

OVERVIEW AND SCRUTINY PERFORMANCE PANEL

THURSDAY, 5TH MARCH 2020, 6.30 PM
COMMITTEE ROOM 2, TOWN HALL

AGENDA

APOLOGIES

- | | |
|---|------------------------|
| <p>1 MINUTES OF MEETING THURSDAY, 30 JANUARY 2020 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</p> <p>2 DECLARATIONS OF ANY INTERESTS</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>(Pages 3 - 6)</p> |
| <p>3 PERFORMANCE FOCUS - COMMERCIAL SERVICES</p> <p>To receive and consider the report of the Deputy Chief Executive.</p> | <p>(Pages 7 - 14)</p> |
| <p>4 BUSINESS PLANNING UPDATE</p> <p>To receive and consider the report of the Deputy Chief Executive.</p> | <p>(Pages 15 - 26)</p> |
| <p>5 ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR</p> | |

GARY HALL
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor (Vice-Chair) and Councillors Roy Lees, Christopher France, Alex Hilton, Marion Lowe and June Molyneaux.

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MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL

MEETING DATE Thursday, 30 January 2020

MEMBERS PRESENT: Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Alex Hilton, Marion Lowe and June Molyneaux

OFFICERS: Chris Sinnott (Director (Early Intervention and Support)), Rebecca Aziz-Brook (Transformation Programme Coordinator) and Philippa Braithwaite (Democratic and Member Services Officer)

APOLOGIES: Councillor Christopher France

OTHER MEMBERS: Councillor Peter Wilson

20.OSP.25 Minutes of meeting Thursday, 10 October 2019 of Overview and Scrutiny Performance Panel

Decision – That the minutes of the Overview and Scrutiny Performance Panel held on 10 October 2019 be approved as a correct record for signature by the Chair.

20.OSP.26 Declarations of Any Interests

There were no declarations of interest received.

20.OSP.27 Performance focus - Policy and Governance

The Chair, Councillor John Walker, welcomed Chris Sinnott, Director (Policy & Governance) and Councillor Peter Wilson, Deputy Leader and Executive Member (Resources), to the meeting.

Rebecca Aziz-Brook, Transformation Programme Co-Ordinator, presented the report which provided contextual information with regards to the overall Directorate summary, the budget position and the key performance summary and key project update for 2019/20. The data within the report reflected the position in quarter two.

The directorate budget was currently underspending by just under £82k, creating a 1.7% variance against the original cash budget. The biggest underspend was in staffing due to an underspend of £50k as a result of sharing the Chief Executive post with South Ribble and an underspend of £40k from Shared Financial Services as a result of the vacant posts following the senior management restructure and review of the service. With regards to key performance information, overall of the 40 indicators

31 (78%) were performing on or above target, 3 (8%) were performing worse than target but within the threshold and 6 (14%) were performing below target.

It was noted that the Policy and Governance directorate will be responsible for some high-profile projects as part of next year's corporate strategy delivery including renovation works at Astley Hall, the refresh of the Council's website, delivering Shared Services, and delivery of sustainable public services and the green agenda, and Councillor Wilson praised officers leading on those projects.

Members queried where Shared Services was up to. It was noted that appointments to shared posts were made before Christmas which would go live from 1 April but were currently working in shadow form. Also from 1 April, staff would be transferred between South Ribble and Chorley, with the Finance, Transformation and Partnerships teams being employed by Chorley, and Communications and Visitor Economy, Democratic and Legal Services being employed by South Ribble.

In general, the employing Council would be the base for that team, however some site-dependent roles (e.g. Democratic Services) would transfer to South Ribble as their employer but would not move physically. Members were concerned that communication with officers would change and it was noted that this was likely; although staff from each team would be available at both sites, appointments might replace drop-in meetings.

Officers were currently concentrating on seating arrangements and ensuring access to systems, but a larger piece of work was underway to align terms and conditions and it was noted that a full reviews of services and likely restructures would take place after 1 April. In response to Members' queries regarding the TUPE protection period, it was noted that no protection period is needed until there is significant business reason to change terms and conditions and only one intended measure was being implemented at this stage; a change in date for salary payments.

With regards to involvement of the unions, Members noted that officers had been meeting on a monthly basis with South Ribble's Unison branch and that Chorley's Unison branch had recently agreed to re-engage with the process. Pay scales were one of the things needed to be aligned as, although both Councils used the same spinal column points, they operated different grade structures. It was noted that pay was protected up to limit of £5,000 under the current policy in both Councils, with 12 months full protection and part-protection after that. In response to Members' follow-up queries, it was noted that the intention was to align terms and conditions, not make anyone financially worse off.

Members were concerned about the effect on staff morale and urged officers to ensure clear communication regarding harmonisation was carried out in an open and structured way. It was noted that the previous delays to Shared Services had resulted in staff resignations, so officers were driving changes through now the vision and strategy were clear.

