

Executive Cabinet

Thursday, 23rd February 2023, 6.30 pm
Council Chamber, Town Hall, Chorley, and YouTube

Agenda

Apologies for absence

1 **Minutes of meeting Thursday, 19 January 2023 of Executive Cabinet** (Pages 5 - 10)

2 **Declarations of Any Interests**

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

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

3 **Public Questions**

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

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

4 **Revenue Budget Monitoring Q3** (Pages 11 - 30)

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

5 **Capital and Balance Sheet Monitoring Report Q3** (Pages 31 - 44)

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

6 **Quarter Three Performance Monitoring Report 2022/23** (Pages 45 - 76)

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

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

- 7 **2023/24 Holiday Activity and Food Programme (HAF)** (Pages 77 - 86)

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

Item of Executive Member (Homes and Housing) (Introduced by Councillor Terry Howarth)

- 8 **Executive Cabinet Response to the Overview and Scrutiny Task Group on Select Move** (Pages 87 - 96)

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

- 9 **Exclusion of the Public and Press**

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

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

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

The Companies Act 1985

The Friendly Societies Act 1974

The Friendly Societies Act 1992

The Industrial and Provident Societies Acts 1965 to 1978

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

The Charities Act 1993

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

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

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

- 10 **Renewal of Lease - 1, 2 and 7 Flat Iron Parade - Poundland** (Pages 97 - 100)

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

- 11 **Renewal of Lease - MSU 3 Market Walk - Iceland** (Pages 101 - 170)

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

- 12 **Terms Agreed - Units 3 and 4 Market Walk - Shoe Zone** (Pages 171 - 178)

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

13 **Grant of Lease - Unit 4b/5 Flat Iron Parade Market Walk**

(Pages 179 -
184)

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

14 **Any urgent business previously agreed with the Chair**

Chris Sinnott
Chief Executive

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

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

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

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announced on 19 December 2022, which will be finalised in January/early February 2023.

Despite the continued pressures on council expenditure budgets, including the impact of rising inflation and increasing utility costs, combined with the real terms reduction in Government funding provided to the council since 2010, Members supported the proposed council tax increase of 1.99% for 2023/24 as presented to Finance Council in February 2022. The proposal for an increase of 2.99% in 2024/25 will be revisited next year as part of the budget setting process.

Members recognised the financial challenges the Council faces with regards to the £1.357m forecast budget deficit by next year but also recognised the need to keep council tax at a reasonable level due to the cost of living crisis whilst also maintaining strong service provision and providing support for residents. Members supported the work already being undertaken to reduce the forecast deficit and supported the recommendations in the report.

Consultation on the proposed budget for 2023/24 will commence following approval of the proposals by Executive Cabinet.

Decision:

To agree the contents of the report in order to start the budget consultation process as follows;

- **A proposed 1.99% increase in council tax in 2023/24 with no proposed cuts to services;**
- **A forecast balanced budget for 2023/24, based on a 1.99% increase in council tax as noted above;**
- **A forecast budget shortfall for 2024/25 which will continue into 2025/26, to be addressed through the development and delivery of the council's Transformation Strategy and savings programme;**
- **To note the proposals in the report for investment in the Labour Administration's priority areas.**

Reasons for recommendations

The council wishes to set out its budget proposals and consult on them with residents.

Other options considered and rejected

None, this is the draft budget and alternative budgets may be considered as part of the final budget proposal.

23.EC.53 Fees and Charges 2023-24

Councillor Peter Wilson, Executive Member (Resources) presented the report of the Director of Finance which sets out the current position around fees and charges and proposals for 2023/24.

Members noted the appendix which details the key fees and charges budgets across a number of different categories. Although not exhaustive, the list gives an indication of the core fees involved.

Members recognised those charges over which the Council has no control in setting the amount that can be charged, including planning application fees. It was also recognised that the fees and charges that have been increased by the council are

reflective of actual charges incurred through increasing costs and include no element of uplift for the council.

Decision:

1. To note the current levels of budgeted fees and charges and the issues specific to these;
2. To approve an uplift in the Strawberry Fields service charge of £1 per square foot to better reflect the current costs incurred at the site, as detailed at point 21.
3. To approve an uplift in the rents of all Council owned housing (including Extra Care) of 7%. (This is lower than the agreed approach of increasing them by CPI plus 1% [based on CPI at September each year] as agreed at Cabinet in July 2022, which would result in an increase of 9.8%, but is consistent with the recent government consultation on rents as detailed at points 18 and 19).
4. To approve the increase to the gas charges at Primrose Gardens to £21 per week and set a new charge for Tatton at £32 per week for electricity as detailed at point 20.
5. To approve a general increase of 5% in the fees (limited to the services listed in Table 3 of Appendix 1) for 2023/24. Given that the rate of CPI is currently running at 9.6%, and RPI at 14.2%, the recommended uplift is less than inflation.
6. To approve the full list of fees and charges for upload onto the Council website.

Reasons for recommendations

To ensure that fees and charges are set at appropriate levels and are publicly available.

Other options considered and rejected

No other options considered as we are required to review fees and charges each year.

23.EC.54 Select Move Policy Review 2022

Councillor Terry Howarth, Executive Member (Homes and Housing) presented the report of the Director of Communities which seeks permission to consult on the new draft policy following the review of the allocations policy by the Select Move Steering Group.

As part of the Select Move policy review, changes are proposed to improve how Social housing across the partnership is delivered. Members noted the proposed changes, as outlined in detail in the appendices, which will be subject to consultation for a period of 10 to 12 weeks.

On the 10 November 2022 Executive Cabinet accepted all the recommendations of the Overview and Scrutiny Select Move Task group. Members recognised that this Cabinet report is not the Cabinet response to those recommendations, but the Select Move Partnership has taken into account the recommendations of the Task group when proposing amendments to the policy. The Task group were thanked for their thorough review.

Decision:

1. **To approve the policy enabling the Select Move partnership to consult on the policy.**
2. **To agree that any changes following the consultation are delegated for approval to the Executive Member for Homes and Housing.**

Reasons for recommendations

To fulfil the Council's Part VI statutory duties and review the Housing Allocation policy by maximising the allocation of properties to households who are in the most need and to those that can demonstrate a local connection to the borough.

Other options considered and rejected

The policy could remain unchanged, however, there is a requirement to keep the policy under review and ensure that it is fit for purpose and meets the Council's statutory duties.

23.EC.55 Customer Access Policy

Councillor Adrian Lowe, Executive Member (Customer, Streetscene and Environment) presented the report of the Director of Customer and Digital which provides an overview of the proposed Customer Access Charter and Feedback Policy; including the principles and standards for customer access across the organisation.

Members considered the contents of the report which include customer services principles, customer care standards, improvements to current customer access, proposed uniforms, proposed changes to processes to ensure that customers can access specialist services at the first point of contact, and a refreshed Feedback Policy.

Members noted the local indicator targets and the service standards as well as the proposed actions to be delivered in order to develop and implement aligned processes across the service. Members welcomed the report and supported the proposals.

Decision:

To approve the Customer Access Charter including:

- a) **Customer access standards**
- b) **Feedback policy**
- c) **Improvements to general online contact and customer processes**
- d) **Uniforms**
- e) **Performance measures**

Reasons for recommendations

To ensure that we continue to deliver an excellent standard of customer care in line with the model agreed by both councils as part of the shared Customer Services.

Other options considered and rejected

To not approve the proposed Charter and associated recommendations. This option is not recommended as it would prevent the delivery of a clear customer services approach across the shared service and wider organisation.

23.EC.56 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.EC.57 Shared Services Review - Property and Assets

Councillor Alistair Bradley, Executive Leader and Executive Member (Economic Development and Public Service Reform) presented the confidential report of the Director of Change and Delivery which outlines the shared services review for Property and Assets.

Decision:

To approve the shared services review for Property and Assets including proposals for the shared service structure and service development plan.

Reasons for recommendations

To support the further development of phase 3 of shared services as agreed by both councils in February 2022.

Other options considered and rejected

Other options have been considered within the report.

23.EC.58 2023-25 Community Commissioning Procurement - Approval to Tender

Councillor Bev Murray, Executive Member (Early Intervention) presented the confidential report of the Director of Communities which seeks approval to proceed to tender for services to be commissioned from the voluntary, community, faith social enterprise sector (VCFSE). It also provides details of commissioning review and overview of all planned commissioned services for 2023-25.

Decision:

- 1. To approve the tendering approach and evaluation criteria as outlined in the report**
- 2. To agree to award the contracts via executive member decision following the procurement process**
- 3. To approve not to apply social value weighting using TOM's methodology and submission through the social value portal for Advice Services commission due to the nature of services to be delivered via SME's / VCFSE organisations and embedded social value that will be within service specifications.**

Reasons for recommendations

- To ensure services within the VCFSE sector receive funding to deliver services that meet the needs of the community.
- The overall contract value of the Advice Services contract will be worth more than £100k, therefore it is important in order to conform to procurement rules and demonstrate transparency that Member approval is obtained.

Other options considered and rejected

To not award any funding would have a negative impact on those within communities who need support.

Chair

Date

Report of	Meeting	Date
Director (Finance) (Introduced by Executive Member (Resources))	Executive Cabinet	23/02/2023

2022/23 Corporate Budget Monitoring Report and Reserves for the 9 months to 31st December 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 December 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 December 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 31st December 2022, the forecast outturn would be for an underspend of £0.273m however as previously reported, the £0.597m unfunded cost pressure in respect of the 22/23 pay award, i.e. the cost over and above the 2% budgeted pay award, has resulted in a forecast overspend of £0.324m, as detailed in **Appendix 1**.
7. The Council's Medium-Term Financial Strategy recommends that General Reserves are maintained at a minimum of £4.0m to mitigate against any unforeseen financial

risks that may present in the future. Based on the above, the forecast level of general fund balances at 31st March 2023 is £3.816m; if necessary, drawdown will be recommended from ear-marked reserves to ensure general fund balances remain above £4.0m.

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

Current Forecast Position – Revenue

11. The forecast revenue outturn, based on the position at 31st December 2022, shows a provisional overspend against the Council's budgets of £0.324m. 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.

Variations from Budget

Directorate	Budget 2022/23 £'000	Forecast 2022/23 at 31 st December 22 £'000	Variance (Under)/ Overspend 2022/23 £'000
Commercial Services	348	1,156	808
Communities	1,862	1,890	28
Customer and Digital	5,521	5,513	(8)
Planning and Development	772	809	37
Policy and Governance	5,119	5,461	342
Major Projects	(3,786)	(3,787)	(1)
Financing and Other Budgets	4,717	3,775	(942)
Total Net Expenditure	14,553	14,817	263
Funding	Budget 2022/23 £'000	Forecast 2022/23 at 31 st December 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	324	324

12. The National Employers pay offer of £1,925 on all NJC pay points 1 and above for the period 01st April 2022 to 31st March 2023 was accepted, and payment (including arrears) made in December 2022. The table below shows the overall implication of the 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 Services	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

13. There are pressures on gas, electricity and water across all of our properties resulting in a forecast overspend £498k. Some of this increase in costs will be recharged to our tenants, where applicable; this is reflected in the figures in point 11. There are no other significant inflationary cost pressures identified at present, but this will be monitored and reported if such changes are identified.

UK Shared Prosperity Fund (UKSPF)

14. In December, the council received confirmation of the award of grant funding from the UK Shared Prosperity Fund (UKSPF); the table below shows the allocation awarded over a three-year period. The conditions attached to the grant funding are that it is to be utilised in areas such as Community Grants Funds, Business Grants and provision of management capacity, which the council has previously funded from reserves.

UKSPF Grant Allocation	Capital Funding £'000	Revenue Funding £'000	Capacity Funding £'000
2022-23	109	402	20
2023-24	-	1,023	-
2024-25	-	2,679	-
Total	109	4,104	20

15. Areas of expenditure within the revenue budgets and reserves have been identified that the UKSPF is designed to fund, and as such there are significant projects already underway that can be attributed to this funding. The proposed allocation of the 2022-23 fund is as per the table below, which will alleviate the need to utilise reserves for these purposes:

UKSPF Grant Revenue Spend allocation 22-23	Amount £'000
Change Management	63
Capital Expenditure	213
Support for Apprentices, Graduates, Training Posts	55
Business Investment for Growth (BIG) Grants	40
Choose Chorley Grants	40
Retail Grants Programme	90
Check Out Chorley	30
Total	531

Explanation of key variances by Directorate are as follows:

16. **Commercial Services – £808k overspend**

The key variances to note are:

- £265k net overspend on staffing costs across the directorate. This overspend includes the cost of the pay award (£58k) for 2022/23 compared to the provision included in the base budget of 2%, but in the main, the overspend 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.

- £218k overspend relating to the delay in the opening of Tatton Gardens. This has been offset by a reduction in financing costs as described below at point 21.
- £76k 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.
- £77k 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.
- £127k overspend due to the increase in utility costs, based on the current price increases.
- £22k forecast overspend due to increased legal fees on planning matters.
- £23k overspend relates to reduced rental income and other non-staffing variances.

