

## **OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

THURSDAY, 21ST MARCH 2019, 5.30 PM  
COMMITTEE ROOM 1, TOWN HALL

### AGENDA

#### **APOLOGIES**

- |          |   |                        |
|----------|---|------------------------|
| <p>1</p> | <p><b>MINUTES OF MEETING THURSDAY, 29 NOVEMBER 2018 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</b></p>  | <p>(Pages 3 - 6)</p>   |
| <p>2</p> | <p><b>DECLARATIONS OF ANY INTERESTS</b></p> <p>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.</p> <p>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.</p> |                        |
| <p>3</p> | <p><b>PERFORMANCE CONTEXT PAPER - BUSINESS, GROWTH AND DEVELOPMENT</b></p> <p>To receive and consider the report of the Director (Policy and Governance).</p>   | <p>(Pages 7 - 16)</p>  |
| <p>4</p> | <p><b>BUSINESS PLANNING UPDATE</b></p> <p>To receive and consider the report of the Director (Policy and Governance).</p>   | <p>(Pages 17 - 26)</p> |
| <p>5</p> | <p><b>ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR</b></p>  |                        |

GARY HALL  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Alistair Morwood (Vice-Chair) and Councillors Matthew Lynch, June Molyneaux, Greg Morgan and Kim Snape.

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**MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL****MEETING DATE Thursday, 29 November 2018****MEMBERS PRESENT:** Councillor John Walker (Chair), and Councillors June Molyneaux, Greg Morgan and Kim Snape**OFFICERS:** Rebecca Huddleston (Director (Policy and Governance)) and Ruth Rimmington (Democratic and Member Services Team Leader)**APOLOGIES:** Councillor Alistair Morwood and Matthew Lynch**OTHER MEMBERS:** Councillor Peter Wilson**18.OSP.9 Minutes of meeting Thursday, 20 September 2018 of Overview and Scrutiny Performance Panel**

**Decision:** That the minutes of the Overview and Scrutiny Performance Panel held on 20 September 2018 be approved as a correct record for signature by the Chair.

**18.OSP.10 Declarations of Any Interests**

There were no declarations of interest received.

**18.OSP.11 Performance Focus - Policy and Governance**

The Chair, Councillor John Walker, welcomed Councillor Peter Wilson, Executive Member (Resources) and Rebecca Huddleston, Director (Policy and Governance).

Rebecca Huddleston presented the report which provides contextual information to the Panel on performance relating to the Policy and Governance directorate.

The Policy and Governance directorate incorporates a number of services: Legal, Democratic and HR; Shared Financial Services; Performance and Partnerships; and Communications and Events. This report focuses on two specific areas of the work of the directorate; increasing digital inclusion in line with the Digital Strategy, and the improvement programme for Astley Hall and Park.

Members queried the five Basic Digital Skills referenced in the performance indicators. These will be confirmed following the meeting.

The work undertaken with young people includes code clubs, developing websites and creating animations and actively encourages girls to invest in skills for future jobs within the digital sector.

Members noted that residents are increasingly migrating onto digital channels when communicating with the Council, but that the contacts via face to face and the telephone have not reduced. Simon Charnock, Digital Transformation Officer, is working with Age UK to deliver training on how to use video calling and smart speakers with tailored and adapted sessions. Simon can give assistance with applications for Blue Badges and other online applications, either at one of the Digital Hubs, or other locations on request.

Councillor Peter Wilson noted the success of the Digital Hubs and the potential to increase these in the future if required.

Rebecca Huddleston outlined the section of the report which relates to Astley Hall and Park.

Members queried the plan in the event that the Heritage Lottery Fund (HLF) bid is unsuccessful and noted that some of the planned work will go ahead in phases. The outcome of the bid will be known mid-December.

The spend on the Hall and Park is greater than other parks, such as Yarrow Valley, but Yarrow Valley has benefitted from improvement works to the car park and flood defences. Other play areas have also benefitted from improvement works, such as Coronation Rec and Harpers Lane Rec.

Members queried the performance target for the annual target of visitors to the Hall. This is 80,000, rather than 40,000 as quoted in the report and relates to visitors to the Hall specifically. Events such as Astley Illuminated have proven to be extremely popular, not just with Chorley residents, but people outside of the Borough as well.

There are plans for a dog wash facility, which will be progressed in the New Year.

Turning to the performance indicators for the Directorate as a whole Members noted poor performance against the target for payment of invoices within 30 days. This is due to issues with long term sickness within the team.

**Decision: That the report be noted.**

#### **18.OSP.12 Chorley Council Performance Monitoring - Second Quarter 2018/19**

Councillor Peter Wilson, Executive Member (Resources) presented the report of the Director (Policy and Governance) which sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2018/19, 1 July – 30 September 2018.

Members queried the target for the indicator relating “Number of projected jobs created through Chorley Council support or intervention” and noted that the current target is fair given the current uncertainty.