With regards to other aspects of the Directorate's performance, Members queried the revenue figures for the Lancastrian Suite and it was noted that these reflected the cancellations of pre-Christmas events due to the general election. Members queried sickness absence performance figures and noted that there had been a reduction in long term sickness but not for short-term absences. It was advised that return to work

interviews were key to making improvements in order to identify and address issues, particularly for mental health illnesses.

Decision – That the report be noted.

20.OSP.28 Quarter 2 Performance Report 2019/20

The Performance Panel considered a monitoring report from the Director (Policy and Governance) which was presented at the Executive Cabinet on 14 November 2019. Rebecca Aziz-Brook, Transformation Programme Co-Ordinator, advised that the report set out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2019/20, 1 July to 30 September 2019.

Overall, performance of key projects was excellent, with 11 (92%) of the projects rated as green or complete and one (8%) project currently rated as amber with the action plan for this project contained within the report. In response to Members' queries, it was noted that the outline proposal for Shady Lane was being reconsidered but progress was expected this year.

Performance of the Corporate Strategy indicators and key service delivery measures was also excellent with 100% of Corporate Strategy measures and 88% of key service delivery measures performing on or above target or within the 5% threshold. It was noted that those indicators performing below target had action plans outlined with measures to improve performance.

Members queried the missed bin performance, and it was noted this was largely down to the changes to the collection rounds and use of agency staff. Financial deductions were now being made from FCC's monthly contract payments for failing to meet agreed standards, and FCC were recruiting more permanent staff. In response to Members' questions it was advised that a missed bin collection reported on non-collection day would not count in these figures, and that technology to confirm whether a bin had been put out was now in place and would be used once the issues with existing rounds had been resolved.

Members discussed the 2019 Indices of Multiple Deprivation (IMD) update released by the Ministry of Housing Communities and Local Government. It was noted that the overall message for Chorley was positive with the borough now less deprived than it was in 2015, but that Chorley North East and Coppull did not follow this trend and were more deprived. Members queried how this was being addressed and it was noted that the issues were very complex and, as they were difficult to address directly, more emphasis was being placed on prioritising these areas when planning community engagement.

Decision – That the report be noted.

Chair

Date

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| Report of | Meeting | Date |
|------------------------|---|--------------|
| Deputy Chief Executive | Overview and Scrutiny Performance Panel | 5 March 2020 |

PERFORMANCE FOCUS – COMMERCIAL SERVICES CONTEXT

PURPOSE OF REPORT

1. To provide contextual information for the panel with regards to:

- Overall Directorate priorities including budget position
- Key performance summary for 2019/20
- Key project update for 2019/20

RECOMMENDATION(S)

2. That the context and information contained within be discussed at the Overview and Scrutiny Performance Panel, with a view to understanding performance in these areas.

| | | |
|--|-----|----|
| Confidential report Please bold as appropriate | Yes | No |
|--|-----|----|

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 review of the council's senior management structure approved a restructure of the Business Development and Growth directorate to respond to the development of the wholly owned company. The revised structure consolidates functions relating to the management of assets, business support and development projects. The functions that make up the Commercial Services directorate are:

- Accommodation – operational management of the Council's housing units, including Cotswold Supported Housing and Primrose Gardens Extra Care Scheme.
- Market Walk and Town Centre – management of Market Walk shopping centre, Chorley Markets, town centre car parks and borough wide CCTV monitoring services.
- Property and Facilities – the asset management and maintenance of all council owned buildings and assets.

- Development and Business – manage the development and business growth function and co-ordinate the delivery of activity to support sustained economic growth across the borough including business engagement and development of key sites

Directorate Overview

5. Performance of the directorate was last considered by the Overview and Scrutiny Performance Panel in March 2019.
6. Over the last year the directorate has work to support the delivery of the corporate strategy through conducting activity to bring forward various key sites across the borough for development including Shady Lane, Cowling Farm, Alker Lane, Tatton and Whittle Surgery. The directorate has also delivered some big flagship developments through to completion such as Primrose Gardens, the Digital Office Park and the Market Walk Extension.
7. In addition to these major projects, there has been successful delivery of service level business plan projects including a review and evaluation of the Market Walk and wider town centre security, the procurement of contractors to deliver both reactive and planned maintenance across council owned assets and the development of an upcycling centre at the Markets.

Financial position

8. The below table outlines the General Fund Revenue Budget monitoring provisional outturn for Commercial Services:

| Provisional Outturn February 2020 | £ |
|--|---------------|
| Original Cash Budget | 1,205,000 |
| Agreed changes | 575,000 |
| Current Cash Budget | 1,780,000 |
| Forecast outturn | 1,859,000 |
| Variance | 79,000 |
| Variance | 4% |

9. The directorate budget is currently over budget by £79k, which has created a 4% variance against the original cash budget. The biggest overspends were an additional £6k for the rent of land for the market trader parking which was put in place to facilitate more resident parking on Friday Street and an additional £6k spend on non-domestic rates for council owned empty properties which are due for demolition or regeneration. There was also lower than anticipated receipt of off-street parking permit income with income down by £24k which has been in part due to disruption around parking within the town centre, despite this being carefully managed this may have influenced permit revenue. It is likely that an increase in revenue from off street parking permits will be seen with the additional 44 spaces now in place in front of M&S.
10. The biggest underspend was for £19k of non-domestic rates for car parks which was due to a receipt of credit for the build periods on car parks with reduced capacity and loss of expensive space on the Flat Iron for less expensive space on Friday Street. There were also underspends of £15k on staffing due to vacant posts.
11. The biggest income for this directorate was from rental income of council owned land and property which amounted to £79k and from pay and display income which amounted to £20k.