17. **Communities – £28k overspend**

The key variances to note are:

- £83k net overspend on staffing cost across the directorate compared to the budgets for 2022/23 due to the timing of vacant post being filled and use of agency staff. This also includes the pay award for 2022/23 compared to the provision in the base budget of 2%.
- £50k 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.
- £15k reduction in cost for grant payments supported from other external funding this year.
- £60k reduction in income as it has been confirmed by the NHS and Lancashire Constabulary that they will not be funding a contribution to the 21/22 and 22/23 salary costs within the Communities team. This under recovery of income for 22/23 is partially offset by an underspend on staffing cost (contained within the first bullet point above).
- £89k use of reserves required due to overspends on Temporary Accommodation, although reflecting £25k additional Homelessness prevention grant income received within Housing Options.
- £37k unbudgeted grant income in respect of weight management.

18. **Customer and Digital – £8k underspend**

The key variances to note are:

- £10k 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 pay award for 2022/23 compared to the 2% included in the base budget for this.
- £85k increase in the bad debt provision for Housing Benefits based upon an increase in the level of outstanding balances.
- £83k unbudgeted income received for New Burdens grants and DWP payments.
- £15k underspend relating to an overprovided budget for professional fees for the Empty Homes Review.
- £19k increase in the Leisure SLA recharge income compared to budget within ICT Services, which is linked to the staff costs associated with the provision of services to the Leisure company.
- £16k reduction in income compared to budget in respect of the sale of wheeled bins.
- £25k increase in income from various areas including Cemetery, bulky waste and Streetscene public realm income.
- £39k overspend relating to the repairs of footpaths, external contractors, and various other small variances within the directorate.

19. **Planning and Development – £37k overspend**

The key variances to note are:

- £62k net underspend on staffing costs across the directorate compared to the budget for 2022/23. This is mainly due to various vacant posts within Enforcement Services; however, some vacant posts are being covered by agency staff. This also includes the pay award for 2022/23 compared to the set base budget of 2%.
- £147k overspend on professional fees, statutory notices, and legal fees within Planning Services.
- £150k additional income from Planning Application fees.
- £17k reduced income on pre-plan applications, as the service is still suspended.
- £78k reduced income is forecast on Inspection and Building Control Planning fee.
- £7k overspend due to various small variances within the directorate.

20. **Policy and Governance – £324k overspend**

The key variances to note are:

- £76k net staffing overspend across the directorate compared to budget for 2022/23. This is mainly due to vacancies and a higher level of staffing recharges to SRBC and

the Leisure company compared to budget, offset by the pay award for 2022/23 compared to the budget provision for this of 2%.

- £175k overspend due to the forecast increase in utility costs, based on the current price increases.
- £64k underspend due to an over provision in the Members Allowance budget, as previously reported.
- £64k overspend due to the increase in Audit fees for 2019-20 and 2020-21 which have been approved by Governance Committee.
- £76k increase in cost within Human Resources due to the increase in recruitment and associated costs across the organisation e.g. advertising costs, along with increases in the costs of Occupational Health, IT software and Legal costs.
- £30k net increase in costs on Chorley Events due to the additional cost for Christmas activities and other Chorley Events.
- £33k underspend due to various small variances within the directorate.

21. **Major Projects – £1k underspend**

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

The key variances to note are:

- £44k underspend for Market Walk – This includes; a £37k staffing overspend due to overtime and the pay award for 2022/23 compared to the set base budget of 2%, an £11k overspend due to a forecast increase in the cost of utilities based on the current price increases, and a £27k overspend due to various small variances within Market Walk. This is offset by a £119k net increase in income compared to budget as rental income has exceeded forecast which had factored in a more cautious and pessimistic impact for Covid, however some uncertainty still remains due to expired leases and reduced service charge income on vacant units.
- £10k overspend for Digital Office Park - This includes an overspend of £23k on staffing due to agency staff cover and the pay award for 2022/23 compared to the set base budget of 2%, along with a £45k forecast overspend on electricity cost due to the rise in current prices and a £28k overspend due to various small variances; offset by a £86k increase in various income streams (office rent, service charge, meeting rooms hot desk and pods).
- £32k overspend for Strawberry Meadows – This is mainly due to reduced rental and management fee income compared to that budgeted for in this first part-year of operation.

22. **Financing and Other Budgets – £942k underspend**

The key variances to note are:

- This includes a £194k underspend on interest payable; whilst £10m of borrowing was taken in March 2022, further borrowing has been deferred until required due to the timing of capital spend.
- Interest receivable is showing an underspend, or over-recovery against budget, of £44k due to interest rate increases which are providing a better rate of return on cash 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 in 2021/22 compared to that budgeted, along with slippage in the capital programme in that year, as reported at outturn. This reduction in MRP includes Tatton Gardens which offsets the overspend detailed in point 15 above, as MRP repayments have not yet started as the asset has not yet become 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. The figures do include £21k in respect of the cost of bus service due to an unpaid and unaccrued invoice relating to 21/22.
- £280k reflects the introduction of the corporate contingency budget.

23. 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

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

Appendix 4 – Commercial Services - Major Projects

25. Planned Reserves movement - £61k Overspend

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

General Fund Resources and Balances

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. The forecast outturn for 2022/23 identifies that the General Fund closing balance will be £3.816m 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	0.324
Other reserves Movement	0.000
General Fund Reserve Closing Balance 2022/23	(3.816)

27. We will monitor the position over the remainder of the year and if necessary, drawdown will be recommended from ear-marked reserves to ensure general fund balances remain above £4.0m.

Movement in Earmarked Reserves

28. Taking account of the adjustments highlighted in **Appendix 3**, the forecast level of Earmarked reserves held for discretionary use by the Council at 31st March 2023 is £6.956m 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	1.298
Transfers to reserves as per point 29 below	(0.638)
Use of other specific Earmarked Reserves	1.842
Forecast Earmarked Reserves Closing Balance 2022/23	(6.956)

29. The £1.842m forecast use of other specific Earmarked Reserves shown in the table above includes the following items:

- £197k utilisation of reserves that were established in the quarter 3 revenue monitoring report in 2021/22.
 - £769k provision of extra support to Chorley Leisure Limited.
 - £63k use of the Restructure Reserve following the staff review in the Procurement Team and other staffing restructures.
 - £135k use of Market Walk Income Equalisation Reserves.
 - £120k use of Income Generation reserves.
 - £107k use of Covid support funding reserves within the Communities directorate.
 - £89k use of Homelessness Prevention Grant reserves.
 - £142k use of reserves within Commercial Services directorate.
 - £129k use of specific reserves within the Policy and Governance directorate.
 - £57k use of the Local Plan reserve.
 - £29k use of the Planning Appeals Reserve
 - The remainder of the movements are various, smaller adjustments related to revenue spending.
30. Transfers to reserves of £107k relate to the balance of the underspend on the mayoral charities and the Market Walk cost centres reported in this period, and £0.531m use of 2022/23 UKSPF funding.
31. The use of earmarked reserves shown in the table above are reflected in the revenue budget monitoring position detailed in this report.
32. During the quarter, following a review of ear-marked reserves held, the following re-allocations have been made within reserve categories as follows;

Movement from	£'000	Movement to	£'000
Market Walk/Digital Office Park works	184	Capital Expenditure Reserves	184
Capital Bad Debt Reserve	178	Capital Expenditure Reserves	178
Arts Development	9	Policy and Governance General	9
Shared Services Implementation Reserve	8	Policy and Governance General	8
Shared Financial Services - slippage and other transfers to reserves	44	Policy and Governance General	44
LCC transition fund	50	Support for recovery from pandemic and cost of living crisis – communities and businesses, including support for leisure	50
S31 grant – Empty properties/small BRR	29		29
S31 - EU Exit Preparation	35		35
BRR – surplus on levy payment	1,415		1,415
Covid Recovery Reserve	300		300
Future High Street Funds	26		26
Markets and Town Centre – slippage and other transfers to reserves	20		20
Home Improvements – Housing Affordable Warmth Grant	14	Communities - Neighbourhoods	14
Buckshaw Youth Development Grants	1	Communities - Neighbourhoods	1
Investment Budgets	35	Communities - Neighbourhoods	35
Syrian Refugee Funding	52	Communities - Neighbourhoods	52
Planning – slippage and other transfers to reserves	5	Planning Appeal Costs	5
National Graduate Scheme	4	Policy and Governance General	4
Transformation Challenge funding	34	Policy and Governance General	34
Public Service Reform funding	11	Policy and Governance General	11

Digital Access and Inclusion	10	Policy and Governance General	10
Boundary Commission Electoral Review	12	Elections	12
	2,476		2,476

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. There are 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 have been undertaken and a report is expected to be made to November Council.

36. There are also some risks around Housing Benefit overspends due to the opening of schemes related to Exempt Accommodation. The cost will be incorporated into future reports.

Comments of the Statutory Finance Officer

37. The Financial implications are contained within this report.

Comments of the Monitoring Officer

38. None

Background documents

There are no background papers to this report.

Appendices

Appendix 1 – Revenue 2022/23 - position as at 31st December 2022

Appendix 2 – Revenue Budget Movements at 31st December 2022

Appendix 3 – 2022/23 Reserves Programme position at 31st December 2022

Appendix 4 – 2022/23 Major Projects position at 31st December 2022

Report Author:	Email:	Telephone:	Date:
Hemangini Chevli, Neil Halton, Gaynor Simons	Hemangini.Chevli@chorley.gov.uk,	N/A	25/01/23
	Neil.Halton@chorley.gov.uk, gaynor.simons@chorley.gov.uk	N/A	25/01/23

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APPENDIX 1

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

Directorate	Department / Section	Original Budget	Budget at 31st December 2022	Forecast Outturn based on position at 31st December 2022	Variance (Under)/ Overspend
		£'000	£'000	£'000	£'000
Commercial Services	Director - Commercial Services	53	101	160	60
	Employment, Skills & Business Support	101	65	104	39
	Facilities Management	184	184	213	30
	Housing Accommodation	(12)	(17)	33	50
	Income Generation	2	-	-	-
	Markets & Town Centre	15	4	253	249
	Property Services	215	11	392	380
Commercial & Property Total		558	348	1,156	808
Communities	Communities	747	738	696	(42)
	Director - Communities	201	192	248	57
	Housing & Public Protection	953	933	946	13
Communities Total		1,901	1,862	1,890	28
Customer & Digital	Customer Transformation	697	601	614	13
	Director of Customer & Digital Services	59	58	61	2
	ICT Services	1,113	1,104	1,033	(70)
	Waste & Streetscene Services	3,853	3,758	3,804	46
Customer & Digital Total		5,721	5,521	5,513	(8)
Planning & Development	Director of Planning & Development	47	50	36	(14)
	Enforcement Services	270	265	300	35
	Planning Services	(52)	(61)	(55)	6
	Spatial Planning	529	518	528	10
Planning & Development Total		794	772	809	37
Policy and Governance	Change & Delivery	207	189	160	(28)
	Chief Executives Office	162	200	190	(10)
	Communications & Events	703	691	842	151
	Director - Governance	122	123	136	13
	Legal and Governance	2,017	2,334	2,462	128
	Performance & Partnerships	761	698	697	(1)
	Shared Financial Services	802	859	935	76
	Transformation Management	26	26	40	13
Policy and Governance Total		4,800	5,119	5,461	342
Major Projects	Digital Office Park	(146)	(150)	(140)	10
	Investment Properties	(241)	(68)	(68)	-
	Leisure	376	332	327	(5)
	Market Walk	(1,765)	(1,784)	(1,828)	(44)
	Primrose Gardens Retirement Living	(307)	(315)	(308)	6
	Strawberry Meadows	(141)	(141)	(109)	32

Directorate	Department / Section	Original Budget £'000	Budget at 31st December 2022 £'000	Forecast Outturn based on position at 31st December 2022 £'000	Variance (Under)/ Overspend £'000
	TVS Logistics	(1,646)	(1,661)	(1,661)	0
Major Projects Total		(3,869)	(3,786)	(3,787)	(1)
Financing and Other Budgets	Adjustments	-	-	-	-
	Benefit Payments	(4)	(4)	(4)	-
	Financing	3,583	3,583	3,000	(583)
	Pensions Account	218	218	218	-
	Pensions Deficit Recovery	450	450	450	-
	Corporate	210	280	-	(280)
	Transition Fund	190	190	111	(79)
Financing and Other Budgets Total		4,647	4,717	3,775	(942)
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		-	-	324	324

APPENDIX 2

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

Directorate	Commercial Services £'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
<i>Transfers between directorates</i>									
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
Transfer of Insurance budgets to General Insurance	(56)	(32)	(142)	(21)	341	(90)			0
<i>Realignment of budgets following Management changes</i>									
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
<i>Transfers (to)/from Earmarked reserves</i>									
									0
									0
									0
<i>Transfers (to)/from General Fund reserves</i>									
									0
									0
									0
Revised Budget as at 31st December 2022	348	1,862	5,521	772	5,399	(3,786)	4,437	(14,553)	0

