

Report of	Meeting	Date
Director of Policy and Governance	Full Council	19 November 2019

## **CHORLEY COUNCIL CORPORATE STRATEGY 2019/20 – 2021/22**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2019/20 – 2021/22.

### **RECOMMENDATION(S)**

2. That the Corporate Strategy 2019/20 – 2021/22 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2018/19 and the changes proposed as part of the Corporate Strategy refresh for 2019/20.
4. The Corporate Strategy for 2018/19 reinforced the council's direction of travel with an emphasis on housing, delivering better services for residents across the borough and a more commercial approach to support the longer-term sustainability of council services. The strategy successfully progressed large high-profile projects through to the final stages of delivery or completion including the extension to Market Walk, construction of Strawberry Fields Digital Office Park and the Primrose Gardens Retirement Village. These developments will shape the future of Chorley to meet the needs of residents of all ages both now and in future.
5. As well as delivering major new developments, activity in 2018/19 further contributed to the long-term outcomes identified in the Corporate Strategy by improving facilities for local communities such as the work to facilitate all weather use of the playing pitch and additional car parking facilities at Kem Mill and progress to develop Westway Sports Complex to deliver top of the range sports facilities. 29 schemes were delivered as part of the Play and Open Space Strategy which has included the installation of new play areas, two community gardens and a bowling green across the borough. Neighbourhoods across the borough are more attractive places to live with a further reduction in the number of empty properties and 62 more affordable houses delivered compared to the same time last year. More residents have successfully completed digital skills training and there were almost 1,000 additional visits by older people to council leisure centres compared to the same time last year. The council continues to be ambitious and has invested in improving street cleansing with new sweepers and route optimisation software to ensure a high performing, efficient service.
6. For 2019/20-20/21, the Corporate Strategy vision, priorities and long-term outcomes stay the same to maintain the long-term impact of strategic activity and investment. This year, in recognition of the critical importance of the green agenda, the Corporate Strategy reflects the commitment of the council to supporting and enabling residents to be more

environmentally conscious and leading the way as an organisation. Activity in 2019/20 will ensure that environmental considerations cut across all aspects of council business.

7. Key projects have been reviewed and refreshed with the aim of building on the successful delivery of major schemes to ensure Chorley is an even more attractive place to live, work and invest. Community spaces and places right across the borough will be enhanced through an intelligence-based campaign to tidy up grot spots and improve parks and play spaces. The council website will be refreshed so that residents can access services easily online, and a plan will be implemented to encourage greater community resilience through residents taking a more active role. Growing a strong local economy remains a top priority with projects to bring forward employment land at Alker Lane and the development of a business plan for the wholly owned company to enable council to be more proactive in driving economic growth through better quality developments. Developing shared services and working closely with partners to implement new ways of working will remain key to delivering sustainable public services.
  
8. The performance measures which help us to know how we are getting better and whether we are achieving our long term goals have also been reviewed and updated. Three indicators have been amended to reflect service changes or better align to future priorities, four indicators will be deleted and replaced as the data is no longer available or the focus of service delivery has changed, and one additional indicator has been included to reflect a focus on the green agenda.

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

9. 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

10. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three years. The strategy sets out not only the Council's vision, priorities, and long term outcomes for 2019/20 – 2021/22 but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead. The Corporate Strategy identifies our key priorities as a Council which are:
  - a. Involving residents in improving their local area and equality of access for all;
  - b. Clean, safe and healthy homes and communities;
  - c. A strong local economy; and
  - d. An ambitious council that does more to meet the needs of residents and the local area.

