

Executive Cabinet

Thursday, 15th September 2022, 6.30 pm
Council Chamber, Town Hall, Chorley and Youtube

Agenda

Apologies for absence

1 **Minutes of meeting Thursday, 14 July 2022 of Executive Cabinet**

(Pages 3 - 8)

2 **Declarations of Any Interests**

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

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

3 **Public Questions**

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

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

4 **Revenue Budget Monitoring Q1**

(Pages 9 - 26)

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

5 **Capital and Balance Sheet Monitoring Report Q1**

(Pages 27 - 40)

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

6 **Quarter One Performance Monitoring Report 2022/23**

(Pages 41 - 60)

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

7 **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.

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

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



Minutes of Executive Cabinet

Meeting date Thursday, 14 July 2022

Committee Members present: Councillor Alistair Bradley (Chair), Councillor Peter Wilson (Vice-Chair) and Councillors Beverley Murray, Terry Howarth, Alistair Morwood and Adrian Lowe

Committee Members present virtually (non-voting): None

Observers present: Councillors Mark Clifford, Alan Cullens, Gordon France, Margaret France, Danny Gee, Tom Gray, Hasina Khan, June Molyneaux, Jean Sherwood and John Walker
Councillors Aaron Beaver, Sam Chapman and Michelle Le Marinel (attended virtually)

Officers: Gary Hall (Chief Executive), Chris Sinnott (Deputy Chief Executive), Dave Whelan (Shared Service Lead - Legal and Deputy Monitoring Officer), Victoria Willett (Director of Change and Delivery) and Ruth Rimmington (Democratic Services Team Leader)

16 Minutes of meeting Thursday, 16 June 2022 of Executive Cabinet

Decision: That the minutes of the Executive Cabinet meeting held on 16 June 2022 be confirmed as a correct record for signature by the Executive Leader.

17 Declarations of Any Interests

There were no declarations of any interests.

18 Public Questions

There were no public questions.

19 Key Contracts and Partnerships Update

Councillor Peter Wilson, Executive Member (Resources), presented the report of the Director of Change and Delivery which provided an update on the performance of the council's key partnership arrangements.

The key partnerships performance report was produced in accordance with the requirements of the council's key contracts and partnerships framework.

Overall, the performance of all key partnerships was strong, and the financial assessment of the partnerships positive with the financial standing of all key partnerships set out within a confidential appendix.

There had been several successes across the key partnerships over the last 12 months including moving to a shared payroll and expenses provider, procuring a shared contract for Capita and implementing a Select Move Co-Ordinator.

Members noted a dip in performance on the FCC waste collection figures but noted this was due to Covid related sickness. Members were requested to report any missed bins via the Contact Centre and advise residents to leave their bins out until they had been collected.

Councillor Adrian Lowe, Executive Member (Customer, Streetscene and Environment), highlighted that the development of the Waste and Recycling strategy and the review of service provision were ongoing and would ensure the service complies with new legislation in relation to the Environment Act 2021.

Decision: That the report be noted.

Reasons for recommendations:

To ensure effective monitoring of the council's key contracts and partnerships.

Other options considered and rejected:

No other options have been considered as this report is only for information.

20 Approval to go out to Tender for Remedial Repairs to Brinscall Pool Concrete Floors

Councillor Peter Wilson, Executive Member (Resources), presented the report of the Director of Commercial Services which sought approval to procure urgent, essential, structural repair works through competitive tendering via open chest portal and approval to delegate authority for the Executive Member (Resources) to award the contract.

Due to the ongoing degradation of structural steel reinforcement and concrete to the main pool area floors, the integrity of the pool structure had now reached a point where extreme failure of the structure could occur.

Members noted the option to close the facility, but agreed it was an important community facility. The option to carry out full structural repair works had been estimated to cost £1,200,000 and would require closure of pool for 12 months was not supported.

Opportunities to secure funding from external sources, such as the Lottery, would be investigated. It was aimed that during the closure of the facility additional sessions would be offered at All Sessions leisure centre.

Decision:

- 1. Approval to utilise part of the approved Leisure Centre Improvements budget to enable essential structural repair works to be carried out to Brinscall Swimming Pool, work to include repairing structural floors and**

tank walls. This option would require the closure of the pool for approximately 6 months.

2. **Approval to undertake a competitive tender for urgent refurbishment works to Brinscall Pool through the open Chest portal in accordance with procurement procedures.**
3. **Approval to delegate authority to the Executive Member (Resource) to award the contract to undertake refurbishment works following completion of tender process.**

Reasons for recommendations:

1. Due to the ongoing degradation of structural steel reinforcement and concrete to the main pool area floors, the integrity of the pool structure has now reached a point where extreme failure of the structure could occur.
2. Failure to repair the defective concrete floor will render the facility not safe for use in the very near future, requiring the closure of the pool.
3. Temporary propping has been carried out over the last 12 years to enable the building to remain open, however the temporary propping is no longer adequate to ensure the safe operation of the building. A longer-term solution is now urgently needed to ensure the ongoing usability of the pool.

Other options considered and rejected:

1. The introduction of permanent propping of floors has been considered, and detailed structural designs have been sought. Appendix D shows the extent of propping which would be required to secure the floors to enable the facility to remain open in the short to medium term. It was estimated that the propping proposed could extend the life of the pool for 2 – 3 years before remedial works would be unavoidable. The costs to undertake this work would be considerable therefore it is considered that these funds would be better spent on delivering the long term solution.
2. Carry out full structural repair works requiring the stripping out of the existing floors and recasting new structural member and floors. Works will require the complete refurbishment of changing room areas and tiling of the pool deck & tank. Significant additional cost would be incurred to undertake these works and would require closure of pool for 12 months. This could extend the pool structure life up to an additional 50 years.
3. The final option to consider would be the closure of the pool and the possible redevelopment of the existing site. This option was considered not to be appropriate at this time.

21 Approval to Procure and Award Contract to undertake Reconfiguration Works to Strawberry Fields Digital Office

Councillor Peter Wilson, Executive Member (Resources), presented the report of the Director of Commercial which sought approval to award contracts, utilising an approved framework contractor, for works to reconfigure Strawberry Fields to increase the number of offices available to meet demand and additional budget.

Members noted the demand for this type of business space and the change in need following the pandemic. The investment would generate further income for the council over the existing revenue forecast and accommodate local businesses.

Decision:

1. **Approval to award the contract for building works for the reconfiguration of first and ground floors to contractor A for the tendered sum.**
2. **Approval to award contracts for ancillary works required to alarm systems, mobile phone boosting and carparks barrier to approved framework contractors.**

Reasons for recommendations:

1. A waiver of procurement rules has been approved to ensure works can commence on site and mitigate further increased materials costs (due to inflation) and realise new revenue as soon as possible.
2. To enable the delivery of a new CCTV control room, to facilitate a change in service delivery, works need to be completed by October 2022.
3. Works are to be procured through an existing framework contractor who have recently completed reconfiguration works to the second floor of Strawberry Fields with previous works being used to benchmark new costs.

Other options considered and rejected:

1. Procurement of works through open chest. The timescales to undertake approvals, evaluation and award would prevent delivery of changes within required timescales.
2. Due to increasing manufacturing costs for glass and plasterboard delay in commencing works would potentially see a significant increase in cost. Current prices are valid until the end of July 2022.

22 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.

23 Approval for Contract Award for Parking Enforcement and Cash Collection Services

Councillor Peter Wilson, Executive Member (Resources) presented the confidential report of the Director of Commercial.

Members noted a variation in the evaluation criteria reported in the original EMD from 70% Cost & 30% Quality (including Social Value) approval to 80% Cost & 20% Quality (including Social Value).

Decision:

1. **Approval that authority is delegated to the Executive Member (Resources) to award contracts for Parking Enforcement and Cash Collection with the final contract details reported back to Executive Cabinet once determined by all authorities within the Chipside Lancashire Group following the joint award and stand still period.**
2. **Approval for a variation in the evaluation criteria reported in the original EMD from 70% Cost & 30% Quality (including Social Value) approval to 80% Cost & 20% Quality (including Social Value) which the lead authority (Preston) had changed for the final Invitation To Tender (ITT).**

Reasons for recommendations:

1. The timing of tender submission, evaluation period (to comply with procurement regulations) and a need to award the new contract as soon as practicably possible in order for it to commence in October, coupled with the absence of Executive Cabinet meetings in August, means that delegated approval is required.
2. Point 32.2 of the Joint / Collaborative Procurement rules - The Authorised Officer shall ensure that the joint/collaborative procurement activity complies fully with the Regulations.
3. Preston Council will be the lead on behalf of the group in this procurement exercise. This is to ensure we comply with; Point 32.2 of the Joint / Collaborative Procurement rules – In any joint or collaborative procurement process the parties involved in the procurement should appoint a “lead body” to carry out the procurement. The procurement should then be conducted in accordance with the lead body’s Rules. If this approach requires any waivers of the lead body’s Rules, it shall be that body’s responsibility to seek approval for, and obtain, such waiver(s).