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APPENDIX 3

2021/22 Reserves Programme position as at 31st December 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	Transfers to Reserves £000s	
General Fund Balance	(4,140)	-	-	324	-	(3,816)
Corporate Reserves						
Change Management Reserve	(250)			63	(63)	(250)
Capital Expenditure Reserves	123	(173)	(362)		(213)	(626)
Climate Change Reserves	(721)	64		42		(615)
Support for Apprentices, Graduates, Training Posts	(200)			55	(55)	(200)
Investment in Play & Open Space Across the Borough	(200)			-		(200)
Market Walk - Asset Management	(104)				(50)	(154)
Income Generation Reserve	(381)			120		(261)
Market Walk - Income Equalisation Reserve	(536)			135	(50)	(452)
Logistics House Income Equalisation Reserve	(450)					(450)
Business Rates Exceptional Payments Reserve	(3,488)			2,347		(1,141)
Chorley Leisure Ltd - additional support in 22/23	-		(769)	769		-
Support for the recovery from the pandemic and the cost of living crisis - communities & businesses			(1,106)			(1,106)
Business Investment for Growth (BIG) Grants	(276)			40	(40)	(276)
Choose Chorley Grants	(65)			40	(40)	(65)
Other Investment Projects	(45)			3		(42)
Retail Grants Programme	(98)			90	(90)	(98)
IDOX Migration	(78)					(78)
NHS CCG Covid Support Project	(207)			107		(100)
Communities - Neighbourhood	(166)		(102)	94		(175)
ICT/Streetscene Modernisation Reserve	(62)					(62)
Government & other Grant Funding	(30)					(30)
Waste Mobilisation	(96)					(96)
Maintenance of Grounds	(44)					(44)
Planning Appeal Costs	(240)		(5)	29		(216)
Mayoral Charities	(8)			8	(6)	(6)
Policy & Governance General	(7)		(121)	3		(124)
Elections	(101)		(12)	56		(57)
Check Out Chorley	(30)			30	(30)	(30)
Reserves used in Year						
Market Walk / DOP Works	(485)	301	184			-
ICT Capital Programme Reserves	(820)	820				-
Queens Jubilee Events	(30)			30		-
Capital Bad Debts Reserve	(283)	104	178			-
VAT Shelter Income - Capital/revenue financing	(9)	9				-
Future High Street Fund	(35)		26	9		-

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	
Neighbourhood Working (pump priming)	(50)	50				-
Slippage Items and other transfers to reserves - C&D Services	(123)	123				-
Local Plan Reserve	(57)			57		-
The Flower Show	(23)			23		-
Astley Hall Works of Art	(4)			4		-
Arts Development	(16)		9	7		-
Shared Services Implementation Reserve	(13)		8	5		-
Slippage Items and other transfers to reserves - Legal, Democratic & HR	(3)			3		-
Slippage Items and other transfers to reserves - Shared Financial Services	(64)		44	20		-
Transfers between Reserves						
LCC Transition Fund	(50)		50			-
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			-
Covid Recovery Reserve	(300)		300			-
Slippage Items and other transfers to reserves - Markets & Town Centre	(20)		20			-
Home Improvements - Housing Affordable Warmth Grant	(14)		14			-
Buckshaw Youth Development Grants	(1)		1			-
Investment Budgets	(35)		35			-
Syrian Refugee Funding	(52)		52		-	-
Slippage Items and other transfers to reserves - Planning	(5)		5			-
National Graduate Scheme	(4)		4			-
Transformation Challenge funding	(34)		34			-
Public Service Reform funding	(11)		11			-
Digital Access & Inclusion	(10)		10			-
Boundary Commission Electoral Review	(12)		12			-
Total Earmarked Reserves	(11,805)	1,298	(0)	4,189	(638)	(6,956)
Total Reserves - General and Earmarked	(15,945)	1,298	(0)	4,513	(638)	(10,772)
Provisions						
Insurance Provision - Potential MMI clawback	(14)					(14)

APPENDIX 4

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

Market Walk

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(1,668)	(1,770)	(102)
Service Charge Operational budget	385	433	48
Service Charge Income	(501)	(421)	80
Provision for Bad Debts	-	(70)	(70)
Net Income (excluding financing)	(1,784)	(1,828)	(44)
Financing Costs	915	915	-
Net Income (including financing)	(869)	(913)	(44)
Income Equalisation Reserve (Annual Contribution)	(50)	-	50
Asset Management Reserve (Market Walk)	50	-	(50)
Net Income	(869)	(913)	(44)

Strawberry Meadows

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(161)	(129)	32
Operational Costs (excluding financing)	20	20	-
Net Budget/Income (excluding financing)	(141)	(109)	32
Financing Costs	98	98	-
Net Budget (including financing)	(43)	(11)	32

Digital Office Park

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(639)	(725)	(86)
Operational Costs (excluding financing)	489	585	96
Net Budget/Income (excluding financing)	(150)	(140)	10
Financing Costs	168	168	-
Net Budget (including financing)	18	28	10

Primrose

	2022/23 Budget £000s	2022/23 Forecast Outturn £000s	2022/23 Variance £000s
Rental Income	(690)	(712)	(22)
Operational Costs (excluding financing)	376	404	28
Net Income (excluding financing)	(315)	(308)	6
Financing Costs	168	168	-
Net Income (including financing)	(146)	(140)	6

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	23/02/2023

2022/23 Corporate Capital Programme and Balance Sheet Monitoring Report Position at 31st December 2022

Is this report confidential?	No
------------------------------	----

Is this decision key?	Yes
-----------------------	-----

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

Purpose of the Report

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

Recommendations to Executive Cabinet

2. To approve the revised capital programme as attached at **Appendix A**, which includes approved amendments to the programme, as detailed at point 12 of this report, since the last Capital Monitoring report was approved by Cabinet in November 2022.
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 December 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, then further amended in the Capital Monitoring Report as at 31st July 2022 to £27.6m. This was then reduced to £25.5m in the Quarter 2 Capital Monitoring report, approved at Executive Cabinet in November 2022.
9. Following the changes detailed in this report, the total programme for 22/23 now stands at £15.8m, the detail of which is shown in Appendix B.

Section A: Capital Programme

Key issues

10. The total cost of the Council's capital investment programme for 2022/23 has decreased since the 2021/22 Quarter 2 report approved by Cabinet, from £25.5m to £15.8m as at 31st December 2022. The net decrease of £9.7m reflects variations approved since the last monitoring report, along with those contained within this report, and variations in respect of the reprofiling of budgets within the existing programme
11. A summary of the total costs of the programme, and the funding of this, is detailed at **Appendix A**, with a more detailed breakdown on a scheme by scheme basis detailed at **Appendix B**
12. The report reflects an overall increase in the capital programme of **£2.014m** as below.

Table 1: Budget changes

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				
Purchase Affordable Housing		2,000	Council	15/11/22
Play and Open Space Longfield Avenue		14	Approval requested in this report	
	-			
TOTAL	-	2,014		

13. A re-profiling of budgets between 2022/23 and 2023/24 has been undertaken. The total movement of budgets from 2022/23 amounts to **£11.663m**. The movements are shown in **Appendix B** and explanations are contained in the major variations section of the report that follows.

Table 2: Slippage and reprofiling across years

Scheme	Slippage and Reprofiling £'000
Strawberry Meadows Development	1,608
Asset Improvements	343
Buckshaw Village Rail Station	100
Chapel Street and surrounding public realm	747
Public Realm Town Centre	984
Town Hall and White Hart Works	253
Unit Above Iceland	85
Chorley Health Centre	250
Delivering Green Agenda	411
Town Hall Decarbonisation	228
Chorley Adaptation Grant (formerly DFG)	334
Leisure Centre Improvements	1,700
Play, Recreation and Opens Space Projects	1,000
Properties for Refugees	1,200
Purchase of Affordable Housing	2,000
Chorley Lodge	390
Total	11,633

14. As at 31st December the actual capital expenditure across the programme was **£9.763m**, which represents 61% of the total forecast programme spend for 22/23.

Major variations in the 2022/23 Capital Programme since the previous reportA strong local economy

15. Strawberry Meadows Development – The business and industrial hub is now operational. Budget of £1.608m has been reprofiled to 23/24 to cover the completion costs and future works at Mossfield Nature Reserve and Alker Lane Bridge.
16. Chapel St and Surrounding Public Realm – Whilst some works are expected to be undertaken on the shop fronts in Chapel Street in year, £747k has been reprofiled to 2023/24 for when plans are finalised for future shop front refurbishments and public realm works.
17. Public Realm Town Centre - The resurfacing works at Queens Street Car Park are expected to commence before the end of the financial year and so budget of £300k has been retained in 2022/23 to cover these costs. Budget of £984k has been reprofiled into 2023/24 as firm plans have yet to be developed on the Town Centre Public Realm scheme.
18. There are several other schemes where budgets have been slipped into 23/24 to more accurately reflect the likely spending profile including Asset Improvements (£343k), Buckshaw Rail Station (£100k), Town Hall and White Hart Works (£253k) and for the Unit Above Iceland (£85k).

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

19. Chorley Health Centre – The £250k budget has been reprofiled into 23/24 as discussions are ongoing and information is being reviewed to support this scheme.
20. Delivering Green Agenda - £411k has been reprofiled into 23/24 to more accurately reflect the likely spending profile and development of plans.
21. Town Hall Decarbonisation – A further £228k has been reprofiled into 23/24 as it is planned that the decarbonisation works will be completed alongside the Town Hall and White Hart Works. Plans for the Town Hall and White Hart Works have not yet been finalised, and works will not commence within this financial year.

Clean, safe and healthy homes and communities

22. Play, Recreation and Open Space – Approval is sought within the report to increase the budget by £14k for traffic calming works at Longfield Avenue; this will be funded by a S106 contribution.
23. £1.0m of the Play, Recreation and Open Space has been reprofiled into 23/24 to reflect the re-forecast of spending plans. In the main this relates to the King George Playing Field Scheme; due to delays in contractor appointment and issues with services, e.g. power supply, works are anticipated to complete on the scheme in June 2023.

24. Leisure Centre Improvements – The £600k restoration works at Brinscall Baths are due to commence in spring 2023 with work anticipated to take approximately 6 months to complete. £1.7m has been reprofiled into 23/24 to cover the completion of the scheme and for further Leisure Centre improvements that have yet to be confirmed.
25. Properties for Refugees – Budget of £1.2m has been reprofiled into 23/24 in line with work to progress the purchase of a number of properties.
26. Purchase of Affordable Housing – This scheme was approved at Council on 15th November 2022; the full budget of £2m has been reprofiled into 23/24 as it is not expected to complete in the current financial year.

Section B: Balance Sheet Monitoring

Overview

27. 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

28. 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

29. 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.
30. 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, and this trend is predicted to continue until at least September 2023. Debt interest payable is currently £194k lower than the 2022/23 Budget, however further borrowing may be required dependent upon the timing of payments to be made in delivering the Capital Programme. There is an underspend on the Minimum Revenue Provision (MRP) budget of £345k due to changes made in the mix of funding used to fund the capital programme in 2021/22, compared to that assumed in the budget setting process, and in the slippage of some schemes from 2021/22 into 2022/23.

31. Interest rates on investments are also now increasing, with a forecast yield of £46k compared to the budget of £3k.

	Original Budget 2022/23 £000s	Forecast Outturn at 31st December 2022 £000s
Interest and Investment Income	(3)	(46)
Debt Interest Payable	1,945	1,751
Minimum Revenue Provision (MRP)	1,641	1,296
TOTAL	3,583	3,001

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

	As at 31st Dec 2022	As at 31st Dec 2021
Short term borrowing	£1.833m	£4.00m
Long term borrowing	£67.043m	£60.794m
Total Borrowing	£68.876	£64.794
Investments made by the Council	Nil	Nil
Cash Balances Held	£3.683m	£8.496m

Debtors

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

	Position at 31st Dec 2022 £000s	Position as at 30th Dec 2021 £000s
Council Tax		
Expected Council Tax Collectable in 22/23 (21/22)	78,996	75,557
Current year balance outstanding	10,852	10,991
Previous years balance outstanding	4,157	3,680
Total Council Tax balance outstanding	15,009	14,671
Collection Rates Current Year	82.11%	81.94%
Business Rates		
Expected Business Rates Collectable in 22/23 (21/22)	25,075	14,344
Current year balance outstanding	4,694	2,728
Previous years balance outstanding	1,001	813
Total Business Rates balance outstanding	5,695	3,541

Collection Rates Current Year	79.90%	81.10%
Housing Benefit		
Overpayment balances outstanding	846	1,054
Sundry Debtors		
Balance Outstanding - General	364	365
Balance Outstanding - Commercial	1,143	1,063

34. Business rates collection can fluctuate month-on-month but collection is broadly in line with expectations at this point in the year.
35. In respect of the figures above, the Council's share represents approximately 9% of Council Tax income and 40% of Business Rates income.
36. The Sundry Debtors figure reflects the position compared to the same period last year. The outstanding Commercial debt reflects agreements reached on deferred rent during the pandemic and lease agreements that have now been confirmed, at Market Walk. As a result, it is forecast that no further increase will be required to the bad debt provision in 2022/23.

