of business advice and information for existing businesses was provided by Business Link which employed 51 Business Advisors across Lancashire to intensively assist companies. With the restructure of Business Link, the provision of free dedicated one to one business advisory support to existing businesses in Chorley ceased in November 2011. Central Government has, instead, put in place a Business Link on-line resource. This resource is proving to be very limited. This is substantiated by the June 2012 Survey by the Open University Business School which found that "the internet is not necessarily the best way to deliver business advice, which often needs to be tailored to the specific needs of a particular organisation".

Furthermore, the closure of the Regional Development Agencies in March 2012 has been a factor in the worsening supply of quality business advice and information from qualified and experienced business advisors.

Existing and planned support for the provision of quality business advice and information is limited.

There has been one noteworthy development, namely the establishment of Boost Business Lancashire (Boost 2 is anticipated early Jan 2016) which is the sub-regional Growth Hub led by the Lancashire LEP (Lancashire Enterprise Partnership). Seven different strands of support can be accessed providing certain criteria can be met.

However, not all support is accessible to existing businesses and some only target SME's in identified priority sectors.

The Chorley BIG grant complements existing provision and provides a reward scheme to support the expansion of existing companies who are creating/safeguarding jobs. An integral element of the programme is a community repayment scheme which has now been successfully integrated into delivery.

In the period April 2013 – November 2015, 14 Chorley BIG grants have been approved, to a total of £114,302. 38,576 of floor space will be improved or developed and 83 jobs are forecasted to be created. The private sector investment totals £1,277,594.

3. Corporate Priorities

This project fits in with the Council's Corporate Priority on 'A strong local economy' by supporting a 'Strong and expanding business sector' and providing 'Access to high quality employment'.

4. Objectives

The project will aim to:

- Continue to deliver a grant scheme to support the expansion of existing companies who are creating/safeguarding jobs, subject to funding.

5. Benefits

The Proposed project will have the following benefits:

- Assisting local businesses to survive and grow
- Creating jobs, which can be accessed by local people
- Giving back to the community – through the Community Repayment Scheme

The provision of quality one to one business advice and information to our existing businesses is fundamental to the Chorley economy for the following reasons:

- Maintaining the existing business and employment base which is more vulnerable in these uncertain economic times. Clients receiving formal business support have a higher chance of business survival than those receiving no support.
- Improving competitiveness and supporting the growth of existing businesses.
- Many businesses remain unaware of the support which is on offer, as do intermediaries such as banks and accountants.
- The work compliments Chorley Council's new business start-up scheme. New businesses increase competition in the market place, forcing 'business churn'-existing businesses need to be able to raise their game if they are to compete in the market.

6. Scope

The Chorley BIG grant will be accessible to all existing businesses and as such there will be a need to raise awareness amongst the Chorley business community and through the business networks that the Council is engaged with. The focus will be:

Project Mandate

- To promote the grant scheme to target businesses with a view to maintaining stability in these uncertain economic times as a first priority, and then to seek out untapped potential.
- Utilise the Council's grant resource to leverage other grant sources such as those offered by Regenerate Pennine Lancashire and Boost Business Lancashire so as to further assist businesses in bringing capital projects to fruition.
- To work in partnership with such funding bodies and other agencies that provide business support such as Access 2 Finance to ensure referrals are made into the Chorley service, and vice versa.

The BIG grant scheme uses public money and therefore constitutes state aid as defined in European Commission Regulations. It is given to SME's under the EU de minimus rules, which means that an SME can receive up to 200,000 Euros of state aid over a rolling three year period.

7. Key Project Milestones

Key milestones include:

Key Action	Milestone Date
Continue to progress BIG grant applications	Ongoing 16/17

8. Constraints

£60,000 is requested to continue the Support the Expansion of Local Businesses (BIG grants) scheme into the financial year 2016/17.

Staff Resources – the amount of time the Business Advisor has to spend on the grant programme could be a constraint. Should demand from businesses for grants outstrip the officer time available this may result in a delay in grants being processed.

Finance – the amount of money available may not be sufficient to meet demand, should there be an increase in up-take of the Chorley BIG grants.

9. Impact on other Directorates/Projects

The Project will work with a number of services in its delivery:

- The role of the Business Advisor will complement the work of the Council's start-up Business Advisor
- The Communications Team will be involved in any PR around the successful completion of grant funded projects
- The Finance Team will be involved in application panels

PROJECT DOCUMENTATION

PROJECT MANDATE

12. Business Start Ups (Grants and Loans)

Date: 11/12/2015

Author: Kate Cronin

Responsible Directorate: Business Advice Employment and Skills

1. Project Overview

This project aims to continue to assist in the creation of new start-up businesses and help those without significant capital available to them to create sustainable businesses and ultimately generate more jobs in Chorley.

The project provides grant funding and gives access to loans via the Credit Union to those wishing to start new businesses.

2. Project Background

The Starting in Business Grant was introduced in September 2012.

Between April 2014-November 2015, 106 £250 grants have been awarded and 65 new businesses have accessed the £500 start-up loan. Approximately 119 jobs have been created through the scheme, working out at approximately 1.1 jobs per grant.

The scheme has supported a range of new businesses to get up and running with some examples of new business start-ups including Nail Technicians, trades, craft businesses and music tuition.

3. Corporate Priorities

This project fits with the Council's priority of 'a strong local economy', by supporting new, sustainable start-up businesses.

4. Objectives

The project aims to:

- Support new businesses
- Create new jobs

5. Benefits

The main benefits of the project will include:

- The creation of new businesses
- The addition of new jobs in Chorley

Both of these benefits will support the local economy.

6. Scope

- The offer should be available to all new start businesses on completion of a viable business plan and it is not proposed to means test for need.
- The assessment process will involve a review of the Client's Business Plan by the Business Advisor, and completion of any actions resulting therefrom.
- The granting of the loan would be by way of applying the normal canons of lending.

Project Mandate

- The grant/loan provision is to be available over a 12 month period from April 2016.
- The administration of the loans will be via Unify Credit Union.

7. Key Project Milestones

As the project is now in its second year, all mechanisms and processes are in place, should the project be successful in securing funding for the coming financial year.

8. Constraints

The project is requesting £50,000 to deliver the Business Start Up (Grants and Loans) scheme for 2016/17.

The main constraints to note for this project are budget and limited resources.

9. Impact on other Directorates/Projects

The project will have a link to other Business Advice Employment and Skills projects.

PROJECT DOCUMENTATION

PROJECT MANDATE

13. Borough Wide Retail Grants Improvement Programme

Date: 10/12/2015

Author: Kate Cronin

Responsible Service: Business Advice Employment and Skills

1. Project Overview

The project aims to encourage the take-up of vacant retail properties in Chorley, by offering grant support towards interior and exterior improvements. Existing Chorley businesses can also apply for funding to improve the visual appearance of their shop exterior.

The take up of match funded grants allocated to retailers in Chorley has been extremely high, with over £100k additional funding allocated in 2015/16. This project will continue to meet the demand for these grants in 2016/17.

2. Project Background

The Vacant Property Grant (Shop Floor/ Business Rate Subsidy) and Shop Front Grant Programme has been in place since June 2012. The programme initially focused on the shopping areas of the town; there have been a number of expansions to the eligible geographical areas as follows:

June 2012- Inclusion of all of the designated town centre boundary area (shop floor/front)

April 2013- Inclusion of designated local service centre areas (shop floor only)

June 2015 – Inclusion of all areas (shop floor/shop front)

The demand for the programme continues to be high. With the opening up of the programme to the wider Chorley area in June 2015, there are now increased opportunities for more Chorley businesses to access the programme, and for its benefits to be seen across the Borough.

3. Corporate Priorities

The project fits with the following corporate priorities:

- A strong local economy
- An ambitious Council that does more to meet the needs of residents and the local area

4. Objectives

The programme aims to:

- Increase the take up of vacant retail properties
- Improve the visual appearance of shops, for the benefit of local businesses, residents and visitors
- Support new businesses and existing businesses to improve the appearance of shop fronts
- Bring in private sector investment

5. Scope

The scope of this project will include any local businesses within the designated boundary area. The project is requesting £80,000 to deliver this work over 2016/17.

The Shop Floor Refurbishment Grant can be used to improve the function and appearance of the shop floor. Works may include changes to layout, redecoration, new fixtures and fittings. The grant may also pay towards building regulations application

fees where relevant. Machinery and equipment will be excluded. The funds can support small and medium enterprises (SMEs) acting as independent retailers, who are moving into vacant premises located either within the designated Chorley Town Centre boundary or within other local retail centres.

The Shop Front Improvement Grant is for comprehensive capital works (rather than routine maintenance) to improve the visual appearance of a retail property. Works may include new windows (as part of an overall scheme), exterior treatments, lettering, fascias, signage, and lighting on the principle ground floor trading elevation of the property. Physical improvements to a shop entrance to improve disability access are also eligible for grant support. The grant may also pay towards the planning and building regulations application fees where relevant. The funds can support small and medium enterprises (SMEs) acting as independent retailers, who are EITHER moving into vacant premises located within the designated Chorley Town Centre boundary or within other local retail centres OR retailers who are already based in these areas.

An SME is a company which employs fewer than 250 persons (full time equivalent), and has a turnover of less than 50 million Euros and/or has an annual balance sheet of less than 43 million Euros. No more than 25% of the company's capital or voting rights may be held by a parent company which is not itself an SME.

In order to comply with EU state aid regulations Chorley Council is unable to provide financial support to companies in the transport sector, or those involved in the production of agricultural equipment.

6. Key Project Milestones

As the project is now in its fourth year, all mechanisms and processes are in place, should the project be successful in securing funding for the coming financial year.

7. Constraints

The main constraints on the delivery of this project are resources at peak periods.

8. Impact on other Directorates/Projects

The project has links to the following:

- Finance
- Communications Team
- Business Start Up Project

PROJECT DOCUMENTATION

PROJECT MANDATE

14. Choose Chorley Grants

Date: 10/12/2015

Author: Kate Cronin

Responsible Service: Business Advice Employment and Skills

1. Project Overview

The Choose Chorley grant provides an incentive for businesses to consider re-locating to the Borough.