The Streetscene Modernisation project is currently rated amber, but is a three-year project. The Council is progressing appointments to vacant posts and focusing on

activity to support the procurement of replacement small sweepers which are no longer fit for purpose.

Members noted the impact of the Youth Zone on the “The number of young people supported through council health and wellbeing opportunities”. The success of the Youth Zone was commended.

**Decision: That the report be noted.**

Chair

Date

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Report of	Meeting	Date
Performance and Partnerships	Overview and Scrutiny Performance Panel	21 March 2019

**PERFORMANCE FOCUS: BUSINESS DEVELOPMENT AND GROWTH CONTEXT**

**PURPOSE OF REPORT**

1. To provide contextual information for focus to the panel for Business Development and Growth performance.

**RECOMMENDATION(S)**

2. That the context be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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**CORPORATE PRIORITIES**

3. This report relates to the following Strategic Objectives:

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**

4. For the March 2019 meeting, the panel have selected the Business Development and Growth directorate. The Business Development and Growth Directorate performance was last considered by the panel in March 2018. The panel considered performance against key service indicators relating to employment and business support alongside the key corporate performance and projects within the directorate.
5. The performance outlined within this paper refers to performance at quarter three 2018/19.

**PERFORMANCE CONTEXT**

- 6. At the performance panel meeting in March 2018, the panel considered a number of performance indicators relating to the employment and business support service which demonstrated good performance across the service and the corporate strategy indicators which demonstrated areas of lower than anticipated performance with the number of projected jobs created. The panel also considered the key corporate strategy projects within the directorate.

Key projects update

- 7. The Business Development and Growth Directorate is responsible for delivering a number of the Council’s key strategic projects. An update on quarter three performance for all corporate strategy projects can be seen below:

Project Title		Project Status
<b>Bring forward key sites for development</b>		<b>GREEN</b>
<b>Project update</b>	<p>This project aims to bring forward three key sites across the borough for development; Alker Lane, Cowling Farm and Land East of A49. The main objective for the project is to conduct preliminary works around the three sites, for Alker Lane work is around undertaking site investigations and submitting a planning application, for Cowling Farm work is around the preparation of master plans, establishing stakeholder groups and preparing planning applications and for Land East of A49 work is around preparing planning applications. For quarter three, good progress has been made across all three sites.</p> <p><b>Alker Lane</b> Work this quarter has delivered a development appraisal to assess the financial feasibility of the development. In addition, an outline planning application has been submitted for the site and a development agreement with the adjacent land owners has been agreed for use of their access road to access the site.</p> <p><b>Cowling Farm</b> Work this quarter has involved conducting a variety of technical works which has included land and ecological assessments of the site. Two consultations have also been conducted; one with Homes England to produce a joint master plan and one with the public on access arrangements.</p> <p><b>Land East of A49</b> Work this quarter has included a review of the sites use options and a consultant team has been commissioned to undertake the planning application.</p> <p>This project will continue as a corporate strategy project for 19/20 and the focus of the work will be around the submission of outline planning applications, conducting site investigations, undertaking ecology and utilities works and the delivery of servicing works.</p>	

<b>Risks</b>	<p>The main risks for this project around the three sites are as below:</p> <p><b>Alker Lane</b> There is a risk around the failure to release covenants on two adjacent houses which could impact on site viability – legal are in the process of reviewing this and a valuation to release the covenant has been commissioned. There are also two water pipes running through the site which could impact on development viability – negotiations with United Utilities are ongoing to agree a diversion for the pipes.</p> <p><b>Cowling Farm</b> There is risk around the failure to obtain planning consent – a consultant team have been commissioned to assist and advise on preparation of planning application to provide expertise and technical advice.</p> <p><b>Land East of A49</b> There is risk around the failure to obtain planning consent in particular that the application has too many onerous conditions resulting in a commercially unviable scheme.</p>
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Project Title		Project Status
<b>Deliver the Primrose Gardens Retirement Village</b>		<b>GREEN</b>
<b>Project update</b>	<p>This project is currently rated as green, with the construction on programme for completion on the 18<sup>th</sup> March 2019, only one week behind schedule due to adverse weather conditions earlier in the year. Progress this quarter has seen the final stages of construction being completed including the completion of the ground floor apartments, commencement of the lift installation, the completion of live electricity provision in the building and the beginning of works in the main car park with kerb installation commencing. In addition, the procurement of the furniture and fittings is now complete and procurement of the café operator will commence in quarter four.</p> <p>This project will be completing in quarter four and will therefore not be continuing as a corporate strategy project for 19/20.</p>	
<b>Risks</b>	<p>The key risks for this project are:</p> <ul style="list-style-type: none"> <li>• Lancashire County Council fail to pay the £1m capital contribution – there is continued dialogue with LCC regarding this.</li> <li>• Eric Wright Construction fail to deliver the scheme in accordance with the design and build contract – close project management of the build is in place to mitigate this.</li> </ul>	