Climate change and air quality

37. 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

38. N/A

Risk

39. 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

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

Comments of the Monitoring Officer

41. 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	19/01/2023
Gaynor Simons	Gaynor.Simons@chorley.gov.uk	N/A	19/01/2023

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

APPENDIX A

	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2022/23 Variations	Revised Budget 2022/23 as at 31st December 2022
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COSTS

A strong local economy	9,451	8,347	(4,120)	-	4,226
An ambitious council that does more to meet the needs of residents and the local area	1,570	2,167	(889)	-	1,278
Clean, safe and healthy homes and communities	12,724	13,779	(6,624)	2,014	9,168
Involving residents in improving their local area and equality of access for all	489	1,176	-	-	1,176
Total Forecast Expenditure	24,234	25,468	(11,633)	2,014	15,849

RESOURCES

Disabled Facilities Grants	775	894	(334)	-	560
Brownfield Release Fund	-	-	-	-	-
Homes England	930	930	-	-	930
Rural Prosperity Fund	-	-	-	-	-
LEP Grants		3,570	-	-	3,570
Other Grants	72	562	(285)	-	277
Total Grants	1,776	5,956	(619)	-	5,337
Capital Receipts	1,000	-	-	-	-
Community Infrastructure Levy (CIL)	1,534	1,654	(1,070)	-	584
Reserves and Revenue	1,795	2,065	(554)	-	1,511
Section 106	2,819	2,664	(356)	14	2,322
Unsupported Borrowing	15,310	13,130	(9,033)	2,000	6,096
Total Forecast Resources	24,234	25,468	(11,633)	2,014	15,849

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budgets (to)/from 2022/23	Quarter 3 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st December 2022
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1,300	7,595	4,120	-	11,715
-	1,300	889	-	2,189
875	1,749	6,624	-	8,373
-	-	-	-	-
2,175	10,644	11,633	-	22,277

776	1,549	334	-	1,883
-	1,100	-	-	1,100
-	-	-	-	-
-	400	-	-	400
-	-	-	-	-
-	-	285	-	285
776	3,049	619	-	3,669
-	-	-	-	-
-	-	1,070	-	1,070
-	-	554	-	554
-	595	356	-	951
1,400	7,000	9,033	-	16,033
2,176	10,644	11,633	-	22,277

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2022/23 Capital Programme - Scheme Variations as 31st December 2022

APPENDIX B

Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2022/23 Variations	Revised Budget 2022/23 as at 31st Dec 2022
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Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budgets (to)/from 2022/233	Quarter 3 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st Dec 2022
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A strong local economy

Strawberry Meadows Development	1,000	4,608	(1,608)		3,000
Asset Improvements	500	465	(343)		122
Buckshaw Village Rail Station	696	101	(100)		1
Chapel St and Surrounding Public Realm	1,800	797	(747)		50
Chorley Borough Service Centres	500	-			-
Digital Office Park	120	255			255
Market Walk Extension	192	129			129
Markets - Works to Existing Markets	-	123			123
Park Rd Car Parking	-	-			-
Public Realm Town Centre	3,223	1,284	(984)		300
Town Hall and White Hart Works	1,220	485	(253)		232
Town Hall Mezzanine	-	-			-
Bengal Street	-	-			-
Unit Above Iceland	200	100	(85)		15
A strong local economy	9,451	8,347	(4,120)	-	4,226

	-	-	1,608		1,608
	300	600	343		943
	-	595	100		695
	1,000	2,000	747		2,747
	-	500			500
	-	-			-
	-	-			-
	-	-			-
	-	2,000	984		2,984
	-	800	253		1,053
	-	-			-
	-	1,100			1,100
	-	-	85		85
	1,300	7,595	4,120	-	11,715

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

Chorley Health Centre	250	250	(250)	-	-
Delivering Green Agenda	300	434	(411)	-	23
Town Hall Decarbonisation	-	290	(228)	-	63
Health Hub - Whittle Surgery	-	-	-	-	-
ICT Networks	-	73	-	-	73

		-	250		250
		-	411		411
		1,300	228		1,528
		-	-		-
		-	-		-

Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2022/23 Variations	Revised Budget 2022/23 as at 31st Dec 2022
ICT Mobile Devices, Citrix, CCTV, Software and Cloud-based upgrades	1,020	1,120	-	-	1,120
An ambitious council that does more to mee	1,570	2,167	(889)	-	1,278

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budgets (to)/from 2022/233	Quarter 3 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st Dec 2022
	-	-		-
	1,300	889	-	2,189

Clean, safe and healthy homes and communities

Chorley Adaptation Grant (Formerly DFG)	775	894	(334)	-	560
Duxbury Park Site	-	8	-	-	8
Land for Tree Planting	-	250	-	-	250
Leisure Centre Transfer	244	244	-	-	244
Leisure Centres Improvements	100	146		-	146
Leisure Centres Improvements - New Contract	2,000	2,000	(1,700)	-	300
Play, Recreation and Open Space Projects	2,423	2,743	(1,000)	14	1,757
Properties for Refugees	2,070	2,200	(1,200)	-	1,000
Purchase of Affordable Housing	-	5	(2,000)	2,000	5
Chorley Lodge	-	390	(390)	-	-
Tatton	5,112	4,898	-	-	4,898
The Willows	-	-	-	-	-
Yarrow Meadows	-	-	-	-	-
Clean, safe and healthy homes and communi	12,724	13,779	(6,624)	2,014	9,168

	775	1,549	334		1,883
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	100	200	-		200
	-	-	1,700	-	1,700
	-	-	1,000	-	1,000
	-	-	1,200	-	1,200
	-	-	2,000		2,000
	-	-	390	-	390
	-	-	-	-	-
	-	-	-	-	-
	875	1,749	6,624	-	8,373

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

Astley	350	482			482
Astley Cottage	-	448			448
Bank Hall Restoration	-	112			112

			-		-
					-
			-		-

Scheme Name	Budget 2022/23 Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budget (to)/from future years	Quarter 3 2022/23 Variations	Revised Budget 2022/23 as at 31st Dec 2022
Westway Playing Fields Sports Campus	139	135			135
Involving residents in improving their local area	489	1,176	-	-	1,176
Total	24,234	25,468	(11,633)	2,014	15,849

Budget 2023/24 and Future Years Approved at Council Feb 2022	Budget 2022/23 Approved by Cabinet for the 6 months to September 2022	Slippage and reprofiling of budgets (to)/from 2022/23	Quarter 3 2022/23 Variations	Revised Budget 2023/24 and Future Years as at 31st Dec 2022
		-		-
-	-	-	-	-
2,175	10,644	11,633	-	22,277

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Report of	Meeting	Date
Director (Change and Delivery) (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 23 February 2023

Quarter Three 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 third quarter of 2022/23, covering 1st October 2022 to 31st December 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 third quarter of 2022/23. The report provides for the final time, assessment of the performance based on the delivery of the 2021 Corporate Strategy along with the key service delivery measures and indicators. From quarter four we will report on the 2022 Corporate Strategy.
6. The overall performance of key projects is excellent with 12 (85%) rated as complete or green and two (15%) rated as amber. Action plans for those projects rated amber are set out within this report.
7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 85% of Corporate Strategy measures and 86%

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 homes and 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 THREE

12. There has been significant improvement in the uptake of digital skills courses since the previous period. During the quarter, referral pathways for digital inclusion sessions delivered by local providers, such as Chorley Digital Buddies, Age UK Lancashire, and local libraries, has been strengthened as they are working together to develop a directory of digital support to make it easier for residents to identify the best training packages for them and where to access support. To continue to improve uptake of the digital skills provision, existing sessions have been developed to encourage social activities and socialisation such as including refreshments and friendship making. Additional venues have been identified to offer further sessions, including Brinscall Hillside Methodist Church Hall and Whittle-le-Woods Methodist Church Hall, both of which are linked to the Warm Spaces initiative. Volunteer-led digital skills training provision will help to support sustainable training opportunities beyond the duration of the project, this includes engagement with community groups (faith based, assisted living, and social isolation groups) who will be able to provide additional classes and opportunities. Members have been actively engaged to support the scope for future opportunities to deliver sessions in their ward areas, which can ensure that sessions are designed and based on local knowledge and need.
13. As part of the project to address climate change, 21,500 native trees and hedgerows have been given away to communities. This takes the Council very close to its target of planting 116,000 by 2025 as the current total planted to date stands at 112,311. It is estimated that this goal will be achieved by November 2023. A number of initiatives have been adapted and expanded following resident and member input through the Climate Change Public Consultation. This includes the introduction of a Climate Engagement Strategy, which will seek to increase the level of educational communications and materials in order to encourage engagement with green issues and the environment through school competitions, online campaigns, and business events. Climate Change Officers have received carbon literacy training, which will further allow them to inform, create, and deliver environmental initiatives and policy. This training will be made available to both Members and local businesses in the coming quarters. Ahead of 2023/24 delivery, all 51 wildflower sites have been prepared for sowing in the spring across a number of high profile locations across the borough, contributing to the variety of flora.

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 three, overall performance is excellent.
- 15. One project has been classified as completed indicating that it has delivered milestones planned for this year:
 - Launch Astley Hall attraction and visitor experience (completed quarter two).
- 16. Two projects are rated as green, meaning they are progressing according to timescales and plan:
 - Deliver actions to increase digital skills across the borough,
 - Lead activity to address climate change including tree planting.

Performance of corporate strategy measures



- 17. At the end of quarter three, it is possible to report on three of the seven corporate performance indicators under this priority.
- 18. One indicator is performing on or better than target:
 - The number of claimants as a proportion of resident population of the area aged 16-64.
- 19. Two indicators are performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
Number of people who have successfully completed basic digital skills training	Bigger is better	225	130	205	▲	Better than Q3 2021/22
Reason below target:	There is still outstanding data from partners that is likely to increase the final output for quarter three. Whilst uptake is still lower than the expected target, the increase from the previous quarter and margin between the target has closed significantly. Factors that are believed to contribute to lower than anticipated uptake include choice of families to learn amongst themselves with friends and relatives with them giving essential support on devices and particular apps. The latest uptake, however, has shown that with targeted engagement and tailoring of courses, there remains a need for individuals to be supported.					
Action required:	Targeted sessions have been designed to support individuals and focus on topics that are relevant and tangible. This includes specific topics such as how to navigate service platforms such as Select Move. The commissioned services from Age UK and UDevelop will continue to be delivered, supporting local residents into developing essential computer skills such as filling out online forms, registering for housing, online					

	<p>shopping, and registering on the My GP app. The sessions provided by UDevelop are advertised through local community networks, internal customer facing teams, as well as through social media with weekly sessions being conducted at Chorley and Ecclestone libraries.</p> <p>The digital buddy volunteer team has also been expanded from two to five, which will allow the expansion of digital training sessions being delivered locally across the borough as residents have been upskilled to deliver their own sessions. In addition, the promotion of digital access is being combined with the Councils Winter Play Day event in February to further showcase opportunities to families and young people, who will be able to increase awareness of opportunities through word of mouth to groups that are typically digitally excluded, such as elderly relatives or friends.</p>
Trend:	<p>The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved by 58% from the 130 reported in quarter two 2021/22 to the 205 reported in quarter two 2022/23, showing a consistent upward trajectory.</p>

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	56	82	13	▲	Worse than Q3 2021/22
Reason below target:	<p>There have been a low number of referrals for the quarter, reducing by 48% compared to the number received in quarter two 2021/22.</p> <p>Volunteering is a challenge within and throughout the voluntary sector. Fewer people are offering their time to volunteer in contrast to the spike during the pandemic when people were motivated to volunteer as a result of the national call for help. This downward trend could be explained, for example, by a decline in motivation or people having less availability now that the furlough scheme has ended.</p> <p>One of the main pathways for matching individuals to volunteering opportunities both within the organisation and with voluntary sector partners has been via the Department of Works and Pensions (Job Centre) and these have also reduced.</p>					
Action required:	<p>Taking in to account the societal and behaviour changes influenced by the impacts of the pandemic the Council has revised and implemented a new volunteering policy.</p> <p>The aim of the policy is to develop within the council opportunities for people to volunteer, supporting steps into employment through confidence and skill building. The policy is in its first phase of implementation and is focused on working with a number of services to identify the volunteer opportunities. The services involved include, Streetscene, Property and Development, Operational Assets, Communities and Housing, and Public Protection.</p> <p>Once the opportunities have been established it will better enable the</p>					

	<p>Council to provide the DWP with specific opportunities that can be matched with potential volunteers, promoted via job coaches who can assess suitability upfront and provide choice to interested individuals.</p> <p>More broadly, a Community Welcome Event will be hosted in quarter one 2023/24 to promote pathways into volunteering and bring together key partners with the purpose of highlighting support services.</p>
<p>Trend:</p>	<p>The figure reported in Q3 2022/23 is worse than the 82 reported in the in Q3 2021/22. The indicator has shown a consistent downward trajectory over the 2022/23 period.</p>

Clean, safe and healthy homes and communities



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

20. The project to open the Tatton Gardens Extra Care development and community facility has moved forward and is due to complete by end of February 2023. Official handover of the site was conducted in December 2022, with the Council's operational team taking over management of the extra care facility. To date, 32 provisional offers have been made for the 62 apartments with a further 51 applications being considered and assessed. The procurement for audio-visual equipment has been started which will equip the meeting rooms, community centre, and reception areas with modern screens, creating an accessible and multi-functional space. The nursery moved into their new unit in January following temporary relocation during construction, with the GP surgery scheduled to move in from February. When fully complete, the development will provide on-site amenities such as a courtyard garden, pharmacy, community café, new community centre, hair salon, mobility scooter hire and much more. Tatton Gardens is an example of the Council delivering specialist housing solutions to meet the needs of residents, which remains a commitment in the refreshed Corporate Strategy 2022.
21. Access to affordable and safe housing remains a key priority. Negotiations have continued with a local developer to purchase new homes, which will provide affordable rental units for residents. Housing has also been placed as a central priority for the new 2023/24 Corporate Strategy, with several projects dedicated to delivering affordable homes. The strategy involves the creation of a plan for the development and acquisition of affordable homes and actions to strengthen pathways into specialist and transitional housing as well as the/ implementation of the Local Plan to ensure sustainable development.
22. 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 Milestone Meadows, where new play equipment, safety surfacing, and greenery was installed following an extensive public consultation involving 500 households. The Foxcote Play Area scheme was completed, which included the installation of a multi-use climbing and sliding unit as well as a variety of swings. During the quarter, works commenced on site at King George V Playing Fields, which will include a new changing facility when completed that will house a kiosk and foyer space for refreshments. Other schemes that commenced in the quarter include the Wigan Lane improvements, which will involve building an archery facility, landscaping, and creating a car park and a football pitch. Together, all of these 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