2. Project Background

The grant scheme began in March 2014 when the first relocation grant was awarded and has since attracted a total of 6 businesses to Chorley, with 91 jobs forecasted to be created.

The Choose Chorley grant scheme aims to attract inward investors, create new and sustainable local employment opportunities and strengthen local supply chains.

Grants are available up to the value of £25,000 (minimum £1,250 grant per job) although a higher amount will be available in exceptional circumstances.

The assessment criteria for the grant includes:

- Number of jobs relocated to the borough
 - total jobs
 - jobs held by a Chorley borough resident
 - jobs held by a non-Chorley borough resident
- Number of new jobs created (as an increase in the total jobs within the business)
- Number of new jobs created and accessed by a Chorley borough resident
- Private sector investment
- Evidence of increase in local supply chain activity

Inward investors are required to sign up to the Council's Employment Charter and be prepared to take part in joint publicity to promote the Scheme and the wider Chorley economy. Whilst not a condition of grant, potential applicants are encouraged to make use of senior players, such as the Leader of the Council, local MP, Chief Executive of the Council and other stakeholders that could assist in any site visits or discussions over investment projects.

The grant also provides a soft landing scheme which gives support to the relocating business and offers them one hour of free access to services such as solicitors or accountants.

The scheme forms part of the overarching inward investment programme and one of the incentives promoted as part of the inward investment campaign.

3. Corporate Priorities

The grant scheme contributes to the following corporate priority;

- A strong local economy

4. Objectives

The project aims to encourage businesses to relocate to the area in the forthcoming financial year. Three businesses would be able to be supported at the maximum level of £25,000 and more at a lower level.

For 2016/17, the broad objectives for the project are to:

- Attract new businesses to relocate to Chorley
- Create new jobs (as well as the relocation of the businesses existing workforce)
- Attract larger businesses to the area and embed them within the local economy
- Develop supply chains within the Borough, encouraging newly relocated companies to purchase products and services from existing local companies.

5. Scope

The grant is aimed at existing businesses permanently relocating from outside of the Borough into Chorley which intend to bring ideally 20 or more sustainable jobs within 18 months of them establishing a base.

The project aims to encourage businesses to relocate to the area in the forthcoming financial year. Three businesses would be able to be supported at the maximum level of £25,000 and more at a lower level.

The grant can be used for the construction of new buildings, the refurbishment or adaptation of existing business premises, site engineering works, the purchase of plant and machinery, signage, hard/soft landscaping, security improvements, relocation costs, lease costs and business rates.

The timescale for claiming the grant is 6 months. The grant will be paid on evidence of defrayed expenditure, works completed and evidence of jobs created. Where there is a lead-in time for job creation, 40% of the grant will be paid on completion of the works and 60% on evidence of jobs created. The grant will be paid within 30 days.

Projects supported will comply with EU state aid regulations. The grant will be given to Small to Medium sized Enterprises (SMEs*) under the EU de minimus rules, whereby the SME can receive up to 200,000 euros of state aid over a rolling three year period. Support to companies in the transport sector, or those involved in the production of agricultural equipment, will be ineligible.

*An SME is a company which employs fewer than 250 persons (full time equivalent), and has a turnover of less than 50 million euros and/or has an annual balance sheet of less than 43 million euros. No more than 25% of the company's capital or voting rights may be held by a parent company which is not itself an SME.

The following will be out of scope:

- Retail businesses will be exempt
- The grant will not be available retrospectively

6. Key Project Milestones

The project will continue to deliver the Choose Chorley grant scheme over 2016/17.

7. Benefits

The main benefits of the grant scheme will be:

- The creation of new jobs which will be available to local people
- The further development of the local economy, through an increase in local supply chain activity

Project Mandate

- Increase in local spending power, through bringing in an additional workforce from outside the Borough, and the potential for workers to consider residing in Chorley.

8. Constraints

The project is requesting £75k to fund the continuation of the existing programme.

The main constraints on this project will be staff time, resources and financial.

9. Impact on other Directorates/Projects

The project will link in to the following:

- Communications Team
- Finance Team
- Other Economic Development projects

PROJECT DOCUMENTATION

PROJECT MANDATE

15. Inward Investment (Digital Health – Euxton Lane)

Date: 21/12/2015

Author: Kate Cronin

Responsible service: Business Support, Employment and Skills

Project Overview

This project provides for the delivery of inward investment over 2016/17 and is requesting a total of £25k to move forward the Digital Health Park, Euxton Lane Chorley.

Project Background

A key priority within the refreshed 2014 Economic Development Strategy is to promote and increase inward investment in Chorley to support economic growth in the borough and provide a mix of well paid, high and low skilled jobs.

Following a thorough procurement process, Breeze Strategy was appointed in November 2012 to recommend a series of activities to articulate a compelling Chorley offer to attract inward investors to key development sites and premises. This work was then built upon by developing an Inward Investment Campaign.

The Chorley Local Plan will provide a future supply of employment land in Chorley up to 2026.

Chorley Council has a responsibility and has a role as facilitator to ensure that there is a continuous supply of land for employment uses. Whilst it is impossible to predict with any degree of accuracy the number of jobs which might be attracted through inward investment, based on industry-standard guidelines, over the next 15 years there is potential to create between 3,000 and 19,000 jobs.

The inward investment action plan and campaign has delivered:

- Choose Chorley – The New City Gateway brand
- Choose Chorley Grant
- A soft-landing scheme
- Choose Chorley Web Site
- Linked Choose Chorley Social Media facility
- Lighting of Rivington Pike, posters along main transport corridors in Manchester
- A Choose Chorley Video
- Signage – Bespoke 'Choose Chorley for Business' signage at key entry points to Chorley.
- A Chorley-In-Manchester Day- to showcase the town's assets and sharing of the story, propositions and activity programme.

Digital Health was identified as one of the fastest growing sectors in Lancashire by the LEP in their Strategic Plan, and also in our economic development strategy. Therefore we began conversations with the North West Cost Academic Health Science Network (<http://www.nwcahsn.nhs.uk/index.php>) whose aim is to improve patient outcomes by working with academic and industry – creating wealth from health.

An outline planning application for a digital health park on Euxton Lane was approved in July 2015. The hub will provide offices and other facilities suitable for companies look at how new technology can be used in healthcare.

Also included in the draft application are plans for a care home and specialist care facility, a convenience store, family pub, light industrial units and up to 125 new homes.

In addition, in the recent local government finance settlement it is clear that revenue support funding will reduce and ultimately be withdrawn leaving council much more dependent on council tax and business rate income. It is therefore important that we work to develop the Council's business rate base over the coming years to ensure that we are in the best possible position as the councils funding changes. This project will support us in doing that.

Corporate Priorities

The development and delivery of an inward investment plan will support the Corporate Strategy's priority them 'A strong local economy', by helping to create a strong business sector and by providing access to employment.

Objectives

The main objectives of the project over 2016/17 are to:

- Increase the number of businesses locating in Chorley
- Increase occupancy rates
- Increase the number of jobs available in the Borough
- Further develop the digital and health sectors in Chorley
- Increase Chorley's regional/national profile
- Work with partners to progress the plans for a digital health park on Euxton Lane.

Scope

The scope of the project over 2016/17 will be to take the inward investment function to the next stage. This will include updating our inward investment plans as well as progressing the digital health park at Euxton.

Benefits

The main benefits of the project will be:

- Increased number of businesses locating in Chorley
- Higher occupancy rates
- Increased number of jobs available in the Borough
- Higher regional/ national profile
- Euxton Lane to create a total of 700 jobs.

Key Project Milestones

Key milestones for this project will be focused on getting a detailed specification, layout plan and artists impressions and development and submission of a full planning application for the Digital Health Park.

Constraints

The project is requesting a total of £25k to support the design and build (including detailed specification, layout plans and artists impressions) for the Digital Health Park, Chorley.

Impact on other Directorates/Projects

The project is likely to have an impact on the following:

- The project will complement the activity to bring forward employment land within the Strategic Development function
- The support of the Communications Team will be required in connection with producing promotional material etc.

PROJECT DOCUMENTATION

PROJECT MANDATE

16. Extend the External Funding Officer post

Date: 10/12/2015

Author: Kate Cronin

Responsible Service: Business Advice Employment and Skills

1. Project Overview

External funding is available from a wide range of organisational bodies as well as the EU and UK governments to support locally delivered projects. This role is to link the external funding with suitable projects mainly developed around economic growth, business support and employability.

2. Project Background

The External Funding Officer will actively seek out resources to support projects being delivered by Chorley Council. This requires funding bids to be made to external bodies as well as project management.

The Lancashire Local Enterprise Partnership is responsible for the allocation of £230m of European Funding across Lancashire 2014-20. The External Funding Officer will be engaged to develop ESIF projects and submit detailed funding bids.

The latest round of Growth Deal has recently been announced by the UK government to support economic development focused projects. It is anticipated that Chorley Council will be bidding for employment focused development sites. This will be co-ordinated by the External Funding Officer.

Other funding opportunities also exist from a wide range of organisations such as the National Lottery, foundations, charities and other government departments. Funding bids will also be made by this role in line with the Council's Resource Procurement Strategy.

3. Corporate Priorities

This project will support the following corporate priority:

A strong local economy

4. Objectives

The objectives of this post are to:

- Develop Chorley Council projects
- Maximise external funding bids
- Project manage secured funding
- Make Chorley businesses aware of external funding (especially rural)
-

5. Scope

A total budget of £24,000 is being requested to extend the external funding officer post. The scope of this role is to identify, secure and manage the delivery of externally funded projects.

6. Key Project Milestones

- Make further ESIF bid- Expected July 2016
- Consider Growth Deal application- July 2016

- Update Resource Procurement Strategy- August 2016
- Assist business to apply to LEADER/EAFRD grant December 2016
- Consider further ESIF bids- March 2017

7. Benefits

The External Funding Officer will maximise the amount of external funding brought into Chorley. This will lead to increased business investment, productivity, growth and jobs. As well as the development and implementation of new projects that would not have previously been funded.

8. Impact on other Directorates/Projects

The main impact of this role will be to complement and build upon the work carried out by the Employment, Skills and Business Support Team. It will expand the range and reach of the Section and help more businesses to grow and people to access employment.

