

## Overview and Scrutiny Performance Panel

Thursday, 9th March 2023, 6.30 pm

Council Chamber, Town Hall, and [YouTube](#)

### Agenda

#### Apologies

- |   |  |                 |
|---|--|-----------------|
| 1 | <b>Minutes of meeting Thursday, 12 January 2023 of Overview and Scrutiny Performance Panel</b>   | (Pages 3 - 4)   |
| 2 | <b>Declarations of Any Interests</b><br><br>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.<br><br>If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter. |                 |
| 3 | <b>Performance Focus: Planning and Development</b><br><br>To receive and consider the report of the Director of Change and Delivery.   | (Pages 5 - 12)  |
| 4 | <b>Business Plans Update 2022-23</b><br><br>To receive and consider the report of the Director of Change and Delivery.   | (Pages 13 - 26) |
| 5 | <b>Any urgent business previously agreed with the Chair</b>  |                 |

Chris Sinnott  
Chief Executive

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Michelle Le Marinel, Arjun Singh and Kim Snape.

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**Minutes of** **Overview and Scrutiny Performance Panel**

**Meeting date** **Thursday, 12 January 2023**

**Committee Members present:** Councillor John Walker (Chair) and Councillors Sarah Ainsworth, Michelle Le Marinel, Arjun Singh and Kim Snape

**Observers present:** Councillors Terry Howarth, Beverley Murray and Julia Berry (attended virtually)

**Officers:** Jennifer Mullin (Director of Communities), Howard Anthony (Performance & Partnerships Team Leader), Jon-James Martin (Performance and Transformation Officer) and Ruth Rimmington (Democratic Services Team Leader)

**Apologies:** Councillor Roy Lees

A video recording of the public session of this meeting is available to view on [YouTube here](#)

**16 Minutes of meeting Thursday, 15 December 2022 of Overview and Scrutiny Performance Panel**

**Resolved: That the minutes be approved as a correct record**

**17 Declarations of Any Interests**

No interests were declared.

**18 Performance Focus - Communities**

Councillor Bev Murray, Executive Member for Early Intervention, and Councillor Terry Howarth, Executive Member for Homes and Housing presented the Communities Performance Focus.

The directorate includes the following services:

- Communities,
- Housing Solutions,
- Public Protection.

The provisional outturn for Communities showed an overspend of £135k as of October 2022, giving a 7.27% variance against the current budget. This was due to the proposed pay award for 2022/23, an increase in the amount allocated towards Bed and Breakfasts and a reduction income. This was due to the NHS and Lancashire

Constabulary confirmed that they would not be contributing toward staffing costs in the Communities Team for the 2021/22 and 2022/23 periods.

A report was due to be considered at the Executive Cabinet the following week regarding the 2023-25 Community Commissioning Procurement.

Difficulties with recruitment and staffing capacity were acknowledged, particularly within Environmental Health and the Housing Solutions teams. Members thanked the staff within the Directorate for their work during difficult circumstances.

Members reviewed the performance indicator information and noted that the team have supported existing community groups, including those providing 'warm spaces'.

Positive performance for indicators relating to % of families in B&B for less than 6 weeks and % of positive outcomes in prevention and relief cases were noted, although some indicators were performing below target.

Members discussed the work undertaken regarding digital skills, support given to community groups, volunteers and refugees.

The Chorley Adaptations Grant (CAG) and Disabled Facilities Grants (DFG's) regarding the process, budget and relating to Registered Social Landlords were considered. Other grants, relating to energy efficiency and affordable warmth were noted.

The forthcoming recruitment of a Housing Standards Officer and new approach to 'grow our own' in terms of long term succession planning in the Housing Solutions team were supported by the Panel. The working patterns for the different teams were acknowledged.

**Resolved: That the update be noted.**

Chair

Date



Report of	Meeting	Date
Head of Planning and Enforcement & Project Director (Local Plan) (Introduced by the Executive Member for Planning and Development), Executive Member (Customer, Streetscene and Environment), Executive Leader, Executive Member (Economic Development and Public Service Reform)	Overview and Scrutiny Performance Panel	Thursday, 9 March 2023

### Performance Focus: Planning and Development

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

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Planning and Development directorate. This includes:
  - a) An overall directorate summary and budget position,
  - b) An overview of key performance measures over 2022/23,
  - c) An update on the Corporate Strategy projects.

### Recommendations

2. That the information contained within this report is discussed by the Overview and Scrutiny Performance Panel to understand and monitor performance within the Planning and Development directorate.

### Reasons for recommendations

3. To ensure the effective monitoring of performance within the Planning and Development directorate and subsequent delivery of the Corporate Strategy and its strategic objectives.

### Other options considered and rejected

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

### Corporate priorities

5. The report relates to the following corporate priorities:

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

### Background to the report

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. This directorate was last reviewed in October 2021. This report presents an overview of the directorate's performance up to quarter three 2022/23, and includes a breakdown of the financial position, service level indicator performance, and the progress of the Corporate Strategy projects.
7. The directorate includes the following services:
- Planning Services,
  - Spatial Planning,
  - Enforcement.

### Directorate Overview

8. In the Planning and Development service directorate, the majority (71%) of the performance indicators are performing on or above target for quarter three 2022/23. There are five business plan projects under the Planning and Development directorate, of these projects 2 (40%) are rated green or complete, 3 (60%) are rated amber, none are on hold, and none are rated red. Further details on the business plan projects can be found in the 'Business Plan Progress Update 2022/23' report to the Overview and Scrutiny Performance Panel.
9. There are three corporate strategy projects under the directorate, of these two are rated green and one is rated amber.