Project Title		Project Status
<b>Deliver the Market Walk Extension</b>		<b>AMBER</b>
<b>Project update</b>	<p>The programme of works for this project remains on track and is progressing as planned, however this project remains amber due to</p>	

	<p>the current programme being a tight programme of works with many interdependencies, securing remaining incoming tenants within the current retail climate and potential disruption to the existing town centre caused by highway works on Union Street.</p> <p>This project will be continuing as a corporate strategy project for 19/20 and the scope will focus on the completion of the build phase 2, securing tenants for the units which remain vacant and the development of a wider comms and marketing plan in anticipation of the opening.</p>
<p><b>Risks</b></p>	<p>The key risks for this project are:</p> <ul style="list-style-type: none"> <li>• The early access dates for REEL Cinema’s Ltd and M&amp;S are based on maintaining the current programme – close project management of the build is in place.</li> <li>• Securing remaining tenants in current retail/leisure marketplace –discussions with potential tenants are ongoing.</li> <li>• Potential for disruption to the existing town centre due to planned highway works on Union Street – a plan around the communication to residents regarding disruption is to be put in place.</li> </ul>

8. The following table details the allocated budget for each of the projects, an update on the current budget status will be presented at the meeting:

<b>Project</b>	<b>Current budget allocation</b>
Bring forward key sites for development	<b>£700k</b> – this is an income generation reserve to fund initial costs of 18/19 project.
Deliver the Primrose Gardens Retirement Village	<b>£10.591m</b> – this is total budget for entire project duration.
Deliver the Market Walk Extension	<b>£16.1m</b> – this is total budget for entire project duration.

Performance Indicators

**Corporate strategy indicators**

9. The below table outlines performance against the corporate strategy indicators for the business, development and growth directorate:

		Target	Q3 (2018/19)	
Overall employment rate	Bigger is better	80%	<b>88.8%</b>	★
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	90	<b>64</b>	▲
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	4.6%	<b>1.7%</b>	★

10. Performance against two of these indicators is good, with the overall employment rate for Chorley continuing to increase and the % of 16-17 who are not in education, employment or training continuing to decrease, meaning overall there are more people in employment across the borough.

11. Performance is lower than anticipated for the number of projected jobs created through Chorley Council support or intervention this quarter with 64 created jobs against a target of 90. The lower than anticipated number of projected jobs created is due to the current offer for businesses (Choose Chorley grant and the BIG grant), which incentivise job creation, have criteria that is restrictive and is limiting more businesses to access the grant funding. To ensure that the criteria enables the grants to be more accessible to the right types of businesses, the criteria for the grants will be reviewed. There also remained some vacancies within the team in quarter three which impacted the capacity to deliver business events and the development of relationships with local businesses.

**Employment, skills and business support**

12. As part of the local indicator review (March 2018) significant changes were made to the local indicator set for the employment, skills and business support to better reflect the work of the service and in particular capture the work around the business support programme which is being delivered as part of the European Regional Development Fund for the Digital Office Park. Below is the performance against these new indicators.

		Target	Q3 (2018/19)	
ESB 24 - Number of existing Enterprises receiving support for 12 hours - European Regional Development Fund	Bigger is better	15	<b>14</b>	
ESB 25 - Number of new Enterprises supported for 12 hours - European Regional Development Fund	Bigger is better	7	<b>7</b>	
ESB 26 - Number of businesses referred/supported by Chorley Council	Bigger is better	180	<b>336</b>	
ESB 27 - Number of businesses attending Council business/networking and engagement events	Bigger is better	225	<b>268</b>	

13. Performance against the majority of these performance indicators is positive for 2018/19.

14. Both ESB 24 and 25 measure the performance of the business support programme which provides consultancy support to existing and new small and medium enterprises as part of the European Regional Development Funding we have received for the Digital Office Park.

15. Performance against the number of existing enterprises receiving support for 12 hours is performing slightly below target. This underperformance is due to resourcing across the service meaning that vacant posts are impacting upon the resource available to deliver dedicated activity towards this output. Once in place, this additional resourcing will enable more activity to be delivered that will contribute towards this indicator such as holding a series of workshops with key businesses to provide a greater level of support.

**Property Services**

16. The below table outlines performance against a number of local indicators relating to property services:

		Target	Q3 (2018/19)	
PRS 01 – % reactive repair orders logged and issued on time within the Tech Forge system within Priority ratings (emergency/urgent/routine)	Bigger is better	90%	<b>94.52%</b>	
PRS 03 – % land ownership enquiries replied to within 3 working days	Bigger is better	99%	<b>83.3%</b>	

PRS 04 – Average time to issue valuation letter to resident following request for low cost housing valuation	Smaller is better	15Days	<b>4.5Days</b>	★
PRS 05 – Average time to issue offer letter to resident following request to purchase freehold reversion	Smaller is better	10Days	<b>1.3Days</b>	★

17. Performance against three of the local indicators is good with all three performing above target. The % of land ownership enquiries replied to within 3 working days is off target due to one enquiry exceeding the deadline, this was due to a lengthy process to obtain relevant archived plans and relevant deeds needed to respond the enquiry sufficiently.