PERFORMANCE CONTEXT

- 12. The below provides key performance information for the directorate over 2019/20. This is based on the new structure for Commercial Services.
- 13. Overall there are 18 indicators that can be reported on at quarter three for Commercial Services directorate; 11 (61%) are performing on or above target, 5 (28%) are performing worse than target but within the threshold and 2 (11%) are performing below target.

Development and Business

- 14. The below table outlines performance against a number of local indicators relating to the Development and Business service:

| | | Target (19/20) | Q3 2018/19 | Q3 2019/20 | Symbol | Trend |
|--|------------------|----------------|------------|------------|--------|------------------------|
| Number of businesses referred/supported by Chorley Council | Bigger is better | 720 | 336 | 690 | ● | Better than Q3 2018/19 |
| Number of existing Enterprises receiving support for 12 hours - European Regional Development Fund | Bigger is better | 15 | 14 | 11 | ▲ | Worse than Q3 2018/19 |
| Number of new Enterprises supported for 12 hours - European Regional Development Fund | Bigger is better | 8 | 7 | 6 | ▲ | Worse than Q3 2018/19 |

- 15. Out of the six indicators within the Development and Business service three are performing on target, one is performing worse than target but within the threshold and two are performing worse than target.
- 16. For the number of existing enterprises receiving support for 12 hours performance is lower than anticipated due to the Christmas period impacting on the attendance time by clients to the 1:1, workshop and masterclass support provided. It is anticipated this will increase in quarter four.
- 17. For the number of new enterprises receiving support for 12 hours performance is lower than anticipate due to lower numbers of potential enterprises in the pipeline to provide support to and this is trend across Lancashire. There are various actions being put in place to increase the numbers of new clients that we support including the development of an internal activities tracker which enables the business engagement team to manage and track the activities programmed for new clients ensuring these are more targeted, a weekly working group has been set up involving the digital team to drive forward the programme of activities and drop in sessions have been set up for clients at the Digital Office Hub and the town centre. The team has also started sharing data with other support delivery partners to increase referrals of clients and so acquire more clients in the pipeline.

Market Walk and Town Centre

- 18. The below table outlines performance against a number of local indicators relating to the Market Walk and Town Centre service:

| | | Target (19/20) | Q3 2018/19 | Q3 2019/20 | Symbol | Trend |
|--------------------------|-------------------|----------------|------------|------------|--------|-----------------------|
| Markets Income | Bigger is better | £281,250 | £277,763 | £268,911 | ● | Worse than Q3 2018/19 |
| Town Centre Vacancy Rate | Smaller is better | 8% | N/A | 7.5% | ★ | No comparable data |
| Market Walk Footfall | Bigger is better | 1,925,000 | 2,929,704 | 2,807,106 | ● | Worse than Q3 2018/19 |

19. Out of four indicators, two are performing above target and two are performing worse than target but within the threshold.

Accommodation

20. The below table outlines performance against a number of local indicators relating to the Accommodation service:

| | | Target (19/20) | Q3 2018/19 | Q3 2019/20 | Symbol | Trend |
|--|-------------------|----------------|------------|------------|--------|------------------------|
| % rent collected at Cotswold Supported Housing | Bigger is better | 98.52% | N/A | 96.54% | ● | No comparable data |
| % voids Cotswold House | Smaller is better | 20% | 20.4% | 19.1% | ★ | Better than Q3 2018/19 |

21. For the two indicators under the Accommodation service the % of voids at Cotswold is performing above target. However, the % of rent collected at Cotswold is performing worse than target but within the threshold.

Property and Facilities

22. The below table outlines performance against a number of local service indicators relating to the property and facilities service:

| | | Target (19/20) | Q3 2018/19 | Q3 2019/20 | Symbol | Trend |
|---|-------------------|----------------|------------|------------|--------|------------------------|
| % land ownership enquiries replied to within 3 working days | Bigger is better | 99% | 99% | 100% | ★ | Better than Q3 2018/19 |
| Average time to issue valuation letter to resident following request for low cost housing valuation | Smaller is better | 15 Days | 4.5 Days | 0 Days | ★ | Better than Q3 2018/19 |

| | | | | | | |
|---|-------------------|---------|----------|----------|---|-----------------------|
| Average time to issue offer letter to resident following request to purchase freehold reversion | Smaller is better | 10 Days | 1.3 Days | 3.5 Days | ★ | Worse than Q3 2018/19 |
|---|-------------------|---------|----------|----------|---|-----------------------|

23. Performance across all the indicators for property and facilities is good with all indicators performing better than target. All indicators demonstrate good performance for response times to a variety of requests which come into the property and facilities service. Two indicators are performing better than last year’s performance, with the average time to issue an offer letter to a resident following a request to purchase freehold reversion is performing worse.