Other options considered and rejected:

To delay the contract approval until the next available Executive Cabinet date, following the evaluation of submissions, in September. This would delay the award of contract impacting on lead time to commencement and going beyond the end of the current contract.

24 Proposal of Rent and Service Costs for Tatton Gardens

Councillor Terry Howarth, Executive Member (Homes and Housing) presented the confidential report of the Director of Commercial Services.

Members supported the project and the provision of additional housing units.

Decision:

1. **Approval for the rent and service charge for Tatton Gardens to commence in-line with those already established for Primrose Gardens.**
2. **Approval that annual Affordable Rent increases will be a maximum of September CPI plus 1% in line with other housing providers in the borough and that the first annual increase will take place from April 2023.**
3. **Approval for future annual increases in rent for Chorley Council Housing Stock, including Extra Care, to be approved within the annual fees & charges setting process.**
4. **Approval to establish a new annual revenue budget of £400,000 per annum to staff and operate Tatton Gardens commencing in October 2021.**

Reasons for recommendations:

1. If these recommendations are approved both Primrose Gardens and Tatton Gardens will follow a consistent model for rent and service charge.
2. Rather than setting a fixed model for rent increases which wouldn’t take into account wider economic factors such as high inflation and the cost of living the annual fees & charges setting process allows for a flexible approach which can be discussed each year.
3. The budget is pragmatic based on actuals from Primrose Gardens but with a small contingency for unforeseen items / increases in the first year of operation.

Other options considered and rejected:

1. To have different rents whereby Tatton would start higher than Primrose to reflect market rents which have increased in recent years whilst primrose has remained constant.
2. To have a fixed rent calculation applied each year irrespective of inflation.

Chair

Date

Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	15 th September 2022

2022/23 Corporate Budget Monitoring Report and Reserves for the four months to 31st July 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
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Purpose of the Report

1. This report sets out the revenue and reserves forecast for 2022/23 for the Council, based on the position as at 31st July 2022.

Recommendations to Executive Cabinet

2. To note the forecast outturn for revenue and the level of reserves based on the position as at 31st July 2022.
3. To note the virements made to and from the revenue budget during the period, as detailed in **Appendix 2** of the report.

Reasons for recommendations

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

Other options considered and rejected

5. None

Executive summary

6. Based on the position at the end of 31st July 2022, the forecast outturn is an underspend of £0.213m, however based on the current position of the 2022/23 pay award negotiations, an unfunded budget pressure is anticipated of £0.597m; this has been built into the figures presented below and as such the revised forecast outturn is for an overspend of £0.384m, as detailed in **Appendix 1**.

7. 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.
8. Based on the above, the level of general fund balances as at 31st March 2023 will be £3.748m however we will monitor the position during the year, particularly given the lobbying by local government for additional funding from central government to meet the additional costs of the pay award; if necessary, drawdown will be recommended from a review of ear-marked reserves to ensure general fund balances remain above £4.0m.

Corporate priorities

9. 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

10. The current net revenue budget for 2022/23 is £14.553m.
11. **Appendix 3** provides further information about the specific earmarked reserves that the Council holds at 31st July 2022.

Current Forecast Position – Revenue

12. The forecast revenue outturn, based on the position at 31st July 2022, shows a provisional overspend against the Council’s budgets of £0.384m. A breakdown of this by department within the various directorates is detailed in **Appendix 1**, and the movement on reserves and reserve balances, are outlined in **Appendix 3**. The main variances by directorate are detailed below.
13. The National Employers have made a pay offer of £1,925 on all NJC pay points 1 and above for period 01st April 2022 to 31st March 2023. The table below shows the overall implication of the proposed pay award for 2022/23 compared to the provision of 2% included in the base budget.

Directorates	Total Pay Award including NI & Pension	Pay Award Budget at 2%	Net increase in Budget
Communities	132,256	32,370	99,885
Commercial and Property	86,869	28,597	58,271
Policy & Governance	121,816	92,186	29,630
Customer & Digital	370,674	10,105	360,569

Planning & Development	70,604	27,418	43,186
Major Projects	52,810	46,859	5,951
Total	835,028	237,536	597,492

14. There are pressures on gas and electricity across all of our properties resulting in a forecast overspend £142k. Some of this cost will be recharged to our tenants, where applicable, reducing the impact on the budgets. There are no other significant inflationary cost pressures identified at present, but this will be monitored and reported if such changes are identified.

Variations from Budget

Directorate	Budget 2022/23 £'000	Forecast 2022/23 at 31 st July 22 £'000	Variance (Under)/Overspend 2022/23 £'000
Commercial and Property	404	1,072	668
Communities	1,894	1,989	95
Customer and Digital	5,663	5,653	(10)
Planning and Development	793	909	116
Policy and Governance	5,058	5,083	25
Major Projects	(3,696)	(3,690)	6
Financing and Other Budgets	4,437	3,860	(577)
Total Net Expenditure	14,553	14,876	323
Funding	Budget 2022/23 £'000	Forecast 2022/23 at 31 st July 22 £'000	Variance (Under)/Overspend 2022/23 £'000
Council Tax	(7,554)	(7,554)	0
Business Rates	(5,293)	(5,293)	0
New Homes Bonus	(886)	(886)	0
Government Grants	(709)	(709)	0
Reserves	(111)	(50)	61
Other	0	0	0
Total Funding	(14,553)	(14,492)	61
Net Outturn	0	384	384

Explanation of key variances by Directorate are as follows:

15. Commercial and Property – £668k overspend

The key variances to note are:

- £205k net overspend on staffing costs across the directorate. This overspend includes the cost of the proposed pay award (£58k) for 2022/23 compared to the provision included in the base budget of 2% but in the main, it is due to the additional costs of using agency staff. Given the recruitment difficulties in this area, e.g surveyors, and the review and move to the Shared Service model, agency staff are

providing the necessary support to the team in the interim, however the market for such staff is challenging, with significant increases in the salaries required by available candidates. This is a national issue and is also being felt in other areas of operation across the council.

- £179k overspend relating to the delay in the opening of Tatton Gardens. This has been offset by £100k reduction in financing cost as described below.
- £77k reduced income from market rents due to the renovation works for the new food and beverage area resulting in fewer market traders and some vacant stalls in the Cabin/Covered Markets that are not expected to be filled until later in the year.
- £71k reduction in income from car parking fees and charges compared to budget, reflecting the impact of the recovery from the pandemic on the Town Centre.
- £77k overspend due to increased gas and electricity costs that are forecast, based on the current price increases.
- £22k forecast overspend due to increased legal fees on planning matters.
- £37k overspend relates to reduced rental income and other non-staffing variances.

16. Communities – £95k overspend

The key variances to note are:

- £45k net overspend on staffing cost across the directorate compared to the budgets for 2022/23 due to staffing vacancy savings more than offset by the proposed forecast pay award for 2022/23 compared to the provision in the base budget of 2%.
- £40k overspend compared to budget; this is a reduction of £40k from the previous year's overspend, achieved as we transition to the new shared services in Pest Control.

17. Customer and Digital – £10k underspend

The key variances to note are:

- £33k net overspend on staffing costs across the directorate compared to the budget for 2022/23. This reflects the timing of various vacant post being filled within Customer Transformation and ICT Services and also includes costs for agency staff, alongside the proposed pay award for 2022/23 compared to the 2% included in the base budget for this.
- £48k additional income received for New Burdens grants and DWP payments.

18. Planning and Development – £116k overspend

The key variances to note are:

- £114k net overspend on staffing costs across the directorate compared to the budget for 2022/23. This is mainly due to vacant posts within Enforcement Services and vacant post being covered by agency staff within Enforcement and Planning Services. This also includes the proposed pay award for 2022/23 compared to the set base budget of 2%.
- £95k overspend on professional fees, statutory notices, and Legal fees within Planning Services.
- £100k additional income from Planning Application fees.