**IMPLICATIONS OF REPORT**

18. This report has implications in the following areas and the relevant Directors’ comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Governance	

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

19. No comments

**COMMENTS OF THE MONITORING OFFICER**

20. No comments

REBECCA HUDDLESTON  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	14.02.2019	Business Development and Growth performance context

**Appendix A – corporate and service level indicators for Business, Development and Growth**

Indicator Name	Polarity	Target Value	Performance Quarter 3	Symbol	Trend
<b>Corporate Strategy Indicators</b>					
Overall employment rate	Bigger is better	80%	<b>88.8%</b>	★	Better than Q3 17/18
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	90	<b>64</b>	▲	No comparable data
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	4.6%	<b>1.7%</b>	★	Better than Q3 17/18
<b>Employment, Skills and Business Support</b>					
Client satisfaction with the service received from Chorley Council	Bigger is better	80%	<b>100%</b>	★	Better than Q3 17/18
Number of enquiries to Economic Development Service	Bigger is better	973	<b>914</b>	▲	Worse than Q3 17/18
Number of existing Enterprises receiving support for 12 hours - European Regional Development Fund	Bigger is better	15	<b>14</b>	▲	No comparable data
Number of new Enterprises supported for 12 hours - European Regional Development Fund	Bigger is better	7	<b>7</b>	★	No comparable data
Number of businesses referred/supported by Chorley Council	Bigger is better	180	<b>336</b>	★	No comparable data
Number of businesses attending Council business/networking and engagement events	Bigger is better	225	<b>268</b>	★	No comparable data
<b>Market Walk, Markets and Town Centre</b>					
% occupancy of the covered market	Bigger is better	95%	<b>94.3%</b>	●	Better than Q3 17/18
Markets Income	Bigger is better	£281,250	<b>£277,763.86</b>	●	Worse than Q3 17/18
Vacant Town Centre Floor Space	Smaller is better	6%	<b>4.28%</b>	★	Better than Q3 17/18
Market Walk Footfall	Bigger is better	2950100	<b>2929704</b>	●	Better than Q3 17/18
<b>Property Services</b>					
% reactive repair orders logged and issued on time within the Tech Forge system within Priority ratings (emergency/urgent/routine)	Bigger is better	90%	<b>94.52%</b>	★	Better than Q3 17/18

% land ownership enquiries replied to within 3 working days	Bigger is better	99%	<b>83.3%</b>		Worse than Q3 17/18
Average time to issue valuation letter to resident following request for low cost housing valuation	Smaller is better	15Days	<b>4.5Days</b>		Worse than Q3 17/18
Average time to issue offer letter to resident following request to purchase freehold reversion	Smaller is better	10Days	<b>1.3Days</b>		Worse than Q3 17/18

## APPENDIX B – all service level business plan projects for Business, Development and Growth

Project	Status
<b>Development and Regeneration</b>	
Deliver Primrose Gardens	Ongoing
Deliver the Garden of Reflection as part of the Corporate Strategy Project Develop Astley Hall and Park as a visitor destination	Complete
Progress Westway Sports Campus	Ongoing
Deliver Harpers & Coronation Rec improvements	Complete
Progress King George V Improvements	Ongoing
Implement Central Lancs Local Plan Team and Commence the programme	Ongoing
Implement Exacom Software for Planning Obligations	Ongoing
Proactively manage the affordable housing programme	Ongoing
Assessment of Impact on service area/resources due to policy proposals within MHCLG consultation 'Supporting Housing through Developer Contributions' and NPPF2	Ongoing
Delivering team wide Website improvement – true signposting and clarity of information for Planning Policy / CIL / S106/POS.	Ongoing
Implement Agent Liaison Meetings	Complete
Manage the evidence based programme for the local plan	Ongoing
Yarrow Meadows - master plan delivery	Ongoing
Delivery of the open space strategy action plan	Ongoing
<b>Markets, Market Walk and Town Centre</b>	
Deliver the Market Walk extension & associated works / increased parking provision	Ongoing
Future of Chorley Town Centre including developing a vision, consultation & a re-fresh of 2016 masterplan document	Not Started
Review of car park strategy including electric vehicle strategy	Not Started
Major contracts renewal in 18/19 – NSL / Securitas / Shop Mobility / Christmas Lights & Facilities Management for Market Walk	Ongoing
Town Centre Events / 3 <sup>rd</sup> party events (gazebo hire) i.e. Christmas attraction /Taste of Chorley / Canal Fest/ Adlington Carnival	Ongoing
<b>Property Development and Business Growth</b>	
Bring forward key sites for Development	Ongoing
Deliver the Strawberry Fields Digital Hub	Ongoing
Develop a Chorley Economic Development Strategy	Ongoing
Develop a Lettings Procedure/Process for the Digital Office Hub	Complete
Develop a Business Engagement Strategy	Ongoing
Deliver the One Public Estate Project	Ongoing
Support Delivery of the Market Walk Extension	Ongoing
Re-tender the Council's facilities management contracts	Ongoing
Review of Garage sites and agree a retention, disposal and maintenance programme and associated rent review	Ongoing
Produce an asset Management Plan	Ongoing



Report of	Meeting	Date
Performance and Partnerships	Overview and Scrutiny Performance Panel	21 March 2019

## PROGRESS UPDATE BUSINESS PLANNING 18/19

### PURPOSE OF REPORT

1. To provide an update on the progress of delivery for the service level projects outlined in the service business plans.