### Financial position 2022/23

10. The below table outlines the General Fund Revenue Budget monitoring month 9 provisional outturn 2022/23 for the Planning and Development Directorate:

<b>Month 9 Provisional Outturn 2022/23 – Planning and Development</b>	<b>£</b>
<b>Original Budget 2022/23</b>	794,100
<b>Agreed changes</b>	-22,500
<b>Amended Budget 2022/23</b>	771,600
<b>Forecast at 31/12/22</b>	808,946




<b>Variance</b>	37,346
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<b>Variance</b>	4.84%
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11. The biggest spend in this directorate is on staffing cost.
12. The original budget for the directorate has reduced by £22.5k, with £1.3k due to the realignment of the shared services budget and £21.2k the transfer of insurance budgets from Planning and Development to General Insurance within Policy and Governance directorate.
13. The provisional outturn for Planning and Development shows an overspend of £37k as of December 2022, giving a 4.84% variance against the current budget. The overspend is mainly due to an increase in professional fees, statutory notices, and legal fees within planning services of £147k which is mainly as a result of the significant number of major planning appeals that have been submitted. There has also been a reduction in income from building control plan fees and inspection fees of £79k. In addition, the pre-application advice service for planning applications has been suspended since 2020 and the anticipated budget of £17K has not been received. The overspend is offset by £150k additional income from planning application fees and £62k net staffing underspends across the directorate due to a number of vacant posts within the Enforcement Services team. However, some vacant posts are being covered by agency staff at additional significant costs. The variance is also impacted by the pay award for 2022/23 compared to the initial setting of the base budget at 2%. A further £7k overspend due to various small variances within the directorate.

**Performance indicators**


14. A three-colour symbol rating system is used for performance indicators to indicate status as shown in the table below:

	Performance is better than target		Worse than target but within threshold (5%)		Worse than target, outside threshold (5%)
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15. A summary of key performance information for each service within the Planning and Development directorate is provided below:

**Corporate Strategy indicators**

16. The table below highlights the Corporate Strategy measure for the Planning and Development directorate. There are two indicators that can be reported at the end of quarter three, one is performing on or above target and one is performing below target and outside of the 5% threshold.

Indicator (reported quarterly)	Polarity	Target	Performance (Q3 2022/23)	Symbol	Trend
Number of long-term empty properties in the borough	Smaller is better	150	125		Better than Q3 2021/22
Indicator (reported	Polarity	Target	Performance	Symbol	Trend

biannually)			(Q2 2022/23)		
Number of affordable homes delivered	Bigger is better	50	10	▲	Worse than Q2 2021/22

17. The existing local plan period is close to its expiration. Under the plan, there are few allocated housing sites remaining, some of which are have planning consent and some would require a planning application, for development for new homes, therefore reducing the number of affordable homes being delivered as a developer contribution on new sites.
18. As part of the Corporate Strategy 2021, the project to deliver more affordable housing in the borough sought to address issues of supply and the shortfall in provision, which involves two elements. The first element involved the implementation of a Registered Providers Framework which is designed to ensure that all new Registered Providers delivering homes in Chorley are offering allocations through choice-based lettings and therefore in compliance with the Council’s Allocations Policy. Secondly, in the short/medium term, the council is in the process of seeking additional housing stock as a registered provider and is in negotiations with a house builder on the purchase of a number of affordable homes.
19. Over the long term the Council has set out in its refreshed Corporate Strategy 2022, to develop its approach to affordable housing and specialist housing. This is being scoped and further details on the approach to be shared with members later in the year.

**Local indicators: Planning and Development**

20. The tables below outline the local indicators performance for the Planning and Development directorate split between each service. At the end of quarter three, four indicators are performing on or above target, and one is performing below target and outside the 5% threshold.

**Planning**

Indicator	Polarity	Target	Performance (Q3 2022/23)	Symbol	Trend
% MINOR planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	98%	★	Worse than Q3 2021/22
% MAJOR planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	★	Same as Q3 2021/22
Percentage of planning appeals allowed	Smaller is better	25%	50%	▲	Better than Q3 2021/22

21. Performance in the Planning Service is good, with consistently high performance in processing applications within the statutory time periods or extended time periods that may be agreed with an Applicant. The percentage of planning appeals allowed is outside of target can quickly move outside of the tolerance of the target due to the small number of appeals that are made and then allowed. Applicants have a legal right to appeal a decision made by the local planning authority and such appeals are determined by an independent Inspector. Whilst the overall number of appeals allowed remains a small in



quantitative terms, there has been an unprecedented situation in Central Lancashire with regard to the government’s standard method for housing need figures which has generated several planning appeals for housing development significantly impacting on the number of major appeals allowed. The percentage of Major planning application decisions that are overturned at appeal is high. DLUHC requires all councils to stay below the 10% figure i.e. no more than 10% of all Major planning application decisions to be overturned at appeal over a rolling two-year period. Chorley’s performance is currently 21.9%.