19. Policy and Governance – £25k overspend

The key variances to note are:

- £33k net staffing underspend across the directorate compared to budget for 2022/23. This is mainly due to vacancies and a higher level of staffing recharges to SRBC compared to budget, offset by the proposed pay award for 2022/23 compared to the budget provision for this of 2%.
- £53k overspend due to the forecast increase in utilities cost within Astley Hall, Astley Hall Farm House and Astley Park Coach House.
- £49k underspend due to an over provision in the Members Allowance budgets.
- £64k overspend due to the increase in Audit fees for 2019-20 and 2020-21 which have been approved by Governance Committee.

20. Major Projects – £6k overspend

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

The key variances to note are:

- £25k overspend for 2022/23 Market Walk – This includes £32k staffing overspend because of the proposed pay award for 2022/23 compared to the set base budget of 2%. Although rental income budgets have been overachieved, some uncertainty remains due to expired leases and reduced service charge income on vacant units.
- £14k underspend for 2022/23 Digital Office Park - This includes an overspend of £25k on staffing due to agency staff cover and the proposed pay award for 2022/23 compared to the set base budget of 2%, along with a £10k forecast overspend on electricity cost due to the rise in current prices, offset by a £49k increase in various income streams (office rent, service charge, meeting rooms hot desk and pods).

21. Financing and Other Budgets – £577k underspend

The key variances to note are:

- This includes a £94k underspend on debt payable as whilst £10m borrowing was undertaken in March 2022, the payments are lower than those budgeted.

- Interest receivable is showing an underspend, or over-recovery against budget, of £38k due to interest rate increases providing a better rate of return on balances.
- There is also a £345k underspend on the Minimum Revenue Provision as a result of changes in the mix of funding used to finance capital schemes compared to budget, along with slippage in the capital programme, as reported at outturn. This offsets the overspend on Tatton Gardens detailed in point 15 as repayments have not yet started due to the asset not yet being operational.
- The revenue budget for 2022/23 included a provision of £100k for the Council to take ownership and responsibility for the management of Chorley Bus Station. As this has not yet been agreed, the £100k underspend remains.

22. Covid-19

- Some residual Covid 19 and COMF funding is remaining in 22/23. It is expected this will all be spent in line with original approvals and at year end there will be no remaining balances.

Other supporting information

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

Appendix 4 – Commercial Services - Major Projects

24. Planned Reserves movement - £61k Overspend

- Reserves transactions have been reflected in the relevant service area.

General Fund Resources and Balances

25. As detailed at **Appendix 3**, the Council holds £4.140m in General Fund reserves to manage budget risks not covered by earmarked reserves or provisions within the budget. The forecast outturn for 2022/23 identifies that the General Fund closing balance will be £3.748m as detailed below.

Movement in General Fund Reserve

Summary of Movement in General Reserves	£'m
General Fund Reserves at 1 st April 2022	(4.140)
Transfers (to)/from General Reserves	
Forecast outturn revenue budget (surplus) / deficit	0.384
Other reserves Movement	0.008
General Fund Reserve Closing Balance 2022/23	(3.748)

26. As detailed at **Appendix 3**, the Council holds £4.140m in General Fund reserves to manage budget risks not covered by earmarked reserves or provisions within the budget. As noted at point 8 above and as detailed below, the forecast outturn for 2022/23 identifies that the General Fund closing balance will be £3.748m, however we will monitor the position during the year, particularly given the lobbying by local government for additional funding from central government to meet the additional costs of the pay award, and if necessary, drawdown will be recommended from earmarked reserves to ensure general fund balances remain above £4.0m.

Movement in Earmarked Reserves

27. Taking account of the adjustments highlighted in **Appendix 3**, the level of Earmarked reserves held for discretionary use by the Council at 31st July 2022 is £6.642m compared to a balance of £11.805m at 31st March 2022.

Summary of Movement in Earmarked Reserves	£'m
Earmarked Reserves at 1 st April 2022	(11.805)
Transfers (to)/from Earmarked Reserves	
Release of S31 grant received and held in reserves in respect of Business Rates reliefs (this was provided by the Government during 2020/21 – the grant offsets the Business Rates deficit for 2020/21 brought forward on the Collection Fund into 2022/23)	2.347
Use of revenue reserves for Capital Financing	1.852
Transfers to reserves	0.000
Use of other specific Earmarked Reserves	0.964
Forecast Earmarked Reserves Closing Balance 2022/23	(6.642)

28. The £0.964m forecast use of other specific Earmarked Reserves shown in the table above includes the following items:

- £502k utilisation of approved reserves established in quarter 3 revenue monitoring report in 2021/22.
- £41k use of the Restructure Reserve following the staff review in the Procurement Team.
- £35k use of Market Walk Income Equalisation Reserves.
- £207k use of Covid support funding reserves within the Communities directorate.
- £74k use of specific reserves within the Policy and Governance directorate.
- £57k use of the Local Plan reserve.
- £14k use of the Planning Appeals Reserve
- The remainder of the movements are various, smaller adjustments related to revenue spending.

29. There are no transfers to reserves reported in this period.

30. 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

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

Equality and diversity

32. N/A

Risk

33. There is significant risks due to rising costs especially in relation to utility bills. This is likely to be felt most by the Council's Leisure company. Forecasting of costs across the year are underway and implications for the Council will be contained in future reports.

Comments of the Statutory Finance Officer

34. The Financial implications are contained within this report.

Comments of the Monitoring Officer

35. None

Background documents

There are no background papers to this report.

Appendices

- Appendix 1 – Revenue 2022/23 - position as at 31st July 2022
 Appendix 2 – Revenue Budget Movements at 31st July 2022
 Appendix 3 – 2022/23 Reserves Programme position at 31st July 2022
 Appendix 4 – 2022/23 Major Projects position at 31st July 2022

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APPENDIX 1

Revenue 2022/23 - position as at 31st July 2022

Directorate	Department / Section	Original Budget £'000	Budget at 31st July 2022 £'000	Forecast Outturn based on position at 31st July 2022 £'000	Variance (Under)/ Overspend £'000
Commercial & Property	Director - Commercial Services	53	101	106	4
	Employment, Skills & Business Support	101	70	161	91
	Facilities Management	184	188	209	21
	Housing Accommodation	(12)	(12)	25	37
	Income Generation	2	-	(0)	(0)
	Markets & Town Centre	15	15	226	211
	Property Services	215	42	345	304
Commercial & Property Total		558	404	1,072	668
Communities	Communities	747	747	760	13
	Director - Communities	953	953	1,033	80
	Housing & Public Protection	201	194	196	3
Communities Total		1,901	1,894	1,989	95
Customer & Digital	Customer Transformation	697	639	536	(103)
	Director of Customer & Digital Services	59	59	62	3
	ICT Services	1,113	1,113	1,109	(4)
	Waste & Streetscene Services	3,853	3,853	3,946	94
Customer & Digital Total		5,721	5,663	5,653	(10)
Planning & Development	Director of Planning & Development	47	50	50	0
	Enforcement Services	270	270	342	73
	Planning Services	(52)	(52)	(28)	23
	Spatial Planning	529	525	544	19
Planning & Development Total		794	793	909	116
Policy and Governance	Change & Delivery	207	190	171	(19)
	Chief Executives Office	272	311	313	3
	Communications & Events	703	713	743	31
	Director - Governance	122	124	138	14
	Legal and Governance	2,017	2,017	2,102	85
	Performance & Partnerships	761	705	587	(118)
	Shared Financial Services	902	972	1,001	29
	Transformation Management	26	26	26	-
Policy and Governance Total		5,010	5,058	5,083	25
Major Projects	Digital Office Park	(146)	(146)	(160)	(14)
	Investment Properties	(241)	(68)	(68)	-
	Leisure	376	376	372	(4)
	Market Walk	(1,765)	(1,765)	(1,740)	25
	Primrose Gardens Retirement Living	(307)	(307)	(308)	(1)
	Strawberry Meadows	(141)	(141)	(141)	-
	TVS Logistics	(1,646)	(1,646)	(1,646)	0
Major Projects Total		(3,869)	(3,696)	(3,690)	6