## PERFORMANCE OF THE CORPORATE STRATEGY IN 2018/19

11. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance over the last 12 months has been good.
12. The Corporate Strategy for 2018/19 aimed to reinforce the direction of travel for the Council, with an emphasis on housing, ensuring better service provision for our residents, building a strong business sector and taking a more commercial approach to ensure the longer term sustainability of council services.
13. Crucially in 2018/19 a number of large high-profile development schemes were progressed to a delivery or completion phase, reflecting the council's commitment and ambition to proactively meeting the needs of residents from across the borough and ensuring a strong local economy. These projects will ensure that Chorley is a place that can meet the needs of residents from across the borough both now and in the future.
14. The Primrose Gardens retirement village has now opened to residents, offering purpose-built accommodation to support our older residents including 65 modern and accessible apartments, community café and a fully equipped dance studio as well as gardens, allotments and community spaces. The scheme will meet the changing needs of older residents and ensure that they remain active members of the community.
15. The Digital Office Park is now open for business to provide state of the art digital office accommodation for digital businesses and putting Chorley and Lancashire at the centre of the expanding digital economy. A full business support programme will support enterprises operating within the digital sector to maximise opportunities linked to economic growth and job creation.
16. The extension to the Market Walk shopping centre has now been certified as practically complete and key tenants have been secured including Reel Cinema, Escape (offering tenpin bowling and adventure golf), Marks and Spencers and Loungers. Expected to open on time by Christmas this year, the extension will provide an exciting leisure and retail experience to attract more families and visitors to the town centre as part of maintaining a vibrant local economy.
17. Across the borough, the council continues to support clean and safe communities with good progress made to improve playing pitches including works at Kem Mill Lane and progress of the Westway playing fields development. 29 schemes were delivered as part of the Play and Open Space Strategy which has included the installation of new play areas, two community gardens and a bowling green across the borough. The number of visits to council leisure centres has increased compared to the same time last year including almost 1,000 additional visits by older people, helping to achieve reduced health inequalities. The number of empty properties in the borough continues to decrease and 62 more affordable homes had been delivered by the end of quarter two compared to the same time last year, all contributing to high quality affordable housing as well as clean and safe streets.
18. More residents have been encouraged to take an active role in their community, with 60 community groups supported and developed by the Council. The number of people that have successfully completed basic digital skills training has more than doubled meaning that even more are now able to get online to access services. The use of Council hubs at Buttermere, Lancaster Way, Tatton and Clayton Brook has increased significantly with 381 users in quarter two. The 2019 release of the Indices of Multiple Deprivation highlighted that Chorley is less deprived than in 2015 with three rather than four neighbourhoods now in the 10% most deprived areas in England which demonstrates excellent progress in achieving the long-term outcomes aligned to health inequalities. The framework for building community resilience has been approved and sets out how the council will engage with residents in the future to encourage positive long-term change in communities.

19. The council continues to be ambitious in meeting the needs of residents and the local area, transforming services to ensure that the organisation is well positioned to meet the challenges ahead. Plans to extend shared services with South Ribble Council have been approved and will see the two organisations working together more closely to increase efficiency and improve outcomes. The council has also agreed to set up a whole owned company to develop and manage key assets in a way that benefits the whole of the borough. Alongside transforming council services, we continue to work closely with our wider public service partners to better integrate public services including innovative new ways of working with primary care to deliver better outcomes for local people.

## **PROJECT DELIVERY**

20. As well as delivering major schemes, the 2018/19 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. This activity will continue and therefore it is proposed that five projects are carried forward to deliver more action as part of the 2019/20 - 2021/22 Corporate Strategy:

- Develop the business plan for the wholly owned company – previously develop a wholly owned company
- Bring forward employment land at Alker Lane - previously bring forward key sites for development
- Undertake renovation works at Astley Hall – previously develop Astley Hall and park as a visitor destination
- Deliver a programme of community resilience building work – previously develop a framework for building community resilience and delivery of identified projects
- Deliver shared council services – previously Transform the way the Council delivers services

21. Six projects will be complete by April 2020, and are therefore not included as projects within the updated strategy:

- Deliver improvements to the playing pitches in the borough
- Support people from across the borough to be digitally included
- Deliver the Market Walk extension
- Deliver the Digital Office Park
- Deliver a borough wide programme of improvements to street services
- Deliver a review of our approach to partnership working

22. One project has been successfully completed:

- Deliver the Primrose Garden retirement village

23. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in Appendix A.

## **PERFORMANCE**

24. The 2018/19 strategy also included 30 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, 100% of all reportable indicators have been reported on target or within 5% tolerance. Further details are available in the quarter two monitoring report which was presented to Executive Cabinet in November.