PROJECT DOCUMENTATION

PROJECT MANDATE

17. Deliver the Skills Framework

Date: 11/12/2015

Author: Jason Mills

Responsible Directorate: Business Advice Employment and Skills

1. Project Overview

This project will commence the delivery of a three year action plan to respond to the supply and demand issues, opportunities and challenges identified in the recently commissioned Chorley Skills Framework.

2. Project Background

The refreshed 2014 Economic Development Strategy has 'Education, training and skills development' as one of its priorities.

The June session of our Choose Chorley for Business Focus Group considered employability and skills to identify and resolve some 'burning' issues from a demand and supply perspective. A key action from the session was to commission a skills gap analysis for Chorley. To this end, Chorley Council commissioned Ekosgen to produce a Chorley Skills Framework.

The Chorley Skills Framework will help to drive the skills agenda forward supporting local businesses to access the workforce they need to support change and growth, and ensure residents are equipped with the skills required by employers. The commission considered the base employment and skills position from both a supply and demand perspective, opportunities and challenges going forward and presented a Chorley specific, yet co-ordinated approach within a three year action plan.

Ekosgen was considered well placed to undertake the study having prepared the Lancashire Skills and Employment Evidence Base, a Skills Action Plan for the Lancashire Visitor Economy and a Preston / South Ribble City Deal Skills Strategy. Integral to the work was consultation with representatives of major Chorley companies, sourced from the Choose Chorley for Business Focus Group, and key sector representatives to gain an understanding from the business and employer perspective. A wider partnership engagement event was also held to encompass the key facts in relation to employment and skills from stakeholders.

3. Corporate Priorities

This project supports the Corporate Strategy priorities of:

- 'An ambitious council that does more to meet the needs of residents and the local area'
- 'A strong local economy'.

4. Objectives

This project will commence delivery of the three year Skills Framework Action Plan. Key deliverables have been identified within the plan along with the lead partner, supporting partners and fit with emerging provision via the Lancashire Skills and Employment Strategic Framework. Key activities will be delivered to support the following strategic objectives:

- Strategic objective 1: Continue to build and develop effective working relationships between employers, training providers and other service providers to ensure a responsive skills system that recognises business requirements
- Strategic objective 2: Ensure that Chorley residents of all ages have the skills and qualifications to access and progress in employment
- Strategic objective 3: Ensure local expenditure is used to support training, skills development and employment opportunities for local residents

5. Benefits

The project will:

- help to drive forward the skills agenda
- support local businesses to access the workforce they need to support change and growth
- ensure residents are equipped with the skills required by employers.

Outcome examples include:

- Skills Board established
- Further Education and Higher Education curriculums shaped in response to growth/high replacement demand needs
- Enhanced Careers Information, Advice & Guidance provision, including employer engagement, in high schools
- Increased apprenticeships in high growth areas
- Increased employment rate
- Improved educational attainment rates

The outcomes from the development will also support and be measured by the following corporate performance measurements;

CS 1.05 - % of the population with NVQ level 3 and above

CS 2.03 - Overall employment rate

CS 2.06 - % of working age people on out of work benefits

CS 2.07 - The % of 16-18 year olds who are not in education, employment or training (NEET)

6. Scope

The scope of the project is the stated activity within the Skills Framework Action Plan. The project will complement the delivery of activity being delivered through the Lancashire Skills Hub.

7. Key Project Milestones

- First meeting of Skills Board
- Stated activity within the Skills Framework Action Plan

Project Mandate

8. Constraints

A budget of £30,000 is being requested to deliver this project over 2016/17.

9. Impact on other Directorates/Projects

This project will complement the work of the Lancashire Skills Hub.

PROJECT DOCUMENTATION

PROJECT MANDATE

18. Chorley Works

Date: 09/12/2015

Author: Kate Cronin

Responsible service: Business Advice Employment and Skills

1. Project Overview

The Chorley Works – Tackling Unemployment Programme is about supporting local people into sustainable jobs, with particular targeting of those most affected by the Welfare Reforms.

The programme aims to provide Chorley Jobseekers Allowance (JSA) and Universal Credit (UC) claimants with up to date, meaningful work experience with reputable local public and private sector organisations. The programme has been in place since May 2014.

2. Project Background

Whilst unemployment in Chorley remains lower than the regional and national averages (in October 2015 0.8% of the working age population (16-64 yrs)¹ in Chorley were on out-of-work benefits) there is a continuing need to mitigate the emerging negative impact of changes resulting from the Welfare Reform Act in order strengthen and build resilience in the local economy.

Since May 2014, Chorley Council has provided unemployed Chorley residents aged 25 years and over with the opportunity to participate in the Chorley Works Placement Programme.

In the 12 month pilot period, up until May 2015, Chorley Council worked in partnership with Lancashire County Councils Employment Support Team to deliver the programme and managed to attain the set target of 50 placements over the year. From May 2015, the Chorley Works Placement Programme has been brought entirely in house; the programme has continued to be successful. The table below outlines the programme outputs between May 2015 and August 2015.

Indicator	Outputs Achieved
Total referrals into Chorley Works	43
Total placements Starts	16
Total placements completed	9
Total contracts offered post placement	8
Total incomplete placements	2
Total participants still on placement	5
Total participants currently undergoing training	12
Total placement ready participants awaiting and placement match	15

3. Corporate Priorities

This project fits in with the Council's Corporate Priority to achieve 'a strong local economy'.

¹ Source: ONS Jobseekers Allowance with rates and proportions

4. Objectives

The project has the following objectives for 2016/17.

Chorley Works will support those residents who are closest to the 'world of work' in terms of routes into employment and who meet all of the following criteria:

- Unemployed and in receipt of Job Seekers Allowance (JSA) OR Universal credit (UC)
- Age 25+ years
- Not on the Work Programme

5. Scope

The project is requesting £39,000 for 2016/17. The budget will fund an Employability Officer post as well as a £6,000 flexi training fund.

The scope of this project for 2016/17 is to continue delivering a programme to overcome barriers to employment amongst key target groups with actions including:

- Developing an attractive package for jobs seekers and employers.
- Embedding the scheme, including promotion, marketing and liaison with partners.
- Monitoring progress and reporting.

6. Key Project Milestones

The project will continue with its work in increasing participants confidence and skills and thus, moving participants closer to the world of work.

7. Constraints

The main constraint on this project is resources.

8. Impact on other Directorates/Projects

The Chorley Works project has links with many other services and projects including;

- Housing Teams
- Policy Team
- Communities Team
- The Foodbank

PROJECT DOCUMENTATION

PROJECT MANDATE

19. Vulnerable Families Employment Project

Date: 08/12/2015

Author: Kate Cronin

Responsible Directorate: Employment, Skills and Business Support

1. Project Overview

The project aims to facilitate access to training and employment for members of 'Troubled Families', therefore improving the lifestyle and overall wellbeing of the families themselves. This project targets our most difficult to reach families and offers incentives and extra support to encourage them to engage with the existing Chorley Works programme.

2. Project Background

National research undertaken by central government in 2011 estimated that £9 billion is spent annually on troubled families – an average of £75,000 per family each year. Of this, an estimated £8 billion is spent reacting to these families, with just £1 billion being spent on helping families to solve and prevent problems in the longer term.

Access to training and employment is a central factor in improving the lifestyle and overall wellbeing of many families, with worklessness being one aspect of the national criteria which families must fulfil to receive troubled families scheme support.

In December 2011, the Department of Communities and Local Government approached Lancashire and invited them to participate in the national 'Troubled Families Initiative', a three year, payment- by- results programme worth up to £8.7 million and targeting up to 2630 families across the county. The results-based payments were attached to three criteria – educational attendance, youth offending and unemployment.

Lancashire County Council has plans to roll out phase 2 of the Troubled Families initiative. When this goes ahead, Chorley Council has the option to acquire the Troubled Families data, analyse targeted participants and progress the work itself. Yet due to some delays with the Phase 2 initiative this has yet to happen.

In the absence of this data, Chorley Council is using other sources to identify families who are high users of public services and fulfil at least one of the criteria for Troubled Families.

Families have been identified through working with the Housing and Neighbourhoods Teams, as well as through the Integrated Action Team, which is part of the Chorley Public Service Reform Programme. Currently, the scheme is working with four families two of which are new sign ups, however two families have been signed up for the programme for some time and seem to be engaging well.

3. Corporate Priorities

This project supports the following corporate priorities:

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

4. Objectives

The objectives of this project for 2016/17 include:

- To support members of troubled families to access training and employment
- To improve outcomes for troubled families
- To give families stability and positively change their dynamic through improved access to training and employment
- For individuals to access permanent employment

5. Scope

The scheme is available to families who are high users of public services and who fulfil at least one of the national criteria. A budget of £3,500 is requested to deliver this project over 2016/17.

Through previous work undertaken with troubled families it became clear that the two main difficulties in supporting families into paid employment were getting families to initially engage with the support on offer and then sustaining this engagement. To alleviate this, a combination of monetary incentives, in the form of grocery vouchers for a local supermarket and extra support were identified as the best way to sustain engagement with the employment programme. The incentives used in 2015/16 were as follows, these incentives are also planned to be delivered over 2016/17:

Payment 1 = £50 food voucher: Engagement and sign up to WTWF support with lead professional Team around a Family action plan to achieve `steps to` referral to Chorley Works. This could include engagement in motivational / self-esteem group work, volunteering, etc.

Payment 2 = £50 food voucher: Achievement of milestones achieved e.g. 80- 100% attendance on motivational course and achievement of completion certificate. Referral to Chorley Works and Chorley Council Employability Officer.

Payment 3 = £100 food voucher: Engagement and sign up of individual to Chorley Works and positive outcome.

£50 per individual is allocated as a small training fund per individual (e.g. for maths or English skills or IT)

Finance = 14 x £250 (unit cost per individual) = £3,500.

6. Benefits

The main benefits of this project will be:

- Members of troubled families gaining access to training and employment
- Improved outcomes for whole families

7. Key Project Milestones 2016/17

Milestone	Date
Potential data sharing from LCC	TBC
Support to families	On-going
Administering incentive payments	On-going
Referrals to Chorley Works	On-going
PR of positive outcomes	On-going

8. Constraints

The target groups are the most 'difficult to reach' members of the community; engaging them and retaining them on the programme will be challenging. Incentives at certain points of the programme are offered to try and retain engagement.