**Spatial Planning**

Indicator (Reported Annually)	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
Number of Trees Planted (1 per Resident Population of The Borough as of 2019).	Bigger is better	46750	61272	★	Better than 2020/21

**Enforcement**

Indicator	Polarity	Target	Performance (Q3 2022/23)	Symbol	Trend
% building control applications decided within 5 weeks of validation	Bigger is better	100%	100%	★	Same as Q3 2021/22

**Projects**

22. Under the Planning and Development directorate, there are a total of three Corporate Strategy projects, with two rated green. These include:

- Work with partners and residents to improve local play and community facilities across the borough,
- Lead activity to address Climate Change including tree planting.

23. One project is rated amber at the end of quarter three 2022/23 as below

- Deliver affordable housing with the borough

Corporate Strategy projects

24. In the table below, an update on the current Corporate Strategy project position for each corporate project under Planning and Development can be found below:

Project	Rating (Q3 2022/23)	Update (Q3 2022/23)
Work with partners and residents to improve local play and community facilities across the borough	Green	<p>This project will be completed by March 2023. Any remaining works will be delivered as a 2023/24 business plan project.</p> <p>A number of schemes have been completed to date, which include:</p> <ul style="list-style-type: none"> <li>• Enhancement of Phyliss Nelson Memorial Garden</li> <li>• Improvements at Riverside Crescent</li> <li>• Carr Brook Natural Flood Management Scheme</li> <li>• Astley lighting scheme</li> </ul>

		<ul style="list-style-type: none"> <li>• Cripplegate Lane Pond enhancement</li> <li>• Wigan Lane Playing Pitch scheme which has created a well-drained, level playing field for use both for football and archery</li> <li>• Tree works and planting to Northgate Drive and Wood End Road</li> <li>• Milestone Meadow Play Area and Foxcote Play Area</li> </ul> <p>The following schemes are in progress, with a more detailed update in the Quarterly Monitoring Report:</p> <ul style="list-style-type: none"> <li>• Wigan Lane Archery Facility</li> <li>• King George V Pavilion</li> <li>• Westway Play Area</li> <li>• Longfield Avenue Road Safety Scheme</li> <li>• Meadow St Play Area</li> </ul>
<p>Lead activity to address Climate Change including tree planting</p>	<p style="text-align: center;">Green</p>	<p>Work has continued to deliver actions within the Climate Change Strategy, including:</p> <ul style="list-style-type: none"> <li>• The November Tree giveaway was completed, with over 28,000 trees given away and delivered directly to landowners. Another event is scheduled for February 2023, with registration closing in January.</li> <li>• Wildflower meadow sowing is progressing as projected, with spring planting to commence at the end of quarter four.</li> <li>• The Climate Change Handbook has been re-edited into a leaflet and calendar format and will be more accessible to residents once published.</li> <li>• There has been a delay with the HVO Fuel (bio-based liquid fuel that offers reduced carbon emission) due to increased costs. This will recommence once the costs drop sufficiently to make the trial feasible.</li> </ul>
<p>Deliver affordable housing with the borough</p>	<p style="text-align: center;">Amber</p>	<p>This project will continue into 2023/24, further plans will be developed and taken forward as part of the refreshed corporate strategy.</p> <p>Under this directorate, the deliverables to develop and implement the Registered Provider Framework was completed in quarter one. All seven registered providers who applied signed up to the framework and this will help to mitigate and limit the number of providers which operate outside the choice-based lettings system.</p> <p>However, another element to the project includes acquisition and increases in the number of affordable and safe homes, which remains a key priority.</p> <p>The Council is in negotiations with a developer for the bulk purchase of up to 24 affordable homes being built as part of an upcoming development. The negotiations are ongoing. The Council has also been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Nine properties have been</p>

		sourced to support the housing of refugees and are at various stages of renovation, purchase, and occupation.
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25. As part of the Corporate Strategy 2022/23 to 2023/24, the following projects have been proposed for future delivery. These projects will fall under the Planning and Development directorate and were presented to Council in November 2022:

Project	Proposed Scope (2023/24)
<b>Deliver the Local Plan</b>	<p>Deliver the Local Plan to ensure the sustainable location of development and investment opportunities.</p> <p>The Local Plan work will link with the Council’s objectives on affordable housing and climate change, supporting economic growth and ensuring we have sufficient supply of allocated sites for our needs for the next 15 years. It should also include meeting objectives on business and development sites to meet ambitions around growth.</p>
<b>Deliver Natural Green Initiatives</b>	<p>This project will include tree planting, development of ‘green corridors’, and working with partners to deliver improvements to local natural habitats around our canals and waterways.</p> <p>Scope of project includes improving biodiversity work of the Climate Change programme. This includes ongoing programmes for tree planting, green corridors, and wildflower meadows.</p> <p>The project will also deliver the West Way Nature Reserve Enhancements and Great Crested Newts, partnership on pond enhancements for local canals and waterways in partnership with the Canal and River Trust and Lancashire Wildlife Trust.</p>
<b>Develop use of Green Energy in the Borough</b>	<p>This project will explore the feasibility of green energy production in Chorley. This will include investigating opportunities for energy production through water, hydrogen, wind and solar. It will also continue to deliver infrastructure improvements such as electric vehicle charging points.</p> <p>Delivery of further electric vehicle (EV) charging points across the borough – identifying sites and options (including rural).</p> <p>Produce an options appraisal on potential energy generation schemes appropriate to Chorley. Once options are provided, the project should move forward to develop detailed proposals for identified options.</p>

26. Delivery of affordable housing remains a corporate strategy project for 2023/24, however has not been included within this report as it will be delivered under a different directorate (Change and Delivery).

