

Executive Cabinet

Thursday, 16th June 2022, 6.30 pm

Council Chamber, Town Hall, Chorley, and YouTube

Agenda

Apologies for absence

- 1 **Minutes of meeting Thursday, 24 February 2022 of Executive Cabinet**

(Pages 5 - 14)

- 2 **Declarations of Any Interests**

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

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

- 3 **Public Questions**

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

Item of Executive Leader and Executive Member (Economic Development and Public Service Reform) (Introduced by Councillor Alistair Bradley)

- 4 **Equality Framework**

(Pages 15 - 34)

To receive and consider the report of the Director of Change and Delivery.

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

- 5 **Revenue Budget Outturn 2021/22**

(Pages 35 - 54)

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

- 6 **Capital and Balance Sheet Outturn 2021/22**

(Pages 55 - 68)

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

Meeting contact Nina Neisser on 01257 515140 or email nina.neisser@chorley.gov.uk

7	Quarter Four Performance Monitoring Report 2021/22	(Pages 69 - 90)
	To receive and consider the report of the Director of Change and Delivery.	
	Item of Executive Member (Planning and Development) (Introduced by Councillor Alistair Morwood)	
8	Allocation of CIL - Wigan Lane Playing Field	(Pages 91 - 98)
	To receive and consider the report of the Director of Planning and Development.	
	Item of Executive Member (Customer, Streetscene and Environment) (Introduced by Councillor Adrian Lowe)	
9	Streetscene Strategy 2022-2025	(Pages 99 - 118)
	To receive and consider the report of the Director of Customer and Digital.	
10	Exclusion of the Public and Press	
	To consider the exclusion of the press and public for the following items of business on the ground that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.	
	By Virtue of Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information) Condition:	
	Information is not exempt if it is required to be registered under-	
	The Companies Act 1985	
	The Friendly Societies Act 1974	
	The Friendly Societies Act 1992	
	The Industrial and Provident Societies Acts 1965 to 1978	
	The Building Societies Act 1986 (recorded in the public file of any building society, within the meaning of the Act)	
	The Charities Act 1993	
	Information is exempt to the extent that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
	Information is not exempt if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to Regulation 3 of the Town & Country Planning General Regulations 1992(a).	
	Item of Executive Leader and Executive Member (Economic Development and Public Service Reform) (Introduced by Councillor Alistair Bradley)	
11	Levelling up Funding Bid	(To Follow)
	To receive and consider the report of the Chief Executive.	

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

- 12 **Accommodation Project Update and Procurement Approval** (Pages 119 - 138)

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

- 13 **Lease Approval for Strawberry Meadows** (To Follow)

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

Item of Executive Member (Planning and Development) (Introduced by Councillor Alistair Morwood)

- 14 **West Way Play Area Contract Award Procedure** (Pages 139 - 150)

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

**Item of Executive Member (Customer, Streetscene and Environment)
(Introduced by Councillor Adrian Lowe)**

- 15 **Approval for the Contract Award Procedure and Evaluation Criteria to Procure Mechanical Sweepers** (Pages 151 - 154)

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

- 16 **Any urgent business previously agreed with the Chair**

Gary Hall
Chief Executive

Electronic agendas sent to Members of the Executive Cabinet Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Terry Howarth, Alistair Morwood and Adrian Lowe.

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

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

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

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Minutes of Executive Cabinet

Meeting date Thursday, 24 February 2022

Committee

Members present: Councillor Alistair Bradley (Chair) and Councillors Peter Gabbott, Alistair Morwood and Adrian Lowe

Committee Members

Present virtually (non-voting): Councillors Peter Wilson (Vice-Chair) and Bev Murray

Officers:

Chris Sinnott (Deputy Chief Executive), Dave Whelan (Shared Service Lead - Legal), Louise Mattinson (Director of Finance), Asim Khan (Director (Customer and Digital)), Jennifer Mullin (Director of Communities), Jonathan Noad (Director of Planning and Development), Andrew Daniels (Shared Service Lead – Communications and Visitor Economy), Michael Johnson (Policy Officer) and Nina Neisser (Democratic and Member Services Officer)

Other Members:

Councillor Sam Chapman, Mark Clifford, Alan Cullens, Gordon France, Margaret France, Danny Gee, Tom Gray, Hasina Khan and John Walker

22.EC.84 Minutes of meeting Thursday, 20 January 2022 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 20 January 2022 be confirmed as a correct record for signature by the Executive Leader.

22.EC.85 Declarations of Any Interests

There were no declarations of any interests.

22.EC.86 Public Questions

There were no public questions.

22.EC.87 Revenue Budget Monitoring Quarter 3 2021/22

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Director of Finance which set out the revenue and reserves forecast for 2021/22 for the Council, based on the position as at 31 December 2021.

In summary, there is a forecast underspend against the budget for 2021/22 of £1.192m. Following the allocation to reserves, the revised forecast underspend, resulting in an increase to General Reserves, is £272k. The Council's Medium-Term Financial Strategy reported that the minimum level of general fund reserves should be maintained at £4.0m to cushion against any potential, future financial risks that may face the Council. The forecast level of general fund balances as at 31 March 2022, in light of the above, will be £4.329m.

Decision:

1. **To note the forecast outturn for revenue and the level of reserves based on the position as at 31 December 2021.**
2. **To note the virements made to and from the revenue budget during the period, as detailed in Appendix 2 of the report.**
3. **To approve the creation of reserves from the forecast in-year underspend and the reallocation of existing reserves as follows:**
 - **Use of in year underspends for:**
 - **£30k to create a reserve to support the celebration of the Queen's Jubilee in the borough**
 - **£30k to create an allocation from which to make future awards of Check Out Chorley grants**
 - **£200k to create a reserve to support the creation of Apprentice, Graduate, and Trainee posts**
 - **£200k to create a reserve for investment in play and open space areas across the Borough**
 - **£200k to create a reserve to provide support for local businesses**
 - **£260k to increase the existing Green Agenda Fund to £500k**

Reasons for recommendations:

To ensure the Council's budgetary targets are achieved.

Other options considered and rejected:

None

22.EC.88 Capital Budget Monitoring Quarter 3 2021/22

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Director of Finance which outlines the overall financial position of the Council in respect of the capital programme as at 31 December 2021, highlighting key issues and explaining key variances over the first six months of the year, and provides an overview of various elements of the Council's Balance Sheet as at 31 December 2021.

The capital budget for 2021/22 was set at £38.1m at Council in February 2021. This was increased following approval of the 2020/21 outturn to £46.2m. The monitoring report as at 31st July 2021 increased the total budget to £46.6m. This was reduced to £42.6m in the quarter 2 monitoring report, approved at Cabinet in November 2021. Members noted that the total cost of the Council's capital investment programme for 2021/22 has decreased since the quarter 2 monitoring report approved by Executive Cabinet, from £42.6m to £28.6m as at 31st December 2021.

Decision:

1. To approve the revised capital programme as attached at Appendix A, which includes approved amendments to the programme, detailed at point 11 of the report, since the last Capital Monitoring report was approved by Executive Cabinet in November 2021;
2. To note the variations to the programme (which are detailed by scheme at Appendix B and referenced within the body of the report);
3. To note the position in the Balance Sheet monitoring section of the report, in respect of cash, investment and loan balances and debtors, as at 31st December 2021.

Reasons for recommendations:

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

Other options considered and rejected:

None.

22.EC.89 Quarter Three Performance Monitoring Report 2021/22

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the report of the Deputy Chief Executive which sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2021/22, covering 1 October 2021 to 31 December 2021.

The overall performance of key projects is good, with 77% of the projects rated green, 15% rated amber, and 8% completed. Action plans for those projects rated amber are set out within the report.

Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 71% performing on or above target, or within the 5% threshold. 29% are performing below target and outside of the 5% threshold. Where indicators are performing below target, action plans are in place to improve performance.

Members discussed the town centre vacancy rates and long-term empty units. The council were monitoring this, and it was recognised that there was no requirement for extra capital expenditure at this stage.

Decision:

That the report be noted.

Reasons for recommendations:

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

Other options considered and rejected:

No other options have been considered.

22.EC.90 Volunteering Policy

Councillor Bev Murray, Executive Member (Early Intervention) presented the report of the Director of Communities which considers the revised Volunteering Policy for implementation across Chorley Council and presents the funding requirements of the volunteering programme.

The Volunteering Policy was last updated in 2015, since which time volunteering has formed a recurring key measure of success within the Corporate Strategy. A review of the 2015 Volunteering Policy found opportunities to outline a more ambitious approach to internal volunteering at Chorley Council, to bring it more in line with Chorley Council's consistent commitment to supporting individuals into a wide variety of valuable volunteering experiences that help to achieve our key aims outlined in the Corporate Strategy.

Members noted that volunteers will complement and supplement the work of paid staff and will not be used to displace paid staff or undercut their pay and conditions of service.

Decision:

- 1. To agree to the implementation of the Volunteering Policy (2021), with any suggested amendments signed off by the Executive Member.**
- 2. To agree to fund the requirements of the volunteering programme as defined by the policy.**

Reasons for recommendations:

To bring the Volunteering Policy in line with Chorley Council's consistent commitment to supporting individuals into a wide variety of valuable volunteering experiences that help to achieve our key aim around developing clean, safe and healthy communities as outlined in the Corporate Strategy.

Other options considered and rejected:

Not updating the Volunteering Policy was an option that was rejected as the current policy is not fit for purpose.

22.EC.91 Holiday Activity and Food Programme 2022/23

Councillor Bev Murray, Executive Member (Early Intervention) presented the report of the Director of Communities which gives an update on the delivery of the Holiday Activity and Food programme (HAF) 2021, provides details and proposed delivery of the Holiday Activity Programme for 2022/23, and seeks approval to undertake the delivery of HAF 2022/23 with identified delivery model and work with selected partners.

LCC have approached Chorley Council to deliver the HAF 2022/23 programme following the successful completion of delivery of HAF 2021. The delivery for 2022/23 would follow a similar model as last year and utilise our key local delivery partners; Chorley Inspire Youth Zone and Chorley School Sports Partnership to deliver the programme on behalf of Chorley Council. Lessons learned will be implemented to build on the successes of 2021.

LCC are finalising the funding amount which will be allocated to Chorley to deliver the programme. It is anticipated to be similar to last year but will be increased as it will

include Easter provision for HAF 2022 which was not part of HAF 2021. Approximately in the region of £320,000.

Chorley has 2591 children aged 4-16 receiving free school meals. The programme will help address child food poverty during the school holidays and help support many families who struggle during this time.

Decision:

- 1. To approve that Chorley Council, take on lead responsibility for the delivery of the Holiday Activity Food programme for 2022/23 within Chorley and receive all funding associated with the programme from LCC.**
- 2. To approve that we commission the delivery of HAF 2022/23 to Chorley Inspire Youth Zone and Chorley School Sports partnership with a Chorley Council Officer within Communities Team whom will work closely alongside partners to oversee the programme, ensuring all expected delivery is on track and all intended monitoring is achieved.**

Reasons for recommendations:

1. Lancashire County Council are keen to follow the same model of delivery as last year and work with Chorley Council to deliver the programme locally. The relationship between Chorley Council and LCC worked well for HAF 2021 and ensures we have a level of control over delivery locally, can monitor provision and identify need across the borough.
2. Strong links have been created with Chorley Inspire Youth Zone and Chorley School Sports Partnership (CSSP). These partners were key to the successful delivery of the 2021 programme and we would recommend we continue with their commission for 2022. Both partners are a local service provider, have excellent relationships with targeted schools and many families and have a vast knowledge of the subject area.

Other options considered and rejected:

To reject LCC's preferred model of delivery within Lancashire and not take on lead responsibility for local delivery across Chorley. LCC will therefore carry out procurement of the service. This will result in Chorley Council having no control over ensuring delivery meets the needs of local families, that local partners are engaged to support delivery and that known vulnerable families are targeted with the opportunity. Easter provision will be extremely difficult to deliver with timescales available if an outside provider was awarded the contract. For these reasons, this option has been rejected.

22.EC.92 Central Lancashire Local Plan Resourcing

Councillor Alistair Morwood, Executive Member (Planning and Development) presented the report of the Director of Planning and Development which provides an update on the procurement process to provide additional support to the Central Lancashire Local Plan team and informs members on the reason for change in approach from that approved at Council on 16 November 2021.

Following approval to procure additional support via the Scape Framework, meetings were set up with Scape to identify suitable consultants to assist in this process; only one option was available. An initial outline cost proposal was received for this work which was above the level of support approved.

In addition, the Councils identified that the consultant suggested was potentially conflicted due to representing landowners in promoting sites through the Local Plan process. As such it was felt we could not continue down this route and an alternative approach now seeks to utilise existing consultants already supporting the plan process, along with policy officer support from the 3 councils, to progress the Local Plan to preferred options stage. It was still the aim to progress the plan to preferred options in 2022.

Decision:

1. **To approve the revised approach for procurement from the use of Scape Framework (as agreed by Council on 16th November), to use existing consultants (via routes to be agreed by procurement based on individual contract details) and use of provision of further support from council planning policy teams.**
2. **To note that the £300k is to be funded from the Local Plan budget, which is split equally between Chorley, Preston and South Ribble Councils. Agree to the continue to release the additional approved funding of £300,000 to the Local Plan Budget as agreed by Council in November and for detailed approval of individual contracts via EMD.**

Reasons for recommendations:

To ensure the progression of the Local Plan in a timely manner.

Other options considered and rejected:

Alternative option previously approved by Council on 16th November was procurement of support via the Scape Framework. Following pursuit of this option, and discussions with each of the three Councils involved in developing the plan, it is felt this option was no longer appropriate.

22.EC.93 Exclusion of the Public and Press

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

22.EC.94 Approval of Revised Terms for the Lease for Whittle Surgery - Site of 239 Preston Road, Whittle-le-Woods

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the confidential report of the Director of Commercial Services which seeks approval for additional terms in respect of the lease of the site of 239 Preston Road, Whittle-le-Woods to the Whittle GP Surgery Practice.

Decision:

To seek approval for additional terms in respect of the lease of the above site to The Whittle GP Surgery Practice.

Reasons for recommendations:

1. Following agreement and approval of the initial heads of terms, a contract for the construction of the new medical practice building was let and construction is now nearing practical completion.

2. The Surgery is due for completion in March and a lease needs completing ahead of the Surgery handover.

Other options considered and rejected:

None.

22.EC.95 Approval of Tender Evaluation Criteria for Security & Concierge Services

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the confidential report of the Director of Commercial Services which provides details of the procurement exercise being undertaken to bring the contracts for the delivery of the concierge and security services across council operated assets into one, including the evaluation criteria and weightings which will be used to award the contract.

Decision:

1. **To approve the contract award procedure of an Open Tender process through Find a Tender procurement as compliant with the Public Contract Regulations. The evaluation criteria used to establish the most appropriate supplier and economically advantageous contract will be 15% Social Value, 35% cost and 50% quality.**
2. **To approve the recommendation for the final contract to be awarded by the Executive Member (Resources) by means of an Executive Member Decision.**
3. **To approve the extension of the existing contracts for Sector, Exclusec and New Concept security services until 30th September 2022.**

Reasons for recommendations:

1. Under the Council's Contract Procedure Rules approval by the Executive Cabinet for the contract award procedure including the evaluation criteria and weightings is required for procurements with a total contract value above £100,000. Where this is obtained approval for the subsequent contract award decision can be made by EMD.
2. In order to have sufficient time to use the Find a Tender procurement process, due to the overall value of a combined contract, the existing contracts which currently expire 31st March 2022 need to be extended in order to ensure continuity of service until the new supplier is in place.

Other options considered and rejected:

The option to extend the current individual contracts with Sector, Exclusec and New Concept Security Services by further multiple years would not have complied with the Council's procurement rules. A waiver of CPR's is still required for the short-term extension.

22.EC.96 Approval to Procure Replacement Ride on Mowers

On Behalf of Councillor Peter Wilson, Executive Member (Resources), Councillor Alistair Bradley, Executive Member (Economic Development and Public Service Reform), presented the confidential report of the Director of Customer and Digital which seeks approval for the procurement of four ride on mowers for use in Streetscene Services as well as delegating the award of contract to the Executive Member for Resources.

Decision:

1. **To approve the contract award procedure to procure four ride-on mowers. Tenders will be evaluated to establish the most economically advantageous tender based on 75% cost and 25% quality.**
2. **That the final award of contract be delegated to the Executive Member for Resources for approval following procurement.**

Reasons for recommendations:

1. Four replacement ride-on mowers are required to ensure service delivery for grounds maintenance teams.
2. Executive Cabinet approval is required for tenders over £100,000 in line with Council procurement rules.
3. Joint procurement with South Ribble Council is sought to benefit from economies of scale.

Other options considered and rejected:

The option to extend existing lease agreements on these has been rejected to avoid increased maintenance costs and downtime impacting on performance.