9. Impact on other Directorates/Projects

The vulnerable families' employment project has been working with, and will continue to work with:

- IT– Support may be required from the IT service to ensure that staff work to a robust and secured information sharing protocol.
- Neighbourhoods – support in acquiring and analysing the Troubled Families data (optional).

PROJECT DOCUMENTATION

PROJECT MANDATE

20. Furthering Key Employment Sites

Date: 09/12/2015

Author: Kate Cronin

Responsible Service: Strategic Development

1. Project Overview

Creating jobs for local people is one of the Council's top priorities and bringing forward sites that are suitable for inward investment has the potential to create thousands of jobs for local people.

The Chorley Local Plan (adopted July 2015) allocates a number of sites for employment and this budget supports a project to identify potential barriers to the delivery of employment development. This will include identifying and implementing the necessary actions to bring the sites forward for employment development. Once the project is completed, it is expected that sites will deliver employment land supply and associated jobs.

2. Project Background

A key priority within the Economic Development Strategy is to promote and increase inward investment in Chorley through maximising best use of available employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs.

The Chorley Local Plan provides a future supply of employment land in Chorley up to 2026. A number of employment sites have been identified as suitable for inward investment. Work is now needed to bring forward key employment sites in Chorley in order to continue to drive economic growth and prosperity.

Chorley has approximately 86 hectares of land to offer potential developers, if brought forward the land has the potential to create thousands of jobs for local people. Developing just half of the sites could provide over 3,000 jobs, more than Chorley's current unemployment levels. It is the Council's ambition to facilitate a number of these employment sites by 2022.

In 2015/16 the focus has been on bringing forward the Botany Site. Recent changes to the Local Government finance regime means that by 2020, local government funding will come from retained business rate income. Therefore maintaining and growing the business rate base will be fundamental to the Council's financial stability moving forward.

3. Corporate Priorities

The project supports the Council's corporate priority in developing 'A strong local economy', and in particular supports the vision for a strong and expanding business sector through delivery of employment land and jobs.

4. Objectives

This project seeks to review the sites identified for employment in the local plan and address any potential barriers to bringing them forward for employment delivery. It will:

- Assess the list of sites
- Identify and establish landownership and/ or any developer interest;
- Establish a priority list of sites for action
- Develop a site specific approach for any necessary interventions to facilitate bringing the site forward

This may include support with;

- Land assembly/acquisitions
- Marketing and promotional activities,
- Inward investment enquiries
- Preparation of masterplans &/or development briefs
- Pre-application advice/planning applications
- Public engagement/consultation

5. Scope

The sites for consideration within the scope of this project are referenced in the employment allocations in the Chorley Local Plan (incl. at Appendix 1).

The scope of the project for 2016/17 will be to refine through further assessment, the sites to establish in which order they should be prioritised.

The prioritised list may be subject to change as opportunities arise i.e. the project must be able to respond to market opportunities

The following is considered out of scope of this project:

- Employment through inward investment
- The project does not cover infrastructure development

6. Key Project Milestones

1. Carry out an assessment of each site
2. Identify any constraints to employment delivery and consider appropriate interventions
3. Prepare a business case for further development with a work package of actions to address constraints
4. Implement identified actions

Following assessment of each site, individual work packages will outline timescales and milestones.

7. Benefits

The key benefits of the project will include:

- Unlocking sites to create opportunities for future employment delivery, and therefore generation of jobs
- The prevention/reduction in the loss of employment land allocations to housing uses

8. Constraints

A budget of £125,000 is being requested to deliver this project.

Successfully managing relations with existing Land Owners, Developers and the LEP will be key.

9. Impact on other Directorates/Projects

There are a number of points where the project will interface with internal support services and the wider business environment:

- Land Assembly/Acquisitions – links with Property Services, Legal Services, and any service areas that may inherit responsibilities for any liabilities after acquisition e.g. Streetscene
- Marketing and Promotional Activities, Inward Investment Enquiries – links with Business, Investment & Skills
- Preparation of masterplans &/or development briefs – prepared in house by Policy & Urban Design Team, or procured via external consultants
- Pre-application Advice/Planning Applications – Development Control Team
- Public Engagement/Consultation – Policy & Urban Design Teams, Policy & Communications
- Decision Making and Consultation - Elected Members (Leader, Deputy Leader, Executive Cabinet)

Appendix 1

Table 1: Employment Allocations – Chorley Local Plan

	Location	
EP1.1	Great Knowley	#
EP1.2	Botany Bay	#
EP1.3	Land to North East of M61 Junction (Gale Moss)	
EP1.4	North of Euxton Lane	
EP1.6	Cowling Farm	#
EP1.7	Land at Ackhurst Business Park	
EP1.8	Lyons Lane Mill, Townley Street	
EP1.9	Woodlands Centre, Southport Road	
EP1.10	Stump Lane	
EP1.11	The Revolution	
EP1.12	Group 1	
EP1.13	Southern Commercial	
EP1.14	Fairport, Market Place, Adlington	#
EP1.15	Land east of Wigan Road, Clayton-le-Woods	
EP1.17	Rear of New Street, Mawdesley	

Notes:

- Sites EP1.1 and EP1.2 are allocations for sub-regionally significant development, and are also subject to policy EP2.
- # denotes allocations which include housing development i.e. these are mixed use sites, and the site area in the table refers to the employment element.

PROJECT DOCUMENTATION

PROJECT MANDATE

21. Develop Chorley's Town and Rural Tourism Economy

Date: 09/12/2015

Author: Kate Cronin

Responsible Directorate: Chief Executives Office

1. Project Overview

The aim of this project is to build on the work that has already been done around bringing more short stay visitors into Chorley, through the marketing and promotion of Chorley's assets and attractions and through the delivery of an annual programme of events.

Overall, increasing visitors to Chorley will support local businesses and the local economy.

2. Project Background

The Lancashire visitor economy attracts 75 million visitor days a year. In 2014, Lancashire attracted just over 63 million visitors who contributes £3.68 billion to the local economy and helped to support 56,074 jobs. By 2016, the aim is to attract 85 million visitors.¹

Whilst Lancashire's tourism economy is particularly focused in Blackpool and the Fylde Coast, Lancaster, Preston and the Ribble Valley, it is recognised that Chorley has a broad range of tourism assets. The sector accounts for approximately 8% of businesses in Chorley and generates around 4,000 jobs.

There remains an opportunity to capitalise on the wider success of tourism in Lancashire and predicted increases in visitor economy growth. Chorley does have a lot to offer, and attracting visitors to both the town centre and rural areas could have a positive impact on the local economy.

In addition to the above, more people are increasingly looking closer to home for events, attractions and holiday breaks due to increasing travel costs and less disposable income. This means that there is a genuine opportunity to capitalise on this, encouraging people from the surrounding areas to visit and stay locally.

In 2014/15 the Council developed and implemented a campaign plan for promoting the Council's assets with a particular focus on Astley Hall and the Lancastrian. The campaign plan also included some action points around tourism.

A number of actions were achieved through the promoting the council's assets campaign. These include:

- Capturing information about visitors and using this data to tailor current and future marketing
- Creating more and bigger and better events to attract more visitors into the area
- Utilising social media, such as the Astley Hall, Coach House and Park Facebook page, to improve the presence and awareness of Chorley's attractions and events
- Maximising the opportunities of existing well-known visitor information websites such as Trip Advisor
- Promoting asset improvements and developments such as Astley Park's Destination Play Area or the range of events that The Lancastrian can be used for to raise awareness of the improved offer

¹ Marketing Lancashire, Tourism Statistics (Updated August 2015)

- Restabilising the council's relationship with Marketing Lancashire and improving the presence of Chorley within Lancashire's tourist information channels such as visitlancashire.com

This has been strengthened by our work in 2015/16, which has included:

- Building closer relationships with Chorley tourist attractions
- Undertaking research to find out where people look when finding information about what's on
- Building on our events programme
- Planning the layout and content of a new tourism website for Chorley
- Creating new publicity material for our attractions including a new wedding brochure for Astley.

Although delivering events is not included in the scope of this work, it is important to recognise Chorley's growing reputation for delivering high quality events and the increasing number of visitors events attract into the area.

Since 2012, Chorley Council has dramatically increased the number of events it organises and facilitates with six key events; Chorley Grand Prix, What's Your Story, Chorley?, Picnic in the Park, Chorley Flower Show, Chorley Live and Christmas.

3. Corporate Priorities

This project will support the following Council priorities:

- A strong local economy
- An ambitious council that does more to meet the needs of residents and the local area

4. Objectives

The key objectives for the project are to:

- To take forward and progress the work around 'Check Out Chorley' and to promote the Website
- Developing relationships with local businesses, working with them to promote their assets and Chorley
- Review of the What's Happening magazine and other publicity supporting tourism, with a view to improving the content and take up
- Increase the number of visitors to Chorley's attractions and make Chorley a place people consider for a day(s) out

5. Scope

The scope of this project is to continue with the work done over the past year, with a focus on increasing day and short visits into the Borough through many means but mainly through both the 'Check out Chorley' campaign and new tourism website.

The breadth of this campaign will not solely focus on the council's assets it will incorporate the promotion of tourist attractions across the borough including:

Project Mandate

- Botany Bay
- The wider Rivington area (including the improvements being supported by Rivington Heritage Trust)
- Chorley Little Theatre
- Chorley town centre and Chorley Markets
- Heskin Hall
- Hoghton Tower
- Go Ape, Rivington
- Rock and River outdoor centre
- Cedar Farm Galleries
- Leeds/Liverpool Canal

A more definitive list will be created once discussions have taken place with all visitor attractions in the borough. It will also include the promotion of areas that aren't specified in a single location but includes the rural villages that can be enjoyed for activities such as cycling and walking.

The promotion will look at how we can not only help publicise the attractions to a local audience but also how we can work with the attractions to sell Chorley as a place to visit to people located further afield.

The target audience for this particular project are local residents and also people from the wider Lancashire/ North West area.

The planning and delivery of events is not within the scope of this project.