**Climate change and air quality**

27. The work noted in this report impacts the climate change and sustainability targets of the Council's Green Agenda, with work to deliver actions from the Climate Change strategy detailed within the report.

### **Equality and diversity**

28. The material presented and discussed in this report has no direct implications on equality or diversity.

### **Risk**

29. There are service level risk registers contained with the GRACE risk management system recording risk for the directorate. These are regularly monitored through Directorate Management Team, where risks are discussed, reviewed, and updated according to service needs and the current risk context.

### **Comments of the Statutory Finance Officer**

30. There are no direct financial implications arising from this report, however activity and performance within the department does impact upon the financial outturn forecast that is reported on a quarterly basis in the Corporate Revenue Monitoring reports.

### **Comments of the Monitoring Officer**

31. The data are useful in assessing whether or not the Council is achieving best value as required under the Local Government Act 1999.

### **Background documents**

32. The following documents are key background items for this report:

- Business Plan Progress Update 2022/23
- Quarter Three Performance Monitoring Report 2022/23
- Revenue and Capital Budget Monitoring

### **Appendices**

33. There are no appendices that accompany this report.

Report Author:	Email:	Telephone:	Date:
Sophie Tsang (Transformation Graduate)	Sophie.Tsang@chorley.gov.uk	01257 515151	17/02/2023



Report of	Meeting	Date
Director of Change and Delivery (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	Thursday, 9 March 2023

**Business Plans Update 2022-23**

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

1. To provide the Overview and Scrutiny Performance Panel with an update on the delivery of service level projects outlined in the business plans.

**Recommendations to Scrutiny Committee**

2. That the information contained within this report is discussed by the Overview and Scrutiny Panel with a view to review performance outlined in the business plans.

**Reasons for recommendations**

3. To ensure that the delivery of the service level projects is being effectively monitored, that progress is being sufficiently achieved, and that risk is being successfully addressed.

**Other options considered and rejected**

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

**Corporate priorities**

5. The report relates to the following corporate priorities:

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

**Background to the report**

6. Each year the Council completes the business planning process where services identify the activity that they will deliver to support the achievement of the priorities set out in the

Corporate Strategy. The process includes engagement with staff and teams and results in the creation of service level business plans.

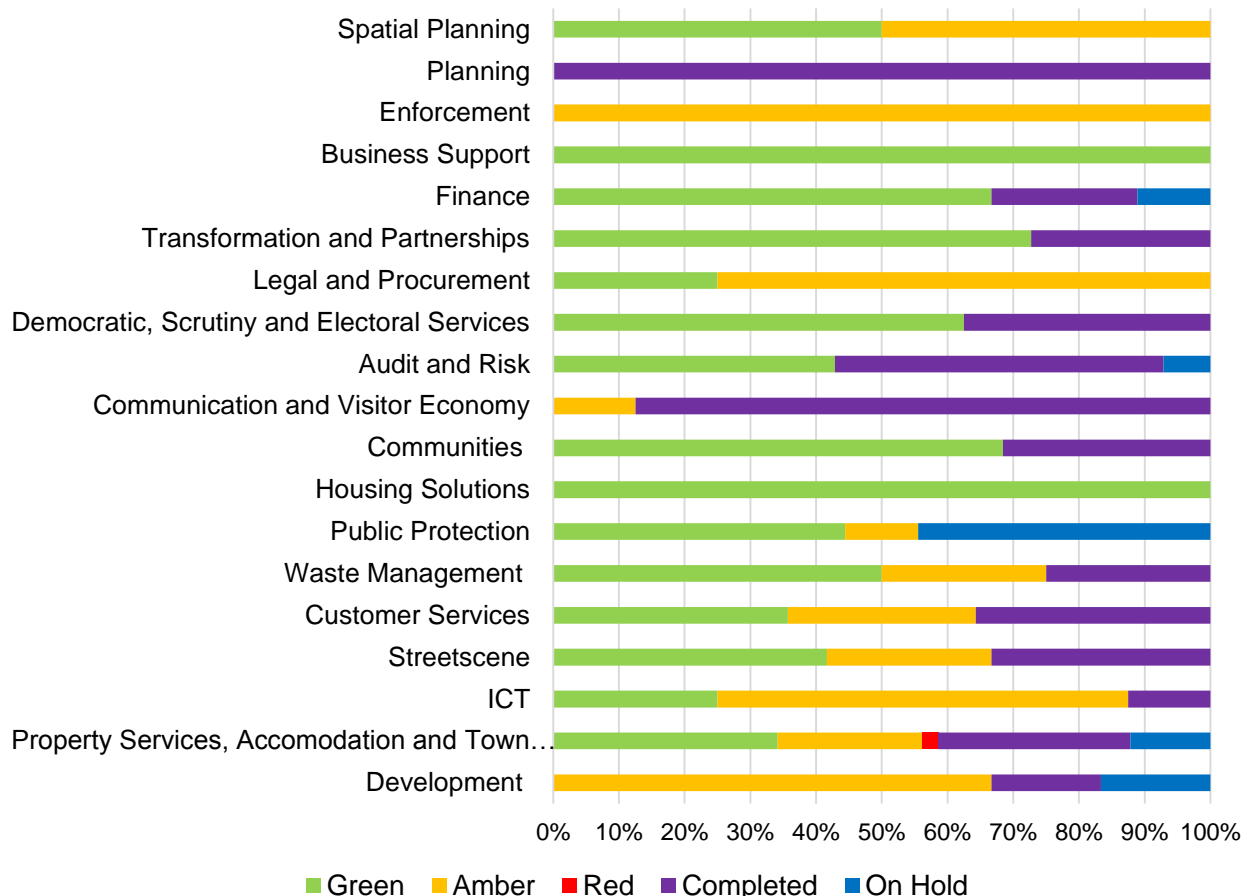
7. The business planning sessions were delivered in February 2022 with staff from across services, fostering staff engagement and utilising internal skills and experience in order to capture non business as usual actions.
8. Following this, all service level business plans were approved in June 2022. This paper gives an update on all the service level business plan projects for 2022/23 and outlines the progress of projects. It also set out where projects are amber, red or on hold as well as actions being taken to get these projects back on track.