Key projects update

24. Quarter three is the last time these corporate strategy projects will be reported on, a status summary for each project can be found below:

| Project | Status summary |
|--|---|
| Bring forward key sites for development | This project is due to complete in quarter four. The next phase of work for the Alker Lane site will be delivered as part of corporate strategy delivery for next year under the project ‘bring forward employment land at Alker Lane’. For the Cowling Farm and Shady Lane sites next steps will be delivered as part of business as usual. |
| Deliver the Market Walk extension | This project is due to complete in quarter four. Any remaining elements post quarter four will be taken as part of business as usual. |
| Deliver the Digital Office Park | This project is due to complete in quarter four. Any remaining elements post quarter four will be taken as part of business as usual. |
| Deliver the Housing Company | This project is due to complete in quarter four. The next phase of work to develop a wholly owned company will be delivered as part of corporate strategy delivery for next year under the project ‘develop the business plan for the wholly owned company’. |
| Deliver improvements to the playing pitches in the borough | This project is due to complete in quarter four. The next phase of work for King George V, Kem Mill Lane and Westway will be delivered as part of corporate strategy delivery for next year under the project ‘improve play and community spaces across the borough’. |
| Deliver the Primrose Gardens retirement village | This project completed in quarter two. The project achieved the outcomes outlined at project inception; Primrose Gardens has delivered 65 modern and accessible apartments for those aged 55 and over which is ideally located whilst providing a unique, modern space for residents to enable them to live independently, integrate with the local community and gain access to support and care when needed. |

25. The Commercial Services directorate will be responsible for some high-profile projects as part of next year’s corporate strategy delivery. The scope for these projects is set out below:

| Project Title | Scope for 2020/21 |
|---|---|
| Progress improvements to Tatton recreation ground and surrounding area | <p>The council have been awarded funding through the One Public Estate fund to progress a feasibility study for a proposed health hub on the former bus depot on Eaves Lane which would incorporate Tatton community centre and provide improvements to Tatton Recreation ground.</p> <p>This phase of the project will progress the work to RIBA stage 3 which includes detailed design, planning and possible procurement as well as a cost plan, surveys and further consultation with local stakeholders.</p> |
| Deliver improvements to the town centre | <p>This project will undertake improvements to the town centre streetscene to enhance the retail and visitor experience. It will also complement wider town centre developments including the extension to Market Walk.</p> <p>Work will focus on visible and tangible enhancements to the public realm to maintain walkways and shop fronts.</p> |
| Develop the business plan for the wholly owned company | <p>In July 2019 the Council approved proposals to create a wholly owned company to hold and manage council assets.</p> <p>This project will establish the wholly owned company and develop the business plan which will set out in more detail the approach that the wholly owned company will take to acquiring and managing its portfolio of assets.</p> |

26. Reporting on the new corporate strategy projects will commence in quarter four.

IMPLICATIONS OF REPORT

27. 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 | x | Policy and Communications | |

COMMENTS OF THE STATUTORY FINANCE OFFICER

28. N/A

COMMENTS OF THE MONITORING OFFICER

29. N/A

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

| Report Author | Ext | Date | Doc ID |
|----------------------|------------|-------------|--|
| Rebecca Aziz-Brook | 5348 | 14.02.20 | Commercial services performance paper |

Appendix A – corporate and service level indicators for Commercial Services – Quarter 3

| Indicator name | Polarity | Target Value | Performance Value | Symbol | Trend |
|---|-------------------|--------------|-------------------|--------|------------------------|
| Commercial and Assets | | | | | |
| % land ownership enquiries replied to within 3 working days | Bigger is better | 99% | 100% | ★ | Better than Q3 2018/19 |
| Average time to issue valuation letter to resident following request for low cost housing valuation | Smaller is better | 15 Days | 0 Days | ★ | Better than Q3 2018/19 |
| Average time to issue offer letter to resident following request to purchase freehold reversion | Smaller is better | 10 Days | 3.5 Days | ★ | Worse than Q3 2018/19 |
| % occupancy of the covered market | Bigger is better | 95% | 95.7% | ★ | Better than Q3 2018/19 |
| Markets Income | Bigger is better | £281,250 | £268,911.66 | ● | Worse than Q3 2018/19 |
| Market Walk Footfall | Bigger is better | 1,925,000 | 2,807,106 | ● | Worse than Q3 2018/19 |
| Town Centre Vacancy Rate | Smaller is better | 8% | 7.5% | ★ | No comparable data |
| % rent collected at Cotswold Supported Housing | Bigger is better | 98.52% | 96.54% | ● | No comparable data |
| % voids Cotswold House | Smaller is better | 20% | 19.1% | ★ | Better than Q3 2018/19 |
| Development and Business | | | | | |
| Client satisfaction with the service received from Chorley Council | Bigger is better | 80% | 100% | ★ | Same as Q3 2018/19 |
| Number of Business Engagements by the Business Development Service | Bigger is better | 975 | 1,122 | ★ | No comparable data |
| Number of existing Enterprises receiving support for 12 hours - European Regional Development Fund | Bigger is better | 15 | 11 | ▲ | Worse than Q3 2018/19 |
| Number of new Enterprises supported for 12 hours - European Regional Development Fund | Bigger is better | 8 | 6 | ▲ | Worse than Q3 2018/19 |
| Number of businesses referred/supported by Chorley Council | Bigger is better | 720 | 690 | ● | Better than Q3 2018/19 |
| Number of businesses attending Council business/networking and engagement events | Bigger is better | 225 | 1,045 | ★ | Better than Q3 2018/19 |