6. Key Project Milestones

The key milestones of this project are to:

- Promote the new website and embed the 'check out Chorley' strapline throughout the tourism work
- Create a new look What's Happening magazine based on trial features in the spring with a view to new content for the summer 2016 edition
- Develop new areas of the website to include accommodation and places to stay
- Review work with Marketing Lancashire and Chorley's tourist attractions
- Produce a marketing plan for year two of the tourism work
-

7. Volunteering – Time Credits

We will review the number of earn and spend opportunities with local attractions. This will be done by putting the attractions in touch with the SPICE time credits programme and including these in our promotional material.

8. Constraints

A budget of £35,000 has been requested for the delivery of this project.

9. Impact on other Directorates/Projects

This project links to the work in Business advice, employment and skills team.

PROJECT DOCUMENTATION

PROJECT MANDATE

22. Chorley Flower Show 2016

Date: 23/11/2015

Author: Jason Mills

Responsible Directorate: Streetscene & Leisure Contracts

1. Project Overview

Building on the staging of the inaugural Chorley Flower Show in 2015, this project will see the development and staging of the second Chorley Flower Show in Astley Park on 30th & 31st July 2016

The project will aim to deliver a show that continues to develop while containing all the elements of a traditional flower show such as professional exhibitor displays, trade stands, talks and demonstrations etc. while continuing to ensure the viability of the event and to establish it as an annual visitor attraction for the borough.

2. Project Background

Chorley Council has had a history in horticulture for a number of years since being involved in the regional Royal Horticultural Society 'In Bloom' awards in 2002. At the end of 2012 and working closer with schools, communities, friends groups and others, the Council decided to make improvements to the floral presentations around Chorley, The enthusiasm generated by the council in supporting these groups continued with the North West in Bloom Judges. In October 2013, Chorley was awarded a Gold Medal Award in the best Small City Category and for the first time was nominated to represent the North West finalists in the national In Bloom finals.

In 2014; Chorley won the Silver Award for the Best Small City category at the Britain In-Bloom Awards and the Gold Award for the same category at both the 2014 & 2015 North-West In-Bloom Awards.

Following this successful horticultural track record, the council decided to build on these achievements by hosting its inaugural Flower Show in Astley Park during August 2015.

The objectives of the 2015 event were to create and deliver a flower show that has the potential to become an annual event, rivalling other well-known flower shows and drawing in people from across the region and beyond, increasing visitor numbers to Chorley and increasing trade in the town and surrounding areas.

The show took place on 1st & 2nd August 2015 and was deemed a fantastic success with visitor numbers totalling at 10,000 for the weekend, far above the 6,000 to 8,000 originally targeted. It attracted 16 professional award winning exhibitors gaining widespread media focus, with regional news items as well as the live broadcasts from Radio Lancashire who based themselves at the event and Granada Reports. Feedback from visitors and traders was that it is already on a par with some of the established major flower shows such as Southport Flower Show.

There were a number of lessons learnt from the hosting the inaugural event which are detailed in the end of project documentation and will be developed towards the hosting of the 2nd Chorley Flower Show 2016 such as site organisation and layout as well as the increase in the engagement with professional horticultural experts, growers to amateur societies.

3. Corporate Priorities

This project supports three of the four council corporate priorities;

- involving residents in their local area and equality of access for all
- an ambitious council that does more to meet the needs of residents and the local area; a strong local economy.

4. Objectives

The intention is to develop and deliver the 2nd Chorley Flower Show that can strengthen itself as an annual event, rivalling other well-known flower shows and drawing in people from across the region and beyond, increasing visitor numbers and increasing trade in the town and surrounding areas.

- Increase the number of exhibitors and traders with the aim to encourage more local horticultural businesses to take part
- To increase the number of visitors towards 15,000 and at the same time maintain a high level of satisfaction with the event
- Take the next step towards making the event sustainable by attracting more sponsorship and income
- To grow the event incrementally and balance the show across a wider footprint in the park

5. Benefits

The Flower Show will provide economic benefits to the district, attracting around 10,000+ visitors across the North West and beyond to this attractive event, stimulating the growth of tourism and supporting other businesses within the surrounding area.

It will raise the profile of Chorley and its surrounding area, providing an opportunity to help develop community associations, engage with the public while fostering a sense of community pride

Measured via:

- Number of community organisations involved – *Community Development*
- Number of Professional Exhibitors and traders – *Event Attractiveness*
- Event Admissions - *Event Attractiveness*
- Financial Control – *Financial management*
- Consultation Survey with Exhibitors – *Quality of Event/Organisation*
- Social Media Survey - *Quality of Event/Organisation*

6. Scope

The event will take place in Astley Park, Chorley on 30th & 31st July 2016.

The Show consists of three key exhibit areas –

- An area for professional exhibitors
- An area for gardening enthusiasts
- An area for show gardens

The work contained in this project will be around the whole organisation of the event from start to finish and also include:

- Planning a new show layout to allow the show to grow
- Contacting and signing up all the exhibitors and traders
- Establishing show gardens as part of the event
- Organising all the activities and entertainment
- Developing the Friday night offer to include a gala dinner and improving the food and drink offer over the show
- Devising a new admissions scheme
- Attracting more sponsorship
- Reviewing all the health and safety requirements
- Planning and producing all the marketing materials
- Start to build links with our business network and how it can be used as a platform for attracting new investment

7. Key Project Milestones

The event is scheduled for 30th & 31st July 2016. An outline of the key milestones involved in organising and delivering the event are outlined below, however, additional milestones may be identified as the planning and organising of the event develops.

Plan location of marquees and different aspects of the show	December 2015
Invite exhibitors and traders to come forward	October 2015
Finalise list of traders and exhibitors	April 2016
Draft outline plan of schedule for the event	March 2016
Produce marketing plan	February 2016
Create a working party with member input	January 2016
Ticket sales launched	April 2016
All logistics in place	April 2016
Preparation of flower show area	July 2016
Administration until the event is delivered	Ongoing
Debrief and collection of feedback	August 2016

8. Constraints

The event budget has been set at £40,000 Chorley Council's contribution to the show. This is the net budget after income such as event ticket sales, sponsorship and trade income.

The event also has to be delivered within existing staffing resources at the council so the event planning has to ensure it is deliverable.

9. Volunteering – Time Credits

We will be utilising the time credits programme in two main ways. Where appropriate we will work with community groups in the run up to the event to see where we can create earning opportunities. We will also make a number of tickets available for the flower show weekend through time credits.

10. Impact on other Directorates/Projects

Delivery of the flower show will require support from;

- Communications: Event marketing campaigns, customer engagement & promotion of the event
- Economic Development: Engagement with local businesses.
- Town Centre Management: Equipment and event support
- Shared financial services – organising the cash sales and budgeting
- Shared Assurance Services and Human Resources and Organisational Development – making sure all the relevant health and safety procedures are in place
- Customer services – acting as a point of sale for tickets

PROJECT DOCUMENTATION

PROJECT MANDATE

23. Chorley Grand Prix (British Cycling)

Date: 08/12/2015

Author: Kate Cronin

Responsible Directorate: Public Protection Streetscene and Community

1. Project Overview

This project will support the development and delivery of another successful Chorley Grand Prix event in the Easter of 2017.

2. Project Background

Chorley Council have been working with The British Cycling Partnership for two years. Over this time, a number of successful events have been held, encouraging local people to get involved with sporting activity and also bringing visitors to Chorley.

In April 2015, the Chorley Grand Prix Cycling event was held and was a big success. Thousands of families and cycle fans converged on Chorley. The event included different family activities available from games, arts, crafts to cycling challenges going on at the cycle village to enjoy between the laps.

Over the last two years there have been a number of cycling activities organised in Chorley including:

Ride Socials

Ride Social in Chorley	
Rides taken place	9
Participants	97
Buddies	238
Groups	2

British Cycling Breeze Events (Bike rides for women)

Breeze	
Rides taken place	4
Participants	11
Champions active	2

Sky Ride Local

Sky Ride Local in Chorley	
Rides taken place	20
Rides still to take place	0
Registrations	292
Participants	265
Active Ride Leaders	88
Routes	11

As well as increased physical activity, some positive outcomes from the cycling events programme have been establishing new routes in 2015 and bringing people into the Borough.

3. Corporate Priorities

This project supports the following corporate priorities:

- Clean, safe and healthy communities
- Involving residents in improving their local area and equality of access for all
- A strong local economy

4. Objectives

The project has the following objectives:

- To encourage and increase visitors to the area as well as providing activities for local population and a better place to live.
- Promotion of cycling as a healthy lifestyle choice
- Deliver sporting events in Chorley that will promote local assets
- Encourage community engagement
- Promote health and wellbeing priorities

5. Benefits

The benefits of this project are wide ranging, both for local residents and the local area. Sporting events help raise the profile of Chorley, bringing in more visitors and in turn, support economic development and inward investment. The project supports health and wellbeing priorities, and strengthens the offer for people locally.

6. Scope

The project will deliver a Chorley Grand Prix event in Easter 2017.

7. Key Project Milestones

More detailed milestones will be outlined as we get closer to the event but broad project milestones will involve:

- Preparation and planning of the event
- Promotion of the event
- Delivering the event over Easter 2017

8. Constraints

£25k has been requested to fund the Chorley Grand Prix event.

9. Impact on other Directorates/Projects

Support may be needed from the following service areas to deliver the Chorley Grand Prix event:

Project Mandate

- Policy and Communications
- Health, Environment and Neighbourhoods
- Planning
- Business advice, employment and skills
- Streetscene Team

PROJECT DOCUMENTATION

PROJECT MANDATE

24. Integrate Partner Services through the Chorley Public Service Reform Partnership

Date: 08/12/2015

Author: Kate Cronin

Responsible Directorate: Chief Executive

1. Project Overview

This project is focused on delivering the second year of the Chorley Public Service Reform Partnership Strategy and is requesting £15,000 for 2016/17 to continue with this work.

The partnership has a clear focus on how organisations can collectively deliver high quality public services efficiently and effectively, ensuring a better service for communities and better outcomes and value for residents.

The delivery of this project provides an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing.

The focus for year two of the project will be on developing integrated provider partnerships through formalising ways of working together, under a single leadership that integrates provision and ensures value for money.