22.EC.97 Wigan Lane Sports Facility Delivery

Alistair Morwood, Executive Member (Planning and Development), presented the confidential report of the Director of Planning and Development which seeks approval of the outline design, tender approach and evaluation criteria for the delivery of a new archery facility and associated infrastructure at Wigan Lane Playing Field.

Decision:

1. **To approve the outline design for the Wigan Lane Archery Facility and surrounding access and landscaping.**
2. **That the green initiatives taken forward in the building design are ratified.**
3. **To approve the tender approach and evaluation criteria for the tender process, to be progressed.**
4. **To delegate contract award to Exec Member of Planning and Development subject to planning approval.**
5. **To approve termination of the grazing licence on the land to the Wigan Lane frontage in order to designate as car parking which will be incorporated into the redevelopment, constructed and managed by the Council.**

Reasons for recommendations:

The enhancement of the Wigan Lane Playing Field is identified in the Playing Pitch Strategy and Open Space, Sport and Recreation Strategy Action Plan 2020 – 2025. S106 has been collected towards the delivery of this project for some time now. Stakeholders are very supportive to the project and have shown a long-term dedication to utilising and enhancing this site.

Other options considered and rejected:

No other options have been considered; the Wigan Lane Playing Field site is protected as open space provision for sport in the Local Plan and this use has been approved at Full Council. This report progresses that decision.

Chair

Date

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Report of	Meeting	Date
Director of Change and Delivery (Introduced by Executive Member (Economic Development and Public Service Reform))	Executive Cabinet	Thursday, 16 June 2022

Equality Framework

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

- To present the Equality Framework to Executive Cabinet for approval.

Recommendations to Executive Cabinet

- It is recommended that Executive Cabinet approve the Equality Framework as a shared policy document.

Reasons for recommendations

- The reasons for the recommendation include:
 - To ensure we continue to meet our statutory duties under the Equality Act 2010 as a local authority,
 - To update and set out a clear equality framework that reflects the development of shared services enabling a consistent approach,
 - To continue to strengthen the Council's commitment and advancement of equality.

Other options considered and rejected

- The equality policy was last refreshed in June 2016. Continuing with the existing Equality Scheme has been considered. This has been rejected on the basis that, whilst comprehensive, the current policy does not reflect our most up to date approach towards equality and diversity as an organisation as well as best practice for local authorities.

Corporate priorities

- The report relates to the following corporate priorities:

Involving residents in improving their	A strong local economy
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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

Background to the report

6. The purpose of the framework is to set out the methods of embedding equality in to the processes and practices of the Council. It firmly sets the foundations for the Council, as a community leader, in proactively spearheading equality, diversity, and inclusion.
7. An equality framework is an essential means of meeting the Council's statutory duties as, under the Equality Act 2010. Public sector organisations have a specific set of responsibilities, which are to: actively promote equality, eliminate discrimination, advance equal opportunities, and support community cohesion.
8. The drafted Equality Framework is presented in **Appendix A**.

Equality Act 2010

9. The Equality Act 2010 establishes a set of responsibilities for public sector organisations and is the primary piece of equality legislation in the UK. This includes a set of specific duties that require us to create equality objectives every four years and publish data to show our compliance with our equality duties. It also establishes a set of general duties, such as advancing equality of opportunity, eliminating unlawful discrimination, and fostering good relations between communities.
10. The Equality Framework establish and clarifies the way we strive to both meet as well as go beyond our statutory equality duties. This includes:
 - Establishing equality objectives every four years, which set out our strategy and actions for furthering equality as community leaders. This will be done separately by each Council to better respond to the equality needs of each borough and their respective communities,
 - Collecting and publishing equality related data to illustrate compliance with the act. We do this by publishing the demographics of our workforce as well as collecting and monitoring equality data through equality monitoring questions in all our surveys and consultations,
 - Ensuring equality is embedded into the decision-making process through equality comments on reports as well as conducting Impact Assessments whenever to changing or introducing a new service or policy to fully consider the equality impact.

Equality Framework

Development

11. The framework was developed based on undertaking the Equality Framework for Local Government (EFLG) self-assessment. The EFLG is an assessment tool designed to aid local authorities in identifying ways to improve their equality performance. Equality standards and best practice were also reviewed and analysed.

12. In April 2022, a staff working group was established with fifteen officers from across Chorley and South Ribble, to review the drafted Equality Framework. This was done to check the usability of the framework as a working policy document whilst providing an opportunity for staff to share their feedback on how equality is embedded into Council processes and procedures.

Framework Summary

13. To effectively embed equality into everything the Council does, the revised framework sets out:
 - The Council's statutory duties under the Equality Act 2010,
 - The roles and responsibilities for staff and members,
 - The purpose of the equality objectives and how they are monitored,
 - What data is used to understand our communities and inform decisions,
 - Assessment tools for measuring equality impacts and performance,
 - How equality is considered in the decision making and service planning processes,
 - The relevant equality policies and procedures relating to recruitment and employment.

Key changes from the previous policy

14. The key changes from the previous policy include:
 - A simplified equality Impact Assessment (IA) tool that is simpler to apply and consistent for both councils so that staff only have one tool
 - Refreshed equality objectives set independently by each council to reflect their communities and monitored annually.
 - Clear roles and responsibilities for staff and members across the Councils,
 - The framework retains rurality as an additional local characteristic in addition to the nine defined protected characteristics. This is because of the specific geography and demography of the borough and ensure that we continue to meet the needs of all communities.

Implementation

15. In order to implement the framework across services, the following will be delivered:
 - Key officers and Senior Management Team will be provided with briefing sessions on the new framework within June/July,
 - Key messages will be communicated across the intranet for officers and members and access to the full framework will be provided,
 - The mandatory equality training package will be reviewed and updated to ensure it reflects any changes agreed as part of the new framework.
 - A central repository and tracker for completed Impact Assessments will be created in order to quality check, store, and monitor the delivery of any agreed actions within the assessments.

Climate change and air quality

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

Equality and diversity

17. The framework serves to enhance the knowledge and understanding of our duties under the Equality Act 2010 whilst ensuring that we meet those duties through our practices and procedures. Therefore, the policy will have a positive impact on equality and diversity.

Risk

18. The framework acts to mitigate risks to the Council resulting from noncompliance with the Equality Act 2010 and its associated duties. It provides the tools, resources, and guidance to ensure staff are aware of their responsibilities and that equality is embedded into our practices and procedures.
19. The key risk to the framework is poor implementation, whereby officers are not aware of the requirements placed on them as well as not being provided sufficient or adequate training. To mitigate this risk, a communications will be promoted following the approval of the framework by cabinet and the equality training package will be updated to reflect the new policy.

Comments of the Statutory Finance Officer

20. There are no direct financial implications within this report.

Comments of the Monitoring Officer

21. There are no issues or concerns from a Monitoring Officer perspective. What is proposed here is designed to ensure that we can demonstrate that we are fully complying with all our statutory obligations in this field.

Background documents

22. The following documents are background items to this report:

- [Equality Scheme](#) (March 2011),
- [Equality Scheme](#) (June 2016).

Appendices

23. The following appendices are included with this report:

- Appendix A – Equality Framework

Report Author:	Email:	Telephone:	Date:
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Jon-James Martin (Performance and Policy Officer)	jon-james- martin@chorley.gov.uk	01257 515151	05/05/2022
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Equality Framework

2022

Introduction

Policy overview

The **Equality Framework** establishes our responsibilities where it comes to equality, diversity, and inclusion and sets out how we meet these duties. It is as policy that is shared by Chorley Council and South Ribble Borough Council and includes the different mechanisms and processes that we have for embedding equality. These ensure that with every decision, service, and policy, equality is robustly considered.

The framework is supported by our **Equality Objectives**, which set out the actions we will be taking to actively promote equality and improve our equality performance. These objectives are unique to each authority to ensure that they are bespoke to the different needs and priorities of the diverse communities across both Councils.

The framework is a living document. This means that it can be changed according to the needs of our communities, best practice, and the most recent available data.

Our responsibilities

Equality Act 2010

The Equality Act 2010 is the primary piece of equality legislation in the UK, which was created in order to simplify, harmonise, and strengthen existing equality laws and places legal equality duties on public authorities.

The Act can be considered in two parts:

a) Anti-discrimination framework

This sets out the basic legal framework which prohibits against unlawful discrimination, harassment, or victimisation. This applies to the public, private and voluntary sectors.

b) Public Sector Equality Duty

This establishes legal duties for public bodies. This includes the duties of actively promoting equality, eliminating discrimination, advancing equal opportunities, and supporting community cohesion.

The Act establishes a set of protected characteristics. These include:

- Age,
- Disability,
- Gender reassignment,
- Race,
- Religion or belief,
- Sex,
- Sexual orientation,
- Pregnancy and maternity,
- Marriage and civil partnership

These groups may require additional support and consideration in service delivery, policy development, or recruitment. All the strands are protected from discrimination under the Equality Act 2010.

Public Sector Equality Duty

The Public Sector Equality Duty obliges us as a local authority to show how our policies affect those groups who have protected characteristic as well as actively promote equality and inclusion in our communities.

The Public Sector Equality Duty can be considered in two parts:

a) General duties:

This requires us to show due regard when exercising our functions to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act,
- Advance equality of opportunity between people who share a protected characteristic and those who do not,
- Foster good relations between people who share a protected characteristic and those who do not.

b) Specific duties:

This obliges us to:

- Publish information on an annual basis to show compliance with the Equality Duty,
- Set and publish **Equality Objectives** at least every four years.

Meeting our responsibilities

Equality objectives

Every four years, we set out our **Equality Objectives**. These objectives are unique to each authority and outline what we are going to deliver and achieve in order to further equality as community leaders. The objectives have been developed based on data and self-assessment to determine priorities for action.

The **Equality Objectives** can be viewed on the Councils' websites along with the actions and timescale that will support their delivery, with progress reviews being conducted annually to ensure they remain effective and responsive to the needs of our community.

Information and data

Data forms an important part in how we understand our communities. It helps us understand whether our services are accessible, that our processes are fair and within the remits of legislation, that people from all backgrounds are represented and have equality of opportunity. It also supports evidence based decision making and policies.

All our consultations are accompanied by **Equality Monitoring Questions**. The questions cover each of the protected characteristics under the Equality Act 2010 and are optional for participants to complete. These provide a useful indication of whether council activities are representative of the local population and can inform measures needed to tackle any underrepresentation.

Annually, we publish **Workforce Profiles** that outline the composition of our workforce according to their characteristics. These characteristics include gender, age, ethnicity, and disability. The profiles also present gender pay information and those involved in grievance and disciplinary procedures. This helps us understand our workforce and identify whether it is representative of the community it serves. Additionally, it helps us assess how our decisions and policies effect people as an employer.

A list of key sources of data is available on the staff intranet under the performance webpage.

Where do we source our data from?

Key sources of information include:

- Equality monitoring data from council consultations and surveys,
- Partners in line with data sharing agreements,
- Workforce composition and gender pay statistics,
- External datasets (i.e. Office for National Statistics),
- Neighbourhood Intelligence Profiles,
- HR grievance and disciplinary data.



Roles

All staff and members of the council have a role in ensuring that equality is embedded into our functions and service delivery:

Councillors:

Elected members are required to show due regard to equality and inclusion when exercising their duties and hold each Council accountable for their equality performance. This includes in all committee decisions as well as when conducting general member activities.

Senior Leadership:

The senior leadership has a key role in spearheading equality as a local equality leader. This includes making clear commitments to equality and inclusion, demonstrating role model practices and behaviours

Service Leads and Managers:

Managers are responsible for the day-to-day implementation of equality policies in their area and ensuring that staff have the support through which to develop professionally and have a working environment that accommodates their needs.

Employees:

Employees have a responsibility to maintain a positive and inclusive working environment, which includes recognising and challenging harassment, discrimination, victimisation, and bullying as well as being aware of additional needs that customers or colleagues may have.

Transformation and Partnerships:

This service is responsible for equality across the organisation and ensuring the implementation of the **Equality Framework** and objectives. They support staff, managers, senior leadership, and members with their equality duties and ensure that decision makers are provided with up-to-date data so that they can consider specific needs of our customers are accounted for when planning and delivering services

Assessment tools

Assessment tools are vital in how we measure our equality performance and monitor the effectiveness of our policies and strategy in furthering equality and whether they are making a difference in our communities.

**What assessment tools do we use?**

Some of the ways we measure our equality performance includes:

- Equality Framework for Local Government,
- Corporate and local performance indicators,
- Annual equality progress reporting,
- Business planning,
- Impact Assessments.

Equality considerations must be included at every part of the decision-making process. Some of the ways we do this include **Impact Assessments (IA)**, which is available at Appendix A. An **Impact Assessment** must be completed whenever designing, procuring, or changing a service or policy to ensure their impact on equality is fully addressed. The Assessment considers a number of factors including impact for those with protected characteristics, stage of life, environment and reputation. An action plan should be developed to address any negative impacts.

Committee and Council reports include a comment on equality implications of proposed recommendations so that elected Members are aware of concerns and mitigating actions when taking decisions.

Business Planning

Every year we produce **Business Plans** across the Councils, which outline the delivery for each service over a twelve-month period. These detail potential equality implications, ensuring equality is considered at every part of the service design and delivery process. During the business planning process, staff are invited to discuss and therefore influence the business plans for the year ahead, ensuring an inclusive approach to the design and delivery of our services and projects.

Recruitment and employment

We are committed to equality of opportunity at all stages of employment. This includes from the advertisement of jobs, the recruitment and selection process, and the professional development of our employees. Additionally, the Councils support the rights of all people to be treated with dignity and respect at work.

Some of the things we do as an employer to ensure equality is considered include:

Code of conduct:

This establishes our expected standards of behaviour for all staff as well as for Councillors. This includes the right of both customers and employees to be treated with fairness and equality, in accordance with the equality strands as defined under the Equality Act 2010.

Complaints procedure:

It is important to us that both our staff and customers feel safe. We have a robust grievance and disciplinary procedure, which ensures that all complaints or allegations are taken seriously and acted upon.

Equality training:

We regularly review and update our equality training to ensure that our staff have the skills necessary to deliver our equality objectives and support improved outcomes. Equality training also forms a key part of our e-learning induction package and is mandatory for all staff members, with bespoke training provided when required.

Reasonable adjustments:

We make reasonable adjustments to accommodate the diverse needs and circumstances of our staff and customers, such as in relation to parental responsibilities or a disability, in order to eliminate disadvantage. This can include from making information available in an accessible format, changing the physical environment of our office spaces, or flexible working arrangements.

Appendix A – Impact Assessment (IA)

Name of the project, policy, service, or strategy:			
Responsible officer:			
Service Lead:			
Date of assessment:		Date of review:	

Introduction

Overview

What is an Impact Assessment?

The Impact Assessment is a tool to ensure that any policy, project, strategy, or service is assessed to consider any positive or negative impacts for all our residents with regards to equalities, health and sustainability. It is important that this is done in a timely manner and ideally it should precede the start of the project, policy or strategy concerned at Chorley Council or South Ribble Borough Council.

Who is the Impact Assessment for?

The responsibility of conducting the Impact Assessment is with the leading officer of the policy that is being assessed, with service leads responsible for the final sign off of the assessment. Once complete and signed off, the Impact Assessments are submitted to Performance and Partnerships, who are responsible for storing, monitoring, and ensuring the quality of the assessments. The assessment tool covers both Chorley and South Ribble Borough Council.

Why do we need to do Impact Assessments?

As Councils, we are committed as community leaders, service providers, and employers. Therefore, we will work to ensure that everybody is afforded equality of opportunity and good life chances. The Impact Assessment is a tool we use to ensure that we fulfil these commitments and thus meet our legal duties.

Instructions

Quick steps for completion

Follow the quick steps below when completing the Impact Assessment:

1. Sections: There are three sections to the Impact Assessment. These include:

- Equality impact: the impact on the nine equality strands, which include age, disability, sex, gender reassignment, race, religion, sexual orientation, pregnancy and maternity, and marriage and civil partnership. See the **Equality Framework**.
- Health and environmental impact: the impact on health and wellbeing as well as the environment.
- Reputational impact: the impact on the Councils' reputation and our ability to deliver our key priorities. Reference should be made to the Corporate Strategies.

2. Rating and evidence: Each section has a number of questions that should be given a rating and evidence given for why the rating has been selected. This allows us to quantify the impact. The rating key is outlined below:

Code	Description
P	Positive impact
N	Negative impact
NI	Neutral impact

3. Actions: Once a rating is given, actions should be identified to mitigate any negative impacts or maximise any positive impacts of the policy, project, or strategy that is being assessed.

4. Sign off: Once the assessment is completed, sign off is required by a Service Lead.

5. Submit: Once signed off, the Impact Assessment should be sent to the Performance and Partnerships Team, who will store the assessment securely and check for quality.

6. Follow up: Actions should be implemented and changes should be made to the policy, project, or strategy that has been assessed, with follow ups conducted annually to monitor progress.