| Report of | Meeting | Date |
|------------------------|---|--------------|
| Deputy Chief Executive | Overview and Scrutiny Performance Panel | 5 March 2020 |

PROGRESS UPDATE BUSINESS PLANNING 19/20

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.

| | | |
|--|-----|----|
| Confidential report Please bold as appropriate | Yes | No |
|--|-----|----|

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

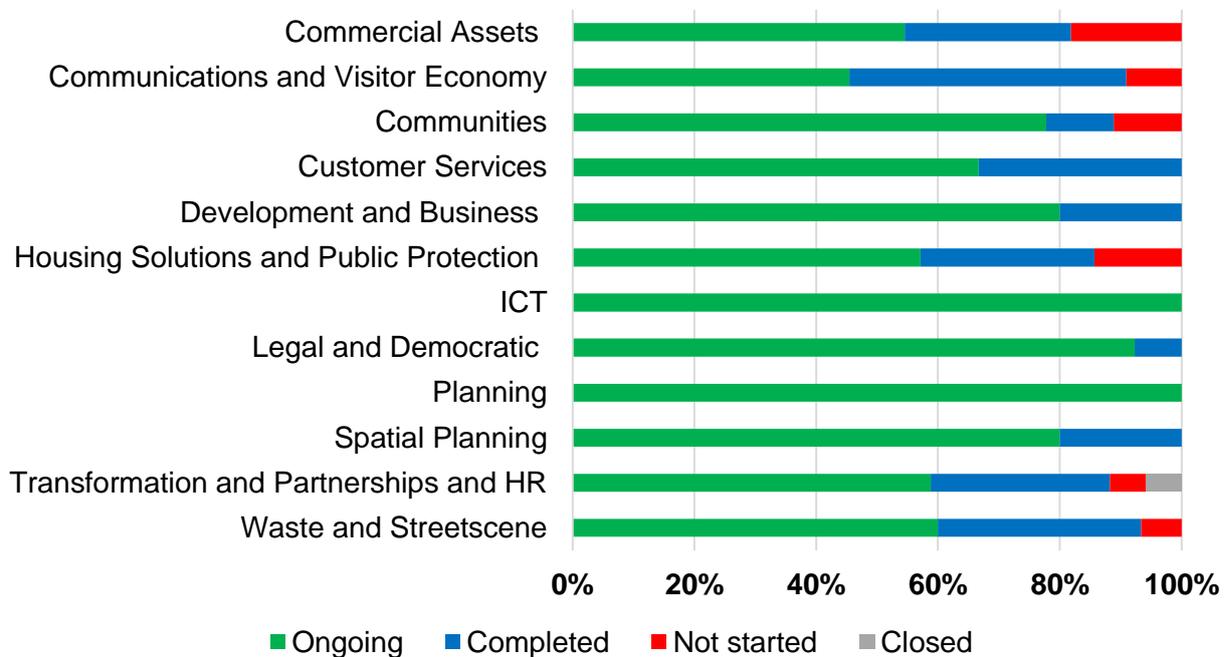
4. The business planning approach and process for 2019/20 was agreed at SMT on 31 January 2019. It was agreed that a similar approach would be taken to the previous year including engagement with staff, the production of a plan on a page per service and monitoring/reporting through the MyProjects system. This year services were encouraged to deliver business planning sessions with staff away from the office to foster further staff engagement in the process and a skills review was also included to capture skills needs across the organisation to inform planning for training and development.
5. All service level business plans were approved by SMT 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 19/20 and an update on the business planning approach going forward for 20/21.