**Summary of project delivery**

9. A review of **15** business plans produced last year has been completed based on the information provided. The plans contain a total of 178 Projects and of those:

- 81 are rated as **Green (46%)**
- 48 are considered **Completed (27%)**
- 35 are rated as **Amber (19%)**
- 2 are rated as **Red (1%)**
- 13 are **On Hold (7%)**
- 0 have **Not Started (0%)**

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



11. For projects rated as amber or red, a table has been produced under the project focus outlining the reasons behind the rating and actions being taken to get the projects back on track.
12. Highlights of work rated green or completed since the last update include:
  - **Refreshed Economic Development Strategy** was approved by Council in September 2022. The strategy set out a clear ambition for Chorley, including an action plan to provide direction and guide the allocation of resources.
  - **People Strategy** launched in September 2022, which is a shared strategy that sets out the Councils’ approach to ensure the workforce has the skills, capacity and enthusiasm to deliver the priorities of the Councils. Key activity has commenced including a launch event with all teams participating, introducing of ‘development days’, new wellbeing sessions and graduate recruitment programme.
  - **New Telephony Systems** were implemented in December 22, which alongside the recently approved Customer Access charter will align services and improve customer experience.
  - **New equipment rollout has commenced** as part of delivering the Workplace Strategy. The equipment will ensure consistent ways of working for staff across the two local authorities.
  - **Wildflower bulbs have been planted** at agreed locations, with wildflower bulbs also provided to local scout group to be planted at approved location.
  - **Support for enterprise has continued**, with 255 engagements and 90 businesses directly support or referred for further support.

**Project Focus**

Red Projects

13. There are 2 projects rated as **Red** and are considered off track. These include:

Service	Project
<b>Commercial and Property</b>	
<b>Property, Accommodation and Town Centre</b>	Flood defence work to Earlsway, Euxton
	Evaluate a rent management system for housing stock

14. Temporary capacity is in place to maintain reactive service provision for Property Services, but this has prioritised business as usual work. The service became shared from 1<sup>st</sup> February 2023, and development actions have been identified to help support the service moving forwards, including in relation to clear responsibilities, aligned processes and ensuring compliance.
15. The flood defence work to Earlsway, Euxton is currently rated Red. This is due to the project being unable to progress further, which is caused by a combination of land ownership issues and low-feasibility due to high costs to complete the works. The team had progressed discussions, and no immediate resolution has been identified.

Amber Projects

16. There are 34 projects that are rated as **Amber** and are considered slightly off track. There are many reasons for some of these projects being classified as Amber, but the main themes include unforeseen delays, reliance on external suppliers and reprioritisation in line with service demand. The projects include:

Service	Project
<b>Commercial and Property</b>	
<b>Development</b>	Open the Tatton Gardens Extra Care development and community facilities (note: complete – Feb 2023)
	Shady Lane (Housing)
	Bengal Street
	Buckshaw Village (Additional Parking feasibility study)
<b>Property Services, Accommodation and Town Centre</b>	Open Tatton Gardens Extra Care facility (note: complete – Feb 2023)
	Asset Review – maintain, develop or dispose
	Improve the booking system for room hire in community centres (incl. installation of automated door locks)
	Estates and Property workflow management using Tech Forge as main management software
	Relocate the CCTV Suite from the police station to Strawberry Fields
	Integrate the Tatton Community Centre with Extra Care facility
	Digitisation of property files. Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing.
	Develop a residential caretaker service
<b>Communities</b>	
<b>Public Protection</b>	Public Health: Implement a Public Health Funeral Policy
<b>Customer and Digital</b>	
<b>Customer Services</b>	Digitisation of paper-based records
	Conclude Shared Services single operating model
	Single Person Discount Review
	Review long term empty property checks
	Review of all policies
	Review of all customer documentation
<b>Streetscene</b>	Procurement for replacement Small Panel Vans
	Procurement for replacement ride on mowers
	Replacement for mechanical sweepers
<b>ICT</b>	Continue to progress completion of projects within the Shared Digital Strategy 2020-2023
	Continue the consolidation of software across authorities making the best use of technology (Digital Strategy)
	Continue the renewal and expansion of the CCTV infrastructure



	Continue to improve the security of both Council's infrastructure estate, increasing the awareness of Cyber Security
	Implement the new helpdesk solution
<b>Waste Management</b>	Deliver fleet strategy
<b>Planning and Development</b>	
<b>Spatial Planning</b>	Biodiversity and Net Gain Implementation
<b>Enforcement</b>	Produce and publish an Environmental Crime Enforcement Policy
	Produce and publish a Mobile Homes fit and proper policy
<b>Policy and Governance</b>	
<b>Communications and Visitor Economy</b>	Deliver the internal communications strategy, including new intranet
<b>Legal and Procurement</b>	Revise and update contract procedure rules
	Complete the restructure in Legal and Procurement Services
	The introduction of IKEN. For the sake of clarity, IKEN is a case management system.