Directorate	Department / Section	Original Budget £'000	Budget at 31st July 2022 £'000	Forecast Outturn based on position at 31st July 2022 £'000	Variance (Under)/ Overspend £'000
Financing and Other Budgets	Adjustments	-	-	-	-
	Benefit Payments	(4)	(4)	(4)	-
	Financing	3,583	3,583	3,107	(477)
	Pensions Account	218	218	218	-
	Pensions Deficit Recovery	450	450	450	-
	Transition Fund	190	190	90	(100)
Financing and Other Budgets Total		4,437	4,437	3,861	(577)
Covid-19	Covid-19 / COMF funding received to meet the operational costs of the council's response to Covid	-	-	-	-
Covid-19 Total		-	-	-	-
Funding	Collection Fund	(12,847)	(12,847)	(12,847)	-
	New Homes Bonus	(886)	(886)	(886)	0
	Other Funding	(709)	(709)	(709)	-
	Reserves	(111)	(111)	(50)	61
Funding Total		(14,553)	(14,553)	(14,492)	61
Net (Surplus) / Deficit		-	-	384	384

APPENDIX 2

Revenue 2022/23 - position as at 31st July 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 2022	624	1,901	5,853	794	4,803	(3,728)	4,306	(14,553)	0
Transfers between directorates									
Correction of recharges to SRBC	4	3		(1)	(5)				0
Miscellaneous correction of budgets	(2)	(10)			12				0
Movement of Shopmobility budgets	17				(17)				0
Shared Service Restructure Budget Realisation			(58)		58				0
Realignment of budgets following Management changes									
Transfer of Whittle GP Income	(173)					173			0
Realignment of budgets following management changes	(66)				207	(141)			0
Rent allowance benefit payments movements			(132)				132		0
Transfers (to)/from Earmarked reserves									
									0
									0
									0
									0
Transfers (to)/from General Fund reserves									
									0
									0
									0
Revised Budget as at 31st July 2022	404	1,894	5,663	793	5,058	(3,696)	4,437	(14,553)	0

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APPENDIX 3

2021/22 Reserves Programme position as at 31st July 2022

Reserves	Opening Balance 1st April 2022 £000s	Forecasted Movements			Forecast Balance 31st March 2023 £000s
		Capital Financing £000s	Movement between Reserves £000s	Transfers from Reserves £000s	
General Fund Balance	(4,140)	-	-	392	(3,748)
Change Management Reserve	(250)			41	(209)
Non-Recurring Expenditure - Revenue resources for capital financing	123	(173)			(51)
Market Walk / DOP Works	(485)	386			(99)
Green Agenda	(721)	475		42	(204)
ICT Capital Programme Reserves	(820)	820			-
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)	163			(120)
Market Walk - Asset Management	(104)				(104)
Income Generation Reserve	(381)			33	(348)
VAT Shelter Income - Capital/revenue financing	(9)	9			0
LCC Transition Fund	(50)				(50)
Market Walk - Income Equalisation Reserve	(536)			35	(502)
Section 31 Grant - Empty property/small business rate relief	(29)				(29)
Section 31 Grant - EU Exit Preparation Grant	(35)				(35)
Business Rates Retention - Surplus on levy payment	(1,415)				(1,415)
Logistics House Income Equalisation Reserve	(450)				(450)
Covid Ongoing Commitments Reserve	-				-
Covid Recovery Reserve	(300)				(300)
Business Rates Exceptional Payments Reserve	(3,488)			2,347	(1,141)
Non-Directorate Reserves	(9,695)	1,679	-	2,959	(5,058)
Commercial & Property					
Business Investment for Growth (BIG) Grants	(276)				(276)
Choose Chorley Grants	(65)				(65)
Other Investment Projects	(45)				(45)
Retail Grants Programme	(98)				(98)
Employment Skills & Business Support	(484)	-	-	-	(484)
Slippage Items and other transfers to reserves	(20)				(20)
Future High Street Fund	(35)				(35)
Markets & Town Centre	(55)	-	-	-	(55)
IDOX Migration	(78)				(78)
Property Services	(78)	-	-	-	(78)

Reserves	Opening Balance 1st April 2022 £000s	Forecasted Movements				Forecast Balance 31st March 2023 £000s
		Capital Financing £000s	Movement between Reserves £000s	Transfers from Reserves £000s	Transfers to Reserves £000s	
Commercial & Property	(617)	-	-	-	-	(617)
Communities						
NHS CCG Covid Support Project	(207)			207		-
Slippage Items and other transfers to reserves	(166)					(166)
Home Improvements - Housing Affordable Warmth Grant	(14)					(14)
Buckshaw Youth Development Grants	(1)					(1)
Communities	(389)	-	-	207	-	(182)
Neighbourhood Working (pump priming)	(50)	50				0
Investment Budgets	(35)					(35)
Syrian Refugee Funding	(52)					(52)
Housing & Public Protection	(137)	50	-	-	-	(87)
Communities	(526)	50	-	207	-	(268)
Customer & Digital Services						
Slippage Items and other transfers to reserves	(123)	123				-
ICT/Streetscene Modernisation Reserve	(62)					(62)
ICT Services	(185)	123	-	-	-	(62)
Government & other Grant Funding	(30)					(30)
Slippage Items and other transfers to reserves	(96)					(96)
Maintenance of Grounds	(44)					(44)
Waste & Streetscene Services	(171)	-	-	-	-	(171)
Customer & Digital Services	(356)	123	-	-	-	(233)
Planning & Development						
Planning Appeal Costs	(240)			14		(226)
Planning Services	(240)	-	-	14	-	(226)
Slippage Items and other transfers to reserves	(5)					(5)
Local Plan Reserve	(57)			57		(0)
Spatial Planning	(62)	-	-	57	-	(5)
Planning & Development	(303)	-	-	72	-	(231)
Policy & Governance						
The Flower Show	(23)			23		-
Astley Hall Works of Art	(4)			4		(0)
Mayoral Charities	(8)			8		0
Slippage Items and other transfers to reserves	(7)			3		(3)
National Graduate Scheme	(4)					(4)
Mayflower 400 Celebrations	-					-

Reserves	Opening Balance 1st April 2022 £000s	Forecasted Movements				Forecast Balance 31st March 2023 £000s
		Capital Financing £000s	Movement between Reserves £000s	Transfers from Reserves £000s	Transfers to Reserves £000s	
Arts Development	(16)					(16)
Communications & Events	(62)	-	-	38	-	(24)
Transformation Challenge funding	(34)					(34)
Public Service Reform funding	(11)					(11)
Digital Access & Inclusion	(10)					(10)
Shared Services Implementation Reserve	(13)			5		(8)
Performance & Partnerships	(68)	-	-	5	-	(63)
Slippage Items and other transfers to reserves	(3)			3		-
Boundary Commission Electoral Review	(12)					(12)
Elections	(101)			28		(73)
Legal, Democratic & H.R.	(116)	-	-	31	-	(85)
Slippage Items and other transfers to reserves	(64)					(64)
Shared Financial Services	(64)	-	-	-	-	(64)
Policy & Governance	(309)	-	-	74	-	(235)
Directorate Reserves	(2,110)	173	-	353	-	(1,584)
Earmarked Reserves (Directorate and Non-Directorate)	(11,805)	1,852	-	3,311	-	(6,642)
Total Reserves - General and Earmarked	(15,945)	1,852	-	3,703	-	(10,390)
Provisions						
Insurance Provision - Potential MMI clawback	(14)					(14)
Total Provisions	(14)	-	-	-	-	(14)

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APPENDIX 4

Major Projects 2022/23 - position as at 31st July 2022

Market Walk

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(1,668)	(1,774)	(106)
Service Charge Operational budget	403	397	(7)
Service Charge Income	(501)	(413)	87
Provision for Bad Debts	-	39	39
Net Income (excluding financing)	(1,765)	(1,752)	14
Financing Costs	915	915	-
Net Income (including financing)	(851)	(837)	14
Income Equalisation Reserve (Annual Contribution)	(50)	-	50
Asset Management Reserve (Market Walk)	50	-	(50)
Net Income	(851)	(837)	14

Digital Office Park

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(639)	(699)	(60)
Operational Costs (excluding financing)	493	535	42
Net Budget/Income (excluding financing)	(146)	(164)	(18)
Financing Costs	168	168	-
Net Budget (including financing)	23	5	(18)

Primrose

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(690)	(702)	(12)
Operational Costs (excluding financing)	384	391	8
Net Income (excluding financing)	(307)	(311)	(4)
Financing Costs	168	168	-
Net Income (including financing)	(138)	(143)	(4)

TVS

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(1,661)	(1,661)	0
Operational Costs (excluding financing)	16	16	-
Net Income (excluding financing)	(1,646)	(1,646)	0
Financing Costs	1,211	1,211	-
Net Income (including financing)	(434)	(434)	0

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Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	15 September 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
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2022/23 Corporate Capital Programme and Balance Sheet Monitoring Report outturn Position at 31st July 2022

Purpose of the Report

1. To report the outturn financial position of the Council in respect of the capital programme at 31st July 2022, highlighting key issues and explaining key variances, and to provide an overview of various elements of the Council's Balance Sheet at 31st July 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 of this report, since the last Capital Monitoring report was approved by Cabinet in June 2022. One item is to be approved within this report:
 - £28k increase across various play and open space schemes funded via S.106
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 July 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 2022/23 was set at £24.2m at Council in February 2022. This was increased following approval of the 2021/22 outturn to £32.2m.