POSITION UPDATE FOR 2019/20 BUSINESS PLANNING PROJECTS

7. A review of 15 business plans produced last year has been completed based on the information provided within the MyProjects system. The plans identified an overall total of 136 projects and of those:
 - 93 are ongoing (69%)
 - 34 are complete (25%)
 - 2 are closed (1%)
 - 7 have not started (5%)

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

Status Overview by Services



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:
 - A plan for future events and exhibitions has been developed in anticipation of new exhibition and events spaces at Astley Hall.
 - A buildings maintenance review has been completed for Astley Hall and associated buildings to ensure these buildings are sufficiently maintained.
 - The external peer challenge review was successfully completed in October 2019, this project was conducted by the LGA and co-ordinated by Transformation and Partnerships to deliver the review which provides critical challenge of local government organisations and provides recommendations around future delivery.
 - The review of our approach to partnership working has been completed. The review completed an assessment of partner strategies and engaged key senior

leaders from fire, police, health, education and third sector on a one to one basis to determine future priorities for public service reform. The review recommended actions and improvements to ensure that we continue to deliver integrated services for residents.

- Delivery of the Syrian resettlement programme is complete, delivery has included fitting out of five properties, provision of dedicated support for the families to settle into the borough and a welcome event with the community and council members.
- Delivery of improvements to the markets which has included the development of a group travel offer which provides a meet and greet service for visiting groups and the introduction of an upcycling centre in partnership with Totally Locally to promote the re-use of plastics.
- Successful procurement of new street sweeping vehicles is now complete, these new vehicles will provide more efficient vehicles and additional capacity to provide street cleansing services in the town centre.
- Implementation of an intelligence led empty properties system is complete to make the process of identifying empty properties more efficient through the use of data.

10. 5% of projects have not yet started and the following table outlines these projects, the services they fall under and the reasoning behind why these remain not started:

| Project | Service | Reasoning |
|--|-----------------------|--|
| Communications support for elections in May | Communications | This is due to the election being in May and therefore this will commence shortly. |
| Revise recruitment, retention and succession planning and development new graduate recruitment scheme including updating aspects of employer branding | HR | This is due to resourcing within the HR team. This will be considered as part of business planning for 20/21. |
| Housing Standards in Owner Occupied Dwellings- Carry out a review to identify the risks and benefits to intervention in this complex matter. Develop a policy where an appropriate level of intervention and funding are clarified | Housing Options | This is due to resourcing in the housing options team. This will be considered as part of business planning 20/21. |
| Implementation of lift access at Chorley Station | Commercial and Assets | This is project is reliant on Access for All funding which is yet to be confirmed by central government and Northern. |
| Team accommodation – facilitate managed workspace reconfiguration above Iceland and implementation of new working practices | Commercial and Assets | The contract award for the workspace above Iceland is yet to be finalised and therefore the reconfiguration works and implementation of new working practices has not started yet. |
| Implementation of route optimisation | Streetscene | The operational sign off for this technology is taking longer than anticipated to ensure the changes to routes and technology is fully tested to reduce adverse impact on delivery of the service. |

| | | |
|---|-------------|--|
| Review and recommendations for further development of Neighbourhood Working | Communities | This has not started yet due to the boundary review and the impact this has on the geographies for the neighbourhood priority areas. |
|---|-------------|--|

11. The main reasoning for these projects remaining not started is due to capacity and resource within services to deliver these projects and resources have been focused primarily on service priorities. In addition to this, other projects are not started due to the impact of external programmes of work affecting timescales for delivery.

12. There is 1 project which is closed which includes the following and reasons why:

- HR support for the proposed Housing Company – this is closed due to the housing company no longer being set up.

13. 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 2020/21

14. It is proposed that the approach for business planning 2020/21 should follow a similar format to last year’s approach. The key elements are included below:

| Key element | Purpose |
|--|--|
| Director briefing | To set out strategic context, key messages and achievements |
| Service level planning sessions | Facilitated by service leads incorporating opportunity for reward and recognition |
| Completion of a plan on a page template | Including key corporate and transformation strategy projects as well as any other priority business improvement activity |
| Service level risk assessment | Aligned to the GRACE system |
| Equality review | Aligned to our equality objectives |
| PMO resource allocation | Aligned to the newly created PMO function |
| Local/service level indicator review | To ensure that they remain relevant and challenging |
| Collation of the plans and final presentation | To be presented to CLT for scrutiny and approval |
| Population of the MyProjects system | To record projects and milestones |

15. 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 engagement | <ul style="list-style-type: none"> • Teams encouraged to take time away from the office, ideally allocating a half-day session • Services to revisit their business plan on as part of monthly DMTs. |
| Capturing interdependencies | <ul style="list-style-type: none"> • Service level business plan template to capture a section for services to capture any projects which require input from key support services. |
| Project management office | <ul style="list-style-type: none"> • Dedicated programme management office now in place • Service level business plan template will include a section for services to capture where they may require PMO resource as part of their service delivery |

16. In addition to this, services will need to consider the findings and recommendations of the peer review conducted in October 2019as part of their business planning process and include the key messages as part of the discussions with staff around business planning.