Information and Support

Contact details

To submit your completed Impact Assessment or for guidance and support, please contact Performance and Partnerships at performance@chorley.gov.uk or performance@southribble.gov.uk

Equality Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity have upon:					
Those of different ages?					
Those with physical or mental disability?					
Those who have undergone or are undergoing gender reassignment?					
Those who are pregnant or are parents?					
Those of different races?					
Those of different religions or beliefs?					
Those of different sexes?					
Those of different sexual orientations?					
Those who are married or in a civil partnership?					
Socio-economic equality or social cohesion?					

Health, Social and Environmental Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity have upon:					
Enabling residents to start well (pre-birth to 19)? <i>(Please consider childhood obesity, vulnerable families, and pregnancy care)</i>					
Enabling residents to live well (16 to 75 years)? <i>(Please consider mental and physical wellbeing, living environment, healthy lifestyles, and improving outcomes)</i>					
Enabling residents to age well (over 65 years)? <i>(Please consider social isolation, living independently, dementia, and supporting carers and families)</i>					
Natural environment? <i>(Please consider impact on habitation, ecosystems, and biodiversity)</i>					
Air quality and pollution? <i>(Please consider impact on climate change, waste generation, and health)</i>					
Natural resources? <i>(Please consider the use of materials and as well as transport methods and their sustainability)</i>					
Rurality? <i>(Please consider the impact of those who live in rural communities, their access to services/activities)</i>					

Strategic Impact

Area for consideration	P	N	NI	Evidence	Further action required
What potential impact does this activity make upon:					
The Councils' reputation? <i>(Please consider impact on trust, confidence, our role as community leaders, and providing value for money)</i>					
Our ability to deliver the Corporate Strategy? <i>(Please refer to the Strategic Objectives)</i>					

Impact Assessment Action Plan

If any further actions were identified through the Impact Assessment, then they should be listed in the table below:

Action	Start Date	End Date	Lead Officer

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Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	16 th June 2022

2021/22 Corporate Budget Monitoring Report and Reserves Provisional Outturn at 31st March 2022

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

Purpose of the Report

1. This report sets out the provisional outturn for revenue and reserves for the Council for the year ended 31st March 2022.
2. The accounts are still subject to external audit and adjustments may be required which will be reported in future monitoring reports.

Recommendations to Executive Cabinet

3. To note the 2021/22 provisional outturn for revenue and the level of reserves at 31st March 2022.
4. To note the virements made to and from the revenue budget, which have been previously reported over the course of the year and are as detailed in **Appendix 2** of the report.
5. To approve an increase in the Planning Appeals reserve of £150k to fund expenditure such as legal costs in this area.

Reasons for recommendations

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

Other options considered and rejected

7. None

Executive summary

8. Based on the provisional position at the end of 31st March 2022, there is an underspend against the budget for 2021/22 of £0.224m, as detailed in **Appendix 1**. Subject to the £150k allocation to reserves detailed above, there will be an increase in General Reserves, of £74k.
9. The Council's Medium-Term Financial Strategy reported that the minimum level of general fund reserves should be maintained at £4.0m to cushion against any potential, future financial risks that may face the Council. The level of general fund balances as at 31st March 2022, based on the above, will be £4.131m.

Corporate priorities

10. The report relates to the following corporate priorities:

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

Background to the report

11. The current net revenue budget for 2021/22 is £14.688m, which includes a savings target of £190k comprising of £150k in respect of staffing turnover and £40k from the expansion of Shared Services.
12. **Appendix 3** provides further information about the specific earmarked reserves that the Council holds at 31st March 2022.

Current Outturn Position – Revenue

13. The provisional revenue outturn, based on the position at 31st March 2022, shows an underspend against the Council's budgets of £0.224m. A breakdown of this by department within the various directorates is detailed in **Appendix 1**, and the movement on reserves, and reserve balances, are outlined in **Appendix 3**. The main variances by directorate are detailed below.
14. At the time of setting the Council's revenue budget for 2021/22 the Government had announced a pay freeze for local government workers and as such, no provision was made for a pay award within the budget. However a 1.75% increase was agreed with the Unions during the year resulting in an increase in staffing costs of around £160k which is reflected within the figures in this report.

Variations from Budget

Directorate	Budget 2021/22 £'000	Outturn 2021/22 at 31st March 22 £'000	Variance (Under)/Overspend 2021/22 £'000
Commercial and Property	988	1,457	469
Communities	1,943	1,786	(157)
Customer and Digital	5,865	5,770	(95)
Planning and Development	843	822	(21)
Policy and Governance	4,503	4,421	(82)
Major Projects	(3,203)	(3,192)	11
Financing and Other Budgets	3,749	3,454	(295)
Covid-19 / COMF - funding received to meet the operational costs of the council's response to Covid (see Point 21)	0	(44)	(44)
Total Net Expenditure	14,688	14,474	(214)
Funding	Budget	Outturn Q4	Variance
Council Tax	(7,336)	(7,336)	0
Business Rates	(5,007)	(5,007)	0
New Homes Bonus	(1,490)	(1,490)	0
Government Grants	(519)	(519)	0
Reserves	(331)	(341)	(10)
Other	(5)	(5)	0
Total Funding	(14,688)	(14,698)	(10)
Net Outturn	0	(224)	(224)

Explanation of key variances by Directorate are as follows:

15. Commercial and Property – £469k overspend

- £70k overspend on staffing costs across the directorate compared to the budget for 2021/22 due to demand pressures within services and some minor restructuring costs.
- £19k additional overspend on staffing costs due to the 1.75% pay award for 2021/22, as no pay award was included in original budget for 2021/22.
- £105k reduced income from market rents following the decision to waive the first quarterly rental charges for 2021/22 for market traders in the Covered Market and Street Markets due to Covid-19 restrictions, and a reduction in income due to renovation works for the new food & beverage area resulting in fewer market traders in the period.
- £93k reduction in income from car parking fees and charges compared to budget, reflecting the impact of Covid on the Town Centre

- £56k overspend relating to legal fees and business rates
- £42k reduction in rental and service charge income levels at Costwold House as 4 rooms were taken out of general use during the period, as they were held to support the Rough Sleepers Initiative.
- £74k overspend relating to various non-staffing cost such as repairs and maintenance, water supplies, refuse collection, electricity charges and rents credited back.

16. Communities – £157k underspend

- £78k overall underspend in staffing cost from vacant posts in the Neighbourhood and Communities team after offsetting overspends within the Home Improvement Agency and Housing Options team.
- £22k additional overspend on staffing costs due to the 1.75% pay award for 2021/22 as no pay award was included in original budget for 2021/22.
- £28k underspend on the time credits project as the overall costs to the council have reduced, and the remaining costs have been charged against the COMF Covid funding received in the year due to the nature of the service.
- £19k underspend as some budgeted in-year costs have been eligible for charging against the NHS Social Prescribing scheme rather than directly against council budget.
- £51k underspend due to additional income received from the Police and Crime Commissioner, and unbudgeted income in respect of both the Syrian Refugee Scheme (a government contribution towards administration costs of the scheme) and in respect of Cotswold House income from Housing Benefit.
- £42k overspend relating to the cost of Gypsy Roma Traveller (GRT) Encampments resulting in Court attendance and Bailiff.

17. Customer and Digital – £95k underspend

- £129k reduction in staffing costs, predominantly due to a number of posts held vacant in the Customer Services and ICT Services teams, pending the implementation of the Shared Services review, net of restructure costs incurred during the implementation of this. The figure also includes underspend due to vacancies within the Streetscene team.
- £62k additional overspend on staffing costs due to the 1.75% pay award for 2021/22 as no pay award was included in original budget for 2021/22..

- £115k comprising a shortfall in income from Council Tax Summons/Committal Costs as no costs were recovered from April through to June and a provision for doubtful debts. Losses for the first quarter of the year were partially offset by the Covid-19 Fees & Charges Compensation scheme.
- £20k overspend due to increase in computer equipment purchases and general ICT costs.
- £43k overspend due to the additional purchase of, and repairs to, garden waste bins, along with additional costs in the Streetscene team related to the cost of fuel.
- £83k additional income collected from Land Charge fees and increases in Cemetery income.
- £29k reduction in the cost of the waste contract due to reduced CPI rates and penalty clauses being exercised during the year.
- £94k additional income received above that budgeted in respect of Housing Benefit and Council Tax Support Admin Subsidy grants.

18. Planning and Development – £21k underspend

- £87k overspend on staffing costs in Planning Services, predominantly from agency staff costs and supplements that have had to be paid due to recruitment difficulties.
- £110k net underspend on staffing costs from vacant posts within Enforcement Services and Spatial Planning offset by agency staff costs.
- £20k additional staffing costs from the 1.75% pay award for 2021/22, as no pay award was included in original budget for 2021/22.
- £78k income reduction in the amount of Planning fees and Building Control Inspection fees compared to budget.
- £60k overspend on professional fees and Legal fees within Planning Services offset by £20k reduction in car leasing cost.
- £139k additional income from Planning Application fees.

19. Policy and Governance – £82k underspend

- £31k net staffing underspend across the directorate compared to budget for 2021/22.
- £37k of additional staffing costs from the 1.75% pay award for 2021/22 as no pay award was included in original budget for 2021/22.

- £40k overspend due to savings target budget projected to be achieved all year and £111k overspend due to bad debts provision.
- £68k underspend due to reduction in non-staffing spends across directorates.
- £105k underspend due to change in accounting treatment for elections income from previous years.

20. Major Projects – £111k overspend

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

The key points to note are:

- £371k overspend for 2021/22 Market Walk – this is largely due to the Council supporting local businesses with lease incentives to help manage the recovery from Covid. It should be noted that Market Walk continues to make a £635k contribution to overall Council budgets. Occupation levels continue to increase and a number of further lease negotiations are nearing completion. On finalisation of these, the financial position should stabilise in 2022/23.
- £99k surplus for Primrose Gardens in 2021/22 mainly due to additional rental income generated as it is currently running at full capacity.
- £181k surplus against the 2021/22 budget on Strawberry Fields as office occupation has increased significantly over the course of the year. However it must be noted that this position is against a reduced income target which was set to reflect the expected impact of Covid. Plans are in progress to maximise the remaining space within the building for further income generation.
- Leisure Services had an underspend of £66k during the period from April to July i.e. before the services was transferred to the new, 100% subsidiary company, Chorley Leisure Ltd, as detailed in **Appendix 4**. During the first few months of the year, the services were supported by funding from Sport England and from the government's furlough scheme; following the removal of Covid-19 restrictions, income has increased. Chorley Leisure Ltd was established on 1st August 2021 and therefore for the 8 month period from August 2021 to March 2022 the Council has paid an agreed sum to the company, in line with the contract for service delivery.

21. Financing and Other Budgets – £295k underspend

The key variances to note are:

- This includes a £218k underspend on Net Financing, arising from a reduction in interest payments in 2021/22 reflecting the reduction in anticipated borrowing during the year compared to the position included in the budget back in February 2021.
- The revenue budget for 2021/22 included a provision of £100k for the Council to take ownership and responsibility for the management of Chorley Bus Station.

Discussions between Lancashire County Council (LCC) and the Council regarding this have been delayed and as such, the outturn reflects the removal of the budget provision for this in 21/22.

- £35k overspend is in relation to the accrued leave entitlement as at 31st March 2022. This is offset within other budget lines as it is a notional charge.
- The Council's budget for 2021/22 included a savings target of £190k comprising £150k from management of the staffing establishment and £40k from the expansion of Shared Services. The staffing establishment savings of £150k have already been achieved and these have been deducted from directorate staffing budgets as follows; Communities £25k, Customer and Digital £75k and Policy and Governance £50k; these savings are over and above those referred to for these directorates above. Due to the time taken for the implementation of the ICT and Customer Services reviews, there has been some slippage in the delivery of the £40k savings target for Shared Services. However, given that these have now almost concluded, the savings will be achieved and allocated in full as part of the budget setting process for 2022/23; in 2021/22 the shortfall will be covered by in year underspends.

22. Covid-19 – Underspend of £44k following Quarter 3 reserves adjustment

- Following approval at Quarter 3, £920k of reserves have been created from underspends as a result of applying unringfenced Covid funding to existing budgets.
- Confirmation has been received that Covid-19 Contain Outbreak Management Fund (COMF) can be carried forward into 2022/23 and as a result, £471k has been allocated against the projects that are due to complete in 2022/23.

23. Planned Reserves movement

- In addition to planned reserves movements included within the budget for 2021/22, a further £60k reserves has been utilised for planning appeals.

Other supporting information

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

Appendix 4 – Commercial Services - Major Projects

General Fund Resources and Balances

25. As detailed at **Appendix 3**, the Council holds £4.057m in General Fund reserves to manage budget risks not covered by earmarked reserves or provisions within the

budget. The provisional outturn for 2021/22 identifies that the General Fund closing balance will be £4.131m as detailed below.

Movement in General Fund Reserve

Summary of Movement in General Reserves	£'m
General Fund Reserves at 1 st April 2021	(4.057)
Transfers (to)/from General Reserves	
Provisional revenue budget underspend	(0.224)
Movement to other reserves as detailed in point 5	0.150
General Fund Reserve Closing Balance 2021/22	(4.131)

Movement in Earmarked Reserves

26. Taking account of the adjustments highlighted at **Appendix 3**, the level of Earmarked reserves held for discretionary use by the Council at 31st March 2022 is £8.857m compared with a balance of £12.931m at 31st March 2021.

Summary of Movement in Earmarked Reserves	£'m
Earmarked Reserves at 1 st April 2021	(12.931)
Transfers (to)/from Earmarked Reserves	
Release of S31 grant received and held in reserves in respect of Business Rates reliefs stipulated by the government during 2020/21 – the grant offsets the resulting Business Rates deficit for 2020/21 brought forward on the Collection Fund into 2021/22	4.383
Use of revenue reserves for Capital Financing (already approved))	0.820
Transfers to reserves	(1.690)
Use of other specific Earmarked Reserves	0.561
Earmarked Reserves Closing Balance 2021/22	(8.857)

27. The £0.561m use of other specific Earmarked Reserves shown in the table above comprise:

- £90k use of specific reserves within Policy and Governance
- £69k use of Business & Retail Grant investment reserves.

- £80k use of Local Plan reserve.
- £60k use of Planning Appeals Reserve
- £215k use of other specific earmarked reserves.

28. The transfers to reserves are those approved in the Quarter 3 monitoring report of £0.920m, £0.150m as per point 5 and others as listed below.

- £283k transfer to reserves for Capital bad debt provision no longer required.
- £37k transfer of specific reserves within Policy and Governance.
- £300k transfer of specific reserves within Communities including £207k of covid support funding.

29. The use of earmarked reserves shown in the table above are reflected in the revenue budget monitoring position detailed in this report.

Climate change and air quality

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

Equality and diversity

31. N/A

Risk

32. As detailed in the report.

Comments of the Statutory Finance Officer

33. The Financial implications are contained within this report.

Comments of the Monitoring Officer

34. None

Background documents

There are no background papers to this report.