Section A: Capital Programme

Key issues

9. The total cost of the Council's capital investment programme for 2022/23 has decreased since the 2021/22 outturn report approved by Cabinet, **from £32.2m to £27.6m** as at 31st July 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 **£4.6m** is detailed in **Appendix B**. The net variation includes those variations approved since the previous monitoring report and variations in respect of the reprofiling of budgets within the existing programme
11. Budget variations approved since the last monitoring report have resulted in a total increase of **£0.588m** to the capital programme. The table below details the changes.

Table 1: Approved budget changes since the last monitoring report

Scheme	Increase / (Reduction) 2022/23 £'000	Increase / (Reduction) 2023/24 and future years £'000	Approved by	Date approved
Clean, safe and healthy homes and communities				
Chorley Lodge	390		Council	19/07/22
Play, Recreation and Open Space Projects - Wigan Lane	170		Council	19/07/22
Play, Recreation and Open Space Projects - Misc schemes funded by S.106	28		Subject to approval in this report	

12. A re-profiling of budgets from 2022/23 to future years has been undertaken. The total movement of budgets from 2022/23 amounts to **£5.195m**. The movements are shown in Appendix B and explanations are contained in the major variations section that follows.

Table 2: Slippage and reprofiling across years

Scheme	Slippage and Reprofiling from 22/23 £'000
Buckshaw Village Rail Station	(595)
Chorley Borough Service Centres	(500)
Public Realm Town Centre	(2,000)
Town Hall and White Hart Works	(800)
Town Hall Decarbonisation	(1,300)
Total	(5,195)

13. As at 31st July 2022 the actual capital expenditure across the programme was **£3.629m**, which represents 13% of the forecast position as at period 1.

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

A strong local economy

14. Strawberry Meadows – The scheme is due to complete in 2022/23 with all of the expenditure forecast this year.
15. Other schemes have been reprofiled across years to reflect when spend is more likely to occur given likely planning and procurement requirements. These include £595k for Buckshaw Village Rail Station, £500k Chorley Service Centres, £2,000k Public Realm Town Centre and £800k Town Hall works.

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

16. Town Hall decarbonisation works are likely to run in conjunction with the overall Town Hall works and as a result of likely tender timescales it is expected this expenditure will take place in 23/24.
17. ICT expenditure is ongoing and exact timescales for the expenditure on all the works are being reprofiled however significant spend is expected in 2022/23.

Clean, safe and healthy homes and communities

18. Wigan Lane (part of Play and Open Space) has had approval at Council in July for an increase in budget of £170k and works should complete this financial year.
19. Play, Recreation and Open Space – it is anticipated that the major schemes within this (Wigan Lane, King George and Jubilee) will progress this financial year.
20. Budget for the purchase and renovation of Chorley Lodge was approved by Council in July.
21. There are some budget pressures emerging within the capital programme which we are currently working through, principally in relation to the Tatton development. Cost pressures have been identified on this scheme around the provision of utilities as well as due to delays arising from third party statutory undertakers. Delays associated in agreeing the S278 works have also significantly increased the costs of delivering these works. Further information will shortly be brought forward on the quantification of the additional costs for the scheme.

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

22. Astley Hall – The majority of the works are now complete with budget remaining for the Ackhurst Lodge and budget approved for works on the Cottage aiming to take place this financial year.
23. Westway Playing Fields Sports Campus – the remaining works to be completed relate to a play area.

Section B: Balance Sheet Monitoring**Overview**

24. 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

25. 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

26. 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.

27. 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 are outweighed by potential borrowing requirements. Debt interest payable is £94k lower than the 2022/23 Budget, as while borrowing of £10m took place in February 2022 it is anticipated interest payable will still be lower than budgeted. There is an underspend on the MRP budget of £345k due to the differences in the mix of funding used to fund the capital programme in 2021/22 and the slippage of schemes into 2022/23.

	Original Budget 2022/23 £000s	Forecast Outturn at 31st July 2022 £000s
Interest and Investment Income	(3)	(40)
Debt Interest Payable	1,945	1,851
Minimum Revenue Provision (MRP)	1,641	1,296
TOTAL	3,583	3,107

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

	As at 31st Jul 2022	As at 31st Jul 2021
Short term borrowing	£1.731m	£1.904m
Long term borrowing	£66.094m	£59.758m
Total Borrowing	£67.825m	£61.662m
Investments made by the Council	Nil	Nil
Cash Balances Held	£7.524m	£11.351m

Debtors

29. 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 July 2022. The table also shows the corresponding level of debt at the same point in the last financial year.

	Position at 31st Jul 2022 £000s	Position as at 31st Jul 2021 £000s
Council Tax		
Expected Council Tax Collectable in 22/23 (21/22)	79,032	75,455
Current year balance outstanding	46,948	44,949
Previous years balance outstanding	4,552	4,110
Total Council Tax balance outstanding	51,500	49,059
Collection Rates Current Year	37.15%	37.10%
Business Rates		
Expected Business Rates Collectable in 22/23 (21/22)	25,137	21,615
Current year balance outstanding	16,080	14,927
Previous years balance outstanding	1,329	1,290
Total Business Rates balance outstanding	17,409	16,217
Collection Rates Current Year	32.07%	30.94%
Housing Benefit		
Overpayment balances outstanding	978	1,107
Sundry Debtors		
Balance Outstanding - General	403	422
Balance Outstanding - Commercial	1,208	2,072

30. Business rates collection can fluctuate month-on-month but collection is broadly in line with expectations.

31. In respect of the figures above, the Council's share represents 9.6% of Council Tax income and 20.8% of Business Rates income.

32. The Sundry Debtors figure reflects the position compared to the same period last year. The outstanding Commercial debt has significantly reduced as Covid agreements on deferred rent and leases have been confirmed especially at Market Walk. As a result it is forecast no further requirement will be needed to the bad debt provision in 2022/23.

Climate change and air quality

33. 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

34. N/A

Risk

35. Risks are broadly addressed in the body of the report however recent tender results and cost changes have been seen due to inflationary pressures. These will be monitored on an individual project basis and any budget changes reported when necessary.

Comments of the Statutory Finance Officer

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

Comments of the Monitoring Officer

37. No Comment.

Background documents

There are no background papers to this report.

Appendices

Appendix A – Capital Programme Summary

Appendix B – Scheme Variations

Report Author:	Email:	Telephone:	Date:
Neil Halton	Neil.Halton@chorley.gov.uk	N/A	19/8/22

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Capital Programme 2022/23 - position as at 31st July 2022

APPENDIX A

	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budget (to)/from future years	Quarter 1 2022/23 Variations	Revised Budget 2022/23 as at 31st July 2022
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COSTS

A strong local economy	9,451	14,342	(3,895)	-	10,447
An ambitious council that does more to meet the needs of residents and the local area	1,570	3,467	(1,300)	-	2,167
Clean, safe and healthy homes and communities	12,724	13,168	-	588	13,756
Involving residents in improving their local area and equality of access for all	489	1,176	-	-	1,176
Total Forecast Expenditure	24,234	32,153	(5,195)	588	27,545

RESOURCES

Disabled Facilities Grants	775	894	-		894
Brownfield Release Fund		1,100	-		1,100
Homes England	930	930			930
LEP Grants		3,570			3,570
Other Grants	72	499	13	50	562
Total Grants	1,776	6,993	13	50	7,056
Capital Receipts	1,000	-	-		-
Community Infrastructure Levy (CIL)	1,534	1,534	-	120	1,654
Reserves and Revenue	1,795	2,173	(121)		2,052
Section 106	2,819	2,885	(259)	28	2,654
Unsupported Borrowing	15,310	18,568	(4,828)	390	14,130
Total Forecast Resources	24,234	32,153	(5,195)	588	27,545

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2023/24 and Future Years Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budgets (to)/from 2022/23	Quarter 1 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st July 2022
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1,300	1,300	3,895	-	5,195
-	-	1,300	-	1,300
875	875	-	-	875
-	-	-	-	-
2,175	2,175	5,195	-	7,370