17. 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

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

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

| Report Author | Ext | Date | Doc ID |
|----------------------|------------|-------------|--------------------------|
| Rebecca Aziz-Brook | 5348 | 13.02.19 | Business planning update |

Appendix A – List of all business plan projects by directorate

Policy and Governance

| Project | Status |
|---|-------------|
| Communications and Visitor Economy | |
| Delivering and improving events programme | Complete |
| Development of digital communications | Ongoing |
| Communications support for major projects (Primrose Gardens, Strawberry Fields, Markey Walk) | Complete |
| Delivering Internal communications plan | Ongoing |
| Supporting the creation of a new corporate website | Ongoing |
| Supporting the 2020 all out elections | Not started |
| Delivering the improvements to Astley Hall and Park | Ongoing |
| Events and exhibition development linked to new spaces | Complete |
| Museum accreditation review | Complete |
| Applications for funding (arts council, tapestries, match funding for future HFL bids, paintings review) | Ongoing |
| Astley Hall buildings review and maintenance | Complete |
| Transformation and Partnerships and HR | |
| Core funding review- large commissions | Ongoing |
| Meals on Wheels re-tender | Ongoing |
| Consultations- review of tools and approach | Ongoing |
| Equality – refresh of objectives for 2020 including consultation with relevant bodies | Ongoing |
| Transformation Programme refresh | Complete |
| OD Strategy | Ongoing |
| External Website refresh | Ongoing |
| Accommodation review | Ongoing |
| Review of approach to partnership working | Complete |
| Peer review | Complete |
| Update all HR policies & procedures with all associated documents / forms | Ongoing |
| Support change projects within the organisation as required including management restructure, SFO | Ongoing |
| Support opening of Digital Office Park & Primrose Gardens | Complete |
| Revise recruitment, retention & succession planning processes and develop new graduate recruitment scheme | Not started |

| | |
|--|----------|
| Support the development of the proposed Housing Company | Closed |
| Pensions re-enrolment | Complete |
| Ongoing updates for GDPR | Ongoing |
| Legal and Democratic | |
| Supporting additional meetings to help deliver the transformation agenda: Market Walk Steering Group, Chorley Integrated Wellbeing Service – ESG, Shared Services Joint Committee, Public Services Transformation WG | 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 Office 365 / Windows 10, Child Sexual Exploitation, Equality and Diversity, Personal Resilience and Emotional Wellbeing | Ongoing |
| Completion of Personal Development Plans for all Members | Ongoing |
| Appointment of second Independent Person for Governance Committee and a new member of the Independent Remuneration Panel | Ongoing |
| Review of Members' Allowances with the Independent Remuneration Panel | Ongoing |
| Review of Council Chamber furniture and technology – to be complete by May 2020 | Ongoing |
| Implement the officer decision module on modern.gov | Ongoing |
| Local Democracy events: "Question Time @ Runshaw" and "Your Chorley Your Council" with primary schools | Ongoing |
| Tailored support in response to senior management/organisational change | Ongoing |
| Support meetings to help deliver the Corporate Strategy and transformation agenda | Ongoing |
| Appoint FOI Co-Ordinator and Executive Assistant | Complete |
| Embed reports management on mod.gov | Ongoing |
| Roll out Executive Member Decisions released on the system | Ongoing |

Early Intervention and Support

| Project | Status |
|--|-------------|
| Communities | |
| Roll out the Community Resilience Framework | Ongoing |
| Review and recommendations for IHIS survives and DFG process | Ongoing |
| Review of Time Credits programme | Ongoing |
| Delivery of the Employability pathway and evaluation of impacts | Ongoing |
| Review and recommendations for further development of Neighbourhood Working (Neighbourhood Priorities) | Not started |
| Deliver the review and procurement of the Leisure Contract | Ongoing |

| | |
|---|-------------|
| Community Centre Management process improvement proposals – phase two | Ongoing |
| Review and recommendations to develop the community funding and grants process | Complete |
| Assess the benefits of developing a fair recruitment service | Ongoing |
| Housing Options and Public Protection | |
| Support the opening of Primrose Gardens including creating a show apartment, completing furniture and interior design, setting up a joint allocations panel and process applications and make provisional offers to suitable applicants | Complete |
| Support the Syrian Resettlement Programme by fitting out 5 properties, provide support to help set the families up in the UK, host a welcome event. | Complete |
| Air Quality Strategy- Production of an Air Quality Strategy, the annual Air Quality Report and input into the Central Lancashire Local Plan | Ongoing |
| Hoarding Cases- Identify a lead officer to explore the commissioning or use of 'out of the box' principles for hoarding cases | Ongoing |
| Special Treatments- Implementation of appropriate bylaws and policy to provide licensing of special beauty treatments | Ongoing |
| Housing Standards in Owner Occupied Dwellings- Carry out a review to identify the risks and benefits to intervention in this complex matter. Develop a policy where an appropriate level of intervention and funding are clarified | Not started |
| Review of Pest Control Service and consideration of shared service/ commissioning of South Ribble Borough Council to provide services on behalf of Chorley Council | Ongoing |
| Spatial Planning | |
| Progress Westway Sports Campus | Ongoing |
| Progress King George V Pitch and Change improvements | Ongoing |
| Deliver Issues and Options Consultation incl. Citizenspace | Ongoing |
| Progress Central Lancashire Local Plan | Ongoing |
| Delivery of Local Plan evidence | Ongoing |
| Put in place Interim Housing Planning Policy mechanism | Ongoing |
| Complete Construction of Primrose Gardens | Complete |
| Produce Chorley OSSRA Action Plan 2020 - 2025 | Ongoing |
| Deliver all necessary statutory Monitoring | Ongoing |
| Complete Homes England Audit | Complete |
| Complete full implementation of Exacom S106 & CIL monitoring | Complete |
| Delivery of the Open Space, Playing Pitch & Play Strategy Action Plan 2019/20 | Ongoing |
| Transport Strategy/Masterplan | Ongoing |
| CIL Review & Infrastructure Funding Statement | Ongoing |