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

Project Title:		Project Status:
Open the Tatton Gardens Extra Care development and community facilities		Amber
Explanation:	<p>The principle reason for this project remaining amber is due to the final agreements on costs for the project remaining unsettled. Spend outside the original projected costs on the project has been the result of several factors, including administration of the mechanical and electrical contractor, fire damage, amendments to the S278 works, delays to legal agreements, and the utilities provision.</p> <p>Whilst the build element of the project is scheduled to be completed in quarter four, with apartments available for tenants to move to from February 2023, until issues are resolved within the project it will remain amber.</p>	
Action required:	<p>Delay damages are being sought to recover costs owed by the Contractor to the Council.</p> <p>Discussions are ongoing to resolve the outstanding claims, which are to be determined by an assessment conducted by an independent project manager (to be assessed in quarter four).</p>	

Project Title:		Project Status:
Deliver affordable housing within the borough		Amber
Explanation:	The purchase of new build homes as affordable units for rent has not yet be completed. The purchase is subject to negotiations and further details are not available due to the nature of the negotiations.	
Action required:	<p>Negotiations with the developer will continue into quarter four, with the final agreement subject to approval by members.</p> <p>In the long term the Council has set out in its Corporate Strategy 2022, to develop its approach to affordable housing and specialist housing. This is being scoped and further details on the approach to be shared with members later in the year.</p>	

Performance of corporate strategy measures



26. At the end of quarter three, it is possible to report on four of the nine corporate performance indicators under this priority.
27. Four indicators are performing on or better than target or within the 5% threshold:
 - 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 THREE

28. The project to deliver the Strawberry Fields employment site was completed, with the official opening of the new facility in October 2022 and handover to the Property Management Team, who will ensure the long-term management of the facility and tenants. The site boasts a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough. Of the 33 units at the site, 26 have now been let to a variety of tenants, including a florist, an online auctioneer, a scaffolder, and an engineering firm. The new facility promotes Chorley as a place to locate for business and stimulate job opportunities for expanding and new businesses.
29. The 1498 @ The Markets seating area was completed as part of the project to deliver town centre improvement and create a vibrant town centre. The new leisure area within the covered market features communal seating and a contemporary industrial design and was opened in time for Chorley Live. It will further promote the borough as a great place to live, work and visit and will ensure the long-term sustainability of the market by providing a versatile leisure space. Further works to the public realm in the town centre were conducted, including the installation of height barriers to the carparks, which will increase security and prevent misuse. Additionally, the consultation on proposed works to the Queens Road car park was completed, providing local residents and users the opportunity to provide their feedback and shape the proposals. This subsequently informed the decision to approve the proposals, which include making the car park more accessible by widening the parking spaces, planting more greenery and trees, as well as erecting a plaque to commemorate Her Majesty Queen Elizabeth II. The tendering process has commenced for contractors to conduct the improvement works, which are expected to be completed in 2023/24.
30. During the last quarter the Council has continued to deliver business support workshops and webinars, with a total of 255 business engagements and 90 businesses referred for support. Three in-person seminars were hosted at Strawberry Fields Digital Hub. The seminars were focused on recruitment and retention as well as supporting businesses around challenges such as the cost of living and recovery from the impacts of the Covid-19 pandemic. Six webinars focused on media and digital marketing were also delivered as part of the overall package of support available to local businesses. Strengthening the Council's dialogue with local businesses, two round table events have been hosted through the Chorley and South Ribble Partnership. The topics focused on skills and recruitment in November and the rural economy in January, where it was hosted at the Brindle Distillery. The feedback from these events provides important knowledge exchange and intelligence that the business support team is able to use to shape plans and interventions.

Performance of key projects



31. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter three, overall performance is excellent.
32. Two projects has been classified as completed, indicating that it has delivered its milestones:
 - Deliver Strawberry Meadows employment site (completed quarter three),
 - Refresh the Economic Development Strategy (completed quarter two).
33. Two 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.

Performance of corporate strategy measures



Performance is better than Target



Worse than target, but within threshold



Worse than target, outside threshold

34. At the end of quarter three, it is possible to report on three of the seven corporate performance indicators under this priority.
35. All three indicators are performing on or better than target or within the 5% threshold:
 - Overall employment rate,
 - Number of projected jobs created through Chorley Council intervention,
 - % increase in visitor numbers.

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 THREE

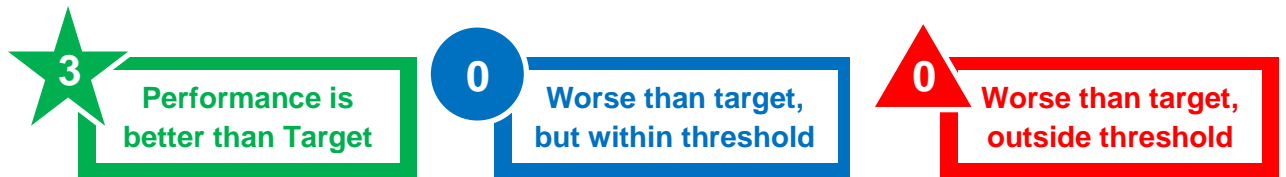
36. The Council has an ambitious transformation programme, which includes delivering an even better customer experience. In quarter three, the new telephony system was implemented across Customer Services. This provides better routing functionality to move customers more quickly through to officers who can provide specialist support. The transformation roadmap continues to be developed, which will focus on implementing digital solutions and automation, such as in Revenue and Benefits to improve efficiency and ensure that customers can be responded to quickly and effectively. Work remains ongoing on the development of the new Customer Care Policy, which will seek to ensure that our approach to working with customers remains responsive to their needs and accessibility requirements. The new policy will take 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. The project to deliver the Future Workplace Strategy has achieved progress in the quarter, with the successful rollout of the new workspace desktops and laptops, which will allow staff to work more seamlessly and flexibly from home and in the office as well as across shared service sites. This project seeks to enhance working practices and workspaces at the Council in order to provide dynamic and efficient working environments. Progress has been made on developing options for a more energy efficient heating system at the Town Hall. Officers are working through the options for the level of refurbishment with Members to ensure proposals fully accommodate business need and working practices of the future.
38. 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. Following the installation of ten dual waste bins in the town centre and Astley Park as part of the initiative to increase recycling rates. Monitoring of the contents and contamination has been collated and the data is being analysed to inform future recycling schemes. Intelligence has also been used to identify littering and fly tipping hot spots. These sites have been included in the litter picking schedule and CCTV options are being explored to act as fly tipping deterrents and to capture perpetrators. To address weed growth, quad bikes have been deployed to increase the levels of weed treatment using Nomix Dual and Duplex herbicides that contain lower levels of glyphosate and kinder to the wider environment. 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. The mini-meadows and wildlife programme for 2022/23 has completed, with the cutting back of the existing sites ahead of the commencement of the 2023/24 programme.

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 three 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 three, it is possible to report on three of the six corporate performance indicators under this priority.
- 42. All three indicators are performing on or above target:
 - Percentage of service requests received online,
 - Percentage of customers dissatisfied with the service they received from the Council,
 - Number of referrals to Social Prescribing service.

PERFORMANCE OF KEY SERVICE MEASURES

- 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, seven can be reported at the end of the third quarter. The full outturn information for this is available at Appendix B.



44. Six of the key service measures are performing on or above target or within the 5% threshold:

- Average working days per employee (FTE) per year lost through sickness absence,
- % Council Tax collected,
- % Business Rates (NNDR) 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,
- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit.

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

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.2%	11.05%	▲	Better than Q3 2021/22
Reason below target:	<p>Anecdotal feedback from businesses is indicating challenges as a result of the cost of living and is one of the main factors impacting business closures. Reduced consumer consumption of services and increased costs combined with the impact of Covid-19, and debt incurred during that time is having a long term effect. This is reflected across the region and country in town centre vacancies.</p> <p>However, Chorley is performing better than other town centres. The figure remains below its peak of 11.9%, which was reported in quarter one 2021, and below the regional average (12.%) that was last reported in October 2022.</p> <p>Locally the rates have been impacted due to one tenant (former Bees Country Kitchen) moving from the Covered Market, to Primrose Gardens as well as a number of vacancies that are yet to be filled (seven in total), including four on Market Street, one on Gillibrand Street, one on Farrington Street, and one on Fazakerley.</p> <p>Whilst there are these new vacancies, six new businesses opened in the town centre during quarter three. This includes businesses such as a clothing store, café, and a beauty salon.</p>					
Action required:	<p>Proactive marketing of vacant units is undertaken and the Council works in association with local agents in order to market and manage vacancies in the town centre as well as handling direct enquiries from prospective businesses.</p> <p>The Shop Front Improvement Grant is one of the tools used to support local businesses and within the quarter offers were able to be made to two properties on Market Street and one property of Chapel Street. The grant is available to landlords or prospective tenants of vacant properties to encourage investment in the visual appearance of shop frontages which will support its promotion for letting purposes.</p> <p>As part of the Economic Strategy 2022, the Council will be working closely</p>					

	with local business in order to define a clear plan for the future of the town centre that supports our wider economic development and growth aspirations. This will be developed further over 2023/24, which will determine how It will be delivered.
Trend:	The indicator is performing better than the 11.2% reported in Q3 2021/22, which was also worse than target. The indicator has performed consistently below target across 2022/23.

Climate change and air quality

46. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, 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

47. An Impact Assessment (IA) 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

48. 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

49. There are no direct financial implications arising from this report. Performance across the organisation however has a direct impact upon financial performance which is reported in the quarterly financial reports.

Comments of the Monitoring Officer

50. The report is for noting and consideration. The report enables members and the public to assess the council's performance in a number of key areas. There are no direct legal implications arising from it.

Background documents

51. 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









52. The following appendixes are included with the report:

- Appendix A – Performance of Corporate Strategy key measures,
- Appendix B – Performance of key service delivery measure,
- Appendix C – Status of the 2022/23 Corporate Strategy Projects.

Report Author:	Email:	Telephone:	Date:
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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	Q3 2021/22	Q3 2022/23	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	225	130	205		Better than Q3 2021/22
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	56	82	13		Worse than Q3 2021/22
The number of claimants as a proportion of resident population of the area aged 16-64	Smaller is better	3.8% (NW average)	New for 2022/23	2.6%		New for 2022/23
Clean, safe, and healthy homes and communities						
Number of visits to Council leisure centres	Bigger is better	Baseline	104,493	72,237	-	Worse than Q3 2021/22
Number of volunteer community groups supported to improve by the Council	Bigger is better	75	89	143		Better than Q3 2021/22
Number of long-term empty properties within the borough	Smaller is better	150	148	125		Better than Q3 2021/22
Percentage of household waste sent for reuse, recycling or composting	Bigger is better	46.9%	49.1% ¹	45.3% ²		Worse than Q2 2021/22
A strong local economy						
Overall employment rate	Bigger is better	78.5% (National average)	73.2%	75.7%		Better than Q3 2021/22
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	150	138	220		Better than Q3 2021/22

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	2%	2.4%	★	Worse than Q3 2021/22
% increase in visitor numbers	Bigger is better	2%	-69.4%	113%	★	Better than Q3 2021/22
An ambitious council that does more to meet the needs of residents and the local area						
Percentage of service requests received online	Bigger is better	40%	52.1%	60.8%	★	Better than Q3 2021/22
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	14%	17.56% ³	★	Worse than Q3 2021/22
Number of people referred to social prescribing, including Population Health Management	Bigger is better	525	913	1,501	★	Better than Q3 2021/22

¹Performance is for quarter two 2021/22.

²This is the confirmed quarter two 2022/23 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 three 2022/23 is not available at this time.

³Provisional figure for quarter three 2022/23 as the satisfaction survey for the quarter is still open.