-
-

776	776	-		776
		-		-
		-		-
		-		-
		(13)	13	(0)
776	776	(13)	13	775
		-		-
-		-		-
		121	(121)	-
		259	336	595
1,400	1,400	4,828	(228)	6,001
2,176	2,176	5,195	(0)	7,370

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Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budget (to)/from future years	Quarter 1 2022/23 Variations	Revised Budget 2022/23 as at 31st July 2022
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Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2023/24 and Future Years Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budgets (to)/from 2022/233	Quarter 1 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st July 2022
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A strong local economy

Strawberry Meadows Development	1,000	4,608			-
Asset Improvements	500	465			-
Buckshaw Village Rail Station	696	696	(595)		(595)
Chapel St and Surrounding Public Realm	1,800	1,797			-
Chorley Borough Service Centres	500	500	(500)		(500)
Digital Office Park	120	255			-
Market Walk Extension	192	129			-
Markets - Works to Existing Markets	-	123			-
Park Rd Car Parking	-	-			-
Public Realm Town Centre	3,223	3,284	(2,000)		(2,000)
Town Hall and White Hart Works	1,220	1,285	(800)		(800)
Town Hall Mezzanine	-	-			-
Bengal Street	-	1,100			-
Unit Above Iceland	200	100			-
A strong local economy	9,451	14,342	(3,895)	-	(3,895)

		-		-
300	300	-		-
		595		595
1,000	1,000	-		-
		500		500
		-		-
		-		-
		-		-
		2,000		2,000
		800		800
		-		-
		-		-
1,300	1,300	3,895	-	3,895

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

Chorley Health Centre	250	250			-
Delivering Green Agenda	300	434			-
Town Hall Decarbonisation	-	1,590	(1,300)		(1,300)
Health Hub - Whittle Surgery	-				-
ICT Networks	-	73			-
ICT Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	1,020	1,120			-

		-		-
		-		-
		1,300		1,300
		-		-
		-		-
		-		-

Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budget (to)/from future years	Quarter 1 2022/23 Variations	Revised Budget 2022/23 as at 31st July 2022
An ambitious council that does more to mee	1,570	3,467	(1,300)	-	(1,300)

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2023/24 and Future Years Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budgets (to)/from 2022/233	Quarter 1 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st July 2022
-	-	1,300	-	1,300

Clean, safe and healthy homes and communities

Chorley Adaptation Grant (Formerly DFG)	775	894			-
Duxburry Park Site	-	8			-
Land for Tree Planting	-	250			-
Leisure Centre Transfer	244	244			-
Leisure Centres Improvements	100	146			-
Leisure Centres Improvements - New Contract	2,000	2,000			-
Play, Recreation and Open Space Projects	2,423	2,523		198	198
Properties for Refugees	2,070	2,200			-
Purchase of Affordable Housing	-	5			-
Chorley Lodge	-	-		390	390
Tatton	5,112	4,898			-
The Willows	-				-
Yarrow Meadows	-				-
Clean, safe and healthy homes and communi	12,724	13,168	-	588	588

775	775	-		-
		-		-
		-		-
		-		-
100	100	-		-
		-		-
		-		-
		-		-
		-		-
		-		-
		-		-
		-		-
875	875	-	-	-

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

Astley	350	482			-
Astley Cottage	-	448			-
Bank Hall Restoration	-	112			-
Westway Playing Fields Sports Campus	139	135			-
Involving residents in improving their local ar	489	1,176	-	-	-

		-		-
		-		-
		-		-
		-		-
-	-	-	-	-

Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budget (to)/from future years	Quarter 1 2022/23 Variations	Revised Budget 2022/23 as at 31st July 2022
Total	24,234	32,153	(5,195)	588	23,995

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2023/24 and Future Years Approved by Cabinet for Outturn 2021/22	Slippage and reprofiling of budgets (to)/from 2022/233	Quarter 1 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st July 2022
2,175	2,175	5,195	-	5,195

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Report of	Meeting	Date
Director of Change and Delivery (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 15 September 2022

Quarter One Performance Monitoring Report 2022/23

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 first quarter of 2022/23, covering 1st April 2022 to 30th June 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 first quarter of 2022/23. 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 12 (86%) rated as green, one (7%) rated as amber, and one (7%) rated as red. Action plans for those projects rated amber and red are set out within this report.
7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 77% of Corporate Strategy measures and 80%

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. This includes projects with a focus on the delivery of 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 ONE

12. Astley Hall reopened in May 2022, completing two years of extensive renovations as a result of £1.3 million investment. The milestone was marked with a weekend of events, featuring food and drink stalls from local businesses as well as theatre performances and entertainment related to the different periods of the Hall's history, with a special exhibition hosted at the Coach House Gallery showcasing the restoration journey. The new entrance fee has now been implemented, which will ensure the long-term sustainability of the Hall and support future investment and conservation. Local residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the hall and remain positively engaged in supporting the hall's future.

Two providers have been commissioned to deliver digital programmes as part of the Council's priority to improve digital skills and digital inclusion. The two commissioned organisations commenced work in August and they are funded up until March 2023. The providers working with the Council are Age UK, who will support distribution of digital devices, as well as UDevelop, who will provide access to training for digital skills. These providers are commissioned to identify and target areas with the most severe digital skill gaps and engage with local communities providing sessions in community venues. Training will focus on topics such as online shopping, video calling, navigating health and social care, accessing employment and housing services, as well as promoting the use of Chorley Council's digital customer-based applications.

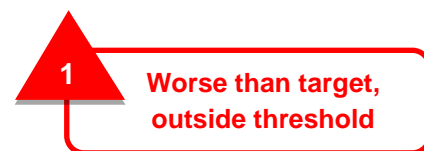
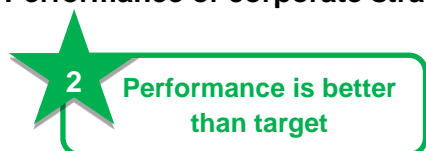
13. Consultation on the Climate Change Strategy was delivered within the quarter receiving 174 responses, most of which are positive and in support of the Council's sustainability goals and priorities. A 'Climate Change Handbook' has been developed over the quarter, which will be published in quarter two and provide tips and guidance for individuals and households to support climate change objectives. The handbook provides information on waste and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably. Across the borough, seasonal planting of mini meadows has been completed at 55 high profile sites, including the Jubilee Recreation Ground, Chancery Road, as well as Wigan Lane. When completed, this project will significantly improve the environmental performance of the Council, ensuring 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



14. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is good.
15. 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.
 - Deliver actions to increase digital skills across the borough.

Performance of corporate strategy measures



16. At the end of quarter one, it is possible to report on three of the seven corporate performance indicators under this priority.
17. Two indicators are performing on or better than target:
 - People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service),
 - The number of claimants as a proportion of resident population of the area aged 16-64.
18. One indicator is performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of people who have successfully completed basic digital skills training	Bigger is better	75	42	30	▲	Worse than Q1 2021/22
Reason below target:	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 quarter one 2022/23 as well as all four quarters over 2021/22. Of those who accessed digital skills training in the quarter: <ul style="list-style-type: none"> • 17 via Lancashire Adult Learning, • 8 via Digital Buddies, • 5 via Learn by Way (library). 					

Action required:	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 hard to reach groups through the use of local intelligence and partnership working to understand barriers to support. New providers are now in place and skills classes have commenced, which should have a positive impact on the performance figure with over 300 places made available.
Trend:	The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved from the zero reported in quarter one 2020/21 to 30 in quarter one 2022/23.