2. Project Background

The Chorley Public Service Reform Strategy was formally approved in June 2015 following a review of partnership working and resulting recommendations.

The Strategy established that the purpose of the Chorley Public Service Reform Partnership is to work together to integrate and reconfigure public services in Chorley to provide the best outcomes for residents. It sets out a five year vision which is:

“By 2020, we will have high quality integrated public services which provide value for money and the best outcomes for the residents of Chorley”.

Overall, the three year programme covers:

- Year One - One public service for Chorley
- Year Two - Integrated provider partnerships
- Year Three - Integrated commissioning

To date, the Public Service Reform Partnership has:

- Established new governance arrangements and embedded a new structure for partnership working to ensure effective oversight, decision making and operational delivery
- Developed and approved a business case with supporting action plan
- Commenced delivery of the action plan, including establishing an approach to partnership oversight; undertaking activity to understand the perfect locality including collective sharing of data and intelligence and service co-location.

3. Corporate Priorities

This project supports and contributes to the following corporate priorities:

- An ambitious Council doing more to meet the needs of residents in a local area
- Clean, safe and healthy communities

4. Objectives

The 3 year overarching priorities are:

- System Leadership - to support the development of the Executive as leaders for future public services within Chorley, beyond existing organisational boundaries.
- Culture and workforce - with the aim of developing a consistent culture across partner organisations to support future service integration.

In year two specifically, objectives will be formed around the strategic focus of Integrated Provider Partnerships. The main aim of this focus is for providers of public services to establish ways of working together under a single leadership that integrates provision, ensures value for money and reduces costs across the system. A number of key principles support this work:

- Making every contact count regardless of team or organisation
- Focus on early intervention and prevention to reduce demand
- Reduce demand across the system by creating coordinated services that don't shift demand elsewhere.

5. Benefits

The overarching vision for the public service reform programme is set out in the vision for the strategy as outlined above. Specific benefits include:

- Sustainable high quality services
- Reduced costs across the system
- Improved processes
- Better understanding of residents through shared intelligence

6. Scope

The Chorley Public Service Reform work programme will cover a wide range of issues which will impact on multiple organisations.

The Partnership has overarching themes for delivery which will span the three year programme, these themes are:

- Integrated Locality Working - to develop a single understanding of localities across the borough including high risk populations, mapping relevant assets and developing proposals for future integration.
- Data and Intelligence - including a review of multi-agency groups, existing data sources and developing an approach to collective data sharing.
- Partnership Oversight - to ensure alignment and connectivity with the wider transformational landscape

The Partnership is mindful of a number of transformation work programmes in development that may impact on the delivery of activities. The footprint covered by many

of these programmes is much wider than Chorley, and the work programme will be active in connecting with these programmes, and also activity across partnerships, to reduce any risk of duplication, and to complement the wider work being developed.

This programme will link closely with the proposal to develop and Integrated Community Wellbeing Service.

7. Key Project Milestones

Milestones for year two of the project will be around:

- Establishing an approach to collectively sharing partnership intelligence
- Developing a programme of locality based interventions to build community capacity and resilience
- Enhancing multi agency approaches through strengthening existing structures and mechanisms.
- Supporting the implementation of the Lancashire Wellbeing Service in Chorley
- Preparing the foundations for an Integrated Community Wellbeing Service
- Management of the Board, Executive and Implementation Group meetings

8. Constraints

The programme is subject to the following constraints:

- Delivery of the work plan is dependent on the continued commitment of partner organisations.
- Resourcing and funding constraints
- Further constraints exist around partnership working;

A risk register has been developed to be regularly reviewed and managed through the Implementation Group and Executive.

9. Volunteering- Time Credits

Volunteering empowers the individual and provides a strong sense of local pride and community leadership. The Chorley Time Credit scheme developed with our partners Spice has inspired the Council and local organisations to work in new ways that focus on collaboration with communities, building a shared future for everyone.

The public service reform programme will look to utilise the Time Credits Network to provide a resource to support local delivery and a mechanism for achieving sustainable change in communities.

10. Impact on other Directorates/Projects

This programme provides opportunities to support improved connectivity between services, focusing on early intervention and prevention. The activities planned will involve risk profiling, to help identify vulnerable residents, and supporting them in gaining better health outcomes and managing complex needs. We will build community capacity to support pressures in high end services including admissions avoidance to hospital, A&E

Project Mandate

attendance, and in Primary Care, building foundations for future services to be reshaped and become sustainable.

It will therefore also be important to keep up the momentum on this work in conjunction with work to develop the Council business model and introduction of the combined authority.

Support may also be required from Health, Environment and Neighbourhoods in terms of delivering the work streams.

PROJECT DOCUMENTATION

PROJECT MANDATE

25. Employee Health Scheme

Date: 27/11/2015

Author: Kate Cronin

Responsible Directorate: Chief Executive

1. Project Overview

This project is a continuation of a Health Cash Plan funded by the council. The council pays a fixed contribution per employee which then enables employees to claim back the costs of health related treatments such as dental charges, eye tests and glasses, consultant appointments, professional therapy and many other benefits.

The scheme has proved to be very successful in its three years, and this project would extend the scheme for a further 12 months.

2. Project Background

An employee health scheme was introduced in 2012/13 following two years of no pay award for staff. In the background of very small or no pay awards, it was felt that continued pay freezes could lead to disengagement, lower productivity and morale. The health scheme was therefore introduced in an effort to offer some reward and benefit to staff during this period.

Since it was first introduced in June 2012, a total of almost £69,000 has been claimed by staff.

Date	Income	Claims	Ratio
1 st June to 31 st Dec 2012	£8932.79	£9341.80	104.58%
1 st Jan to 31 st Dec 2013	£21648.29	£19221.29	88.79%
1 st Jan to 31 st Dec 2014	£23904.31	£19803.17	82.84%
1 st Jan to 31 st Oct 2015	£19507.61	£20614.72	105.68%

The scheme has been really popular, providing savings to staff and supporting their health and wellbeing.

In 2015, the contract for the scheme was awarded to UK Healthcare.

3. Corporate Priorities

This project supports the council's priority to be an ambitious council that does more to meet the needs of residents and the local area.

4. Objectives

The key objective is the continuation of this scheme for a further 12 months, which would support:

- Improved employee health
- Increased staff satisfaction and engagement
- Improvements in staff benefits, creating a more attractive package for potential employees

5. Scope

The scheme would be applied to all employees, including agency workers who have worked for more than 12 weeks, and temporary staff that are employed within the year.

6. Constraints

The cost to the Council equates to approximately £1 per employee per week, which over a period of 12 months could be contained within a budget of £20,000.

A budget of £20,000 has been identified to support delivery of the project within the New Investment Package for 2016/17.

7. Impact on other Directorates/Projects

The scheme is accessible to all staff, but has no specific impact on services other than HR&OD who are responsible for coordinating the scheme.

This scheme would run alongside other health and wellbeing initiatives we are running in the next 12 months which include:

- Running Club
- Fit Club
- Flu Vaccinations
- Pilates
- Health related fun activity
- Targeted health and wellbeing days

PROJECT DOCUMENTATION

PROJECT MANDATE

26. Events Programme Delivery

Date: 11/12/2015

Author: Kate Cronin

Responsible Directorate: Chief Executives Office

1. Project Overview

This work aims to build on the success of the 2014 and 2015 events programmes.

The programmes have been well-received by residents since they started to become established three years ago, and are important way of engaging with the community.

The work would help to sustain our annual programme of events which aims to provide something for different interests and audiences each month, bringing new people into the town and Borough and supporting the local economy.

We are aiming to continue to develop the main events to attract people into Chorley from further afield.

2. Project Background

Over the last few years we have developed a calendar of events that is now attracting people from across not only the Chorley borough but the whole of the North West.

The broad costs of the events mean that we need additional funding through the budget to make sure they can be delivered. The main events delivered by the council include:

Event	Approx. visitor numbers
Chorley Live	7,000
What's Your Story, Chorley?	1,000
Picnic in the Park	8,000
Animals in the Park	1,000
Theatres in the Park (x3)	650 (in total)
Bonfire	4,000
Christmas	8,000 (switch on only)

Two of the main council events – Chorley Flower Show and Chorley Grand Prix are funded through separate budgets.

The 2016 events programme is just being finalised (Appendix A) and aims to be bigger and better than ever.

Since 2012, Chorley Council has dramatically increased the number of events it organises and facilitates. The number has increased from two per year to six main events: These are:

- Chorley Grand Prix
- What's Your Story, Chorley?
- Picnic in the Park
- Chorley Flower Show
- Chorley Live
- Christmas

3. Corporate Priorities

This work supports the following council priorities:

- An ambitious council that does more to meet the needs of residents and the local area
- A strong local economy

4. Objectives

The objectives of this work are to:

- Deliver free or low cost professional events to attract more visitors into Chorley and support the local economy
- Improve the council's reputation in the wider community as an organiser of high quality events
- Reduce the cost to the Council of delivery of events, through sponsorship and minimal charging (aim to gain £20-£25k funding through sponsorship deals over 2016/17)

5. Scope

The scope of the work includes:

- Delivery of the 2016 events programme (Draft at Appendix A)
- Developing and implementing a corporate approach to achieving sponsorship for key corporate events
- Consideration of low cost charging to reduce the cost of delivery of some events, while improving the quality and professionalism of the events
- Ensuring that where possible time credits are embedded into the delivery of the events, either through earning or spending credits
- There are a few other potential events floating around i.e. a gaming festival and food festival
- Look at how we can reduce the cost of events to the council through sponsorship

6. Key Project Milestones

- Finalise and gain approval of the 2016 events programme, including an approach to charging for some events
- Develop corporate sponsorship options
- Delivery of events, as per the plans agreed
- Review the 2016 events programme and put a plan in place for the 2017 programme

7. Constraints

A total budget of £80,000 is requested to support the delivery of events in 2016/17.

With an increasing number of events taking place each year, the main constraints on their delivery are budget and the resources needed to meet timescales.

8. Impact on other Directorates/Projects

The delivery of events will involve working closely with a range of service areas including Economic Development, Streetscene and Leisure Contracts.

In addition, the integration of Time Credits into events will involve working closely with HEN.