17. Tatton Gardens Extra Care is now open but was rated amber during the end of quarter three in December 2022. A number of associated projects are rated as amber, and this was due to construction delays.
18. The new Heads of Service will start in post over the next few weeks and will provide additional management capacity. This will allow for strategic prioritisation of resources available, and identification of where projects will be rolled into 2023/24 business plans.
19. The Customer Services development plan is comprehensive and will span an extended period of time to ensure that staff are able to fully engage and participate in the development of the service including key plans, processes and policies.
20. The ICT Plan is a large programme of work, that is prioritised to reflect organisational issues and demands. The new network and infrastructure are now in place, and the rollout of devices is progressing well.
21. Procurement for small panel vans, mowers and sweepers have been progressed, and plans are in place to undertake procurement over the next few months. Having undertaken earlier procurement exercises, revision was undertaken to ensure that the Council obtains value for money. Small vans and ride on mowers and sweepers are due to go out to procurement within the next month. This does not impact existing service delivery as provision is in place for the next season and it is expected that new equipment will be in place for 2024.

On Hold Projects

22. There are 13 projects that are current **On Hold** and are not currently being progressed. Primary reasons for this include resource and capacity. The projects include:

Service	Project
<b>Commercial and Property</b>	
<b>Property Services, Accommodation &amp; Town Centre</b>	Develop improvements to Brinscall Baths
	Undertake Encroachment & Mapping Surveys
	Refurbish the space above Iceland to lettable space
	Akhurst Lodge refurbishment
	Reconfigure the Market Walk Management Suite
	Evaluate a rent management system for housing stock
<b>Development</b>	Cowling Farm
<b>Communities</b>	
<b>Public Protection</b>	Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure
	Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices
	Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups
	Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings
<b>Policy and Governance</b>	
<b>Audit and Risk</b>	Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.
<b>Finance</b>	Procurement of a new/upgraded Finance System and commencement of implementation

23. For Public Protection projects, the Council continues to respond to all complaints and enquiries on the above issues. The focus of the projects is proactive in nature to work with local businesses and raise awareness, and whilst important, the Council continues to meet its regulatory and statutory obligations with regards to safety.
24. The full test of the ICT Disaster Recovery Plan is dependent on the completion of equipment rollout to staff, and so the project interdependencies have delayed its delivery. It will be completed once the rollout of devices has concluded.
25. The procurement of a new/upgraded Finance System has been placed on hold. The contract is monitored as part of the Key Contracts and Partnerships framework which was presented to Cabinet as part of the annual update in July 2022. The current contract has been extended and there will be no disruption in the interim, and the project has been reprofiled to be delivered over the next two years.
26. Following a number of changes within the Commercial and Property Directorate a number of projects are reported as on hold whilst new project managers transition into their roles to lead on projects and assess progress.

**Climate change and air quality**

27. The work noted in the report impacts the following areas of climate change and Council Green Agenda sustainability targets:
- Net carbon by 2030
  - Reducing waste production
  - Limiting non-sustainable forms of transport
  - Working with sustainable and green accredited companies
  - Limiting or improving air quality
  - Limiting water waste and flooding risks
  - Improving green areas and biodiversity

**Equality and diversity**

28. There are elements within service level business plans that will have a positive impact on equality and diversity. This includes for example activities to acquire properties for refugee resettlement, the opening of Tatton Gardens, and the evaluation of enhanced ESOL (English for speakers of other languages) provision.

**Risk**

29. As outlined in the report, key risks to delivery are capacity and resources. This risk continues to be monitored closely, through service and project based risk registers.

**Comments of the Statutory Finance Officer**

30. There are no direct financial implications of this report.

**Comments of the Monitoring Officer**

31. The report is for information and noting – there are no direct legal implications arising.

**Background documents**

There are no background documents to this report.

**Appendices**

Appendix A – List of all business plan projects by directorate (Updated February 2023)

Report Author:	Email:	Telephone:	Date:
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## Appendix A – List of all business plan projects by directorate (Updated February 2023)

### COMMERCIAL AND PROPERTY

Project	Status
<b>Development</b>	
Bengal Street	Amber
Strawberry Meadows Business Park and Alker Lane cycleway	Complete
Open the Tatton Gardens Extra Care development and community facilities	Amber
Shady Lane (Housing)	Amber
Cowling Farm	On Hold
Buckshaw Parkway – Additional Parking feasibility study	Amber
<b>Property Services, Accommodation &amp; Town Centre</b>	
Deliver improvements to the Covered Market	Complete
"Digitisation of property files" Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing. "	Amber
Deliver the Action plan to bring Strawberry Fields into profitability & develop meeting room hire	Green
Strawberry Fields office sub-divisions	Green
Deliver Capital Improvement Schemes to Chorley Leisure Centres	Green
Develop improvements to Brinscall Baths	On Hold
Review frameworks contractor tender renewals – align with South Ribble	Green
Open Tatton Gardens Extra Care facility	Amber
Asset Review – maintain, develop or dispose	Amber
Flood defence work to the River Chor in Astley Park	Complete
Estates and property workflow management using Tech Forge as main management software	Amber
Undertake Encroachment & Mapping Surveys	On Hold
Deliver the King George V pavilion	Green
Flood defence work to Earlsway, Euxton	Red
Develop the Market Food Court operation	Complete
Deliver Queens Road car park Improvements	Green
Relocate the CCTV Suite from the police station to Strawberry Fields	Amber
Security and Concierge Tender	Complete
Strawberry Meadows – marketing and letting of new sites	Complete
Town Centre Improvements – Shopfronts improvement scheme	Green
New housing stock improvements (Refugee Programme) upon acquisition	Green
Deliver a bus stop improvement scheme	Green