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 ONE

19. Access to affordable and safe housing remains a key priority. Over the last quarter the council has been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Six properties have so far been sourced to support the housing of refugees. Two are ready for occupation with the remaining four either undergoing preparation or subject to discussions with providers. Last quarter the council launched its Registered Provider Framework. All seven registered providers have signed up to the framework and this will help to mitigate and limit the number of providers which operate outside the choice-based lettings system. The framework will enable providers to acquire affordable housing units secured through section 106 agreements and increase the numbers available through the choice-based lettings system. Progress against the framework and its effectiveness will be monitored over the coming months.
20. Progress has been made with the Tatton Gardens development despite several challenges for the project. Within the quarter, works have continued to complete the exterior envelope of the building, such as the brickwork and cladding. Internal works to the show apartment were completed in the previous quarter, and it has now been opened for viewings to prospective tenants. The recreation ground within the site was formally opened, with the occasion being marked by an event which included children from Tatton Nursery and St James CE Primary School, who were invited to test the new play equipment. In addition, discussions with the prospective tenants of the GP surgery and nursery have been hosted to identify additional requirements to ensure the facility can accommodate their unique needs and shape further design work. When completed, the development will provide vital amenities for local residents, including improved health provision through a pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.
21. As part of the project to work with partners and residents to improve local play and community facilities across the borough, several improvement schemes have been completed. This includes the enhancement of Phyllis Nelson Memorial Garden, which has involved bringing a neglected space back into use through the tidying of shrubbery, edging of pathways, and painting of benches. Improvements have also been undertaken at Riverside Crescent to promote it as a vibrant communal space, which has included the planting of an avenue of native trees and hedgerow in partnership with Croston Together Community Group, with raised beds also being installed for planting food. A consultation for the proposed improvements to the Westway Sports Hub was undertaken, providing local people the opportunity to shape the proposals to ensure they meet the needs of our diverse communities. The plans

include creating a new lit pathway connecting the facility with Astley village with the aim of improving connectivity and access. Contractors have been appointed to deliver improvement works to Wigan Lane Archery Facility and King George V Playing Fields and it is expected that works will commence in quarter two. This includes a new pavilion at the archery site in order to provide covering for archers as well as additional catering and storage facilities. 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



- 22. There are three key projects included in the 2021 Corporate Strategy under this priority.
- 23. One project is rated as green, meaning it is progressing according to timescales and plan:
 - Work with partners and residents to improve local play and community facilities across the borough.
- 24. One project is rated as amber, which is an early warning sign of delays within the project’s delivery:
 - Deliver affordable housing within the borough.

Project title:		Project status:
Deliver affordable housing within the borough		Amber
Explanation:	<p>Reported in previous quarters, the council is in discussions with a local developer to acquire up to 24 properties as part of a bulk purchase. The negotiations were set to conclude, however due to delays on the side of the provider as a result of staff changes, this has set back the original intended deadlines.</p> <p>The delays on the development of Tatton Gardens, has also contributed to the supply of available affordable housing units. Further information on this delay is available in the proceeding action plan under the corporate project to open the Tatton Gardens Extra Care development and community facilities.</p>	
Action required:	<p>In the next quarter the negotiations for the bulk purchase are expected to conclude by the end of September 2022, and a formal commercial agreement will be established. The purchase is still subject to budget approval, and the proposed costings and budget is scheduled to be presented to Council in September 2022.</p> <p>A forward look on wider developments across the borough forecasts that there are 538 affordable houses to be delivered over the next two</p>	


	years, of which 111 are expected to be brought forward for development over 2022/23. This estimate is based on the schemes approved through planning applications.
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25. One project is rated as red and is considered off track for 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	Red
Explanation:	<p>Due to ongoing delays and increasing costs the project has been rated red.</p> <p>The reasons for the over run on costs have primarily been due to an increase over and above the provisional sum allowed for the highway works and contractor claims.</p> <p>Delays to the overall timescales of the project have been impacted over the course of the project due to an earlier delay at the site and most recently due to the delays of programming power to the site as a result of the testing and commissioning programme.</p>
Action required:	<p>The council is taking robust action to review the costs of the contractor claims with specialist advice being undertaken to ensure that fair and proportionate costs are considered.</p> <p>To address the delays a revised programme of works has been approved and the project is now scheduled for completion in December 2022.</p>


Performance of corporate strategy measures



4 Performance is better than target



0 Worse than target but within threshold



0 Worse than target, outside threshold

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

27. All four 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,

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 ONE

28. Over quarter one, the draft Economic Development Strategy has been further progressed using the findings from the Economic Summit hosted by the Chorley and South Ribble Partnership back in November 2021. The strategy will incorporate the priorities identified by the summit, including employment and skills, land and assets, and sustainable business with a strong partnership focus recognising the wider benefits of economic prosperity. Links will also be made with Levelling Up and the UK Shared Prosperity Fund. Once approved and published, the strategy will enable the Council and its partners to respond effectively to the impacts of the pandemic and the needs of business in the local area.
29. Business support remains essential to supporting local businesses from the pressures on the economy as well as post-pandemic recovery. Over the quarter, 130 business were supported in a number of ways as part of the Council's business support service. A review of the Council's grant support programme also commenced and is expected to complete by the end of quarter two. The review is considering industry best practice, identifying business priorities and needs, and investigating ways to make the process easier and streamlined. The outcome of the review will be to ensure that new and expanding businesses are able to access financial support effectively and that the support we provide benefits the local job market. Existing business support delivered within the quarter continues to focus on advice and guidance and making sure businesses are aware of how the Council can support them. In April at the Digital Hub, 45 businesses attended an event which featured talks on employment law, recruitment challenges, and assistance available through the Council. Extending that support digitally, six webinars were hosted based on topics that included support around social media and understanding analytics which provide businesses with the tools to adapt and focus on new channels and ways to strengthen and grow their market access.
30. There have been further works to the Covered Market as part of the project to deliver town centre improvements. This includes the installation of floodlighting along the market's central aisle to improve safety as well as to allow the space to become more versatile and compliment the creation of the 1498@The Markets seating area that will open in October ahead of Chorley Live. In other areas, works have commenced to install height barriers at ten car parks in and around the town centre, which will improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark commenced to provide local people the opportunity to provide their feedback and shape the plans. Proposals include increasing the number of disabled parking bays, the installation of wildflower turn trees, cycle parking, and CCTV, to improve the overall appearance and accessibility of the site and contribute to the council's objectives for enhancing biodiversity.

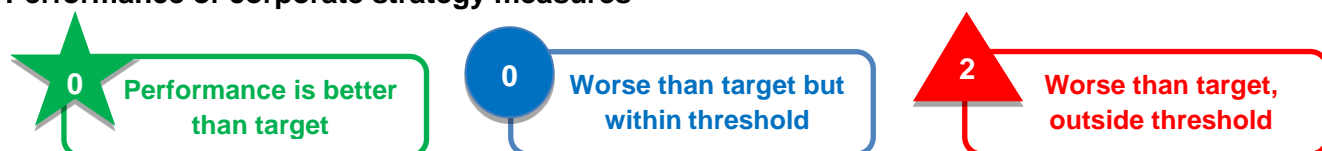
31. The project to deliver Strawberry Meadows employment site has continued in quarter one. Primary works to Blocks A to F have been completed, which included the finishing of internal decoration and the running of final snag tests. Works to the exterior includes block pavements and the fitting of electrical vehicle charging points, which will support the council in its ambitions to improve local green infrastructure in conjunction with the growing use of electric vehicles. Marketing and interest in the facility is extremely positive with 20 offers having been accepted from prospective tenants and an additional five reserved. Only eight of the 33 units at the development remain available. Once complete, Strawberry Meadows will provide essential commercial space to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.

Performance of key projects



32. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is excellent.
33. Four projects are rated as green, meaning they are progressing according to timescales and plan:
- Complete the town centre projects including market renovations,
 - Provide support for enterprise across the borough post Covid,
 - Refresh the Economic Development Strategy.
 - Deliver Strawberry Meadows employment site.

Performance of corporate strategy measures




34. At the end of quarter one, it is possible to report on two of the seven corporate performance indicators under this priority.
35. Two indicators are performing worse than target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	40	▲	Better than Q1 2021/22

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	40	▲	Better than Q1 2021/22
Reason below target:	There are currently six grant applications that have not yet completed, therefore, the number of projected jobs created through this has not yet been recorded. These are expected to be completed in quarter two and will contribute to the overall figure. Grants are targeted at businesses wishing to relocate to the borough as well as those wishing to expand, supporting the increase of high-quality employment opportunities for local residents.					
Action required:	<p>The forthcoming Economic Development Strategy and plans for the United Kingdom Shared Prosperity Fund (UKSPF) will support future job creation in the borough, focusing on jobs and skills specifically and seeking to proactively build clear links between job creation and future skills development in Chorley by working with our local education and training providers.</p> <p>The upcoming Strawberry Meadows employment site will also contribute to the number of projected jobs created. The development includes 33 business units, which are scheduled to be available for use in quarter two. These units have proved popular, with only eight remaining vacant for perspective tenants. The Business Engagement Team are also working closely with perspective tenants in order to accurately capture the level of job creation produced as a result of the new development.</p> <p>Other upcoming job creation opportunities include the redevelopment of the former Botany Bay site, which achieved planning permission for a new business park back in July 2022. The new development will promote inward investment in the borough as well as business growth, which will increase the number of high-quality jobs available for local residents.</p>					
Trend:	The figure is better than the 25 recorded in quarter one 2021/22 and is worse than the 222 recorded in quarter one 2020/21.					