Appendix A - 2016 Events

Organised by Chorley Council
 Organised in partnership with Chorley Council
 Organised by an external group

Date	Event	Location	Organiser
26 March	Chorley Grand Prix	Town Centre and across Chorley Borough	British Cycling and Chorley Council
TBC	Duck Race	Botany Bay	Chorley Carnival Committee
23 April	What's Your Story, Chorley?	Town Centre	Chorley Council and Creative Network
23 April	Day of Dance	Town Centre	Amounderness Ladies Dance Group
23 April	St George's Day Parade	Town Centre	Chorley District Scouts
TBC	Lancashire Vehicle Club Rally	Astley Park	Lancashire Vehicle Club
31 May	Theatre in the Park – Love's Labour's Lost	Astley Park	Chorley Council
June (TBC)	Gaming event taster	Town Centre	Chorley Council and Creative Network
19 June	Theatre in the Park (performance TBC)	Astley Park	Chorley Council
25 June	Walking Day	Town Centre	No details
26 June	Picnic in the Park	Astley Park	Chorley Council
July TBC	Adlington Carnival	Jubilee Playing Fields	Adlington Carnival Committee
1-3 July	Chorley Pals Commemoration	Astley Park	Chorley Remembers and Chorley Council
30 and 31 July	Chorley Flower Show	Astley Park	Chorley Council
3 August	Playday	Coronation Recreation Ground	Chorley Council
August TBC	Hillcrest Dog Show	Astley Park	Hillcrest Vets
21 August	Theatre in the Park – The Tempest	Astley Park	Chorley Council
31 August TBC	Playtime in the Park	Astley Park	Chorley Council and HomeStart
8-11 September	Heritage Open Days	Astley Hall	Chorley Council/Friends of Astley Hall
7 October - 8 October	Chorley Live	Town Centre	Chorley Council and Creative Network

Project Mandate

31 October	Little Boo	Astley Hall	Chorley Council
November TBC	Winter Sparkle	Astley Hall, Coach House and Park	Derian House
November (Date TBC)	Bonfire and Fireworks	Duxbury Park	Red Bank Scouts
4 November TBC	Bonfire and Fireworks	Astley Park	Chorley Council
12 November TBC	Christmas Lights Switch On	Town Centre	Chorley Council
19 November – 20 November	Astley Illuminated	Astley Hall	Chorley Council
26 November – 31 December	Christmas Saturdays, entertainment and big attraction	Town Centre	Chorley Council
27 November	Lancashire Day	Astley Hall	Chorley Council
5 December – 20 December	Father Christmas at Astley Hall every Saturday and Sunday	Astley Hall	Chorley Council

PROJECT DOCUMENTATION

PROJECT MANDATE

27. Additional Events at Astley Hall and Park

Date: 10/12/15

Author: Kate Cronin

Responsible Directorate: Public Protection, Streetscene and Community

1. Project Overview

This project aims to deliver a comprehensive events programme at Astley Hall.

2. Project Background

There have been a number of events held at Astley Hall and Park over 2015 including:

- Astley Alive (Heritage Open days)
- Gruffalo Experience
- Little Boo
- Astley Illuminated
- Santa

The events provided educational interaction, engagement and enlightenment regarding the Hall and grounds and general public entertainment.

Astley Hall has had a total of 58,000 visitors over the last year. Visits include those to the hall itself, Weddings, conferences, farm house gallery, educational visits and tours.

3. Corporate Priorities

This project will contribute to the following objectives:

- An ambitious Council that does more to meet the needs of residents and the local area.
- A strong local economy.

4. Objectives

The objectives of this project are to:

- Increase visitor numbers to Chorley
- Increase both new and repeat visitors to Astley Hall
- Increase trade in the Town Centre and within the Borough
- Provide more events for local visitors
- To generate income and provide business growth

5. Scope

In line with the Astley 2020 vision, the project will provide for an additional £14,000 to fund a comprehensive events programme at Astley Hall. The project will include the planning, organising and delivery of the below events.

At present, the following events programme is planned for 2016:

Event	Provisional Date	Cost (approx.)
Heritage Open Days – Astley Alive	At least one date between 8 th -11 th September 2016	£2,000
Lancashire Day	27 th November 2016	£1,000
Little Boo	Monday 31 st October 2016	£2,000

Astley Illuminated	End of November 2016	£3,000
Santa Event	Weekend dates from the 3 rd December- 18 th December 2016	£3,000
Battle Of The Somme Event	Various dates April 2016 onwards	£3,000

6. Key Project Milestones

The key project milestones include delivery of all of the events as described above.

7. Benefits

Some of the benefits that will be realised upon the delivery of this events programme include:

- Increased audience engagement
- Educational benefits as well as entertainment
- Health and wellbeing benefits
- Increased visitor numbers to the Borough, through providing entertaining, informative events
- Creating a more sustainable site through increased attendance

8. Constraints

A budget of £14,000 has been requested to deliver additional events at Astley during 2016/17.

One constraint on the delivery of some of the events above will be the ability to gain match funding (Somme event and Astley Illuminated).

9. Impact on other Directorates/Projects

This project supports Town Centre and Economic Regeneration Teams by supporting a vibrant town centre and local economy.

Requires support for marketing and promotion from Policy and Communications Team.

PROJECT DOCUMENTATION

PROJECT MANDATE

*28 - Explore and Deliver an Integrated Sports Offer for the Westway
Area*

Date: 25/01/2016

Author: Kate Cronin

Responsible Directorate: Public Protection, Streetscene and Community

Project Mandate

1. Project Overview

This project will explore options to enhance sport and recreational facilities in the Westway area. This will include the assessment of existing provision and potential for further development to support all members of the community and will also look at ways in which to integrate existing provision.

2. Project Background

At present, the current facilities around Westway are not integrated with surrounding facilities and existing provision has been identified as being in need of enhancement.

Potential works identified to date to improve provision include work to link the playing fields with nearby existing facilities as well as improving drainage at the Westway play pitches and enhancing car park and changing facilities.

3. Corporate Priorities

This project is aligned with the following corporate priority:

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

4. Objectives

The project ultimately aims to:

- Improve existing sports provision in the area
- Support local people to take part in physical activity

5. Scope

The full scope of the project has yet to be identified but will include the exploration of an integrated sports offer for the Westway area.

6. Key Project Milestones

Key milestones are yet to be identified; further work is needed to identify the scope of the project.

7. Benefits

Playing pitches, play areas and open spaces are increasingly recognised as a vital component of successful, healthy and thriving towns, cities and villages.

Research shows that parks and open spaces are some of the most widely used facilities provided by local authorities and it is well documented that there are strong links between health, well-being and open space. Natural open space and green space also demonstrate economic, social and environmental benefits within society.

It is expected that an integrated sports offer will provide the following benefits for Chorley residents:

- Enhanced sporting facilities
- Accessible sports facilities, therefore encouraging residents to engage in physical activity
- Increased sporting offer
- Health and wellbeing benefits

8. Constraints

Funding and costs are still being revised and will be funded under S106 agreement. The current budget is estimated at £785k but is subject to revised funding allocations and revised costings.

9. Impact on other Directorates/Projects

The project will work closely with the following teams:

- Streetscene and Leisure
- Planning and Development

PROJECT DOCUMENTATION

PROJECT MANDATE

29 - Play, Open Space and Playing Pitch Strategy

Date: 22/02/2016

Author: Kate Cronin

Responsible Directorate: Public Protection, Streetscene and Community

1. Project Overview

The Play, Open Space and Playing Pitch Strategy sets out how Chorley Council plans to protect, manage, enhance and secure its open spaces over the next five years and beyond. It focuses on sites that need to be improved or sustained to mitigate against negative trends and recommends how any identified deficiencies in provision of open space should be addressed through a five year action plan.

This project will continue to deliver the strategy's aims over 2016/17- 2017/18. This will involve delivering some key activities as contained within the strategy including:

Site	Action
Harpers Lane Rec. ground, Chorley	The play equipment on this site is in need of an upgrade. Subject to consultation the site will be upgraded in 2016/17. A sum of S106 is expected for this site that will supplement the existing capital investment.
Gough Lane, Ball Court, Clayton Brook	The ball court does not currently have any lighting meaning it is not used in winter. Lighting is due to be installed in 2016 and possible re-levelling of the surface.
Coronation Recreation Ground	Work at Coronation Recreation Ground will include: <ul style="list-style-type: none"> • Development of a new playground • Development of a new sand carpet MUGA within the existing double tennis court facility • create a café facility / community hub in the shelter and improve toilets • Restore the fencing and playing surface of the single tennis court • To maintain and restore the stone retaining walls
Tatton Recreation Ground	Work at Tatton Recreation Ground will include: <ul style="list-style-type: none"> • The replacement of the skate park with new improved facilities • The installation of an all-weather football pitch • Improvements and additions to the existing play area • Improvements to paths throughout the recreation ground • Enhancements to the bowling pavilion and bowling green where feasible A funding bid has been submitted to Sport England for £100,000, if successful this funding will support the work.
Wymott Park Playground, Ulnes Walton	Phase 1 of the project will involve: <ul style="list-style-type: none"> • Renewing the play area equipment and upgrade / maintaining the play area safety

	<p>surface of the toddler section of the Wymott Park play area. Access to the play area also requires groundworks to renew the footpaths leading to and from.</p> <ul style="list-style-type: none"> • Carrying out initial public consultation to gain the views of local residents on the usage of the site as well as the type and style of equipment would be most popular. • Writing a project brief and specification to tender out to various play companies, the designs will be evaluated and the successful company will be appointed to design and build the play area.
<p>Grafton Street, Adlington</p>	<p>This toddler play area is isolated and small, it is proposed, subject to public consultation to move the play area to Jubilee Recreation Ground. A new toddler play area will be designed and installed adjacent to the existing play area to complement the facilities on site. This will be tendered to various play companies through a design and build contract.</p>
<p>Osborne Drive Play Area</p>	<p>The project includes carrying out public consultation to find out the age of children living in the catchment of the play area and to also find out what equipment is most popular, style of equipment, should it be fenced or not fenced?</p> <p>This information will then be used to write a project brief and specification to tender out to various play companies, the designs will be evaluated and the winning company will be appointed to design and build the play area.</p>
<p>King George V Play and Pitches</p>	<p>This project will be to enhance and update the playground. The site however floods so it is proposed to investigate and resolve this issue along with a football pitch drainage scheme before the play area is upgraded.</p>
<p>Buttermere Play Area</p>	<p>Phase 1 of the project will include:</p> <ul style="list-style-type: none"> • Public consultation to find what equipment is most popular. • This information will then be used to write a project brief and specification to tender out to various play companies. • The designs will be evaluated and the winning company will be appointed to design and build the play area

2. Project Background

The vision of the play, open space and playing pitch strategy is:

To secure the future provision, improvement and maintenance of play areas, open space and playing pitches in Chorley, supporting safe, healthy and sustainable communities and serving the needs and aspirations of the residents of Chorley.