### RECOMMENDATION(S)

2. That the report be considered by members of the Overview and Scrutiny Performance Panel.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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### CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

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

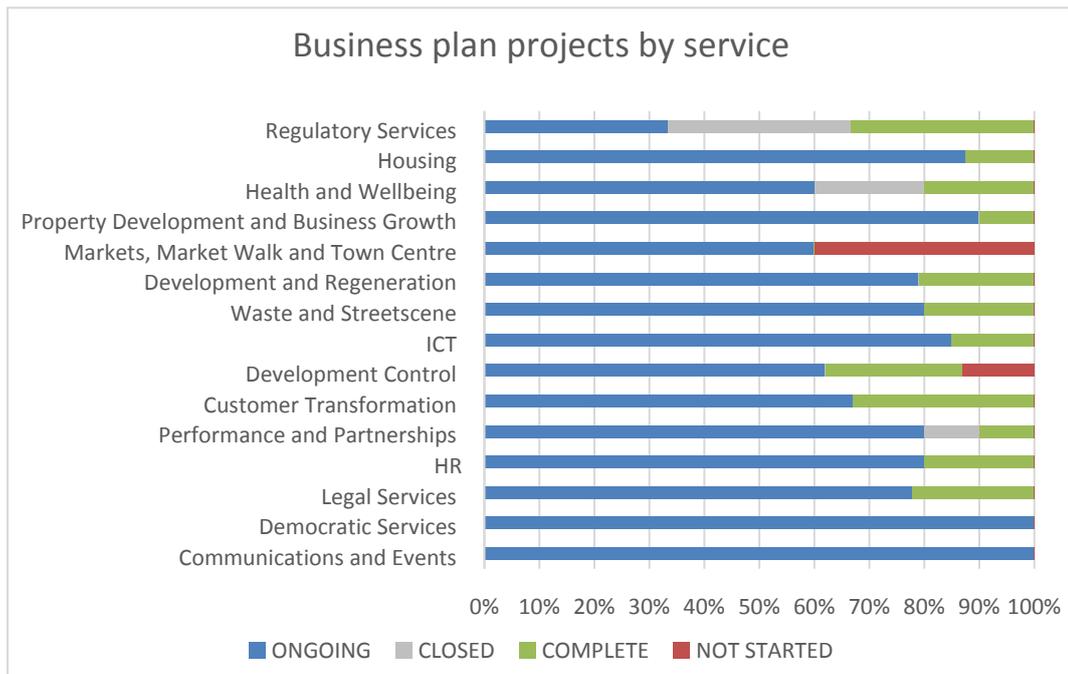
4. The business planning approach and process for 18/19 was agreed at SMT on 31 January 2018, it was agreed that a similar approach would be taken to 17/18 including engagement with staff, the production of a plan on a page per service and monitoring/reporting through the MyProjects system.
5. All service level business plans were approved by SMT on the 20 June 2018 and all service level projects are now recorded and managed on the MyProjects system.
6. This paper gives an update on all the service level business plan projects for 18/19 and an update on the business planning approach going forward for 19/20.

### POSITION UPDATE FOR 2018/19 BUSINESS PLANNING PROJECTS

7. A review of 16 business plans produced last year has been completed based on the information provided within the MyProjects system. The plans identified an overall total of 133 projects and of those:

- 105 are ongoing (79%)
- 21 are complete (16%)
- 4 are closed (3%)
- 3 have not started (2%)

8. The graph below provides an overview status by service. There is a full list of projects and status by directorate at Appendix A.



9. As can be seen from the graph above, the majority of the projects across all service areas are ongoing. Most of these have identified completion dates for the end of this financial year or will continue to be delivered over the next year as they are linked to wider programmes of work. Below are some highlights of work completed so far:

- Successful re-procurement of the waste management contract.
- A review of the council tax local discounts and exemptions policy was undertaken to potentially encourage more long-term empty properties in the borough to be brought back into use.
- The Attendance Policy has been reviewed and a new version has been approved which outlines an improved and simpler process to manage absenteeism.
- A review of community centre fees and charges to determine sustainable future delivery models for the community centres.
- A new ICT staffing structure has been appointed to which provides a more fit for purpose structure.
- The Garden of Reflection was delivered which commemorates 100 years since the end of WW1 and provides a covered performance area with seating and a stone carving of a soldier.
- A review of two contracts within Regulatory Services has been completed to identify the best value and appropriate provision of services.