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	3.4%	▲	Worse than Q1 2021/22
Reason below target:	<p>The figure of 3.4% reflects that there are 89 known NEETs at the end of June 2022.</p> <p>Compared with the previous year at the same time, the figure was 3.1%, marking a 0.3% increase. In June, submissions were made from post colleges and other institutions informing the County Council that the students have left and have either become NEET or they don't know what they have moved onto. This has not yet provided sufficient time for follow up to ascertain a new destination which impacts the high number in both the NEET and the Not Known figures.</p>					

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	3.4%		Worse than Q1 2021/22
	When reviewing the detailed breakdown of the full 16 and 17 year cohort, the numbers in college have decreased in comparison to last year, however, the numbers in apprenticeship and employment have increased in Chorley, with 100 more in apprenticeships as a destination, as well as more people having moved in to direct employment without training.					
Action required:	<p>Lancashire County Council will be undertaking further follow up with school leavers in quarter two in order to gain up-to-date information on their destinations. The Council will meet with Lancashire County Council Education Improvement Service to look at opportunities to develop effective interventions and pathways into viable destinations following leaving education.</p> <p>We will continue to work with local partners to support young people into work and training opportunities. This includes with the Department of Work and Pensions, who we have collaborated with to support 78 young people in quarter one to access bespoke employment related advice and support through the Youth Hub’s Employment Team. These are young people facing barriers to employment, ensuring that they have the support infrastructure in under to unlock their full potential.</p>					
Trend:	The figure is worse than the 3.1% recorded in quarter one 2021/22 and quarter one 2020/21.					

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 ONE

36. The Council has an ambitious transformation programme which includes delivering an even better customer experience. The approach to improving the customer experience is to better use technology and redevelop the customer environment in order to effectively meet our customers' needs. The existing telephony services have now been reviewed with a view to implement a new system that provides better routing functionality to move customers more quickly through to officers who can provide specialist support. There has also been a review into the operation of our opening hours and service provision to ensure that they reflect customer demand and the review of duty officers to identify the availability of specialist customer support. These reviews have been fed into the new Customer Care Policy to ensure it takes into account best practice from other local authorities and the private sector, the shift in customer expectations and behaviour as a result of the COVID-19 pandemic, and the efficiencies of automated and digitised services.
37. Application of technologies to tackle grot spots is one of the ways the Council is taking forward its priorities on cleaner and greener streets and neighbourhoods. Grot spots throughout the borough have been identified using data from historic service requests that can then focus targeted clean-up initiatives. Data has also been successfully collated from street litter bins on waste volumes and has influenced collection schedules to ensure they are effective and responsive to service demand. To address weed growth, hand applicators have been deployed to increase the levels of weed treatment. Being conscious of the impact herbicides can have, the council is now using Nomix Dual and Duplex herbicides that contain lower levels of glyphosate and kinder to the wider environment. Within the town centre, ten dual waste bins have been installed that accommodate both mixed and recyclable waste, with the collections being monitored for contamination. This contributes towards the council's objectives for addressing climate change and supports communities to take part in sustainable practises and recycling whilst out in the town centre.
38. Working with partners through the Chorley and South Ribble partnership has focused this quarter on taking forward the development of the data and intelligence solution to support better sharing and decision making amongst partners. A number of initial key data sets have been identified and work is ongoing with partners in the health sector to develop robust information governance arrangements and use of a digital platform to enable effective sharing of data and how it can be visualised and analysed to support decision makers. A series of round table discussions to develop a dialogue with businesses has now commenced with the first event taking place 6th July. It included

businesses from South Ribble and Chorley, with valuable information and insight gained to shape future economic strategy and objectives. Plans are being developed for the next partnership summit later in the year which is proposed to consider the cost of living and identify opportunities for strategic collaboration to mitigate impact.

Performance of key projects



- 39. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is good.
- 40. All four projects are rated as green, meaning they are progressing according to timescales and plan:
 - Deliver an even better customer experience and increase access to services for everyone,
 - 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.

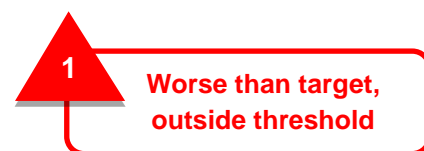
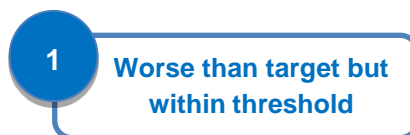
Performance of corporate strategy measures



- 41. At the end of quarter one, it is possible to report on four of the six corporate performance indicators under this priority.
- 42. All four indicators are performing on or above target:
 - Percentage of households living in fuel poverty,
 - 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

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



- 44. Three 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.
- 45. 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.
- 46. One indicator is performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.9%	9.6%	▲	Better than Q1 2021/22
Reason below target:	<p>The vacancy rate is still outside target but has improved again compared with last quarter when it was reported at 10.6%.</p> <p>There has been a total of 10 new business in the town centre, opening in quarter one. This includes business such as a clothing boutique, a carpet shop, as well as an eco-refill store.</p> <p>The figure has seen constant improvement from its height of 11.9% in quarter one 2021/22.</p>					
Action required:	<p>We will continue to promote Chorley proactively as a good place to do business, investing in the market and Market Walk to keep a vibrant town centre.</p> <p>A Town Centre Action Plan is currently in development, which is identifying vacant properties in need of improvement. This will inform the Shop Front Enhancement Scheme on Chapel Street and focus on driving improvements to vacant shop fronts in order to make them more attractive for perspective business tenants, which will directly influence the figure.</p>					
Trend:	<p>The figure is better than the 11.9% reported in quarter one 2021/22 but worse than the 8.4% recorded in quarter one 2020/21.</p> <p>It should be noted that town centre vacancy rates are better than the current average national vacancy rate of 11.2% and the regional rate of 12.4%.</p>					

Climate change and air quality

47. 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

48. 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

49. 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

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

Comments of the Monitoring Officer

51. No comments.

Background documents

52. 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

53. 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	26/08/2022

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	Q1 2021/22	Q1 2022/33	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	75	42	30	▲	Worse than Q1 2021/22
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	18	35	44	★	Better than Q1 2021/22
The number of claimants as a proportion of resident population of the area aged 16-64	Bigger is better	4.3%	N/A	2.6%	★	New for 2022/22
Clean, safe, and healthy homes and communities						
Number of visits to Council leisure centres	Baseline	0	46,098	135,085	N/A	Better than Q1 2021/22
Number of volunteer community groups supported to improve by the Council	Bigger is better	25	28	38	★	Better than Q1 2021/22
Number of long-term empty properties within the borough	Smaller is better	150	160	122	★	Better than Q1 2021/22
Percentage of household waste sent for reuse, recycling or composting	Bigger is better	40.9%	40.9% ¹	44.1% ²	★	Better than Q4 2020/21 (40.9%)
A strong local economy						
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	40	▲	Better than Q1 2021/22
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	3.4%	▲	Worse than Q1 2021/22
An ambitious council that does more to meet the needs of residents and the local area						
Percentage of households living in fuel poverty better than the North West average	Smaller is better	14.4%	11.9%	11.6%	★	Better than Q1 2021/22

Appendix A: Performance of Corporate Strategy key measures

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/33	Symbol	Trend
Percentage of service requests received online	Bigger is better	40%	58%	57.73%	★	Worse than Q1 2021/22
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	7.14%	16.46%	★	Worse than Q1 2021/22
Number of people referred to social prescribing, including Population Health Management	Bigger is better	175	200	512	★	Better than Q1 2021/22

¹Performance for quarter four 2020/21.

²This is the confirmed quarter four 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 one 2022/23b 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	Q1 2021/22	Q1 2022/33	Symbol	Trend
% Council Tax collected	Bigger is better	28.28%	28.28%	28.25%	●	Worse than Q1 2021/22
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.6 days	3.6 Days	2.88 days	★	Better than Q1 2021/22
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	99%	100%	★	Better than Q1 2021/22
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	56%	100%	★	Better than Q1 2021/22
Town Centre Vacancy Rate	Smaller is better	8%	11.9%	9.6%	▲	Better than Q1 2021/22

* Average working days per employee (FTE) per year lost through sickness absence

Reporting of this indicator is not available at the end of the quarter. The targets and definition for this indicator need to be reviewed following a significant shift in the post pandemic operational environment. The review will seek to update the indicator so that it is reflective of current practise and provides an effective view of performance.

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