Appendices

Appendix 1 – Revenue 2021/22 - position as at 31st March 2022

Appendix 2 – Revenue Budget Movements at 31st March 2022

Appendix 3 – 2021/22 Reserves Programme position at 31st March 2022

Appendix 4 – 2021/22 Major Projects position at 31st March 2022

Report Author:	Email:	Telephone:	Date:
Hemangini Chevli, Neil Halton, Louise Mattinson, James McNulty	Hemangini.Chevli@chorley.gov.uk, Neil.Halton@chorley.gov.uk, louise.mattinson@chorley.gov.uk,	N/A N/A	20/05/22 20/05/22

	james.mcnulty@southribble.gov.uk		
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APPENDIX 1

Revenue 2021/22 - position as at the end of Period 4 - 31st March 2022

Directorate	Department / Section	Original Budget £'000	Budget at 31st Mar 2022 £'000	Outturn based on position at 31st Mar 2022 £'000	Variance (Under)/ Overspend £'000
Commercial & Property	Director - Commercial Services	99	53	57	4
	Employment, Skills & Business Support	336	336	310	(26)
	Income Generation	47	47	82	35
	Markets & Town Centre	2	2	220	219
	Property Services	379	370	555	185
	Facilities Management	182	182	188	7
	Housing Accommodation	(33)	(1)	44	44
	Commercial & Property Total	1,011	988	1,457	469
Communities	Communities	706	755	679	(75)
	Housing & Public Protection	1,035	988	920	(68)
	Director - Communities	252	201	187	(14)
Communities Total		1,994	1,943	1,787	(157)
Customer & Digital	Customer Transformation	969	894	807	(87)
	Director of Customer & Digital Services	106	52	58	5
	ICT Services	1,123	1,123	1,212	89
	Waste & Streetscene Services	3,796	3,796	3,694	(101)
Customer & Digital Total		5,994	5,865	5,771	(95)
Planning & Development	Enforcement Services	253	253	262	9
	Planning Services	(76)	37	40	3
	Spatial Planning	483	504	469	(34)
	Director of Planning & Development	-	49	51	2
Planning & Development Total		660	843	822	(21)
Policy and Governance	Chief Executives Office	63	163	183	20
	Communications & Events	699	699	701	2
	Performance & Partnerships	755	669	613	(56)
	Shared Financial Services	637	862	1,004	142
	Transformation Management	250	24	29	5
	Director - Governance	83	83	125	42
	Legal and Governance	1,955	2,002	1,766	(236)
Policy and Governance Total		4,441	4,503	4,421	(82)
Major Projects	Market Walk	(1,889)	(1,889)	(1,519)	371
	Primrose Gardens Retirement Living	(259)	(259)	(358)	(99)
	Digital Office Park	54	54	(127)	(181)
	TVS Logistics House	(1,647)	(1,647)	(1,661)	(15)
	Investment Properties	(67)	(67)	(67)	(0)
	Leisure	606	606	540	(66)
Major Projects Total		(3,203)	(3,203)	(3,192)	11
Financing and Other Budgets	Pensions Account	218	218	212	(6)
	Pensions Deficit Recovery	433	433	448	15
	Benefit Payments	(136)	(136)	(139)	(3)
	Revenue Contribution to Capital	-	-	-	-
	Transition Fund	190	190	72	(118)
	Savings	(150)	-	-	-
	Adjustments	-	-	35	35

	Financing	3,044	3,044	2,826	(218)
Financing and Other Budgets Total		3,599	3,749	3,454	(295)
Covid-19	Covid-19 / COMF funding received to meet the operational costs of the council's response to Covid	-	-	(44)	(44)
Covid-19 Total		-	-	(44)	(44)
Funding	Reserves	(139)	(331)	(342)	(10)
	Collection Fund	(12,348)	(12,348)	(12,348)	-
	New Homes Bonus	(1,490)	(1,490)	(1,490)	-
	Other Funding	(519)	(519)	(519)	-
Funding Total		(14,496)	(14,688)	(14,699)	(10)
Net (Surplus) / Deficit		-	-	(224)	(224)

APPENDIX 2

Revenue 2021/22 - position as at the end of Period 4 - 31st March 2022

Directorate	Commercial & Property £'000	Communities £'000	Customer and Digital £'000	Planning and Development £'000	Policy and Governance £'000	Major Projects £'000	Financing/Other Budgets £'000	Funding £'000	TOTAL £'000
Budget approved by Council 23rd Feb 2021	1,011	1,994	5,994	660	4,441	(3,203)	3,599	(14,496)	0
Transfers between directorates									
Impact of Council restructures including shared services	(56)	(84)	(54)	49	112	33			0
Movement of post between Cotswold and Housing General	32					(32)			0
									0
Transfers (to)/from contingency									
									0
									0
									0
Carry forward of grants and other budgets to 2021/22									
Weight Management Programme funding		32						(32)	0
Police & Crime Comissioner Funding		10						(10)	0
									0
Transfers (to)/from Earmarked reserves									
National Graduate Scheme reserve		16						(16)	0
Planning Appeals reserve				38				(38)	0
Local Plan reserve.				20				(20)	0
Further Planning Appeals reserve				76				(76)	0
Transfers (to)/from General Fund reserves									
									0
									0
									0
Other budget adjustments									
Management of the Establishment Target Savings		(25)	(75)		(50)		150		0
									0
									0
Revised Budget as at 31st March 2022	988	1,943	5,865	843	4,503	(3,203)	3,749	(14,688)	0

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APPENDIX 3

2021/22 Reserves Programme position as at the end of Period 4 - 31st March 2022

Reserves	Opening Balance 1st April 2021 £000s	Movement				Forecast Balance 31st March 2022 £000s
		Movement between Reserves £000s	Capital Financing £000s	Transfers to Reserves £000s	Transfers from Reserves £000s	
General Fund Balance	(4,057)	-		(74)	-	(4,131)
Change Management Reserve	(250)				-	(250)
VAT Shelter Income - Capital/revenue financing	(9)		-			(9)
Non-Recurring Expenditure - Revenue resources for capital financing	(630)		753			123
Market Walk - Income Equalisation Reserve	(468)	(68)				(536)
Market Walk - Asset Management	(104)			-	-	(104)
Market Walk - Project Work	(68)	68		-	-	0
Section 31 Grant - Empty property/small business rate relief	(29)		-		-	(29)
Section 31 Grant - EU Exit Preparation Grant	(35)					(35)
Business Rates Exceptional Payments Reserve	(4,923)				4,383	(540)
Business Rates Retention - Surplus on levy payment	(1,415)					(1,415)
Income Generation Reserve	(438)				57	(381)
LCC Transition Fund	(50)					(50)
Market Walk / DOP Works	(485)					(485)
Green Agenda	(463)			(260)	2	(721)
Logistics House Income Equalisation Reserve	(450)					(450)
Covid Ongoing Commitments Reserve	(497)	497				-
Covid Recovery Reserve	(300)					(300)
Covid additional grant funding	(104)	104				-
ICT Capital Programme Reserves	-	(867)			-	(867)
Support for Apprentices, Graduates, Training Posts	-			(200)		(200)
Investment in Play & Open Space Across the Borough	-			(200)		(200)
Queens Jubilee Events	-			(30)		(30)
Check Out Chorley				(30)		(30)
Capital Bad Debts Reserve				(283)		(283)
Non-Directorate Reserves	(10,720)	(265)	753	(1,003)	4,441	(6,794)
Policy & Governance						
Arts Development	(18)				2	(16)
Astley Hall Works of Art	(2)				2	(0)
Slippage Items and other transfers to reserves	(49)			(7)	49	(7)
National Graduate Scheme	(21)				16	(4)
Mayflower 400 Celebrations	(21)				21	-
Mayoral Charities				(8)		(8)
The Flower Show				(23)		(23)
Communications & Events	(111)	-	-	(37)	91	(58)
Transformation Challenge funding	(36)				3	(34)

2021/22 Reserves Programme position as at the end of Period 4 - 31st March 2022

		Movement				
Public Service Reform funding	(11)					(11)
Digital Access & Inclusion	(10)					(10)
Shared Services Implementation Reserve	(32)				19	(13)
Performance & Partnerships	(89)	-	-	-	21	(68)
Slippage Items and other transfers to reserves	(3)					(3)
Elections	(101)					(101)
Boundary Commission Electoral Review	(12)					(12)
Legal, Democratic & H.R.	(116)	-	-	-	-	(116)
Slippage Items and other transfers to reserves	(64)					(64)
Shared Financial Services	(64)	-	-	-	-	(64)
Policy & Governance	(380)	-	-	(37)	112	(305)
Commercial & Property						
Business Investment for Growth (BIG) Grants	(107)			(200)	31	(276)
Choose Chorley Grants	(72)				8	(65)
Other Investment Projects	(45)					(45)
Retail Grants Programme	(129)				31	(98)
Digital Office Park	(68)		68			-
Employment Skills & Business Support	(421)	-	68	(200)	69	(484)
Slippage Items and other transfers to reserves	(20)					(20)
Future High Street Fund	(41)				6	(35)
Markets & Town Centre	(61)	-	-	-	6	(55)
Asset Maintenance Fund	(222)	222				-
IDOX Migration	(78)					(78)
Property Services	(300)	222	-	-	-	(78)
Commercial & Property	(781)	222	68	(200)	75	(617)
Customer & Digital Services						
Slippage Items and other transfers to reserves - capital financing	(123)					(123)
ICT Projects	(43)	43				-
ICT/Streetscene Modernisation Reserve	(82)				20	(62)
ICT Services	(248)	43	-	-	20	(185)
Maintenance of Grounds	(44)					(44)
Government & other Grant Funding	(30)					(30)
Slippage Items and other transfers to reserves	(96)					(96)
Waste & Streetscene Services	(171)	-	-	-	-	(171)

2021/22 Reserves Programme position as at the end of Period 4 - 31st March 2022

		Movement				
Customer & Digital Services	(419)	43	-	-	20	(356)
Planning & Development						
Planning Appeal Costs	(151)			(150)	60	(240)
Planning Services	(151)	-	-	(150)	60	(240)
Community Infrastructure Levy (CIL Admin)	-	(55)			55	0
Local Plan Reserve	(137)				80	(57)
Slippage Items and other transfers to reserves	(5)				-	(5)
Spatial Planning	(142)	(55)	-	-	135	(62)
Planning & Development	(293)	(55)	-	(150)	195	(303)
Communities						
Home Improvements - Housing Affordable Warmth Grant	(14)				-	(14)
Buckshaw Youth Development Grants	(1)					(1)
Slippage Items and other transfers to reserves	(121)			(89)	43	(166)
NHS CCG Covid Support Project				(207)		(207)
Communities	(136)	-	-	(296)	43	(389)
Neighbourhood Working (pump priming)	(105)	55				(50)
Investment Budgets	(35)					(35)
Police & Crime Comissioner Funding	(10)				10	-
Syrian Refugee Funding	(52)				-	(52)
Housing & Public Protection	(202)	55	-	-	10	(137)
Communities	(338)	55	-	(296)	53	(526)
Directorate Reserves	(2,211)	265	68	(683)	455	(2,106)
Earmarked Reserves (Directorate and Non-Directorate)	(12,931)	0	820	(1,686)	4,897	(8,900)
Total Reserves - General and Earmarked	(16,988)	0	820	(1,760)	4,897	(13,031)
Provisions						
Insurance Provision - Potential MMI clawback	(14)					(14)
Total Provisions	(14)	-	-	-	-	(14)

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APPENDIX 4

Major Projects 2021/22 - position as at the end of Period 4 - 31st March 2022

Market Walk

	2021/22 Budget £000s	2021/22 Outturn £000s	2021/22 Variance £000s
Rental Income	(1,831)	(1,665)	166
Service Charge Operational budget	442	521	79
Service Charge Income	(501)	(413)	88
Provision for Bad Debts	-	39	39
Net Income (excluding financing)	(1,889)	(1,518)	371
Financing Costs	915	915	-
Net Income (including financing)	(975)	(603)	371
Income Equalisation Reserve (Annual Contribution)	(50)	-	50
Asset Management Reserve (Market Walk)	50	-	(50)
Net Income	(975)	(603)	371

Leisure - April to July 2021

	2021/22 Budget £000s	2021/22 Outturn £000s	2021/22 Variance £000s
Income	(568)	(543)	25
Operational Costs	765	705	(60)
Net Budget	197	162	(35)

Digital Office Park

	2021/22 Budget £000s	2021/22 Outturn £000s	2021/22 Variance £000s
Rental Income	(616)	(553)	63
Operational Costs (excluding financing)	670	429	(242)
Net Budget/Income (excluding financing)	54	(125)	(179)
Financing Costs	168	168	-
Net Budget (including financing)	222	43	(179)

Primrose

	2021/22 Budget £000s	2021/22 Outturn £000s	2021/22 Variance £000s
Rental Income	(630)	(693)	(62)
Operational Costs (excluding financing)	371	335	(36)
Net Income (excluding financing)	(259)	(358)	(99)
Financing Costs	168	168	-
Net Income (including financing)	(91)	(190)	(99)

TVS

	2021/22 Budget £000s	2021/22 Outturn £000s	2021/22 Variance £000s
Rental Income	(1,661)	(1,661)	(0)
Operational Costs (excluding financing)	15	-	(15)
Net Income (excluding financing)	(1,647)	(1,661)	(15)
Financing Costs	1,211	1,211	-
Net Income (including financing)	(436)	(450)	(15)

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Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	16 th June 2022

2021/22 Corporate Capital Programme and Balance Sheet Monitoring Report outturn Position at 31st March 2022

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

Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
-----------------------------------------------------------	-----------------------------------------------

Purpose of the Report

1. To report the outturn financial position of the Council in respect of the capital programme at 31st March 2022, highlighting key issues and explaining key variances, and to provide an overview of various elements of the Council's Balance Sheet at 31st March 2022.

Recommendations to Executive Cabinet

2. To approve the revised capital programme as attached at **Appendix A**, which includes approved amendments to the programme, detailed at point 11 and 12 of this report, since the last Capital Monitoring report was approved by Cabinet in February 2022. Two items are to be approved within this report:
 - £46k increase to Health Hub – Whittle Surgery to reflect the final costs of this scheme.
 - £104k Chorley Adaptation Grant to reflect an increase in the grant funding allocation to the Council
3. To note the variations to the programme (which are detailed by scheme at **Appendix B** and referenced within the body of the report);
4. To note the position in the Balance Sheet monitoring section of the report, in respect of cash, investment and loan balances and debtors, at 31st March 2022.

Reasons for recommendations

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

Other options considered and rejected

6. None.

Corporate priorities

7. The report relates to the following corporate priorities:

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

Background to the report

8. The capital budget for 2021/22 was set at £38.1m at Council in February 2021. This was increased following approval of the 2020/21 outturn to £46.2m. The monitoring report as at 31st July 2021 increased the total budget to £46.6m. This was reduced to £42.6m in the quarter two monitoring report and reduced further to £28.6m at quarter three.

Section A: Capital Programme

Key issues

9. The total cost of the Council's capital investment programme for 2021/22 has decreased since the quarter 3 monitoring report approved by Cabinet, **from £28.6m to £23.9m** as at 31st March 2022. The change reflects variations approved since the last report, along with those contained within this report. A summary of the total costs of the programme, and the funding of this, is detailed at **Appendix A**.
10. The breakdown of the net decrease in the programme of **£4.7m** is detailed in **Appendix B**.
11. Budget variations approved since the last monitoring report have resulted in a total increase of **£3.181m** to the capital programme, comprising an increase of £0.046m in 2021/22 and an increase of £3.135m in future years. The table below details the changes.

Table 1: Approved budget changes since the last monitoring report

Scheme	Increase / (Reduction) 2021/22 £'000	Increase / (Reduction) 2022/23 and future years £'000	Approved by	Date approved
An ambitious council that does more to meet the needs of residents and the local area				
Health Hub – Whittle Surgery	46	-	Executive Cabinet	Subject to approval of this report
Town Hall Decarbonisation	-	1,590	Council	19-Apr-22
A strong local economy				
Bengal Street	-	1,100	Council	22-Feb-22
Clean, safe and healthy homes and communities				
Chorley Adaptation Grant (increased allocation)	-	104	Executive Cabinet	Subject to approval of this report
Astley Cottage	-	341	Council	17-May-22

12. In addition to the Whittle Surgery and Chorley Adaptation Grant changes above there have also been virements from the Asset Improvements programme and Unit Above Iceland to reflect expenditure within Astley Cottage (£107k), Westway Playing Fields Sports Campus (£100k) and Digital Office Park (£100k).
13. Following the year end, a re-profiling of budgets from 2021/22 to future years has been undertaken. The total movement of budgets from 2021/22 amounts to **£4.784m**. The movements are shown in Appendix B and explanations are contained in the major variations section that follows.
14. As at 31st March 2022 the actual capital expenditure across the programme was **£23.865m**, which represents 83.4% of the forecast position as at quarter 3. There are some large-value projects nearing completion, where significant spending was due around year end; consequently, profiling the spend across the financial years has been difficult to assess.

Major variations in the 2021/22 Capital Programme since the previous reportA strong local economy

15. Alker Lane – The scheme is due to complete early in 2022/23. £3.608m of spend has been slipped into the new financial year.
16. There are several other smaller schemes for which budgeted expenditure has been reprofiled into 2022/23 to reflect the actual spend at outturn.

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

17. Green Agenda – a further £134k has been slipped into 2022/23 reflecting the timing of schemes that will now only complete in early 2022/23.
18. ICT Mobile Devices, Citrix, CCTV, Software and Cloud-Based Services, Networking – £300k of spend had been expected in 2021/22 however the actual expenditure at 31st March 2022 was £127k; as such the balance on the scheme budget has been reprofiled into 2022/23.

Clean, safe and healthy homes and communities

19. Land Purchase for Tree Planting – in January 2022 Council approved the addition of the project to the capital programme, with a budget of £250k. At 31st March the land transaction had not yet been concluded.
20. Play, Recreation and Open Space – the majority of the budget (£2.280m) was slipped at quarter three into 2022/23, with a further £100k reprofiled at outturn into the new year.
21. Properties for Refugees – it was anticipated that a property purchase would complete in 2021/22 for £130k however this just slipped beyond 31st March into the new financial year.
22. Tatton – the scheme has encountered delays and as a result the budget was reprofiled at quarter three. However spend actually accelerated in the final quarter with £214k expended in the period above the revised, forecasted level.

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

23. Astley Hall – The majority of the works are now complete and the slippage of £132k relates to the timing of the final elements of expenditure as the scheme comes to an end.
24. Westway Playing Fields Sports Campus – the remaining works to be completed relate to a play area. The budget was supplemented from Asset Improvements and the movement of expenditure has been reflected this quarter.