- The Apprenticeship Programme has been delivered with five apprentices recruited and a training and development programme in progress.
- Developed a lettings procedure and process for the Digital Office Park.
- A review of the Regulatory Services Team to ensure effective and efficient delivery of statutory functions and contribution to the development of the Integrated Community Wellbeing Service.

10. 2% of projects have not yet started and are listed below with the relevant service:

- Review ‘Scheme of Delegation’ – Development Control
- Future of Chorley Town Centre including developing a vision, consultation & a re-refresh of 2016 masterplan document – Markets, Market Walk and Town Centre
- Review of car park strategy including electric vehicle strategy – Markets, Market Walk and Town Centre

11. The majority of these projects are lower priority and can therefore be rescheduled with no detrimental impact on overall business improvement delivery. It is expected that some of these will be delivered by March 2019 and some relate to larger programmes of work which will continue over the next year and timescales have been reviewed and re-scoped.

12. All services were asked to consider risk during the business planning process by populating a service level risk register on the GRACE system. All services now have a populated risk register in place to record and manage risk around the service level business plan projects. The key risks themes are around recruitment and resourcing, ICT dependencies, health and safety and increasing demand for services.

**Approach for business planning 19/20**

13. It is proposed that the approach for 19/20 should follow a similar format to last year’s approach. The key elements will include:

- Director briefing
- Service level planning sessions
- Completion of a plan on a page template
- Service level risk assessment
- Equality review
- Local/service level indicator review
- Collation of the plans and final presentation
- Population of the MyProjects system

14. There are some areas we would look to improve through this year’s process and so there will be greater focus on developing these as part of the process. These areas are detailed in the table below:

Area for improvement	Action
Staff and team engagement	<ul style="list-style-type: none"> <li>• More specific guidance on the format of the planning session will be given</li> <li>• Teams encouraged to take time away from the office, ideally allocating a half-day session</li> <li>• Services to revisit their business plan on at least a</li> </ul>

	quarterly basis
Skills analysis	<ul style="list-style-type: none"> <li>Skills needed to be identified by staff and skills shortages identified</li> </ul>

15. Business plan monitoring statements will continue to be provided to the Overview and Scrutiny Performance Panel twice a year to provide Members with an opportunity to review service level activity and apply a level of scrutiny in terms of progress and outcomes. An update on service level risk registers will also be provided as part of this report.

**IMPLICATIONS OF REPORT**

16. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Governance	

**COMMENTS OF THE STATUTORY FINANCE OFFICER**

17. No comments

**COMMENTS OF THE MONITORING OFFICER**

18. No comments

REBECCA HUDDLESTON  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	14.02.2019	Business development and growth context paper

**Appendix A – List of all business plan projects by directorate****POLICY AND GOVERNANCE**

<b>Project</b>	<b>Status</b>
<b>Communications and Events</b>	
Develop Astley Hall and Park	Ongoing
Developing a new offer for weddings and conferences at Astley Hall and Coach House	Ongoing
Accreditation from the Arts Council for Astley Hall	Ongoing
Communications of the town centre improvements (includes parking, Market Walk extension, Primrose Gardens and Youth Zone)	Ongoing
Deliver the Chorley Markets marketing plan	Ongoing
Delivery of the events programme (includes improvements and developments for 2019)	Ongoing
Roll out of social media access across the organisation (for internal and external comms)	Ongoing
Delivery of the internal communications plan	Ongoing
Support for the digital strategy work and development of digital communications channels	Ongoing
Review of branding – to look at all sub-brands we have and review what is still required and what isn't	Ongoing
<b>Democratic Services</b>	
Supporting additional meetings to help deliver the transformation agenda: Chorley Integrated Wellbeing Service – ESG, Public Services Transformation WG, Shared Services Joint Committee, Digital Office Park	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed about organisational change. Other sessions to include GDPR, Primrose Gardens, Electoral Review	Ongoing
Embed reports management and roll out Executive Member Decisions, Senior Management Team and Leaders Brief	Ongoing
Corporate Support – delivery of tailored support in response to senior management and organisational change	Ongoing
Electoral review of the borough ward boundaries in line with the requirements of the Local Government Boundary Commission for England.	Ongoing
Review of Council meeting rooms booking system and arrangements	Ongoing
Maintenance/facilities review	Ongoing
Lancastrian AV review	Ongoing
<b>Legal Services</b>	
Market Walk Extension: Advising on contractual issues and supporting documentation and liaising with external Solicitors.	Ongoing
Primrose Gardens: Advising on contractual issues and supporting documentation.	Ongoing
Astley Hall 2020 Works: Advising on contract documentation and/or supporting Economic Regeneration to advise external Solicitors.	Ongoing
Digital Office Park: Advising on contractual and supporting documentation.	Ongoing
GDPR Compliance – Advising departments to become GDPR compliant, reviewing and advising on contracts and Policies in line with the Data Protection Act 2018 and GDPR.	Ongoing
Waste Management Contract Re-Tender: Advising on procurement and contractual issues.	Complete
Consideration of a new work flow system to administer the Freedom of information requests	Ongoing
IKEN Cedar Development. Identifying budget, staff resources and efficiencies in workflows.	Ongoing
Online legal resources contract review, procurement and award	Complete