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	Q3 2021/22	Q3 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.2%	11.05%	▲	Better than Q3 2021/22
% MINOR planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	100%	98%	★	Worse than Q3 2021/22
% MAJOR planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	100%	★	Same as Q3 2021/22
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	Target to be Baselined	2.65	8.23	★	Worse than Q3 2021/22
Percentage of Council Tax collected	Bigger is better	82.11%	81.94%	85.09%	★	Better than Q3 2021/22
Percentage of Business Rates (NNDR) collected	Bigger is better	77.95%	99.95%	79.9%	★	Worse than Q3 2021/22
Average time taken to process new council tax support, housing benefit claims and change in circumstances	Smaller is better	3.76 days	3.76 days	3.86 days	●	Worse than Q3 2021/22

Appendix C: Status of the 2022/23 Corporate Strategy Projects

Project	Status	Position Statement (Q3)
Involving residents in improving their local area and equality of access for all		
Launch Astley Hall attraction and visitor experience	COMPLETE	<p>This project was completed in quarter two 2022/23</p> <p>Astley Hall reopened in May 2022, completing two years of extensive renovations as a result £1.3 million investment.</p> <p>Thousands of visitors have been welcomed back, and the Hall provided a stunning backdrop to the three-day Chorley Flower Show held at the end of July. Residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the Hall over the year and remain positively engaged in supporting the Hall's future.</p>
Lead activity to address climate change including tree planting	GREEN	<p>This project will be completed by March 2023</p> <p>This project aims to significantly improve the environmental performance of the Council, ensuring it can lead the way in tackling the Climate Emergency as a community leader, working with residents to develop and implement targeted climate related actions.</p> <p>The project has carried out a consultation on the Climate Change Strategy. It has developed a Climate Change Handbook, due for publication during quarter four, which provides tips and guidance for individuals and households to support climate change objectives. It provides information on wate and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably.</p> <p>Carbon Literacy training programmes has been approved for officers and members, with training commencing in quarter four.</p> <p>A Business Green Accreditation Scheme has been developed and is due for approval and launch in quarter four.</p> <p>Fifty-five wildflower meadow plantings were successfully planted over the summer period Q2. During Q3 the areas were mowed and treated in preparation for the coming spring planting season. The new locations were found to be successful</p>

Project	Status	Position Statement (Q3)
		<p>and members will be asked in the new year for any new locations to add to the roster.</p> <p>A tree giveaway in November had over 700 orders with almost third of the orders being multiple tree orders for larger landowners. The success of the tree giveaway means that the planting programme is ahead of schedule with the Council expected to reach its 2025 goal of 116,875 trees by November 2023. Large planting has taken place on the private land of farmers, united utilities land and Council developments such as at Alker Lane.</p> <p>Looking forward to Quarter Four, a Sustainable Building Policy is expected to be approved, and a Waste and Recycling Strategy is expected to be published for consultation.</p> <p>Plans to set up and operate a trial of HVO fuel for the council's RV fleet have been paused due to the increased cost of HVO fuel. This trial will be delivered as a 2023/24 business plan project once the cost of HVO fuel has reduced sufficiently to make it viable.</p> <p>An options paper for low carbon technology has been reprofiled to be included within the Councils Corporate Strategy to look at options for green energy production.</p>

Project	Status	Position Statement (Q3)
<p>Deliver actions to increase digital skills and access across the borough</p>	<p>GREEN</p>	<p>This project will be completed by March 2023</p> <p>The project is focused at supporting those who are vulnerable and digitally excluded by removing the barriers to accessing the internet and digital based services, providing them with broad digital life skills.</p> <p>Two providers were commissioned to deliver a programme of activity, funded up until March 2023. Age UK are engaged to support distribution of digital devices, and UDevelop to provide access to training for digital skills in small group and 1:1 sessions. These providers were commissioned to identify and target areas with the most severe digital skill gaps and engage with local communities providing sessions in community venues. Training focuses 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.</p> <p>The scheme launched in quarter two and, having gained momentum due to improved engagement and communication, had reached 205 participants by the end of 2022, it is anticipated that the scheme will have reached 300 participants by the end of March.</p> <p>Links with local stakeholders and community networks have been developed and are being utilized to encourage residents to take part. All areas have been offered provision through local elected members, parish councils, established community groups and targeted events. Advertising of these continues through all known platforms including social media, community networks, local press, posters, flyers, and referrals from council officers.</p> <p>The capacity to sustain an adequate level of digital skills provision beyond the duration of the project has been built through partnership building with Chorley Digital Buddies, Age UK, Lancashire Libraries and Chorley Council. Identifying, upskilling and supporting residents to become volunteer Digital Buddies with Chorley Buddies or signposting to ongoing library sessions where appropriate.</p>

Project	Status	Position Statement (Q3)
Clean, safe, and healthy homes and communities		
Open the Tatton Gardens Extra Care development and community facilities	AMBER	<p>This project will continue to be delivered as part of the 2023/24 Corporate Strategy until any outstanding activities are complete.</p> <p>Tatton Gardens will provide vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.</p> <p>Having experienced a number of delays, mainly as a result of the original Mechanical and Electrical (M&E) contractor going into administration and lead time for getting power to the site, the project is now nearing completion.</p> <p>A partial possession certificate was issued by Building Control in mid-December to allow the council to take the building. The nursery area is now occupied, and the nursery is operational. The GP surgery have started installation of fixtures and equipment ahead of lease commencement, which is expected at the end of January. Conditional offers have been issued for over half of the assisted living apartments, a programme of occupation will start once all snagging is complete and the apartments are available.</p> <p>The recreation ground was formally re-opened in quarter 2, 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.</p> <p>Formal completion is expected in February following removal of the temporary nursery and contractor cabins, and completion of final landscaping.</p>

Project	Status	Position Statement (Q3)
<p>Work with partners and residents to improve local play and community facilities across the borough</p>	<p>GREEN</p>	<p>This project will be completed by March 2023. Any remaining works will be delivered as a 2023/24 business plan project.</p> <p>This project has carried out improvements to play, recreational and community facilities across the borough, to ensure that they continue to provide high quality green spaces for residents and families to enjoy, building on similar initiatives delivered in previous years.</p> <p>A number of schemes have been completed to date, which include:</p> <ul style="list-style-type: none"> • Enhancement of Phyliss Nelson Memorial Garden, • Improvements at Riverside Crescent in partnership with Croston Together Community Group, • Carr Brook Natural Flood Management Scheme, • Astley lighting scheme, • Cripplegate Lane Pond enhancement, • Wigan Lane Playing Pitch scheme which has created a well-drained, level playing field for use both for football and archery, • Tree works and planting to Northgate Drive and Wood End Road. • Milestone Meadow Play Area and Foxcote Play Area <p>Further schemes are in progress:</p> <ul style="list-style-type: none"> • Wigan Lane Archery Facility and King George V Pavilion have started on site, both to be completed by April 2023. • Westway play area has been tendered and a contractor appointed, work is expected to start on site in March. • Longfield Avenue Road Safety Scheme - this is now programmed by LCC for delivery. Exec Cabinet approval will be sought in February 23 for extra budget and a wavier sought to direct award from which there is a 12 week lead in to start on site. Expected start on site July 23. • Meadow St Play Area is a parish council site and Chorley Council have a facilitating role, phase 1 is complete with a grant awarded from LEF, phase two is awaiting grant confirmation.

Project	Status	Position Statement (Q3)
<p>Deliver affordable housing within the borough</p>	<p>AMBER</p>	<p>This project will continue into 2023/24, further plans will be developed and taken forward as part of the refreshed Corporate Strategy</p> <p>Access to affordable and safe housing remains a key priority. The Council has been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Nine properties have been sourced to support the housing of refugees and are at various stages of renovation, purchase, and occupation.</p> <p>The Council launched its Registered Provider Framework in quarter one. All seven registered providers 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.</p> <p>The Council is in negotiations with a developer for the bulk purchase of up to 24 affordable homes being built as part of an upcoming development. The negotiations are ongoing.</p>

Project	Status	Position Statement (Q3)
A strong local economy		
Provide support for enterprise across the borough post Covid	GREEN	<p>This project will be completed by March 2023</p> <p>Enterprise support remains essential to support local businesses from the pressures on the economy as well as part of recovery from the pandemic.</p> <p>A review of the Council's grant support programme was completed at the beginning of the project. The review included establishing industry best practice, identification of business priorities and needs, and ways to make the process easier and more streamlined. The outcome of the review was to ensure that new and expanding businesses are able to access financial support effectively and that the support the council provides benefits the local job market.</p> <p>At end of quarter three, there have been 255 business engagements and 90 businesses supported directly or referred for further support from other agencies. The project has delivered a number of in-person events, including 30 businesses attending a 'Recharge Your Business' event at Strawberry Fields, delivered in conjunction with Boost and Access to Finance, informing businesses of the available support from Chorley Council and other agencies.</p> <p>The digital support programme has continued by delivering 6 more webinars on social media platforms, covering topics including using creative content and analytics to help strengthen and grow market penetration. The council has also hosted two 'Tech Talks' at Strawberry Fields in conjunction with LCC and Innovate Lancashire, opening the doors to new visitors and technologies. There have been 48 face to face meetings with businesses and partners to help understand their needs, plus 10 business networking events attended and also another round table event hosted by a local rural business for rural businesses.</p> <p>This coming March, The Lancastrian will host the first Careers and Skills Event organised by the Business Engagement Team, a new programme of Digital Skills webinars will be kicked-off and Strawberry Fields will begin hosting a new programme for a cohort of businesses covering recruitment and staff retention in partnership with a local Chorley agency.</p>

Project	Status	Position Statement (Q3)
<p>Refresh the economic development strategy</p>	<p>COMPLETE</p>	<p>This project is complete</p> <p>The Economic Development Strategy was finalised and approved by Council and an action plan to deliver the priorities was developed.</p> <p>The Economic Strategy sets out a clear ambition and vision for Chorley, considering the local, regional and national context. It sets out a new vision, priorities, objectives and action plan to provide direction and guide the allocation of resources.</p> <p>Each priority is accompanied by a number of objectives and supporting actions set out in the strategy, along with a summary of delivery options such as business support, employability services and investment, and success measures have also been identified to monitor the effectiveness of the strategy and help to provide a strong local economy within Chorley.</p>
<p>Complete the town centre projects including market renovations</p>	<p>GREEN</p>	<p>This project will be completed by March 2023.</p> <p>In Chorley Town Centre, works to the Covered Market are in most part complete. This includes the 1498@The Markets seating being completed and opened ahead of Chorley Live, the completion of cabin upgrades, communal seating, and heating and lighting installed, and additional food and beverage cabins available for lease.</p> <p>In other areas, works to install height barriers at ten car parks in and around the town centre is now complete, this should help to improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark has been completed, with works expected to be completed during March and April.</p> <p>A condition survey of Chapel Street and town centre vacant properties was completed earlier in the year. The next phase, which is to agree and deliver an action plan with landlords/occupiers for making shop front improvements, will be carried out as a 2023/24 business plan project</p>

Project	Status	Position Statement (Q3)
<p>Deliver Strawberry Meadows employment site</p>	<p>COMPLETE</p>	<p>This project is complete.</p> <p>The Strawberry Meadows employment site provides a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough.</p> <p>Practical completion and contractor handover was achieved in October 2022, and the site has been handed over from Commercial Services to Property Management.</p> <p>As of quarter three, 26 of the 33 units have been let, with just seven remaining to be let.</p>

Project	Status	Position Statement (Q3)
An ambitious council that does more to meet the needs of residents and the local area		
Deliver an even better customer experience and increase access to services for everyone	GREEN	<p>This project will be completed by March 2023. 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 to effectively meet our customers' needs. A new telephony system was procured and implemented in quarter three. This new system enables customers of the Council to be directed more quickly through to officers who can provide specialist support. The programme continues, with a transformation road map to be developed and rolled out during the remainder of the project through to March 2023, to consider automation, system and process improvements, staff training and development.</p> <p>Key policies and charters form part of the project and good progress has been made. A new 'Customer Care Policy' has been written and approved and is currently being implemented. A draft Customer Access Charter is complete and ready for decision by Cabinet in January 2023. The charter 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. Following approval duty officers will be available for all front facing services and corporate training will be delivered to embed the new culture across all teams.</p>
Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough	GREEN	<p>This project will be completed by March 2023 and outstanding deliverables and any longer-term actions such as tree stock mapping will roll into 2023/24 business plans.</p> <p>Technology is being used to deliver street level improvements and tackle grot spot areas. Grot spots throughout the borough have been identified using data from historic service requests and then reviewed against existing schedules to ensure that the appropriate areas are being targeted. Data has also been successfully collated from street litter bins on waste volumes and will be used to review collection schedules to ensure they are effective and responsive to service demand. Within the town centre and Astley Park, dual waste bins have been installed that accommodate both mixed and recyclable waste, weekly collections of waste and monitoring of contamination is being undertaken by Waste Services team.</p> <p>To address weed growth, a new method of weed control has been introduced across the borough to limit the impact of herbicides. The alternative product contains up to a third less glyphosate. Weed treatment is heavily dependent on the</p>

Project	Status	Position Statement (Q3)
		<p>weather and is affected by rainfall or when it is windy. To mitigate this, additional hours have been made available and operatives have been deployed using handheld devices to apply herbicide where safe to do so. A review of the effectiveness of weed control has commenced.</p> <p>The procurement of small electric panel vans is underway, however following a poor response to the tender process, alternative purchase routes are being considered.</p> <p>Investigation into the possible use of CCTV to monitor fly tipping hotspots is continuing with a meeting held with United Utilities to explore opportunities for collaboration. United Utilities are to undertake a review of the hotspots and look at funding for potential CCTV.</p> <p>Implementation of the asset management software is progressing. Work to plot the council's tree stock continues. Due to the scale of the work, it is estimated that it will take 1-2 years to complete the mapping. Bespoke schedules for litter bin emptying over the Christmas Shutdown were implemented as well as Winter gritting schedules using Alloy software.</p>
Join up public services by working with our partners through the Chorley and South Ribble Partnership	GREEN	<p>This project will be completed by March 2023</p> <p>Chorley and South Ribble partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. The voices of local businesses have been used to shape the economic strategy recently approved by Council and identified key challenges around land supply, infrastructure and employment needs.</p> <p>By the end of March 2023, the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.</p> <p>Plans to host a 'cost of living' summit in quarter 4 have been reviewed (and subject to partnership approval) to include a focus on integrated locality models and how services are working across the district to address system pressures and respond to the changing environment.</p>
Deliver the Future Workplace	GREEN	<p>To be taken forward into refreshed Corporate Strategy for 2023/24.</p>

Project	Status	Position Statement (Q3)
Strategy		<p>Plans for the Council's employee sites are being developed with a view to take forward works in the coming 12 months. Workplace includes how the council and all its members and officers have access to the right equipment and systems to be agile and responsive. Work has been completed to relocate the ICT server room to enable the installation of new ICT infrastructure to support standardisation of kit. Following the successful roll out of new mobile devices (iPads and iPhones), the wider rollout of the new desktop solution (workspace) to all staff is well underway, including provision of standardised laptops.</p> <p>The accommodation element of the project has seen the appointment of Architects, MEP Consultants, Quantity Surveyors, Principal Designers and Structural Engineers. These consultants have formed the professional design team. RIBA Stage 2 design stages have been completed with revised project cost estimates produced and presented to key stakeholders.</p> <p>The project will work with M&E consultants to determine options for heating systems at the Town Hall, advantages and disadvantages of each option, energy efficiency/new zero achievements of each option and associated cost to be presented to members for decision.</p>

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Report of	Meeting	Date
Director (Communities) (Introduced by Executive Member (Early Intervention))	Executive Cabinet	Thursday, 23 February 2023

2023/24 Holiday Activity and Food Programme (HAF)

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. To give an update on delivery of Holiday Activity and Food programme (HAF) 2022 over the Easter, Summer and Christmas school holiday periods.
2. To provide details of Holiday Activity Programme for 2023 and proposed delivery
3. To gain approvals to receive funding of £288,622 from LCC and undertake the delivery of HAF 2023 using identified delivery model.