Ensure that everyone has the opportunity to access good sport, physical activity and recreation facilities promoting their usage and improving the health and wellbeing of all.

Playing pitches, play areas and open spaces are increasingly recognised as a vital component of successful, healthy and thriving towns, cities and villages. Research shows that parks and open spaces are some of the most widely used facilities provided by local authorities and it is well documented that there are strong links between health, well-being and open space. Natural open space and green space also demonstrate economic, social, environmental benefits within society.

Urban and semi-rural environments in Chorley offer a diverse range of open space opportunities, along with the close proximity to beautiful countryside, the Leeds Liverpool Canal and 317 miles of public rights of way. Popular open space visitor attractions include Astley Park, Go Ape treetop adventure at Rivington and Hoghton Tower. The area is also blessed with large swathes of open space including Yarrow Valley Country Park, Cuerden Valley Country Park, and the countryside to the east which forms the West Pennine Moors. These sites along with recreation grounds, sports pitches, play areas and amenity open space provide opportunities to get outside and exercise.

These open spaces also provide visual and aesthetic quality, contact with wild-space and a safe refuge for wildlife and natural habitats. The need to protect and increase the amount of open space globally has been heightened through climate change as we increasingly have to deal with hotter summers and wetter winters.

The health profile of Chorley is mixed compared with the England average. Priorities in Chorley include improving access to and the quality of local health services in emerging new health and wellbeing structures, reducing health inequalities across settings and enabling families to make healthy lifestyle choices (The Chorley Health Profile, 2014)

The following key points summarise the benefits of open space:

- Strategic functions: defining and separating urban areas, better linking town and country and providing for recreational need over a wide area
- Promoting health and well-being – providing opportunities for people of all ages for informal recreation, or to walk, cycle or ride within parks and open spaces or along paths, bridleways and canal banks. Allotments may provide physical exercise or other health benefits

- Urban quality – helping to support regeneration and improving quality of life for communities by providing visually attractive green spaces close to where people live, making areas more attractive to new employers who in turn create new employment opportunities.
- Trees and greenspaces filter air pollution, stabilise ground surfaces, intercept rainfall, flood mitigation, create visual and sound barriers, provide temporary cover for derelict sites, contribute to sheltering, shading and water protection, and decreased local air temperatures, lowering the impact of climate change.
- Havens and habitats for flora and fauna – sites may have potential to be corridors or stepping stones from one habitat to another and may contribute towards achieving objectives set out in local biodiversity action plans
- As a visual amenity, even without public access, people can enjoy having space near to them to provide an outlook, variety in the urban scene or as a positive element in the landscape. Urban greenspaces are major contributors to the quality of the environment and human health and well-being in towns and suburban areas.
- As a community resource – as a place for congregating and for holding community events, religious festivals, fetes and fairs, increases quality of life and heightens social interaction.
- Physical activity in the natural environment not only aids an increased life-span, greater well-being, fewer symptoms of depression, lower rates of smoking and substance misuse but also an increased ability to function better at work and home.
- Health Walk and Green Gym participants cited they stated being 'in the countryside' and 'contact with nature' as key motivating factors to be active.

3. Corporate Priorities

This project will contribute to the following corporate priority:

- Clean, safe and healthy communities

4. Objectives

A five year action plan has been produced that reflects site based and also broader objectives that will be delivered as part of the strategy. The allocation of actions is based upon the priorities identified with high priority actions which started in 2014-15 (year one) and other actions being phased across the five year period up to 2019.

The Overarching objectives for the delivery of the strategy include:

- To guide neighbourhood working and action plans for the next five years.

Project Mandate

- To publish a combined action plan identifying a programme of works and priority sites for investment up to 2019.
- To create 6 new junior football pitches by 2019 and deliver improvements to pitch sites that are rated as poor or average.
- By 2019 no play areas will have a low play quality and no playing pitch will be rated as poor.
- To increase user satisfaction in our parks and open spaces over the next 5 years, as measured by the open space survey.
- To retain 4 Green Flag sites within our parks and open spaces over the next 5 years.
- To create or refurbish at least 4/5 children’s play areas per year for the next 5 years
- To increase the amount of allotment sites across the Borough focusing on the areas with identified deficiencies by 1.6 hectares before the end of 2019.

5. Scope

The project will deliver some of the key actions within the strategy over 2016/17.

Chorley has a population of 109,100 (2012 estimate) who have access to 316 sites classed as open space, covering over 860 hectares and circa 100 playing pitch sites covering approximately 100 hectares. Chorley is identified as a growth area in Lancashire with an estimated 6,000 dwellings to be built by 2026 with a population expected to rise to between 114,200 -118,000. The council needs to ensure that there is sufficient provision of open space and sports facilities to cater for this increase. New open spaces will be created as part of this development to serve the growing community.

The strategy and action plan is a ‘living’ document. As sites and circumstances change over time the document will be updated accordingly. It is also important to note that actions are not ‘fixed in stone’ and may be brought forward or rescheduled based upon changes in circumstances such as external funding and development opportunities.

6. Key Project Milestones

Site	Key milestones
Harpers Lane Rec. ground, Chorley	<ul style="list-style-type: none"> • Subject to receipt of S106 to complement the existing capital investment available.
Gough Lane Ball Court, Clayton Brook	<ul style="list-style-type: none"> • Obtain quotes -Dec 2015. • Obtain planning permission for lighting - June 2016 • Installation of new lighting - August 2016
Coronation Recreation Ground	<ul style="list-style-type: none"> • Draw up scheme masterplan and carry out further consultation - March 2016

Project Mandate

	<ul style="list-style-type: none"> • Obtain quotations/ tender for various aspects of the project – April-June 2016 • Deliver various projects throughout the site - October 2016 • Opening celebration- December 2016
Tatton Recreation Ground	<ul style="list-style-type: none"> • Submit Inspired facilities funding bid by 11th Jan 16- January 2016 • Draw up scheme, further consultation - April 2016 • Tender -May/June 2016 • Various works on site- June to October 2016 • Opening celebration- December 16
Wymott Park Playground, Ulnes Walton	<ul style="list-style-type: none"> • Public consultation - January 16 • Draw up spec/tender brief - March 16 • Evaluate tenders - May 16 • Award contract - June 16 • Replace Equipment and maintain safety surface - June/July 16 • Upgrade Complete- July / August 16 •
Grafton Street Play Area, Adlington	<ul style="list-style-type: none"> • Councillor discussions - March 16 • Public consultation April - May 2016 • Draw up spec / tender brief - June 2016 • Evaluate / award contract -July 16 • Build play area – Sept 16
Osborne Drive Play Area	<ul style="list-style-type: none"> • Public consultation - May 16 • Draw up spec/tender brief -June 16 • Evaluate tenders - End July 16 • Award contract – August 16 • Build play area - November 16
King George V Play and Pitches	<ul style="list-style-type: none"> • Site investigation and feasibility study March – May 16. • Schedule subject to findings
Buttermere Green Play Area	<ul style="list-style-type: none"> • Councillor discussions -March 16 • Public consultation April - May 2016 • Draw up spec / tender brief- June 2016 • Evaluate / award contract -July 16 • Build play area – Sept 16

7. Constraints

Much of the project is subject to public consultation to guide the future changes to the sites. Indicative costings and financing is tabled below. These costs will be refined further when feasibility studies and further project planning is undertaken. In addition budgets will change depending on new sources of S106 funding identified.

THE TOTAL VALUE OF THESE PROJECTS IS ESTIMATED TO BE £1.167m HOWEVER AS £200k OF THE FUNDING WAS AGREED IN 13/14 INVESTMENT PACKAGES (PLAY AREA IMPROVEMENTS) THE NEW INVESTMENT IS REPORTED AS £967k

Project	Estimated Project Cost	Funding				
		S106	Growth Agreed 2013/14	Growth Agreed 2015/16	Other	Note
Harpers Lane Rec. ground, Chorley	50,000		(50,000)			(1)
Gough Lane Ball Court, Clayton Brook	15,200	(15,200)				
Coronation Recreation Ground	265,700	(57,700)	(50,000)	(150,000)	(8,000)	(2)
Tatton Recreation Ground	262,200	(12,200)	(50,000)	(100,000)	(100,000)	(3)
Wymott Park Playground, Ulnes Walton	17,100	(17,100)				
Grafton Street Play Area, Adlington	34,400	(29,400)			(5,000)	(4)
Osborne Drive Play Area	49,200	(49,200)				
King George V Play and Pitches	440,000	(390,000)	(50,000)			
Buttermere Green Play Area	33,500	(23,500)			(10,000)	(5)
Total	1,167,300	(594,300)	(200,000)	(250,000)	(123,000)	

(1) Potential S106 circa £60k has been identified from new developments for the Harpers Lane Rec. This will not be added to the budget until the funding is agreed.

(2) £150k growth was approved as part of the Play and Open Space Strategy Report sent to Executive Cabinet in November. A £8k bid for funding from Tesco has been approved; this may increase to £12k depending on the outcome of the award.

(3) £100k growth was approved as part of the Play and Open Space Strategy Report sent to Executive Cabinet in November. A £100k bid has been made to Sport England with an outcome expected in April 2016.

(4) £5k funding relates to a contribution from Fields in Trust which was approved Feb 2016

(5) Funding includes a £10k contribution from Lancashire County Council that has been received and is waiting to be spent

8. Impact on other Directorates/Projects

This project will work closely with the following teams:

- Finance
- Procurement
- Property Services
- Streetscene
- LCC lighting
- Communications