<b>Human Resources</b>	
Health & Safety and HR support to Primrose Gardens and Market Walk	Ongoing
Health & Safety and HR Support on the Waste Contract	Complete
Support Organisational change – restructures, shared services, working patterns, terms and conditions	Ongoing
OD Strategy – review of last 12 month delivery against priorities and set new priorities for 2018-20	Ongoing
Development of Emerge Content – further development of system including consideration of resources needed to support, uploading more courses, keeping current eLearning modules updated, full utilisation of system for all service and professional training	Ongoing
DP – develop and roll out of the new PDP	Ongoing
Recruitment process review	Ongoing
Staffing headcount reconciliation	Ongoing
Attendance Policy - consultation, communication, training, review	Complete
Review of HR policies	Ongoing
<b>Performance and Partnerships</b>	
Delivery of Year 3 of the Public Sector Reform Executive key workstreams, including leadership development, shared intelligence and economic reform, including supporting PMO function	Ongoing
GDPR Support, including ensuring council compliance with regulations, in particular in relation to consultation and customer satisfaction	Ongoing
Challenge Fund bid submission, fibre broadband initiative	Ongoing
Support the delivery of the Transformation Strategy, through appraisal and challenge of key corporate projects and 19/20 budget	Ongoing
Deliver equality actions and refresh - and improve processes, and refresh including IIA's, supporting ongoing training for staff.	Ongoing
Undertake commissions, develop or support business cases, for annual or bespoke initiatives, bus provision, meals on wheels, reforesnet, utility co.	Ongoing
Support the review of single front office, including existing provision, and preparation of recommendations for savings	Complete
Review of consultation undertaken throughout the year, including methodologies, data-gathering and evaluation, considering GDPR - with recommendations	Closed
Planning and supporting the role of Worksmart across the Council	Ongoing
Support people from across the borough to be digitally included	Ongoing
<b>Shared Financial Services</b>	
Review of Management Accountancy Processes	Ongoing
Income Generation Strategy	Ongoing

## CUSTOMER AND DIGITAL

<b>Project</b>	<b>Status</b>
<b>Customer Transformation</b>	
Review the CTS Scheme	Ongoing
Implement EAS DWP Portal	Ongoing
Universal Credit Full Service implementation	Ongoing
Implement VEP (Verification of Earnings & Pensions)	Complete
Implement Remaining Capita Software Modules	Ongoing
Pilot Business Rates NFI	Ongoing
Progress Staff Development Programme 2018/19	Ongoing
Review Empty Property Inspection Data & BI	Complete
Review Council Tax Local Discounts & Exemptions Policy	Complete
<b>Development Control</b>	
Review 'Scheme of Delegation'	Not Started

Review Householder Pre-application Process	Complete
Review Free Applications	Complete
Review TPO Process	Ongoing
Review Practice & Procedure Advice Notes	Ongoing
Deliver Bank Hall Project	Ongoing
Progress Work Smart Principles & New Technology	Ongoing
Review Resourcing Arrangements	Ongoing
<b>ICT</b>	
Deliver Critical and High Projects Defined within the ICT Strategy 2017/20. Consideration of medium/low priorities.	Ongoing
Deliver Critical and High Projects defined within the Digital Strategy 2017/20	Ongoing
Deliver Digital Aspects of the Streetscene Modernisation Strategy 2017/20	Ongoing
Support Delivery of New Waste Contract Technology.	Ongoing
Apply for LFTN funding to Support Dark Fibre Network	Ongoing
Review Proposals for Renewal and Expansion of CCTV Infrastructure	Ongoing
Complete Appointments to ICT Structure	Complete
<b>Waste and Streetscene</b>	
Procure New Waste & Recycling Collection Contract	Complete
Mobilise New Waste & Recycling Collection Contract	Ongoing
Deliver a Borough Wide Programme of Improvements to Street Services	Ongoing
Deliver P2 Improvements to Chorley Cemetery	Ongoing
Submit Chorley in Bloom & Green Flag Awards	Complete
Progress Audit Recommendations for Tree Inspections	Ongoing
Progress Implementation of Y2 Streetscene Modernisation Strategy 2017/20	Ongoing
Implement Health & Safety Audit Action Plan	Ongoing
Neighbourhood Projects (10)	Ongoing
Progress Bengal St Depot Improvements	Ongoing