Develop & progress plans for a Multi-Storey car park to serve Strawberry Fields and Chorley Hospital	Complete
Acquire Refugee properties	Green
Promote a Community Orchard at Cotswold House	Complete
Review of Primrose Car Park EV Provision	Amber
Car Park Strategy refresh	Complete
Develop use of Primrose conference facilities	Green
Digitalising service processes	Green
Promote opening of Café/Bistro to residents of Primrose Gardens	Complete
Refurbish the space above Iceland to lettable space	On Hold
Ackhurst Lodge refurbishment	On Hold
Decarbonisation of the Town Hall in Conjunction with the Workplace Strategy works	Green
Evaluate a rent management system for housing stock	Red
Reconfigure the Market Walk Management Suite	On Hold
Improve the booking system for room hire in community centres (incl. installation of automated door locks)	Amber
Integrate the Tatton Community Centre with Extra Care facility	Amber
Develop a residential Caretaker Service	Amber
Tender for parking enforcement and cash collection contract	Complete
Bringing development schemes in to use: Prepare for a smooth transition	Complete
To promote the opening of the commercial facilities for community and Tatton residents	Green
Open Tatton Gardens and process new tenancies	Complete

## CUSTOMER AND DIGITAL

Project	Status
<b>ICT</b>	
Replace the ICT network across both Councils (Workplace Strategy)	Green
Implement a new helpdesk solution	Amber
Continue to progress completion of projects within the Shared Digital Strategy 2020-2023	Amber
Continue the consolidation of software across Authorities making the best use of technology (Digital Strategy)	Amber
Continue with the renewal and expansion of the CCTV infrastructure.	Amber
Continue to improve the security of both Councils infrastructure estate, increasing the awareness of Cyber Security.	Amber
Replace mobile devices across authorities (Workplace Strategy)	Complete
Replace end point devices for officers (Workplace Strategy)	Green

<b>Streetscene</b>	
Procurement for replacement Small Panel Vans	Amber
Review of weed control processes with a view to minimizing glyphosate usage whilst delivering a high level of service	Green
Mini meadows and wildlife corridors program	Complete
Deliver Street Level Improvements to Ensure Cleaner, Greener Streets and Neighbourhoods across the Borough	Green
Increased use of technology including Intelligence led service improvements	Green
Options appraisal for crime and grime enforcement	Complete
Astley Park Improvements	Complete
Collaborate with Highways England to replace fencing in between M61 and Orchard Driver POS	Complete
Procurement for replacement ride on mowers	Amber
Replacement for mechanical sweepers	Amber
Tree planting (Planting on Council Sites)	Green
Maintenance of shelter belts (Small woodland between roads and residential estates)	Green
<b>Customer Services</b>	
Deliver an even better customer experience and increase access to services for everyone	Green
Conclude Shared Services single operating model	Amber
Implementation of new Customer Care Policy	Green
Implement new telephony solution	Complete
Review garden waste subscriptions	Complete
Review of allpay contract	Complete
Single Person Discount Review	Amber
Review long term empty property checks	Amber
Review of all policies	Amber
Implement Virtual Mailroom	Complete
Digitisation of paper-based records	Green
Staff development & training plan	Green
Review website content and online forms	Green
Distribution of £150 Council Tax Rebate & Discretionary Fund	Complete
Review of all customer documentation	Amber
<b>Waste Management</b>	
Deliver Fleet Strategy	Amber
Town Centre Recycling trial extension	Complete
Alternative fuel (HVO) trial extension	Green
Publish a new Recycling Strategy	Green

**Communities**

Project	Status
<b>Public Protection</b>	
Public Health: Implement a Public Health Funeral Policy	Amber
Anti Social Behaviour: Implementation of a Public Space Protection Order to prevent the use of portable BBQs and fires at Rivington	Green
Pest Control: Implementation of a new or improved shared Common Mobile Platform for the shared Pest Control service	Green
Air Quality: Joint CBC/SRBC Case Study and Awareness Campaign relating to Particulate Matter and Monitoring	Green
Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure	On Hold
Service: Review of the district Boundaries and officer areas	Green
Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices	On Hold
Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups	On Hold
Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings	On Hold
<b>Communities</b>	
Conduct review of partnership arrangement with Youth Zone	Complete
Develop targeted Time Credit process to support vulnerable residents at a local level to benefit themselves and others (CIA)	Green
Review of external communications tools to raise awareness of support available in communities	Complete
To undertake a review of commissioned services and provide recommendations for future service delivery which addresses the changing demands in communities (IA)	Complete
Review of Neighbourhood Working with focus on performance management and reporting	Complete
To develop and deliver an action plan to increase access to digital devices and offer more digital skills training tailored to different needs across the borough (CIA)	Green
Pilot Project for Occupational Therapy presence within Communities service (CIA)	Green
Deliver additional COMF funded grant programme that supports community organisations to provide services which address the issues faced because of Covid and aid recovery (CIA)	Green
Deliver practical support funding to support isolation impacts of Covid and monitor outputs and outcomes (CIA)	Complete
Develop options on Digital systems to capture direct referrals from residents and partners to support case management and data reporting	Green
Pilot and evaluate community-based sessions to target awareness around specific health needs, utilising community assets (CIA)	Green
Deliver agreed tasks as detailed in the green agenda delivery plan	Green