Section B: Balance Sheet Monitoring Overview

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

Non-current Assets

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

Borrowing and Investments

27. Long-term borrowing requirements flow from the capital programme. Regular dialogue and meetings take place between the Director of Finance, her staff and the Council's independent Treasury Consultants, Link Treasury Services, and options for optimising treasury management activities are actively reviewed.
28. Both short and long-term borrowing interest rates have risen over the last few months, following the increases in the Bank of England Base Rate. Interest rates on investments have also increased in response to this, but nevertheless remain at low levels. Interest rates on investments have remained negligible throughout the period. Debt interest payable is £394k lower than the 2021/22 Budget, as borrowing of £10m was only made in March 2022 which was lower and later than planned within the MTFS. This is partially offset by an overspend on the MRP budget of £183k due to the differences in the mix of funding used to fund the capital programme in 2020/21 compared to those that had been assumed within the budget setting process for 2021/22.

	Original Budget 2021/22 £000s	Outturn at 31st March 2022 £000s
Interest and Investment Income	(3)	(9)
Debt Interest Payable	1,795	1,401
Minimum Revenue Provision (MRP)	1,252	1,435
TOTAL	3,044	2,827

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

	As at 31st Mar 2022	As at 31st Mar 2021
Short term borrowing	Nil	Nil
Long term borrowing	£70.265	£62.160m
Total Borrowing	£70.265m	£62.160m
Investments made by the Council	Nil	Nil
Cash Balances Held	£9.317m	£9.108m

Debtors

30. The Council has a corporate debt policy as well as other specific policies for the management of debt in the key areas of council tax, business rates and housing benefit overpayments. The table below summarises the collection performance of the various debts and the total outstanding debt in the respective areas as at 31st March 2022. The table also shows the corresponding level of debt at the same point in the last financial year.

	Position at 31 st Mar 2022 £000s	Position as at 31 st Mar 2021 £000s
Council Tax		
Expected Council Tax Collectable in 21/22 (20/21)	75,471	70,994
Current year balance outstanding	2,161	2,128
Previous years balance outstanding	3,503	2,683
Total Council Tax balance outstanding	5,664	4,811
Collection Rates Current Year	97.16%	96.98%
Business Rates		
Expected Business Rates Collectable in 21/22 (20/21)	22,283	14,295
Current year balance outstanding	702	961
Previous years balance outstanding	737	745
Total Business Rates balance outstanding	1,439	1,706
Collection Rates Current Year	96.75%	94.93%
Housing Benefit		
Overpayment balances outstanding	861	1,154
Sundry Debtors	31st Mar 2022	31st Dec 2021
Balance Outstanding - General	395	365
Balance Outstanding - Commercial	768	1,063

31. Business rates collection can fluctuate month-on-month but collection is broadly in line with expectations. Business Rates for 2021/22 are much higher compared to those for last year due to the Covid reliefs applied in 2020/21 which are no longer applicable in 2021/22.

32. In respect of the figures above, the Council's share represents 9.7% of Council Tax income and 23% of Business Rates income.

33. The Sundry Debtors figure reflects the position compared to last quarter. The outstanding Commercial debt has again reduced significantly in the last quarter due to the resolution of issues with tenants at Market Walk and the payment of rent arrears. Given the economic climate, the Council continues to work with and support its tenants in their repayment of debt. In addition, there are also limitations on how we are able to chase and enforce debt recovery as a landlord. Due to the improved position, £142k was released into revenue from the bad debt provision for Market Walk.

Climate change and air quality

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

Equality and diversity

35. N/A

Risk

36. As detailed in the report.

Comments of the Statutory Finance Officer

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

Comments of the Monitoring Officer

38. No Comment.

Background documents

There are no background papers to this report.

Appendices

Appendix A – Capital Programme 2021/22 Summary

Appendix B – Scheme Variations

Report Author:	Email:	Telephone:	Date:
Neil Halton	Neil.Halton@chorley.gov.uk	N/A	20/05/22

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Capital Programme 2021/22 - position as at 31st March 2022

APPENDIX A

	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet for Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
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COSTS

A strong local economy	15,223	11,579	(3,998)	-	7,581
An ambitious council that does more to meet the needs of residents and the local area	2,497	2,805	(307)	46	2,544
Clean, safe and healthy homes and communities	19,846	12,107	(339)	-	11,768
Involving residents in improving their local area and equality of access for all	550	2,112	(139)	-	1,973
Total Forecast Expenditure	38,116	28,602	(4,784)	46	23,865

RESOURCES

Disabled Facilities Grants	925	795	(15)		780
Football Foundation Grants	-	299	(23)		276
Homes England	3,720	752	-		752
LEP Grants	5,200	7,450	(3,580)		3,870
Other Grants	150	230	(150)		80
Total Grants	9,995	9,526	(3,768)	-	5,758
Capital Receipts	5,166	300	(38)	-	262
Community Infrastructure Levy (CIL)	2,531	1,413	-	-	1,413
New Homes Bonus	240	210	(210)	-	-
Reserves and Revenue	885	815	5	-	820
Section 106	3,064	1,368	(493)	-	875
Unsupported Borrowing	16,235	14,970	(279)	46	14,737
Total Forecast Resources	38,116	28,602	(4,783)	46	23,865

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
-----------------------------------------------------------------------------	----------------------------------------------------------------------------------	-------------------------------------------------------------------	------------------------------------	----------------------------------------------------------------------------

2,600	10,751	3,998	893	15,642
-	1,570	307	1,590	3,467
1,750	13,599	339	104	14,043
-	489	139	548	1,176
4,350	26,409	4,784	3,135	34,328

-	-	-	-	-
1,550	1,550	15	104	1,669
-	-	23		23
-	930	-		930
-	-	3,580		3,580
-	71	150	1,385	1,606
1,550	2,551	3,768	1,490	7,809
-	-	38		38
-	1,534	-		1,534
-	-	210		210
-	1,795	(5)		1,790
-	2,819	493		3,312
2,800	17,711	279	1,645	19,635
4,350	26,410	4,783	3,135	34,328

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2021/22 Capital Programme - Scheme Variations as 31st March 2022

APPENDIX B

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
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A strong local economy

Alker Lane Development	7,268	9,810	(3,608)		6,202
Asset Improvements	674	444	(172)		272
Buckshaw Village Rail Station	696	-			-
Chapel St and Surrounding Public Realm	2,800	-	3		3
Chorley Borough Service Centres	500	-			-
Digital Office Park	-	102	(35)		67
Market Walk Extension	-	60	63		123
Markets - Works to Existing Markets	-	494	(123)		371
Park Rd Car Parking	-	9	(1)		8
Public Realm Town Centre	1,500	580	(61)		519
Town Hall and White Hart Works	1,000	80	(65)		15
Town Hall Mezzanine	300	-			-
Bengal Street					-
Unit Above Iceland	485	-			-
A strong local economy	15,223	11,579	(3,998)	-	7,581

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

Chorley Health Centre		-			-
Delivering Green Agenda	453	196	(134)		62
Town Hall Decarbonisation					-
Health Hub - Whittle Surgery	2,044	2,309		46	2,355
ICT Networks	-	200	(73)		127
ICT Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	-	100	(100)		-

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
--------------------------------------------------------------	-------------------------------------------------------------------	-------------------------------------------------------	------------------------------	-------------------------------------------------------------

-	1,000	3,608		4,608
600	800	172	(207)	765
-	696	-		696
-	2,800	(3)		2,797
-	500	-		500
-	120	35	100	255
-	192	(63)		129
-	-	123		123
-	-	1		1
2,000	3,223	61		3,284
-	1,220	65		1,285
-	-	-		-
			1,100	1,100
-	200	-	(100)	100
2,600	10,751	3,998	893	15,642

-	250	-		250
-	300	134		434
			1,590	1,590
-	-	-		-
-	-	73		73
-	1,020	100		1,120

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
An ambitious council that does more to mee	2,497	2,805	(307)	46	2,544

Clean, safe and healthy homes and communities

Chorley Adaptation Grant (Formerly DFG)	925	795	(15)		780
Duxburry Park Site	450	450	(8)		442
Land for Tree Planting		250	(250)		-
Leisure Centre Transfer	150	-			-
Leisure Centres Improvements	100	100	(46)		54
Leisure Centres Improvements - New Contract	2,000	-			-
Play, Recreation and Open Space Projects	2,222	503	(100)		404
Properties for Refugees		130	(130)		0
Purchase of Affordable Housing	-	879	(5)		873
Tatton	13,999	9,000	214		9,214
The Willows	-	-			-
Yarrow Meadows	-	-			-
Clean, safe and healthy homes and communi	19,846	12,107	(339)	-	11,768

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

Astley	550	996	(132)		864
Astley Cottage					-
Bank Hall Restoration	-	112	(112)		-
Westway Playing Fields Sports Campus	-	1,005	104		1,108
Involving residents in improving their local ar	550	2,112	(139)	-	1,973

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
-	1,570	307	1,590	3,467

1,550	1,549	15	104	1,669
-	-	8		8
	-	250		250
-	244	-		244
200	200	46		246
-	2,000	-		2,000
-	2,423	100		2,523
-	2,070	130		2,200
-	-	5		5
-	5,112	(214)		4,898
-	-	-		-
-	-	-		-
1,750	13,599	339	104	14,043

-	350	132		482
			448	448
-	-	112		112
-	139	(104)	100	135
-	489	139	548	1,176

Scheme Name	Budget 2021/22 Approved at Council Feb 2021	Budget 2021/22 Approved by Cabinet Quarter 3	Slippage and reprofiling of budget (to)/from future years	Quarter 4 2021/22 Variations	Revised Budget 2021/22 as at 31st Mar 2022
Total	38,116	28,602	(4,784)	46	23,865

Budget 2022/23 and Future Years Approved at Council Feb 2021	Budget 2022/23 and Future Years Approved by Cabinet for Quarter 3	Slippage and reprofiling of budgets (to)/from 2021/22	Quarter 4 2021/22 Variations	Revised Budget 2022/23 and Future Years as at 31st Mar 2022
4,350	26,409	4,784	3,135	34,328

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Report of	Meeting	Date
Director of Change and Delivery (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 16 June 2022

Quarter Four Performance Monitoring Report 2021/22

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

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2021/22, covering 1st January 2022 to 31st March 2022.

Recommendations to Executive Cabinet

2. That the report be noted.

Reasons for recommendations

3. To ensure the effective performance monitoring of the Corporate Strategy and safeguard its delivery across 2022/23.

Other options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any items for decision.

Executive summary

5. This report sets out the performance against the Corporate Strategy and key service delivery measures for the fourth quarter of 2021/22. Performance is assessed based on the delivery of the 2021 Corporate Strategy along with the key service delivery measures for individual services.
6. The overall performance of key projects is good with ten (71%) rated as green, three (21%) classified as not started, and one (7%) rated as amber. Action plans for those projects rated amber are set out within this report.

7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 71% of Corporate Strategy measures and 67% of key service delivery measures performing on or above target or within the 5% threshold.

Corporate priorities

8. The report relates to the following corporate priorities:

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

Background to the report

9. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects that focus in delivering the Council's four priorities.
10. The Corporate Strategy was approved by the Council in November 2021 and identifies fourteen corporate projects. The projects have a focus on delivery some of the large-scale ambitious schemes that will have a significant impact on local outcomes.
11. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions. These are reviewed annually as part of the service level business planning process.

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



The long-term outcomes for this priority are:

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

ACHIEVING

THE LONG-TERM OUTCOMES IN QUARTER FOUR

12. Astley Hall was on track at the end of quarter three and since progressed to be fully reopened on Saturday 21st May following extensive renovations, including the restoration of the seventeenth century brick façade and a total investment of £1.1 million. Chorley residents will be able to return to the Hall and enjoy the new interpretation, conservation, and enhancements undertaken over the course of the renovation programme, allowing the Hall to take centre stage as a major focal point in both the local area and the region. The new visitor experience includes the removal of the traditional rope barriers and introduction of historical interpretations to better tell story of the Hall, its past residents, and the local area, providing an enhanced and immersive experience. The newly restored tapestries will be a crowning feature of the visitor experience following their return from conservation specialists. The opening event included theatre performances and entertainment related to the different periods of history of the Hall. Focusing on the redesigning of the visitor experience utilising technology and marketing of the Hall's facilities, the project contributes to the long-term sustainability of the facility and ensure it remains a vital Council asset, with associated benefits for tourism, the local economy, and residents' pride in where they live.
13. A project to deliver actions to increase digital skills across the borough will be developed and delivery commence in the next quarter. This project will build on previous digital initiatives delivered through the Covid Recovery Plan, to work with local partners to understand barriers to accessing support that will shape future digital inclusion workstreams, enabling the Council to better support non-digital cohorts in communities and reduce the impacts of exclusion and digital inequality. The work delivered as part of this project will include promoting existing provision as well as strengthening referral pathways to ensure those in need of support are aware of and can access the appropriate schemes. The project will further focus on upskilling volunteers and providing access to digital devices in order to enhance digital training in the borough. Once delivered, this project will ensure more of our residents can access our online services, information, and resources, improving their ability to achieve personal outcomes that have wider health and prosperity impacts.
14. The Council continues to deliver against its ambitions to tackle climate change. A range of initiatives commenced in quarter four to be delivered over the next 12 months. Actions included the consultation on the Climate Change Strategy that was conducted between February and April 2022, which received 174 responses. Vital public sector decarbonisation funding was secured amounting to £285k with an additional £1.2m

approved by members. The funding will be used to contribute to the Council's priority to reduce its carbon footprint. This will be invested at the Town Hall site, which will include the installation of LED lighting, insulation, and ventilation as well as replacement windows and an air sourced heat pump. Across the borough, the seasonal planting of mini meadows has been undertaken at 55 high profile tree planting has been undertaken at several sites across the borough as part of the open space enhancement work. This includes at Northgate Drive, Outterside Avenue, and Riverside Crescent. Over 2021/22, 32,538 trees were planted, bringing the total planted since November 2019 to 61,272. This project will significantly improve the environmental performance of the Council to ensure it can lead the way in tackling the Climate Emergency as a community leader by working with residents to develop and implement targeted climate related actions.

Performance of key projects




15. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
16. Two projects are rated as green, meaning they are progressing according to timescales and plan:
 - Launch Astley Hall attraction and visitor experience,
 - Lead activity to address climate change including tree planting.
17. One project has not started and is scheduled to commence in quarter one 2022/23:
 - Deliver actions to increase digital skills across the borough.

Performance of corporate strategy measures



18. At the end of quarter four, it is possible to report on three of the seven corporate performance indicators under this priority.
19. Two indicators are performing on or better than target:
 - % of the population with NVQ level 3 and above,
 - Number of people who participate in a volunteering opportunity (as a result of an intervention by the Council).
20. One indicator is performing below target and outside the 5% threshold:

Indicator:		Target:	Performance:
	Number of people who have successfully completed basic digital skills training	400	182
Reason below target:	<p>There has been a lower number of digital skills training courses and classes being delivered by core providers in the area, such as Lancashire Adult Learning, compared to previous years. This has impacted all four quarters over 2021/22 leading to a lower than target final figure for the year.</p> <p>Despite this, the indicator has experienced a consistent upward trajectory compared to the numbers achieved in 2020/21 as training providers relaunch digital skills classes. This is following disruption caused by the pandemic, which meant training could not be delivered. For example, two people had completed digital skills training by quarter four 2020/21 compared to 182 by quarter four 2021/22.</p>		
Action required:	<p>The project to increase digital skills across the borough will be delivered over 2022/23 and will have a significant impact on the indicator. This project will seek to strengthen and promote the pathways into training with local partners, which will increase the number of those completing digital skills training. It will also seek to target those traditionally hard to reach groups through the use of local intelligence and partnership working to understand barriers to support.</p> <p>The project will appoint an external provider to deliver targeted one on one support, which will increase the availability of digital skills training and in turn increase the number of those participating.</p>		
Trend:	<p>The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved from the two reported in quarter four 2020/21 to 182 in quarter four 2021/22.</p> <p>The figure is below the 790 reported in quarter four 2019/20 and the 347 reported in quarter four 2018/19.</p>		

Clean, safe, and healthy homes and communities



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

21. The project to deliver affordable housing in the borough achieved progress in the quarter, with the publication of the Registered Provider Framework. This framework aims to increase the availability of and pathways to affordable rental properties by limiting the number of Registered Providers of social housing operating outside the choice-based lettings system. The choice-based system allows prospective tenants to bid on properties through the centralised bidding system, ensuring that properties are allocated fairly according to need and providing flexibility for local people in search of a home. All seven major Registered Providers in the borough have signed up to the framework. The framework also prevents future Registered Providers from operating outside the choice-based system by restricting access to affordable housing stock for social rents if they do not already own properties in the borough. The Council is also seeking to increase the number of affordable units available under its own provision and limits. As part of the project further units are sought to be purchased to bolster the availability of affordable rental homes throughout the borough, which will be owned and managed by the Council. Negotiations are currently ongoing to purchase 24 new build properties from a local developer.
22. Tatton Gardens development continues to progress, mitigating impacts of some delays. Progress over the quarter included completion of drainage works surrounding the facility, works to the exterior courtyard as well as the installation of metal sheet lining on the nursery roof. The show flat has been completed, which will enable the facility to be showcased and marketed to prospective tenants. This is scheduled to open for viewings in July 2022. Works that remain ongoing include the installation of cladding to the building and the fitting out of the apartments. When completed, the development will provide vital amenities for local residents, including improved health provision through a new GP surgery, pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.
23. As part of the project to work with partners and residents to improve local play and community facilities across the borough, several consultations were undertaken in the quarter, including the proposed schemes at Foxcote and Milestone Meadow play areas. The consultation for Milestone Meadow, included flyers to local residents, with 98% of the responses received through consultation being in favour of the proposals. Consultation is an essential part of enabling local people to influence and shape the proposals which allows the Council to ensure the aspects of the designs, landscaping and types of play equipment meets the needs of our diverse communities. Improvement works to the Cripplegate Lane Pond were completed, which involved the refurbishment of the pond and installation of knee railing, installation of a wildflower

area, and planting an orchard, edible hedgerow and native wetland plants. Together, all of the improvements delivered through the project promote clean, safe and healthy communities in both rural and urban locations and ensure residents can access high quality park, play areas and open spaces.