## BUSINESS, DEVELOPMENT AND GROWTH

Project	Status
<b>Development and Regeneration</b>	
Deliver Primrose Gardens	Ongoing
Deliver the Garden of Reflection as part of the Corporate Strategy Project Develop Astley Hall and Park as a visitor destination	Complete
Progress Westway Sports Campus	Ongoing
Deliver Harpers & Coronation Rec improvements	Complete
Progress King George V Improvements	Ongoing
Implement Central Lancs Local Plan Team and Commence the programme	Ongoing
Implement Exacom Software for Planning Obligations	Ongoing
Proactively manage the affordable housing programme	Ongoing
Assessment of Impact on service area/resources due to policy proposals within MHCLG consultation 'Supporting Housing through Developer Contributions' and NPPF2	Ongoing
Delivering team wide Website improvement – true signposting and clarity of information for Planning Policy / CIL / S106/POS.	Ongoing
Implement Agent Liaison Meetings	Complete
Manage the evidence based programme for the local plan	Ongoing
Yarrow Meadows - master plan delivery	Ongoing
Delivery of the open space strategy action plan	Ongoing
<b>Markets, Market Walk and Town Centre</b>	
Deliver the Market Walk extension & associated works / increased parking provision	Ongoing
Future of Chorley Town Centre including developing a vision, consultation & a re-fresh of 2016 masterplan document	Not Started
Review of car park strategy including electric vehicle strategy	Not

	<b>Started</b>
Major contracts renewal in 18/19 – NSL / Securitas / Shop Mobility / Christmas Lights & Facilities Management for Market Walk	<b>Ongoing</b>
Town Centre Events / 3 <sup>rd</sup> party events (gazebo hire) i.e. Christmas attraction /Taste of Chorley / Canal Fest/ Adlington Carnival	<b>Ongoing</b>
<b>Property Development and Business Growth</b>	
Bring forward key sites for Development	<b>Ongoing</b>
Deliver the Strawberry Fields Digital Hub	<b>Ongoing</b>
Develop a Chorley Economic Development Strategy	<b>Ongoing</b>
Develop a Lettings Procedure/Process for the Digital Office Hub	<b>Complete</b>
Develop a Business Engagement Strategy	<b>Ongoing</b>
Deliver the One Public Estate Project	<b>Ongoing</b>
Support Delivery of the Market Walk Extension	<b>Ongoing</b>
Re-tender the Council's facilities management contracts	<b>Ongoing</b>
Review of Garage sites and agree a retention, disposal and maintenance programme and associated rent review	<b>Ongoing</b>
Produce an asset Management Plan	<b>Ongoing</b>

## EARLY INTERVENTION AND SUPPORT

<b>Project</b>	<b>Status</b>
<b>Health and Wellbeing</b>	
Review of Leisure Contract	<b>Ongoing</b>
Review of Community Centre management processes and ICT development opportunities	<b>Ongoing</b>
Review of community centres fees, charges and future delivery models	<b>Complete</b>
Implementation of new team structure and focus on community resilience	<b>Ongoing</b>
Deliver Phase 2 of Time Credits transition plan	<b>Closed</b>
Transition of delivery of GUAG / RUAG, development of associated MOU and Comm's agreement which recognises the broad young people's offer in Chorley	<b>Ongoing</b>
Review and develop more relevant PI's and evaluation processes	<b>Ongoing</b>
Continue to support the development of the ICWS and deliver tasks allocated to the team including the Pathway development projects initiated in 2017	<b>Complete</b>
Deliver the new process for neighbourhood working and deliver all priorities	<b>Ongoing</b>
Deliver the employability review and new targeted focus plan	<b>Closed</b>
<b>Housing</b>	
Develop an empowering and legislative compliant housing service, solution focused approach in line with Homelessness Reduction Act 2017	<b>Ongoing</b>
Develop a mobile support service to include support provided to residents at Cotswold Support Housing and in customer homes with the delivery of personalised housing plans in line with the Homelessness Reduction Act 2017	<b>Ongoing</b>
Develop and implement the operational model for Primrose Gardens Extra Care Scheme	<b>Ongoing</b>
Strengthening of interventions in preparation for the introduction of Universal Credit (full digital service)	<b>Complete</b>
Review current and develop new protocols to strengthen pathways for persons with particular needs, for example, persons released from prison, victims of domestic abuse. Working with partners in anticipation of the introduction of the "duty to refer".	<b>Ongoing</b>
Implement the recommendations of the housing pathway work	<b>Ongoing</b>
To contribute towards and support the development of the housing strategy	<b>Ongoing</b>
Support the development of a housing strategy for the borough	<b>Ongoing</b>
<b>Regulatory Services</b>	
Review of roles, responsibilities and resources within the new Regulatory Services Team to ensure effective and efficient delivery of statutory functions and contribution to the development of the Integrated Community Wellbeing Service. This will include: - Review of the structure of the team	<b>Complete</b>

- Review of the approach to promoting public health and protection	
Review of Pest Control Contract and services	<b>Closed</b>
Review of Stray dog provision and kennelling contract	<b>Ongoing</b>

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