Recommendations to Executive Cabinet

4. To approve that Chorley Council, take on lead responsibility for the delivery of the Holiday Activity Food programme for 2023 within Chorley and receive £288,622 funding budget associated with the programme from LCC.
5. To approve that we commission the delivery of HAF 2023 to Chorley Inspire Youth Zone with a Chorley Council Officer within Communities Team whom will work closely alongside partners to oversee the programme, ensuring all expected delivery is on track and all intended monitoring is achieved.

Reasons for recommendations

6. Lancashire County Council are keen to follow the same model of delivery as last year and work with Chorley Council to deliver the programme locally.
7. The relationship between Chorley Council and LCC worked well for HAF 2021 and HAF 2022 and it would be recommended to continue this model going forward. This ensures we have a level of control over delivery locally, can monitor provision and identify need across the borough.

8. There are strong links with Chorley Inspire Youth Zone, and they have been key to the successful delivery of the previous programmes, and we would recommend we continue with their commission for 2023. They have excellent relationships with targeted schools and many families. They have a vast knowledge of the subject area and provide existing provision that can add more value to the programme.
9. There are short timescales to deliver the programme and Inspire have the capacity to start delivery quickly and have already delivered the 2021 and 2022 HAF programme successfully. They have relationships with wider local organisations to benefit signposting and wider support around the families.
10. Grant agreements will be created between Chorley Council and partner which details all expectations and monitoring. An officer will monitor the programme, have regular dialogue to ensure all aspects of delivery are maintained and represent the Chorley HAF programme at county meetings. A local performance indicator has been created to monitor delivery and aid progress.

Other options considered and rejected

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

Executive Summary

12. LCC have approached Chorley Council to deliver the HAF 2023 programme following the successful completion of delivery of HAF 2022. The delivery for 2023 would follow a similar model as last year and utilise our key local delivery partners within Chorley. Lessons learned will be implemented to build on the successes of 2022.
13. Chorley has 2588 children aged 4-16 receiving free school meals. The programme will help address child food poverty during the school holidays and help support many families who struggle during this time.

Corporate priorities

14. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe, and engaged communities

Background to the report

15. Lancashire County Council have received funding from the government’s HAF Programme for 2023/24. The objective of the programme is to deliver a range of school holiday activities for children between the ages of 4 and 16 who are eligible for

free school meals. This is the third year that Lancashire has received funding under this programme.

16. Chorley Inspire Youth Zone has co-ordinated to delivery of the HAF programme on behalf of Chorley Council, through a cooperative approach for 2022. They are the most experienced locally in working with children and young people and provide high quality services. It is considered that they have the infrastructure, knowledge, and partnerships to deliver the programme.
17. Inspire Youth Zone are the co-ordinator, mapping provision to meet the free school meal needs across the borough, managing the day to day operations, seeking, recruiting and monitoring delivery partners, collating and reporting attendance figures to Chorley Council for submission to LCC.
18. A Chorley Council Officer from the Communities Team works closely alongside to oversee the programme, ensuring all expected delivery is on track, all monitoring is achieved, and the programme is continuously improved.
19. The programme helps address child food poverty during the school holidays and help support many families who struggle, financially and from a care perspective, during this time.
20. In line with national HAF requirements, delivery of activities will be one week during Easter holiday, four weeks over the summer holidays and one week at Christmas. The funding will cover a minimum of four hours of activities each day, four days a week.
21. Food will be provided for all children and young people who participate.
22. Intended outcomes for the Lancashire HAF activities are for children who attend the provision to:
 - Eat more healthily over the school holidays
 - Be more active during the school holidays
 - Take part in engaging and enriching activities which support the development of resilience, character, and wellbeing along with their wider educational attainment
 - Be safe and not socially isolated
 - Have a greater knowledge of health and nutrition
 - Be more engaged with school and other local services.
23. For 2022 delivery, Chorley had 2588 children aged 4-16 receiving free school meals (School Census October 2021).
24. Free school meals by ward residents, breakdown:

Ward	4 to 7	8 to 11	12 to 16	Total
Adlington & Anderton	46	52	44	142
Buckshaw & Whittle	52	75	61	188
Chorley East	80	127	98	305
Chorley North & Astley	86	106	97	289

Chorley North East	26	26	24	76
Chorley North West	48	44	51	143
Chorley South East & Heath Charnock	64	80	69	213
Chorley South West	113	117	135	365
Clayton East, Brindle & Hoghton	72	98	95	265
Clayton West & Cuerden	46	54	56	156
Coppull	61	72	66	199
Croston, Mawdesley & Euxton South	25	32	36	93
Eccleston, Heskin & Charnock Richard	19	21	17	57
Euxton	31	35	30	96
Total	769	939	879	2588

25. The target for the programme to support 30% of the borough's 2,588 children on benefits-related, free school meals (FSM), 777 in total, which would total 18,648 places (days/meals) over the year.

2022 HAF Delivery and Implementation

26. Free school meal allocation data at ward level has been used to map out which areas will be prioritised and the number of places available in each area.
27. It has become clear that schools are the most suitable venue for delivery due to their facilities, security and availability matching the expectations of the programme.
28. Partnerships with schools has been fundamental in providing safe and affordable provision, however, some schools in key areas have been reluctant to join as a venue or had conflicting schedules of building maintenance / developments.
29. The programme was delivered at 14 locations for holiday camp style provision, spread across the borough.
30. Day time, 'holiday camp' style provision has proven to attract mainly 4-11-year olds so alternative, less structured opportunities have been developed to allow 12-16 year olds more freedom and independence to participate on their own terms. Single day trips to local attractions and outdoor activities, vouchers for Escape golf, bowling and food, alongside detached youth workers visiting parks in evenings, targeting areas of deprivation have all been successful. All opportunities must incorporate a food offer.
31. The targeting of provision was facilitated by schools and social / health services who promote the provision to families they can identify as eligible / vulnerable, promoting the offer and sharing booking instructions.

32. A 15% variance is permitted, under the funding agreement, so that children identified as vulnerable, who are not entitled to free school meals, that would benefit from attendance, can participate.

Budget

33. The Chorley allocation for 2022 was £282,878 with an additional £22,000 made available mid-December. Of the initial allowance, 6.5% was permitted to be used for coordination of the scheme in Chorley. All the initial and additional funding was utilised.

HAF figures

34. HAF figures – Summary of Easter provision

	Primary-aged	Secondary-aged
FSM-eligible / Non-SEND	455	220
FSM-eligible / SEND	50	30
Non-FSM-eligible / SEND	20	40
Total number of HAF-funded attendees	525	290

35. HAF figures – Summary of summer provision

	Primary-aged	Secondary-aged
FSM-eligible / Non-SEND	531	299
FSM-eligible / SEND	69	26
Non-FSM-eligible / non-SEND	43	30
Non-FSM-eligible / SEND	23	14
Total number of HAF-funded attendees	666	369
Total number of days attended	6324	2129
Average number of days attended, per young person	9.5	6

36. HAF figures – Summary of Christmas provision

	Primary-aged	Secondary-aged
FSM-eligible / Non-SEND	393	203
FSM-eligible / SEND	57	62

Non-FSM-eligible / non-SEND	55	62
Non-FSM-eligible / SEND	33	22
Total number of HAF-funded attendees	538	349
Total number of days attended	1438	599
Average number of days attended, per young person	2.6	1.7

37. HAF figures - Lancashire Summer Comparison

	Number of FSM eligible young people	Children and young people attended
Lancaster	4333	1035
Wyre	2828	463
Fylde	1305	578
Preston	5530	1881
Chorley	2588	1035
South Ribble	2508	1342
West Lancs	2986	682
Burnley	4452	981
Pendle	3522	802
Rosendale	2239	788
Hyndburn	3488	1268
Ribble Valley	645	247

Areas of success

- 38. The number of attendees has exceeded the targets during each delivery period.
- 39. The number of delivery venues and partners has increased, allowing more attendees to access the provision, more easily.
- 40. Opportunities for 12-16-year olds to engage with provision has increased with vouchers for local entertainment venues and group trips.
- 41. Opportunities for children with additional needs or disabilities have increased, by working in partnership with LCC’s Children and Family Wellbeing Service.
- 42. With operational processes now underway, more focus has been possible around secondary outcomes such as; food and nutrition quality, nutritional guidance for parents & carers, targeted health messaging and signposting to other forms of support.
- 43. The delivery partnership has been developed and is working well. All coordinators understand their roles and regular meetings are scheduled to plan delivery, development, and reporting.
- 44. Unfulfilled places is an issue across the country, where a young person has a place booked, but does not show up. Chorley’s booking process, with a telephone call or in

person booking via a receptionist at Inspire Youth Zone has improved the number of fulfilled bookings.

45. Communication with delivery partners has improved, with group workshops, debrief meetings and 1:1 discussion about capacity and key areas for improvement.
46. Food provision has improved significantly this year, with all delivery partners providing hot, healthy meals which meet the food standards criteria, at Christmas.
47. Working alongside a local charity who provide peer support and social activities for families with children who have additional needs, a series of activities were provided where the whole family could participate. This was a different approach to improving SEND provision which will be further developed in the future.

Areas for Improvement

48. Quality assurance visits to delivery venues during activities have highlighted areas for improvement in the form of centrally developed session plans which include enrichment, nutrition and wellbeing education through activities and take home resources for parents / carers providing information on health, wellbeing and resilience support.
49. With the programme extension for up to 3 years and having overcome the initial criticism from some members of the public about lack of support for non-FSM children, wider promotion has been better received and further reach/communication can now be planned.
50. More responsibility will be applied to delivery partners, to be proactive in reminding their booked attendees of their place in the lead up to delivery periods.
51. The opportunities for children with complex additional needs remains a nationwide challenge, with increased supervision costs and gap in capacity for skilled, experienced, staff to deliver provision.
52. Chorley Council were required to make interim payments before having confirmation of the legal agreement as there was significant delay between Chorley and LCC solicitors. New funding agreement between LCC and CBC needs to be processed and signed/sealed at the earliest opportunity so that the council can continue to develop and deliver the HAF programme.

Delivery of HAF 2023 and Recommendations

53. The number of eligible children has increased to 2727 (schools census October 2022), an increase of 139.
54. The total amount of funding allocated for Chorley HAF 2023 is £288,622.20. 10% of this can be used for coordination, with 90% used for delivery and scheme improvements, as per the grant agreement.
55. To maintain safe staffing ratios and good quality food, the cost per place has increased due to the rising cost of living; as such the target number of places available per day will be reduced from 30% to 25%, which will equate to approx. 700 places per day.
56. Improvements to the booking system funded in the 2022 programme, will allow parents / carers more flexibility with booking places. They will be able to book the full 4 days

per week if they wish, but also single dates for families who have other plans during the holidays. This will help to reduce no shows and increase the number of individuals able to access support.

Climate change and air quality

57. The work noted in this report has no impact on the Council's Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

Equality and diversity

58. HAF is a government initiative by Department of Education with delivery aimed at a pre-defined cohort of school aged children who receive benefits-related free school meals.
59. However, were feasible, the programme will attempt to identify activity provision for children not receiving free school meals, who can pay to attend. This may be through gathering provision across the borough to easily communicate with families or providing a mixed arrangement of FSM places and paid for places depending on the local supply and demand for provision.
60. The programme will develop high-quality provision for children with SEND or additional needs who are in receipt of Free School Meals. This may be through making sure that activity providers plan how they will accommodate children with SEND or additional needs or making sure that those with more complex needs are able to access suitable provision, for example, by working with Special Schools.

Risk

61. Below are some of the risks that are associated with the programme. However, as we have delivered the programme successfully in 2022 and delivery is planned to follow in a similar model, the likelihood of these risks occurring has been decreased. Risks would be:
- Ability to deliver Easter programme if all approvals, contracts, and agreements do not stay within planned timescales
 - Key partners which we propose to work with to deliver are unable to fulfil agreement due to unforeseen circumstances within their organisations
 - Poor uptake on the programme from FSM children
 - Difficulties securing activity partners/staffing to fulfil required places to be made available
 - Programme will provide activity provision for approx. 25% of FSM children – additional support may be required depending on uptake and need (although we do have very strong support networks in place in relation to emergency food provision)

Comments of the Statutory Finance Officer

62. The continuation of HAF funding has been confirmed by LCC. The funding is received by the Council as a grant via LCC and distributed as detailed with a small amount retained for co-ordination. The proposal here is to continue to distribute funds in the model which has proven to be successful in the current year. As such there should be no net impact upon Council budgets.