| | |
|--|---------|
| Review of Low Cost Home Ownership Scheme | Ongoing |
|--|---------|

Commercial Services

| Project | Status |
|---|-------------|
| Development and Business | |
| Complete the Digital Office Park development & fit out | Complete |
| Alker Lane development | Ongoing |
| Shady Lane development | Ongoing |
| Cowling Farm development | Ongoing |
| Chorley Economic Development Framework/Industrial Strategy | Ongoing |
| Procurement of contractors for reactive & planned maintenance | Complete |
| Development of FM regime & Asset Management Plan | Ongoing |
| One Public Estate 6: Tatton | Ongoing |
| One Public Estate 7: Bengal Street | Ongoing |
| Develop Business Engagement Strategy | Ongoing |
| Commercial and Assets | |
| Deliver Market Walks Extension | Ongoing |
| Market Walk | Ongoing |
| Future High Street Fund Bid | Ongoing |
| Review Car Park Strategy | Ongoing |
| Evaluation of Market Walk & Town Centre Security | Complete |
| Implementation of lift access at Chorley Station | Not started |
| Covered market improvements | Ongoing |
| Team Accommodation | Not started |
| Digital signage/wayfinding | Ongoing |
| Develop Group Travel to market | Complete |
| Develop Upcycling centre at the Market | Complete |

Customer and Digital

| Project | Status |
|---------|--------|
|---------|--------|

| Waste and streetscene | |
|---|-------------|
| Corporate strategy project - Deliver a borough wide programme of improvements to street services | Ongoing |
| Procurement of new ground maintenance equipment | Ongoing |
| Chorley in Bloom and Green Flag awards for parks | Complete |
| Supporting Council events and other services | Ongoing |
| Implementation of Yotta | Ongoing |
| Procure new street sweeping vehicles | Complete |
| Resourcing review | Ongoing |
| Review process and implementation of improvements in litter bin emptying | Ongoing |
| Review process and implementation improvements in street cleaning | Complete |
| Maintain improved grass cutting service | Complete |
| Neighbourhood projects (6) | Ongoing |
| Implement new risk assessment process | Ongoing |
| New waste contract mobilisation – successful transition to FCC, utilise new in-cab technology | Complete |
| Route optimisation and waste collection round changes | Not started |
| Improve recycling rates – introduce additional material collections and campaign to improve recycling performance (aim 3% increase) | Ongoing |
| ICT | |
| Deliver ICT Strategy 2017-2020 | Ongoing |
| Deliver Digital strategy 2017-2020 | Ongoing |
| Deliver Streetscene Modernisation Strategy 2017-2020 | Ongoing |
| LFTN funding for dark fibre network | Ongoing |
| Renewal and expansion CCTV infrastructure | Ongoing |
| Customer services | |
| Produce and published a revised Statement of the Principles under the Gambling Act 2005 | Complete |
| Review and Update the Hackney Carriage Table of Fares | Complete |
| Review and Update the Safeguarding, Suitability and Convictions Statement Policy for Taxis | Ongoing |
| Deliver Enforcement Service Improvements | Ongoing |
| Single Front Office Review | Ongoing |
| Single Front Office Review | Ongoing |
| Deliver Apprenticeship Programme | Ongoing |

| | |
|---|----------|
| Progress Staff Development Programme 2019/20 | Ongoing |
| Implement Cemetery Project improvements | Ongoing |
| Undertake Direct Debit Promotions | Ongoing |
| Implement intelligence Led Empty Property System | Complete |
| Review of Customer Care Policy | Ongoing |
| Implement A365 Contact Centre Telephony | Complete |
| Review of Discretionary Housing Payments Policy | Ongoing |
| Support SFO Accommodation Changes | Ongoing |
| Enhance AI in HB & CT Processing | Ongoing |
| Test and implement maximum use of software functionality for Universal Credit decision automation | Complete |
| DWP Automation of updating CIS markers on DWPs system | Complete |
| DWP New process of requesting third party deductions for Council tax arrears allowing DWP automation of ESA TP deductions | Complete |
| Undertake Council Tax Discount Review | Ongoing |
| Fulfilling statutory planning compliance and obligations | Ongoing |
| Provision of support for services across the council to ensure statutory compliance | Ongoing |