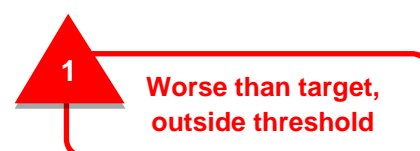
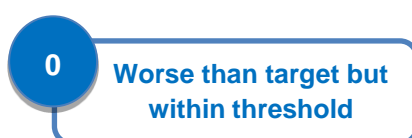
Performance of key projects



24. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is good.
25. Two projects are rated as green, meaning they are progressing according to timescales and plan:
 - Deliver affordable housing within the borough,
 - Work with partners and residents to improve local play and community facilities across the borough.
26. One project is rated as amber, which is an early warning sign of delays within the project's delivery:
 - Open the Tatton Gardens Extra Care development and community facilities.

Project title:		Project status:
Open the Tatton Gardens Extra Care development and community facilities		Amber
Explanation:	<p>There are delays to the overall timescales of the project. These delays have been the result of a fire on site and further water ingress causing damage which has had to be remedied.</p> <p>The impact of a sub-contractor going into administration also has impacted overall timescales, as a new sub-contractor has had to be appointed which has taken time and delayed progress.</p>	
Action required:	<p>To mitigate the impact of the delays work has been progressed on areas that can move forward. This includes the creation of a show apartment for perspective tenants, which will enable the marketing of the development to commence as scheduled ahead of viewings in July 2022. The new sub-contractor has now also been employed and good progress is being made on delivering the mechanical, electrical, and plumbing engineering elements of the build.</p> <p>A revised programme of works is due for approval in quarter one.</p>	

Performance of corporate strategy measures




27. At the end of quarter four, it is possible to report on six of the nine corporate performance indicators under this priority.

28. Five indicators are performing on or better than target:

- The number of visits to Council's leisure centres,
- Number of volunteer community groups supported to improve by the Council,
- Number of long-term empty properties within the borough,
- Percentage of household waste sent for reuse, recycling or composting,
- Number of improvements to parks, open spaces and playing pitches linked to strategy delivery.

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

Indicator:		Target:	Performance:
	Number of affordable homes delivered	100	63
Reason below target:	The period of operation for the local plan is close to its expiration. Under the plan there are few allocated housing sites remaining for development for new affordable homes, therefore, reducing the number of affordable homes being delivered.		
Action required:	<p>The Central Lancashire Local Plan is being progressed with additional resources being injected to accelerate the process which will deliver new supply of allocated housing sites and deliver affordable housing over the next local plan period.</p> <p>As part of the 2021 Corporate Strategy, the project to deliver more affordable housing in the borough will address some supply and the shortfall in provision, which will involve two elements. Firstly, working with Registered Providers to increase the number of social housing available through choice-based lettings, strengthening pathways to affordable homes. Secondly, the Council will seek to purchase housing units to increase the provision of affordable rental properties. Currently, there are 24 properties that have been identified for potential bulk purchase from a developer, with negotiations continuing.</p>		
Trend:	The figure has increase by 34% from the 47 reported in quarter four 2020/21. The indicator is performing lower than the figure of 202 reported in quarter four 2019/20 and 166 reported in quarter four 2018/19.		

A strong local economy



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

30. Initial steps have been taken to refresh the Economic Development Strategy. The first stages of scoping and reviewing intelligence has been undertaken. The focus of the refreshed strategy will be to enable the Council and its partners to respond effectively to the impacts of the pandemic and the needs of business in the local area. The refreshed strategy will have a strong partnership focus, recognising that the biggest gains will be achieved if partners from a range of sectors work together towards common economic goals, and collaborate to share skills and expertise. The strategy will take into account the findings of the recent Economic Summit hosted by the Chorley and South Ribble Partnership in November 2021, which determined a number of specific priorities linked to employment and skills, land and assets, and sustainable business and will also reflect developing national, regional and sub regional policy including the Levelling Up White Paper and Greater Lancashire Plan.
31. Commencing in quarter one 2022/23, plans for supporting enterprise across the borough post Covid-19 will be developed, to focus efforts and resources to address the impact of the pandemic on Chorley businesses and jobs. This will include understanding the needs of businesses and emerging sectors across the borough alongside delivering interventions to encourage business growth and self-employment options for residents.
32. Town centre improvements over the quarter included the completion of the condition survey of Chapel Street and vacant town centre properties, the findings of which are currently being reviewed. The findings will support the development of an action plan, to tackle empty units as well as renovate the exterior of selected shop fronts and facades to ensure the town centre remains an attractive commercial hub for residents, visitors, and businesses alike. A schedule of public realm remedials and improvements has been agreed with Lancashire County Council, which will include improving the aesthetics of pedestrianised areas, removing potential trip hazards along the pavements, and installing bollards throughout the town centre. Improvements to the Covered Market seating area have progressed with the commencement of designs for the '1498 @ The Markets' venue trader kitchen. Once completed, the venue will help to transform this area of the market to accommodate food and drink stalls, diversifying the space for residents and visitors to meet, greet, and eat.
33. The project to deliver Strawberry Meadows employment site has continued in quarter four. Works to Blocks A, B, C, and D are nearing completion, with the commencement of the interior fit and decoration, including joinery, internal boarding and skimming, as well as mechanical, electrical, and plumbing works. These blocks are scheduled to be completed in April. In Blocks E and F, the installation of the attenuation tanks has started, which will remove excess rainwater and prevent future flooding, and works are

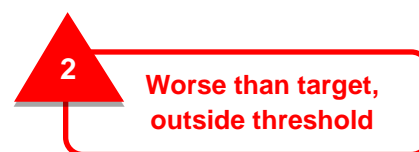
scheduled to be completed in May. Across the site, landscaping has made significant progress and the roadways continue to be defined whilst edging along the pavements are currently being installed. The marketing of the facility is ongoing. So far, seventeen offers have been accepted from prospective tenants, with four entering final negotiation. Only twelve of the 33 units at the development remain available. Once complete, Strawberry Meadows will provide essential commercial buildings to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.

Performance of key projects



34. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
35. Three projects are rated as green, meaning they are progressing according to timescales and plan:
 - Complete the town centre projects including market renovations,
 - Deliver Strawberry Meadows employment site,
 - Refresh the Economic Development Strategy.
36. One project has not started and is scheduled to commence in quarter one 2022/23:
 - Provide support for enterprise across the borough post Covid.


Performance of corporate strategy measures





37. At the end of quarter four, it is possible to report on six of the seven corporate performance indicators under this priority.
38. Three indicators are performing on or above target:
 - Number of projected jobs created through Chorley Council support or intervention,
 - The % of 16-17 year olds who are not in education, employment or training (NEET),
 - Earnings by place of residence better than the North West average.
39. One indicator is performing worse than target but within the 5% threshold:

- Median workplace earnings in the borough better than the North West average.

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

Indicator:		Target:	Performance:
	Overall employment rate	80%	74.3%
Reason below target:	The employment rate is below the target of 80% and is slightly below the national average (74.8%) but higher than the regional average of (72.9%%). The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018.		
Action required:	<p>A number of support measures are being undertaken as a result of the covid pandemic upon employment including Job Matching in partnership with Job Centre Plus and facilitating referrals to providers of the Kickstart scheme, which supports unemployed 16 to 24 year olds into work. We have created and shared guidance materials for local business on how to get involved in the Kickstart scheme independently, which will support the creation of jobs available on the programme.</p> <p>The Business Engagement team have been undertaking a number of ongoing activities throughout the year as part of its COVID-19 business recovery plan, including training and support webinars for sectors in distress and financial health checks for business impacted by COVID-19. This includes six webinars delivered over quarter four, which were attended by 99 people, with an additional six webinars scheduled to take place in quarter one. This includes social media sessions in order to support businesses to adapt to customer trends and maximise sales. This will support both the retention and creation of jobs by supporting business expansion.</p> <p>Additional Covid support grants to hospitality, leisure and other affected businesses has been paid out as well. This includes over £223k paid out to 110 business in the borough.</p>		
Trend:	The indicator has consistently decreased, in line with national trends, from 87.8% in quarter four 2018/19, to 77.3% in quarter four 2019/20 and 74.6% in quarter four 2020/21.		

Indicator:		Target:	Performance:
	Growth in the business rate base (annual)	0.5%	0.1%
Reason below target:	There are several factors that have influenced the growth rate. This includes the impact of the pandemic, which has decreased the volume of new business being developed. In addition, there have been several buildings that have been taken out of commission that has reduced the number of rateable value premises.		

Indicator:		Target:	Performance:
	Growth in the business rate base (annual)	0.5%	0.1%
Action required:	<p>There are upcoming developments that will increase the number of rateable value premises and in turn the growth rate. This includes Strawberry Meadows, which will secure additional light industrial units for local business, as well as Tatton Gardens, which feature a café and pharmacy. These will be delivered over 2022/23.</p> <p>There are also revived plans that are in early development to build at the former Botany Bay site, which will involve the creation of new business premises. This will also contribute to the increase in gross rateable value.</p>		
Trend:	<p>The indicator was last reported in quarter four 2017/20, where the business rate base stood at 0.7%. Before that, in quarter four 2018/19, the figure was reported as -0.13.</p>		

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



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER FOUR

41. The Shared Services Development Plan was published in January 2022 and delivery will commence from quarter one. The plan includes focusing on reviewing duty officers to ensure customers can access specialists in key front facing areas, developing a service transformation programme to enable efficiencies to be delivered across the service, and reviewing opening hours to align with customer access standards and service demand. The plan will also focus on refreshing the Customer Care Policy to ensure the council provides excellent services to residents using our services. The outcomes of the plan will be to redevelop the customer environment and transform the way that services are delivered digitally, making the best use of technology and self-service to enable more focus on people who need the most help.
42. Over quarter four, the project to deliver street level improvements to ensure cleaner and greener streets and neighbours across the borough has achieved progress. The asset management software has now gone live across key services, including culvert inspections, pre-use checks on machinery and fleet vehicles, tree inspections, town centre and Saturday bin litter bins, and the Ranger Team's work. This will improve the efficiency and responsiveness of service delivery through the utilisation of technology and help us meet potential increases in future service demand. Work to quantify the volume of waste that is collected by the Council is being conducted, which will be used to measure the effectiveness of waste collection and inform future service plans. The proposed procurement of a small electric van fleet has been approved, with the specification drafted ahead of the commencement of the tender exercise in quarter one. A new quad bike has also been purchased and installed with a weed spraying kit to aid with weed treatment work. As part of the seasonal work, installation of the mini-meadows and wildlife corridors commenced in quarter, with ground preparation and sowing works.
43. Delivery of the Future Workplace Strategy has moved forward in quarter four. Building surveys of the former White Heart building and the Town Hall were conducted. Following this, invitation to quote tender documents were created ahead of the commencement of the procurement process for a Structural Engineer, Quantity Surveyor, Project Manager, and mechanical, electrical, and plumbing contractors, who will be vital in the delivery of the main redevelopment works. In addition to this, three quotes were secured for the Principal Designer and a preferred consultant was selected. The project once completed will provide a working environment and model that is designed to best meet the needs of the organisation, employees, and

customers through the redevelopment of the workspace environment and enhancement of technology.

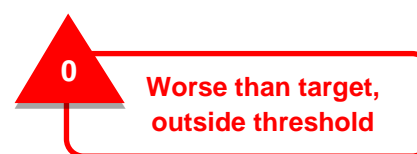
44. The project to join up public services by working with our partners through the Chorley and South Ribble partnership has made a positive start in the quarter. This project seeks to build strong communities, improve outcomes for residents, reduce inequalities, enhance access to local services, and foster economic growth in collaboration with local partners. In quarter four, initial scoping sessions were hosted with partners to take forward the development of a data and intelligence solution. The aims of the data and intelligence solution will be to enhance the way information can be shared across partners to inform decision making and shaping of priorities. Advancing the economic strand of the partnerships workstream, a series of round table discussions have been commissioned for the economic and employment sector. This will support the Economic Strategy for Chorley and continue to build relationships with key employers and business sector leaders and inform the vision for local economic investment and support.

Performance of key projects



45. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is good.
46. Three projects are rated as green, meaning they are progressing according to timescales and plan:
- Deliver the Future Workplace Strategy,
 - Join up public services by working with our partners through the Chorley and South Ribble partnership.
 - Deliver street level improvements to ensure cleaner and greener streets and neighbours across the borough.
47. One project has not started and is scheduled to commence in quarter one 2022/23:
- Deliver an even better customer experience and increase access to services for everyone

Performance of corporate strategy measures



48. At the end of quarter four, it is possible to report on three of the six corporate performance indicators under this priority.

49. All three indicators are performing on or above target:

- Percentage of service requests received online,
- Percentage of customers dissatisfied with the service they received from the Council,
- Number of referrals to Social Prescribing service.

PERFORMANCE OF KEY SERVICE MEASURES

50. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance. Of these, six can be reported at the end of the fourth quarter. The full outturn information for this is available at Appendix B.




51. Four of the key service measures are performing on or above target:


- % Council Tax collected,
- % major planning applications decided within 13 (16 for EIA) weeks or agreed time extension,
- % minor planning applications decided within 8 weeks or agreed time extension,
- Average working days per employee (FTE) per year lost through sickness absence.

52. One indicator is performing below target but within the 5% threshold:

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit.

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

Indicator:	Target:	Performance:
	Town Centre Vacancy Rate	8%
Reason below target:	<p>Whilst the figure currently remains below target, there have been a total of eight new business in the town centre, opening in quarter four. This includes a new hair and beauty salon, health and wellness centre, and restaurant.</p> <p>The marketplace has been active, with the opening of 13 units. Two new tenants have signed up into council properties along with another expanding into the unit on Market Street.</p>	
Action required:	<p>The council is currently accepting expressions of interest for six market cabins from three existing market traders expanding their businesses, and three new applicants.</p> <p>The positive action is to continue to promote Chorley as a good place to do business, investing in the market and Market Walk to keep a vibrant town centre.</p> <p>A number of council owned sites have leases commencing and further improvement is expected in the next quarter. This includes the former Clinton's card shop. In addition to this, 'To Let' signs are displayed in any vacant property advertising the letting agent details.</p>	

Indicator:		Target:	Performance:
	Town Centre Vacancy Rate	8%	10.6%
Trend:	<p>The figure is worse than the 10.3% reported in quarter four 2020/21 as well as the 9.3% recorded in quarter four 2019/20.</p> <p>However, it should be noted that town centre vacancy rates are better than the average national vacancy rate (14.1%) and regional vacancy rate (15.7%).</p>		

Climate change and air quality

54. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Council's Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

55. An Integrated Impact Assessment (IIA) was completed in November 2021 as part of the approval process for the Corporate Strategy 2021. This has insured that the impact that the corporate projects have on equality, our communities, and the environment is fully considered and addressed. The completed IIA is available under background documents within this report.

Risk

56. Each Corporate project has a risk register established on the GRACE risk management system to ensure the effective identification, monitoring, and mitigation of risks to the Corporate Strategy and its delivery. These will inform the wider risk assessment for the Corporate Strategy on an ongoing basis.

Comments of the Statutory Finance Officer

57. The performance detailed in this report informs the financial position and is reflected within the budget reporting and MTFS.

Comments of the Monitoring Officer

58. No comments.

Background documents

59. The following documents are background items to this report
- [Corporate Strategy 2021](#),
 - [Corporate Strategy Refresh 2021/22 – 2023/24 Report](#),
 - [Corporate Strategy 2021 Integrated Impact Assessment](#)

Appendices

60. The following appendixes are included with the report:

- Appendix A – Performance of Corporate Strategy key measures,
- Appendix B – Performance of key service delivery measures.