Deliver Government funded financial support grants (HSF)	Green
Establish and implement a series of processes to safely manage and support Ukraine nationals and sponsors on the HFU scheme	Green
Carry out Private Sector Housing Assistance policy review (IA)	Green
Deliver phase two of VCFSE network development	Green
Implement stage 2 of HIA team transition towards digital communication and engagement with residents (IA)	Green
Evaluate the enhanced ESOL provision	Complete
Deliver Budget Investments projects	Green
<b>Housing Solutions</b>	
Review structure and CBL processing function within the service	Green
Completion of Scrutiny review of Select Move and related review of common allocations policy	Green
Deliver the Homelessness and Rough Sleeping strategy	Green
Review of service alongside specialist housing consultant (including commissioned services, required services not commissioned as well as internal processes, partnership working and best practice).	Green

### Policy and Governance

Project Status	Status
<b>Communication and Visitor Economy</b>	
Re-opening of Astley Hall	Complete
Deliver the internal communications strategy, including new intranet	Amber
Deliver the 2022 events programme across Chorley and South Ribble	Complete
<b>Audit and Risk</b>	
To re-launch "Connect" the insurance engineering inspections portal and to ensure officers are suitable trained and able to interrogate the system to ensure inspection of all and applicable equipment is inspected.	Complete
To implement a robust monitoring system to identify obsolete / equipment which should be taken out of use.	Complete
Develop the use of IDEA within the Audit and Risk Service.	Complete
To develop the Council's approach to fraud following the assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Green
To put forward a business case for the future management of business continuity.	Complete
To establish a forward plan of testing to ensure plans are robust, encompass all council activity and are fit for purpose.	Complete
Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.	On Hold
To undertake a review of the Council's policies and processes and align where appropriate.	Green
Fully implement the Claim Control (Claim and accident) automated system for managing claims including development of	Green



detailed procedures for all aspects of the service.	
To establish a strategic plan for the on-going review and update of all emergency plans for both councils including a new Town Centre Evacuation Plan.	Green
To develop a training and testing schedule	Complete
Populate the Health and Safety dedicated area on the Learning Hub with appropriate courses.	Complete
Develop a suite of reports to identify high risk areas / claims and trends.	Green
Prepare and participate in the PSIAS peer review for the IA service.	Green
<b>Democratic, Scrutiny &amp; Electoral Services</b>	
Member induction at Chorley and by-election in South Ribble May 2022	Complete
Exploration of joint district council Health Scrutiny	Green
Develop Chorley 'In the Know' e-zine relaunch	Complete
Review of Civic and Mayoral support, including succession planning	Green
Procurement of specialist secure printing contract	Green
Implementation of corporate admin process review	Green
Develop support offer for Leadership Team	Green
Delivery of council elections in Chorley and by-election in South Ribble, including new Payroll provider (SRBC / CBC).	Complete
<b>Legal and Procurement</b>	
Introduce a new Code of Conduct	Green
Revise and Update Contract Procedure Rules	Amber
Complete the restructure in Legal and Procurement Services	Amber
The introduction of IKEN, For the sake of clarity IKEN is a case management system.	Amber
<b>Transformation and Partnerships</b>	
Refresh the economic development strategy	Complete
Join up public services by working with our partners through the Chorley and South Ribble Partnership	Green
Develop performance and programme management systems	Green
Deliver the Future Workplace Strategy	Green
Re-tender of Meals on Wheels	Green
Deliver the transformation programmes for both councils	Complete
Deliver Shared Services Phase 3	Green
Develop and implement the People Strategy	Green
Deliver HR Transformation Phase 2	Green
Implement shared terms and conditions	Green
Support insourcing activity (leisure / waste)	Complete
<b>Finance</b>	

COVID-19 grants and funding – reconciliation, monitoring and audit of the various grants and funds provided to comply with central government conditions.	Green
Review of Special Expenses at CBC	Green
Review of Financial Standing Orders and Financial Procedures across both councils	Green
Review of financial processes and procedures across all areas of the team, to streamline and improve efficiency, effectiveness, levels of internal control and to maximise the use of the resources available.	Green
Production of Statement of Accounts for 5 companies and production of consolidated, group accounts for each of the councils,	Complete
Business Case development – development and roll-out of a standardised Business Case incorporating Treasury and CIPFA Guidance	Green
Review of Intranet/website	Green
Procurement of a new/upgraded Finance System and commencement of implementation	On Hold
Training for Budget Holders	Complete

### Planning and Development

<b>Project Status</b>	
<b>Business Support</b>	
Business Support post Covid	Green
Choose Chorley Events	Green
Marketing – Business events / property / DC / Choose Chorley	Green
Digital Creative	Green
<b>Enforcement</b>	
Produce and publish an Environmental Crime Enforcement Policy	Amber
Produce and publish a Mobile Homes fit and proper policy	Amber
<b>Planning</b>	
Validation Checklist	Complete
<b>Spatial Planning</b>	
Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process	Green
Biodiversity and Net Gain Implementation	Amber