Comments of the Monitoring Officer

63. There are no concerns with what is proposed from a Monitoring Officer perspective. An appropriate Legal agreement will need to be entered into with LCC.
64. The contracts for delivery of the HAF programme are to be awarded as per the report and members can see from the delivery that this can demonstrate best value due to the local delivery and services provided.

Report Author:	Email:	Telephone:	Date:
Bernie Heggarty (Community Funding and Commissioning Officer)	bernie.heggarty@chorley.gov.uk	5818	30/01/2023

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Report of	Meeting	Date
Director (Communities) (Introduced by Executive Member (Homes and Housing))	Executive Cabinet	Thursday, 23 February 2023

Executive Cabinet Response to the Overview and Scrutiny Task Group on Select Move

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

Purpose of the Report

- To outline the response to the recommendations of the Task Group for Select Move and provide a final update to implement and action the 18 recommendations made by the overview and Scrutiny Task Group.

Recommendations to Executive Cabinet

- That the recommendations of the Overview and Scrutiny Task Group be received, and the action plan to deliver these recommendations is accepted.

Reasons for recommendations

- To address the 18 recommendations made by the task group and implement the actions detailed in this report.

Other options considered and rejected

- The action plan in response to the recommendations not to be implemented, however it is important to regularly monitor the choice-based lettings scheme and implement actions recommended to ensure Select Move is meeting the needs of the applicants.

Executive summary

- The Overview and Scrutiny Committee commissioned a report on Select Move to be delivered by the Director of Communities and was presented at the meeting on the 30th September 2021. Following the delivery of the report, it was agreed for the matter to be the subject of a Task Group which commenced in December 2021.

6. The objectives of the Task Group were:
 - To ensure that recommendations made in 2014 are being adhered to, if applicable.
 - To investigate and evidence whether Select Move is meeting the needs, satisfaction and benefits of customers and Members.
 - To investigate the current methods and models of communication between Select Move and customers, and explore what actions, if any can be taken to improve the process, accessibility and increase transparency.
7. The final report of the task group made 18 recommendations for action, some of which had been addressed as part of Select Move Policy review.
8. All the recommendations of the Overview and Scrutiny Select Move Task group were accepted at Executive Cabinet on 10th November 2022.
9. The Select Move Partnership was in the process of reviewing the Allocations Policy and the recommendations of the Task group made a very valuable contribution to this review. The Chair of the Task group Cllr June Molyneaux, as well as all the members involved are thanked for their thorough review.

Corporate priorities

10. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

11. In 2021, the Overview and Scrutiny Committee asked the Task Group to undertake a scrutiny inquiry to look at the Select Move Choice Based Lettings scheme, of which the Council is a member, alongside 11 Registered Providers of social housing.
12. Objectives were agreed to investigate and evidence whether Select Move is meeting the needs to the satisfaction of the applicants and ensuring that the service is efficient, easy to use and is meeting the needs of users while identifying and considering what the Council can influence.

Recommendations and Action Plan

13. There were 18 recommendations made by the task group. These recommendations are shown in the table below alongside any actions that will be or have been implemented.

No	Recommendation	Actions / Responses	Lead
1	Review the role Chorley Council's Customer Service has in relation to Select Move and housing	Housing officers have provided training to both existing and new staff to ensure all staff are equipped with the knowledge and	Select Move Coordinator / Housing

	<p>applications and queries.</p>	<p>tools to assist customers with general Select Move enquiries. The training includes tasks such as log in issues, shortlisting, and bids etc.</p> <p>The team will continue to offer training to customer services along with any additional support, and guidance required.</p>	<p>Solutions Manager</p>
2	<p>An annual Member Learning Session to be conducted with Members of Chorley Borough Council, specifically in relation to Select Move. Members are to be updated and kept informed on any substantial changes made to Select Move.</p>	<p>The first of the annual member learning sessions has been delivered on the 23rd January 2023, by the Select Move Coordinator.</p>	<p>Select Move Coordinator</p>
3	<p>Simplify the banding system and influence the partnership to reduce the number of bands to ensure they are simple to understand and user friendly. Ensure that any consideration for changing a user's banding is communicated and clear.</p>	<p>Simplifying the banding has been addressed in the Select Move Policy Review.</p> <p>Recommendations in the new policy is to reduce bands to A-C with a light touch band D (No Housing need and Sheltered approved regardless of tenure).</p> <p>All changes to bands are communicated by letter/email to customers.</p>	<p>Select Move Coordinator – Policy review</p>
4	<p>Chorley Council to maintain the position that the Select Move Partnership keeps an open housing register to prevent disqualifying those with no evidenced housing need</p>	<p>It was agreed across the partnership to maintain an open register.</p> <p>Recommendations for the new policy is to have a band D no housing need and to also accept people who are sheltered approved regardless of tenure.</p>	<p>Select Move Coordinator – Policy review</p>
5	<p>The Select Move partnership to tighten the qualification criteria for local connection, and for Members of Chorley Borough Council to be frequently informed of migration figures, e.g. Member Learning Session, In the Know, or</p>	<p>Strengthening the Local Connection has been addressed in the Select Move Policy Review.</p> <p>It was identified that the current policy is less effective than neighbouring local authorities when it comes to Local connection.</p>	<p>Select Move Coordinator – Policy review</p>

	<p>upon Member request.</p>	<p>In the current policy a local connection is established after 6 months of residing in the Borough.</p> <p>Increasing the local connection to 2 years will require people to demonstrate they have an established connection to the Borough and have invested in our communities.</p> <p>There will be exceptions under homelessness legislation to fulfill statutory duties. Safeguards will be applied for applicants who have fled domestic abuse or extreme threats of violence from another area.</p> <p>Members will be regularly informed of migration figures during member learning sessions and upon request.</p>	
<p>6</p>	<p>The Select Move Partnership to retain the practice of being able to refuse three reasonable offers withing the common allocations policy (though one offer refusal will still allow the council to discharge its statutory homelessness duty it would not disqualify a customer from the register).</p>	<p>To keep three refusals was recommend to the Partnership but it was agreed to amend the policy to consult on the reduction to two reasonable offers.</p> <p>Select Move is a choice based letting system and people have a choice to bid on properties themselves. The onus is on them to ensure that the area and property is suitable for them prior to placing the bid (this is one of the reasons why the bidding cycle is for 5 days).</p> <p>The reduction was recommended due to the delay caused to the process by refusals which can result in weeks of delays and possible re-advertisement of the property.</p> <p>As part of this change, the partnership will ensure there is clear communication via adverts and letters, advising on best practice when expressing interest</p>	<p>Select Move Coordinator – Policy review</p>

		<p>in properties.</p> <p>The definition of a reasonable offer is set out in the new policy. For example, refusal of a property that does not meet an applicant's needs for disability adaptations, would be classed as a reasonable reason to refuse a property.</p>	
7	<p>Encourage the partnership to increase the threshold of individual savings and income within the policy review, maintaining the position that exemptions will be assessed on housing need.</p>	<p>This was put forward to the partnership. The policy is currently £30,000 savings and £60,000 household income.</p> <p>Individual circumstances would always be considered if an applicant's needs can only be met by Social Housing.</p> <p>It is recognised in the proposed changes to band D would now allow applicants to register if the applicant can demonstrate a need for sheltered accommodation regardless of tenure.</p>	<p>Select Move Coordinator – Policy review</p>
8	<p>Ensure and exercise oversight of the Select Move Partnerships' adherence to the Common Allocations Policy, to ensure transparency, clarity, and accountability.</p>	<p>The Select Move Co-ordinator will monitor and oversee how the partners are operating to ensure a fair and fit for purpose policy and partnership is in place.</p> <p>The Co-Ordinator will ensure policies and procedures are regularly reviewed, along with the new proposed Select Move policy. The policy will be reviewed annually to ensure it continues to reflect the partnership's and Council's priorities.</p> <p>The Co-ordinator attends both operational and steering group meeting and is currently building relationships across the partnership, which is paramount to this role in helping us improve how we deliver social housing across the three LA's.</p> <p>Along with reviewing operational</p>	<p>Select Move Co-ordinator</p>

		processes/procedures across the partnership the coordinator will be delivering training and workshops to help improve consistency and efficiency on how the service is delivered.	
9	Annual satisfaction survey to be completed with all users of Select Move, with action plans in place to resolve reported issues.	It has been agreed to undertake an annual survey. The next survey will be arranged for July 2023.	Select Move Co-ordinator
10	Ensure and exercise oversight of the Select Move Partnership monitoring consistency in the application process, policies in relation to valid documentation, e.g. GP evidence letters.	The Select Move Co-Ordinator will monitor consistency in the application process and policies in relation to valid documentation. Guidance on assessing medical applications is proposed in the new draft allocations policy as an appendix.	Select Move Coordinator Housing Solutions Manager
11	Ensure that face to face access remains available to all users alongside the technological improvements. If required, users are to be signposted to services available such as Citizens Advice Bureau and Chorley Help the Homeless.	Face to face support via our Housing team is available weekdays in the Council's Union Street Offices and two officers are on call every day to support this service. Currently, the housing officers are signposting customers to Chorley Help the Homeless and the digital sessions delivered by the Communities Teams. Chorley Help the Homeless have limited scope to help customers through the Select Move application process but the team are looking to deliver training to volunteers on how best to support customers through the process.	Housing Solutions Manager Housing Solutions Manager / Select Move Coordinator
12	Chorley Council to explore further opportunities to support customers in rural areas to access the Select Move register, e.g. commission library services.	Contact will be made with the Housing Associations to discuss access in rural areas.	Select Move Coordinator
13	Monitor the progress and roll out of the upgraded system provided by Civica which should allow the Select Move website to be functional, and easy to use on all devices. Chorley Council to be	The upgrade was implemented on the 3 rd November 2022, training has been provided on the new system. The website is more mobile friendly, reducing those barriers for those customers with	Select Move Coordinator

	actively involved in any future procurement exercise in relation to the Choice Base Letting platform.	only mobile devices. The new element to allow customers to upload documents themselves from their Select Move account is proving to be positive, making the process more efficient. Any future procurement will involve Chorley Council.	
14	Provide clear and open lines of communication and information to allow applicants of Select Move to manage and set their expectations. This is to include photographs of listed properties, average waiting times for responses, average waiting times for different sized properties and average waiting times per geographic location.	As part of the upgrade customers are now able to view visual maps showing average waiting times across the borough, this also provides information on how many properties have been advertised and let per area, this is a real positive tool to help meet expectations on lengths of time it takes to be housed and the demand on Social housing. Search properties - SelectMove Jigsaw has agreed to ensure photographs are available for the properties.	Select Move Coordinator
15	Develop a greater understanding and insight into the Housing Associations makeup, and demographics of the people moving into the area through the 25% allowance not through Select Move.	This will be requested; however, as the 25% sits outside the Select Move Policy this will be discretionary	Select Move Coordinator
16	That the partnership recognise the importance of treating social housing customers with the dignity and respect, and that the customer service standards are of utmost priority.	This is paramount to our staff and customer service standards are our utmost priority. The team is now fully staffed, and development training has been scheduled which will support the team in responding effectively to customers providing a quality service.	Housing Solutions Manager Select Move Coordinator
17	A further Select Move Task Group, or a Scrutiny Investigation to be conducted following the final Monitoring Report to the Overview and Scrutiny Committee if the recommendations failed to be adhered to or if significant issues	Agreed by Executive Cabinet 10 th November 2022.	Executive Member for Homes and Housing

	arise.		
18	Chorley Council to explore the advantages and disadvantages of remaining within the partnership and the impact of increasing its own housing stock.	Agreed by Executive Cabinet 10 th November 2022 and adopted as a central theme in the Council's Corporate Strategy "Housing where residents can live well". Within six months of the consultation and implementation of the Allocations Policy a review will be undertaken of the advantages and disadvantages of remaining in the partnership.	Executive Member for Homes and Housing

Climate change and air quality

- 14. The work noted in the report does not impact on the Councils Carbon emissions and the wider Climate Emergency and sustainability targets of the Council.

Equality and diversity

- 15. An Equality Impact Assessment (EIA) has been undertaken and no direct implications have been identified.

Risk

- 16. A risk register is available for the Select Move Partnership and is available on the Council's risk management system.

Comments of the Statutory Finance Officer

- 17. There are no direct financial implications arising from this report.

Comments of the Monitoring Officer

- 18. There are no concerns with this report from a Monitoring officer perspective. A number of the recommendations have already been actioned – the review of the Select Move policy (being consulted on) in particular addresses some of the identified issues.

Background documents

Background Papers		
Document	Date	File
Overview and task Group Final report	10/11/2022	Overview and Scrutiny Task Group Final Report - Select Move.pdf
Select Move Policy 2018	2018	Allocation Policy 2018.docx (live.com)
Select Move Policy Review 2022	Not yet implemented - Exec Cabinet meeting 19/01/2023	Select Move Policy Review 2022 Executive Cabinet Report Template.pdf

Report Author:	Email:	Telephone:	Date:
Lisa McCormick (Select Move Coordinator)	lisa.mccormick@chorley.gov.uk		25/01/2023

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