Report Author:	Email:	Telephone:	Date:
Jon-James Martin (Performance and Policy Officer)	jon-james- martin@chorley.gov.uk	01257 515151	18/05/2022

Appendix A: Performance of Corporate Strategy key measures



Performance is better than target



Worse than target but within threshold



Worse than target, outside threshold

Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
Involving residents in improving their local area and equality of access for all						
Number of people who have successfully completed basic digital skills training	Bigger is better	400	2	182	▲	Better than Q4 2020/21
% of the population with NVQ level 3 and above	Bigger is better	57%	58.1%	69.6%	★	Better than Q4 2020/21
Number of people who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	75	New for 2021/22	142	★	N/A
Clean, safe, and healthy homes and communities						
The number of visits to Council's leisure centres	None	Baseline	0	378,482	N/A	Better than Q4 2020/21
Number of volunteer community groups supported to improve by the Council	Bigger is better	75	105	142	★	Better than Q4 2020/21
Number of affordable homes delivered	Bigger is better	100	47	63	▲	Better than Q4 2020/21
Number of long-term empty properties within the borough	Smaller is better	150	165	142	★	Better than Q4 2020/21
Percentage of household waste sent for reuse, recycling or composting (Quarter Three)	Bigger is better	42.8%	42.8% ¹	46.9% ²	★	Better than Q3 2020/21
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Bigger is better	15	19	22	★	Better than Q4 2020/21
A strong local economy						
Overall employment rate	Bigger is better	80%	74.6%	74.3%	▲	Worse than Q4 2020/21
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	200	366	202	★	Worse than Q4 2020/21
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3.0%	3.5%	2.8%	★	Better than Q4 20/21
Growth in the business rate base (annual)	Bigger is better	0.5%	Not reported	0.1%	▲	N/A
Median workplace earnings in the borough better than the North	Bigger is better	£575.80	£498	£562.30	●	Better than Q4 20/21

Appendix A: Performance of Corporate Strategy key measures

Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
West average						
Earnings by place of residence better than the North West average	Bigger is better	£578.00	New for 2021/22	£641.00	★	N/A
An ambitious council that does more to meet the needs of residents and the local area						
Percentage of service requests received online	Bigger is better	40%	52.74%	50.5%	★	Worse than Q4 2020/21
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	15.79	14.94%	★	Better than Q4 2020/21
Number of referrals to Social Prescribing service	Bigger is better	500	548	1178	★	Better than Q4 2020/21

¹Performance for quarter three 2020/21

²This is the confirmed quarter three 2021/22 data as there is always a delay in the reporting of this indicator due to receipt of third-party information. Therefore, due to the timescales for this report a provisional figure for quarter four is not available at this time.

Appendix B: Performance of key service delivery measures



Performance is better than target



Worse than target but within threshold



Worse than target, outside threshold

Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.37 Days	3.37 Days	3.52 Days		Worse than Q4 2020/21
% Council Tax collected	Bigger is better	96.98%	96.98%	97.16%		Better than Q4 2020/21
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	100%		Same as Q4 2020/21
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	94%	100%		Better than Q4 2020/21
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	7.95 Days	3.15 Days	3.27 Days		Worse than Q4 2020/21
Town Centre Vacancy Rate	Smaller is better	8	10.3%	10.6%		Worse than Q4 2020/21

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Report of	Meeting	Date
Director (Planning and Development) (Introduced by Executive Member (Planning and Development))	Executive Cabinet	Thursday, 16 June 2022

Allocation of CIL - Wigan Lane Playing Field

Is this report confidential?	Yes
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Is this decision key?	Yes
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Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
-----------------------------------------------------------	-----------------------------------------------

Purpose of the Report

- To seek approval to amend the Infrastructure Funding Statement and approve the allocation of Community Infrastructure Levy monies (CIL) funds to Wigan Lane Playing Field.

Recommendations to Executive Cabinet

- To approve to amend the Infrastructure Funding Statement and approve the allocation of Community Infrastructure Levy monies for **£120,000** for the construction of a sports facility with associated infrastructure at Wigan Lane Playing Fields.

Reasons for recommendations

- To allocate the CIL Infrastructure Fund in the way it is intended and ensure the methodology of how it is allocated is transparent.

Other options considered and rejected

- The project has been tendered and the tenders came in over the anticipated budget. The total budget deficit is £170,000 and funding has also been sought from external funders to make up the total deficit. No other options were considered.

Corporate priorities

- The report relates to the following corporate priorities:

Involving residents in improving their	A strong local economy
----------------------------------------	------------------------

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

Background to the report

6. The CIL Amendment Regulations 2019 require Councils to prepare an annual Infrastructure Funding Statement (IFS). The IFS was last updated in June 2021 and details the infrastructure projects the Council may consider funding by CIL and shows where opportunities exist to utilise different sources of funding to fund the same infrastructure project.
7. A charging authority must apply CIL to funding the provision, improvement, replacement, operation, or maintenance of infrastructure to support the development of its area (Regulation 59(1)). Infrastructure must be physical items that are required for the operation of the area, and not simply contribute to its wellbeing.
8. Infrastructure is defined as the meaning given in section 216(2) of the Planning Act 2008 (as amended by Regulation 63). The list supplied by the Act includes, but is not exclusive to:
 - a. Roads and other transport facilities
 - b. Flood defences
 - c. Schools and other educational facilities
 - d. Medical facilities
 - e. Sporting and recreational facilities and
 - f. Open spaces
9. CIL funds are allocated to projects on the IFS in accordance with the Council's 'Methodology for Allocation of CIL Funds to schemes on the IFS'.
10. Updates to the IFS and requests for CIL fund allocations require a consultation of internal directorates and external partners including Lancashire County Council School Planning Team and NHS Property Services. A consultation ran from Monday 22nd November to Monday 20th December 2021.
11. At the time of the consultation no open space projects were added as it was believed that sufficient funding was in place to deliver Wigan Lane Playing Field Sports Facility. A procurement exercise was undertaken between April 22 and May 22 to appoint a contractor to deliver the new pavilion and associated infrastructure. The estimated cost of the build was below £500k. Nine bids were received and the lowest was £150,000 over the allocated budget.
12. The budget in place is £628,000. The required budget is £798,000. This leaves a deficit of £170,000. Sport England are proposing to fund an extra £50K towards the project. Owing to delays in contract award, the contract now needs to run over the Christmas shut down period and we face risks to the costs going up owing to the delay in starting on site. An extra contingency has been built into the budget. The overall deficit is proposed to be covered by £120,000 CIL. Planning Permission was granted on 25/05/22 to build the pavilion with associated parking and landscaping.

Amendments to the Infrastructure Funding Statement (IFS)

13. A request has been received from the Council's Open Space Strategy Officer to add the 'Wigan Lane Archery Facility – new pavilion and associated infrastructure' to the IFS.

Allocation of CIL funds to projects

14. A request has also been received from the Open Space Strategy Officer to allocate £120k of CIL funds to the 'Wigan Lane Archery Facility - new pavilion and associated infrastructure'.
15. The total build cost (**excluding professional fees**) is £748k which includes playing pitch levelling and drainage, construction of the pavilion and associated infrastructure.
16. This request for CIL funds has been assessed against the Council's 'Methodology for Allocation of CIL Funds to schemes on the IFS' below.

Step 1 - CIL funds available

17. The current Strategic CIL pot at 18th May 2022 (this is actual CIL funds received and does not include instalments not yet paid) is shown at Table 1 below with **£3,129,596.48** remaining. Appendix 1 provides a breakdown of CIL allocated to and spent on infrastructure projects to date.

Table 1

	Income	Spent	Allocated	Remaining
Strategic CIL Pot	£10,711,554.88	£6,005,736.00	£1,576,222.40	£3,129,596.48

Step 2 – Assessing IFS projects

18. The project has been assessed against the criteria set out in the methodology below and has achieved a pass for all the essential criteria.

	Criteria	Essential (pass/fail)	Desirable	Assessment
1	Strategic Priority and/or Local Priority	✓		PASS – project is a strategic priority for the Council
2	Timeline for Delivery (start and end)	✓		PASS - timeline provided, project ready to start as soon as additional funding secured and contractor appointed. Completion expected in December 2022
3	Total Cost £	✓		PASS – total build cost of £748k has been identified

4	Match funding secured to date (£)	✓		PASS - £543k S106 contributions secured, £100k conditional grant from Sport England, £35k from Chorley Bowmen
5	Contribution from CIL sought (if known) (£)	✓		PASS - CIL contribution of £120k has been requested.
6	Included within the local plan		✓	No - the site is allocated as a playing pitch in the Local Plan but the archery facility is not specified in the Local Plan

Step 3 – Ranking of schemes according to financial standing

19. This step is not relevant as only one request for the allocation of CIL funds has been received.

Climate change and air quality

20. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.
21. The following remediations have been undertaken to limit the environmental effect: the building design includes solar panels, air source heat pump, packaged sewage treatment plant, solar water heating, electric car charging, tree planting, high levels of insulation and cell pave parking.

Equality and diversity

22. The Equality Impact Assessment (EIA) and Equality Act implications show a positive impact for Chorley residents with regard to equalities, health, and sustainability.

Risk

23. If approval is given for CIL funds there is no risk identified because the CIL requests for allocation of CIL monies are assessed prior to approval and no funding is provided until receipts are received and assessed by the Planning Obligations Officer.

Comments of the Statutory Finance Officer

24. In order to meet the £170,000 shortfall on the project budget, together with the £50,000 of additional funding to be provided by Sport England, it is proposed to allocate £120,000 of Community Infrastructure Levy funds to the scheme. The allocation has been assessed against, and meets the criteria of the Council's 'Methodology for Allocation of CIL Funds to schemes on the IFS', and sufficient funds exist to cover this.

Comments of the Monitoring Officer

25. There are two decisions being made. Firstly approval is sought to amend the Infrastructure Funding Statement to include the Wigan Lane Archery Facility. Secondly that CIL monies should be allocated towards the construction of this facility. The report sets out clearly the methodology that has been followed in reaching these clear recommendations. There are no Monitoring Officer concerns with what is proposed.

Background documents

There are no background papers to this report.

Appendices

Appendix A - Breakdown of CIL allocated to and spent on infrastructure projects to date.

Report Author:	Email:	Telephone:	Date:
Lindsey Blackstock (Open Space Strategy Officer)	lindsey.blackstock@chorley.gov.uk	01257 515218	30/05/2022

Appendix A

The table below provides a breakdown of CIL allocated to and spent on infrastructure projects to date.

INFRASTRUCTURE PROJECT	CIL ALLOCATED AND UNSPENT	CIL SPENT
Transport		
Car park on Southport Road, Chorley (100 spaces to support Astley Park)	£0.00	£299,892.00 (CIL paid in infrastructure in lieu of cash).
Car Park to facilitate event parking for Astley Park and Westway on Westway, Euxton	£0.00	£400,000.00
Highways infrastructure (the provision of access into and within the site) to support the delivery of the employment allocation at the Digital Office park, Euxton Lane, Chorley	£0.00	£900,000.00
Open up Footpath FP42 (Between Bagganley Lane and Froom Street) and improve the Footpath FT45 and FT15 that link to the Leeds and Liverpool Canal and Healey Nab.	£42,652.40	£0.00
Health		
Eaves Lane GP Surgery, Chorley (highways and infrastructure, the provision of access to and within the site) and relocation of Eaves Lane GP Surgery and Community Centre Development at Tatton, Chorley)	£0.00	£1,079,800.00
Clayton-le-Woods GP Surgery	£0.00	£572,250.00
Clayton-le-Woods GP Surgery 2	£0.00	£1,402,130.00
Reconfiguration and modernisation of Chorley Health Centre to transform health centre into a Health Hub, Collison Avenue, Chorley – Phase 1	£250,000.00	£0.00
Sport & recreational facilities		
King George V Playing fields: installing footpaths, parking, lighting to open space, landscaping, and the play area refurbishment	£283,570.00	£0.00
Leisure Centre Improvements: All Seasons Leisure Centre, Chorley, Clayton Green Sports Centre, and Brinscall Baths	£1,000,000	£0.00
Local economy		
Chorley Town Centre & Flat Iron enhancements.	£0.00	£1,300,000.00
General		
Refurbish Covered Market Public Toilets	£0.00	£51,664.00
TOTAL	£1,576,222.40	£6,005,736.00

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Report of	Meeting	Date
Director of Customer and Digital Introduced by the Executive Member (Customer, Streetscene and Environment)	Executive Cabinet	Thursday, 16 June 2022

Streetscene Strategy 2022-2025

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

- To present the new Streetscene Strategy for 2022-2025.

Recommendations to Executive Cabinet

- That the report is noted, and the new strategy is approved by Executive Cabinet.
- That following initial engagement and feedback from parish councils on the Streetscene Strategy, the approval of the strategy is delegated to Executive Member Decision.

Reasons for recommendations

- To ensure that the Streetscene service is fit for purpose, making best use of resources, and managing and meeting customer expectations.

Other options considered and rejected

- To extend the timeline of the existing strategy and continue its delivery. As the modernisation of the service has delivered significant transformation to the service, and the council's aspirations for Streetscene have now changed, it is considered that a new strategy is required in order to continue to develop and improve the service.

Corporate priorities

- The report relates to the following corporate priorities:

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

Background to the report

7. This report presents the new Streetscene Strategy for 2022-2025 which is available at Appendix A.
8. The strategy builds on the previous Streetscene Modernisation Strategy from 2017-2020, which focused on improving processes and dealing with specific operational challenges through the following areas:
 - i. A review of policies
 - ii. Grass cutting
 - iii. Digital Systems Review
 - iv. Performance reporting and data quality
 - v. Standards and quality checking
 - vi. Workforce related issues
 - vii. Resourcing/ productivity
 - viii. Asset maintenance
9. The previous strategy has delivered several successful outcomes for the council and has improved performance and productivity. Steady progress was made across the three-year period of the strategy which means that a review of service indicators in July 2021 increased the service targets from 80% to 85%. Examples of performance improvements for 2019/20 to after the end of the strategy in 2020 are outlined below:
 - % of grass cutting completed on time has increased from an average of 85.4% in 2019/20 to 92.6% in 2021/22.
 - % of ground maintenance requests completed on time has increased from an average of 83.3% in 2019/20 to 84.9% in 2021/22
 - % of litter bins emptied on time has increased from an average of 84.8% in 2019/20 to 85.9% in 2021/22
10. Efficiencies generated through the strategy have been reinvested back into the service and mean that Streetscene has been able to meet the following demands within existing capacity:
 - Maintained performance throughout the Covid-19 pandemic.
 - Met increased service demands such as in relation to fly tipping and burial.
 - Taken on additional work to support short-term priorities such as supporting the contracted FCC service with the management of domestic waste collections.
 - Absorbed additional work to support the Council's commercial priorities and supporting expanding sites at Market Walk, Primrose Gardens, Strawberry Fields and Tatton.
 - Successfully double shifted the RCV for street cleansing to ensure that we are making best use of our resources to deliver an even better service.
11. The work of the service in delivering the council's mini meadows and wildflower corridor programme has also generated positive feedback from residents.
12. The Streetscene service represents a large proportion of the council's total revenue budget and staffing FTE. The strategy is therefore important for ensuring a strategic approach and clear action plan for the development of a key area of council service delivery.

13. This report summarises the main themes and areas for development within the new Streetscene Strategy. The full strategy at appendix A includes:
 - i. Purpose of the strategy
 - ii. Vision
 - iii. Links to current strategies and policies
 - iv. Current service context
 - v. Key focuses for delivery
 - vi. Key measures for success
 - vii. Financing
 - viii. Action plan
14. The strategy presents the core principles for the Streetscene Strategy alongside a draft action plan which sets out the expected service delivery work over the next three years. This is an evolving strategy and will be reviewed annually in line with the business planning process to ensure that service delivery remains in line with council priorities and aspirations. Ongoing dialogue with local parish councils will also contribute to the delivery of the strategy as it evolves.

Key themes

15. The strategy builds on existing work carried out through the previous Streetscene Modernisation Strategy which has delivered significant changes in behaviour and culture, together with a greater focus on performance and productivity of the service. This means that it is now timely to further align the Streetscene service to the council's priorities through a focus on environmental and technological changes to the service, alongside a greater focus on working with Members and local communities to identify and deliver enhanced neighbourhood improvements to areas across the borough.
16. Areas of service delivery for the strategy are centred around several key themes which are outlined below:
 - **Green operations-** to help meet the council's ambitions around the green agenda and addressing climate change, the Streetscene service will review the fleet, tools, equipment and methods used in service delivery to consider how to reduce environmental impact whilst maintaining service delivery and meeting customer demand.
 - **Biodiversity-** the service will deliver a biodiversity programme to support the natural environment including wildflower planting, tree planting, and further improvements to parks and open spaces.
 - **Neighbourhood improvements-** capacity in the service which is freed up through efficiencies will be re-invested into the service through the delivery of enhanced neighbourhood improvements including enhanced street cleaning and the targeting of grot spots. A review of litter bins will also be carried out to ensure that the right bins are in the right places to meet demand.
 - **Maximising technology and information-** the service will continue to invest in technology to make sure that we are maximising the resources that we have in place. This will include increased mobile and digital working to enable efficiencies, the investigation of new technologies and comprehensive reporting on performance.

- **People and culture-** to ensure that the service is sustainable and can meet current and future service demand, the strategy will ensure that the right skills and capacity are in place across Streetscene teams through succession planning and training and development programmes.

17. The expected benefits and outcomes to be achieved through the strategy include:

- **More efficient services-** efficiencies driven through modernisation, new technology and review of service schedules.
- **Cleaner, safer and more attractive local areas-** capacity available for additional and enhanced cleaning in local neighbourhoods and grot spot areas to reflect member and customer requests.
- **Reduced environmental impact whilst maintaining service standards-** this supports the delivery of other council programmes such as the Climate Change and Clean Air Strategies.
- **A flexible and sustainable workforce-** able to adapt to areas of service demand with in-built service resilience to meet succession planning requirements and future need.

Implementation and monitoring

18. This strategy includes a substantial programme of work which is expected to be delivered over a three-year period from 2022- 2025. A high-level action plan is set out at the end of the strategy and has been developed to identify the expected timescales for the delivery of the work aligned to the key areas of focus.
19. The strategy has been developed in line with service priorities and sets out the work to be carried out as part of the service business plan. As such, the strategy will be refreshed annually throughout the 3-year period through the annual business planning process which will also allow for engagement with staff on the content of the actions plans.
20. It is suggested that an initial review of the strategy is carried out at a 6-month mark to evaluate key outputs, outcomes and benefits realised. This will then be able to inform any changes to the strategy when it is refreshed through the business planning processes.
21. Key corporate and service level indicators are outlined within the strategy to identify how the success of the strategy will be monitored and measured. This will monitor the impact of the strategy on areas of service delivery including grass cutting schedules, street cleansing, litter bins, service requests and call backs.

Financing

22. It is expected that the delivery of the strategy will be contained within existing budgets, with any additional costs identified for further improvements to be subject to an appropriate report which would be submitted if the need for additional budget allocation becomes clear. The service will look to re-invest any savings identified through efficiencies delivered through the strategy to offer an enhanced service for residents such as through additional grass cutting and cleaning and targeting of grot spot areas.

Climate change and air quality

23. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Council's Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.
24. The following remediations have been undertaken to limit the environmental effect:
- The strategy seeks to review new methods of service delivery to help support the Council's Green Agenda including review of fuel and transport, tree planting and wildflower corridors and review of weed control methods.

Equality and diversity

25. The Equality Impact Assessment indicates that the strategy will help to deliver positive outcomes for all residents through a focus on the green agenda and targeted neighbourhood improvements to 'grot spot' areas.

Comments of the Statutory Finance Officer

26. As noted within point 22 above, it is fully expected that the costs involved in delivering this strategy will be contained within existing budgets and the recurring provision made within the council's MTFS.

Comments of the Monitoring Officer

27. There are no concerns with this report from a Monitoring Officer perspective. The Strategy is designed to contribute towards a number of key priorities of the council including the council's green agenda.

Appendices

Appendix A- Streetscene Strategy 2022-2025

Report Author:	Email:	Telephone:	Date:
Caroline Winstanley (Transformation Coordinator)	caroline.winstanley@chorley.gov.uk		18 May 2022

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Streetscene Strategy

2022-2025



Streetscene Strategy 2022-2025

Purpose

The Streetscene service is responsible for ensuring that the borough's streets and local areas are clean, safe and well-maintained, delivering a range of services including street cleaning and sweeping, grass cutting, litter and fly tipping, trees and hedges, plants and wildflower planting.

Chorley Council's Streetscene Strategy 2017-2020 has enabled the achievement of significant transformation and modernisation of the Streetscene service, and this has been delivered through considerable changes in management, culture, technology, processes, and the performance of the service.

The Streetscene Strategy has now been refreshed for 2022-2025 to build on the existing work that has been carried out and ensure that the council continues to deliver modern and efficient services that also support the green agenda and our clean air ambitions. To do this, the strategy sets out the vision for Streetscene services from 2022-2025 and outlines the actions that will be carried out to enable us to meet our key objectives.

Vision

Our vision is to have **'cleaner, greener streets and neighbourhoods across the borough, delivered by a modern Streetscene Service that works effectively to deliver improvements to local areas and protect the local environment'**

The following aims outline how we will achieve our vision:

- Continue to deliver service improvements and modernisation, utilising the benefits achieved through the previous strategy to reinvest in service delivery.
- Maximise the use of technology, data, and information for recording and reporting on performance and productivity.
- Work with parish councils and their local communities to deliver enhanced services and improve local areas.
- Deliver a biodiversity programme that aligns with the council's ambitions to protect the local environment
- Make service delivery improvements to support the green agenda including a review of equipment and resources.
- Ensure service resilience in the delivery of the strategy through a focus on training, developing skills and workforce planning.

Strategies and Policies

The Streetscene strategy links to other strategies and policies across the council and is closely aligned to the ambitions of the corporate strategy:



Chorley Council aims to achieve these priorities through actions including:

- Delivering street level improvements to ensure cleaner, greener streets and neighborhoods across the borough
- Leading activity to address climate change including tree planting
- Achieving 70% satisfaction with street cleanliness

The Streetscene strategy also links closely to the council's ambitions to support the green agenda. The council declared a climate emergency in 2019, pledging to work to make the Borough carbon neutral by 2030, and has carried out work to help protect the local environment and tackle climate change. The current climate change programme includes work related to nature and biodiversity, and clean air quality which relates directly to the work of the Streetscene service.

Where are we now?

Technology and assets

Recording and reporting on productivity and performance has been key to the modernisation of the service, with the phased introduction of new technology offering improved data and information to support decision making and offer more efficient recording of activity. Asset based QR codes and optimised routing have been introduced, and work continues to maximise the use of this technology.

An exercise to verify and correct asset details has also added confidence to the setting of work schedules, and reporting through new technology has enabled managers to understand how resources, both staffing and fleet, may be re-distributed to achieve the most economic and efficient results. Further changes, as required, to asset details has now become business as usual.

The service now needs to utilise the efficiencies that have been delivered through service modernisation to focus on improvements to the environmental impact of the service and to deliver enhanced area improvements such as in 'grot spot' areas.

Service Delivery

Despite the impact of the Covid-19 pandemic, the teams have continued to deliver an excellent service across the borough, maintaining productivity, achieving awards and responding to customer requests and feedback. Examples of this include:



Environmental:

created 46 Wildflower areas
planted 6,000 wildflower bulbs
planted 2,870 trees throughout the borough

Work with parishes:

Lamp post baskets and bedding in local parishes
10,000 spring bedding bulbs



Awards:

Green Flag awards for 4 of the borough's parks and recreation spaces
In Bloom- Recognition Awards for: Gold Award- Small City Category and Astley Park- Best Large Park

Events:

Supported events across the borough including:
Remembrance Day
A Taste of Chorley
Holocaust Memorial Service
Book Bench Project



Delivering the Strategy

Our Key Areas of Focus:

The following five key areas of focus have been identified to demonstrate what the Streetscene service aims to achieve over the next three years.

Green Operations: The council declared a climate emergency in 2019 and since then has been working to help protect the local environment and reduce impact on climate change through a corporate strategy project to support the green agenda. We want to ensure that the fleet, tools, equipment and processes in Streetscene have a minimal impact on the environment, including reducing carbon emissions and considering environmentally friendly alternatives.

Biodiversity: The Streetscene service will deliver a biodiversity programme to further support the council's commitment to the green agenda. This will cover a wide range of different environments and methods including parks and open spaces, wildflower planting, and tree planting to create attractive neighbourhood environments that support a diverse range of wildlife.

Neighbourhood Improvement: Wildflower planting and the biodiversity programme has reduced the resources required for scheduled maintenance and grass cutting, and the previous modernisation programme means that the service operates effectively and with high productivity. These factors mean that capacity will be able to be reinvested into the service and refocused on delivering a programme of enhanced neighbourhood improvements to local areas, working with parish councils and local communities, to continue to improve the service that we provide across all areas of the borough.

Maximising technology and information: The service will continue to invest in technology and will ensure that we are maximising the resources that we have in place to make informed decisions to develop Streetscene further. Service efficiencies will ensure that we can do more with our resources to offer an improved service for residents.

People and culture: The strategy will aim to empower employees with the right tools, skills and culture to continue to deliver excellent services. In addition to the Organisational Development Strategy that is in place for all staff across the council, the Streetscene strategy will deliver specific training, well-being and resilience support, and health and safety to reflect the needs of the Streetscene service and ensure that flexible capacity is in place to meet key challenges.

Action Plan

The following key actions set out how we aim to achieve our vision through our main areas of focus.

Further the council's commitment to the Green Agenda through the promotion and delivery of diverse natural environments:

- Further improvements to parks and green open spaces including identifying new areas for Green Flag Awards
- Enhancing wildflower meadows and wildflower corridors including bulb planting.
- Tree planting in line with the Council's commitment for 'a tree for every resident'

Biodiversity Programme

Neighbourhood Improvements

Deliver enhanced neighbourhood improvements to ensure clean, safe and attractive local areas across the borough:

- Implement a process that works with local communities, councillors and other council services to identify and target grot spots and areas for enhanced street cleaning.
- Carry out a review of street signage and bus shelters to ensure that they are in good condition and well maintained.
- Review working patterns and schedule of works for street cleansing to ensure that they are efficient and make best use of resources.

Review litter bins to ensure that the street litter and recycling bins are in the right places to meet demand.

People & Culture

Green Operations

Maximising Technology

Ensure that Streetscene has the right skills and capacity in place to meet current and future service demand, with staff that are empowered to continue to deliver excellent services:

- Develop succession plans for the service, identifying development needs and rotating staff through teams to ensure skills across service areas.
- Deliver a staff training programme, including HGV training to upskill current staff where appropriate and develop capacity to support external contractors for the Waste Service.
- Develop a programme to support staff well-being and resilience.
- Enable flexibility in responding promptly and appropriately to requests from customers.

Review the operation of Streetscene services to ensure reduced environmental impact whilst maintaining service delivery and meeting customer demand:

- Continue to review use of weed control methods and pesticides to promote and continue the use of more environmentally friendly methods.
- Review travel and fuel usage review to consider the feasibility of alternative forms of power such as electric powered fleet vehicles or biofuel.
- Carry out a review into alternative power tools to evaluate whether battery operated alternatives are viable.

Continue to maximise the use of technology and resources to ensure an efficient and effective service:

- Fleet Renewal including tipper vehicles and ride on mowers.
- Increased mobile and digital working to remove all paper forms and use of QR codes for example playground equipment and trees.
- Investigate the use of CCTV in fly tipping hotspots and Astley Park.
- Comprehensive reporting on performance to monitor the benefits of new technology and impact on service delivery and make informed decisions about future service development.

Key Measures

The success of the strategy will be monitored and measured through corporate and service level indicators, which aim to reflect the improvements to the service and new ways of working:

No	Description	Target
1	Grass cutting schedule work completed on time	85%
2	Street cleansing schedule routes completed on time	85%
3	Scheduled litter bins emptied on time	85%
4	Grounds maintenance service requests completed on time	85%
5	Streetscene service requests completed on time	85%
6	Call backs completed on time	95%

The strategy action plan will also be refreshed annually through the council business planning process and will allow for regular monitoring and evaluation of service delivery against the strategy's objectives.

Financing

During the lifetime of the previous Streetscene Strategy, savings identified through efficiencies in working practices, including external contractor costs and procurement, were mainly invested back into the service to offer a better all- round service to the public. This is evidenced by bonus grass cuts, in-house tree work and additional town centre cleaning.

Costs for the delivery of the new strategy will be contained within existing budgets as far as possible, with any additional costs identified for further improvements to the service through 2022-23 to be subject to an appropriate report which will be submitted if the need for additional budget allocation becomes clear.

High Level Timetable

	Task	2022/2023	2023/2024	2024/2025
Green Operations				
a.	Continue to review effectiveness of weed control methods while maintaining service levels and meeting customer demand *	Q1-4	Q1- draft a policy document for weed control Q2- ongoing- implement policy and monitor impact	
b.	Review the HVO test results, with a view to implementation across the fleet to reduce carbon emissions.	Q3- review and report Q4- implement recommendations		
c.	Use of alternative fuel methods to replace fleet vehicles.	Q1- soft market testing Q3- procurement of replacement vehicles		
d.	Review of trash screens including ensuring that the GIS layer is accurate and up to date, and a suitable inspections process is in place to assess condition	Q2		

e.	Implementation of debris screens at Astley Park to help reduce flood risk	Q1		
f.	Research and report into battery operated hand tools to support the clean air strategy.	Q4- research and report		
		Q4- implement recommendations		
Biodiversity Programme				
a.	Identify further improvements to parks and green open spaces <ul style="list-style-type: none">- New footpaths- Shrub planting- Tree retention- In Bloom planting	Q1-3		
b.	Submit application for Green Flag Awards sites – Rangleys Recreation Ground and Carr Brook Linear Park	Q1		
c.	Evaluation of the success of the current wildflower meadows and wildlife corridors	Q1	Q3 -review, report and agree program for following year	Q3 -review, report and agree program for following year

d.	Annual perennial planting in wildflower meadows	Q1- annual perennial planting	Q1- annual perennial planting	Q1- review and expand if approved
e.	Annual bulb planting in wildflower corridors.	Q3	Q3	Q3
f.	Tree planting in line with corporate commitment.	Q3-4	Q3-4	Q3-4

People and Culture

a.	Review management structure including proof of concept to ensure a sustainable and fit for purpose structure.	Q2		
b.	Develop succession planning in the service, building resilience through rotation of staff within teams.	Ongoing from Q1	Ongoing	Ongoing
c.	Develop a programme to support staff wellbeing and resilience including health and safety training		Q1	
d.	HGV training to develop service resilience and capacity to support		Q1	

	external contractors for the Waste Service.			
e.	Support development and business team to identify a new location for the Streetscene depot in line with the Workplace Strategy and review of work sites.	Q1		
Neighbourhood Improvements				
a.	Assess 10-week scheduling for clearing grot spots against customer feedback.	Assess and implement recommendations	Continuous review	
b.	Review Bus Shelters – Ensure GIS layer is accurate and up to date, inspect bus shelter to assess condition, agree bus shelter specification	Q1		
c.	Review and replace street signage to ensure that they are well maintained	Ongoing from Q1	Ongoing	Ongoing
d.	Review scheduled and ad-hoc working patterns to assess success in response	Q1- review working patterns	Continuous review.	

	to customer feedback	Q2-4- implement recommendations		
e.	Litter bin review and rationalisation to ensure that the street litter and recycling bins service operates effectively	Q3- review		
		Q3-4- implement recommendations		
f.	Review of by-laws for parks and recreation grounds to ensure that they are updated and enable clean and safe spaces for all.		Q1- review	
			Q2- report and implement recommendations	
g.	Options appraisal for crime and grime enforcement	Q2-3		
Maximising Technology and Information				
a.	Complete implementation plan for asset management technology.	Q1		Q4- develop and update asset management technology as required
b.	Review asset management technology for Parish council maintained services to align processes for maintain and inspecting Parish council assets	Q1		

c.	Investigate the feasibility of installing static columns in known fly tipping hotspots to facilitate portable CCTV to aid enforcement.	Q2- report and recommendations		
d.	Fleet renewal – small panel vans, tipper vehicles, mechanical sweepers and ride on mowers	Q1 – develop specification and undertake procurement exercise ride on mowers	Q1 – develop specification and undertaken procurement exercise for Tipper vehicle	
		Q1 – develop specification and undertake procurement exercise small panel vans		
		Q2 – develop specification and undertake procurement exercise mechanical sweepers		
e.	Comprehensive reporting on performance	Q1-4	Ongoing	Ongoing
f.	Deliver increased mobile working- all staff, all processes and removal of all paper forms.	Q1-4	Monitor impact and benefits realisation	
g.	Implement increased use of QR codes for playgrounds and trees to ensure items are tagged for ease of	Q1-4		

	inspections and to avoid ambiguity			
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* In response to residents' concerns about the efficacy of using the hot air kits for weed treatment, alternative methods should continue to be explored to focus not only on minimising the councils use of glyphosate but also provide a high level of weed control. The use of hot air kits has seen repeated customer contact due to control being limited to the foliage and not the roots, this has resulted in regeneration of weeds after a short time frame of only 3-4 weeks. Whilst the council is committed to reducing its glyphosate usages as far as practicable it is vital that this does not come at the cost of the effectiveness of control and the overall impact on the visual appearance of the borough and the resources required to maintain it.

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