## DEVELOPMENT OF THE CORPORATE STRATEGY 2020/21

### Vision and priorities

25. For 2019/20-2021/22, the vision for the Corporate Strategy will stay the same, reinforcing the council's role as a proactive community leader working for the whole borough to ensure that the needs of residents remain top priority both now and into the future. The vision is for the Council to be:

'A proactive community leader, supporting the borough and all its residents, whether in rural or urban areas, to reach their full potential through working in partnership to deliver services that achieve the best outcomes for local people and protect vulnerable people'

26. The Corporate Strategy priorities and long term outcomes will be retained for 2019/20 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment:

A strong local economy:

- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough

Clean safe and healthy homes and communities:

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

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

- Residents who take pride in where they live and their achievements
- Residents who are all able to take an active part in their local and wider community
- Easy access to high quality public services, both face to face and online

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

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around our rural and urban areas

### The green agenda

27. In recent years, the environment has risen up the public agenda following the realisation that the threat of climate change can no longer be ignored and must be responded to as a matter of urgency. Chorley Council is committed to enabling and supporting residents to live in a more environmentally friendly way and leading the way as an organisation.
28. The council is already working hard to strengthen its green credentials: the digital office park has been designed to the highest green standards with a BREEAM 'excellent' rating, neighbourhood officers use electric vehicles, and staff are encouraged to be environmentally friendly with cycle to work schemes and travel passes.
29. The council intends to do even more to ensure that the environmental agenda cuts across everything that it does, and a task group has been established by Overview and Scrutiny to make recommendations. The Corporate Strategy for 2019/20 has been updated visually to represent this pledge.

## Projects

30. The council has successfully delivered major large developments that will radically shape the future for Chorley. Project activity in 2019/20 has been designed to build on this work to drive forward ambitions for economic growth and ensure that Chorley is an even more attractive place to live, work and invest. The council will also continue to work hard to deliver sustainable public services through transforming the organisation, taking a more commercial approach and working closely with partners to integrate services.
31. Residents will be supported to take a more active role in their communities through the delivery of bespoke locality plans, based on an understanding of the needs and priorities of local areas as part of a long term approach to delivering better health and wellbeing outcomes and reducing inequalities. Building on successful digital inclusion activity, the council website will be refreshed to ensure easy access to council services and an excellent user experience to support the Digital Strategy. The renovation works to Astley Hall will be progressed to complete vital structural works and transform the visitor experience to secure the long term future of the attraction.
32. Community spaces and play facilities right across the borough will be enhanced by tidying up shrubbery, replacing old equipment, creating extra allotments and bringing forward new sites. Further work will be undertaken to improve key sites such as Tatton recreation ground and community centre to design and plan options for the site to deliver better health and open space provision. The Housing Strategy approved as part of the 2018/19 Corporate Strategy will now be implemented through the action plan with specific priorities to support people to remain independent at home, prevent homelessness and support a balanced housing market.
33. Growing a strong local economy remains a top priority with projects to bring forward employment land at Alker Lane and further develop the business plan for the wholly owned company enabling the council to make the most of key assets. Wider improvements to the town centre public realm will complement and maximise the impact of recent large developments.
34. Reflecting the priority to be an ambitious council that continually strives to improve, a project will be delivered to target key hot spots across the borough including environmental improvements and enhanced street cleansing in specific areas. We will also work to ensure the longer term sustainability of services by transforming the organisation, developing shared services and working more closely with our partners to achieve better integration. The green agenda will be a key area of work over the next 12 months to ensure that environmental priorities cut across everything the council does.
35. A copy of the refreshed Corporate Strategy is attached as Appendix C.
36. The key proposed projects for 2019/20 and an overview of what they will deliver is shown below:

Project Title	Description
<b>Involving residents in improving their local area and equality of access for all</b>	
<b>Undertake renovation works at Astley Hall</b>	Astley Hall is a key feature of the visitor offer for Chorley. This project will deliver vital improvements to maintain the structural integrity and safety of the Hall, as well as transforming the visitor experience to ensure a sustainable long-term future for the facility with associated benefits for

	<p>tourism and the local economy. There will be a number of improvements undertaken across the Astley complex however this project specifically focuses on renovations to the Hall which will include:</p> <ul style="list-style-type: none"> <li>• Create museum shop and introductory exhibition in Activity Space, Coach House</li> <li>• Replacement of windows to front of Hall possibly to hard wood or metal and painted black not white</li> <li>• Removal of render to front of Hall and then either restore bricks beneath or replace render</li> <li>• Other conservation works to Hall includes stone window sill replacement, resettling floors, eliminating some damp, chimney works</li> <li>• Create new exit staircase/visitor route</li> </ul> <p>It is anticipated that work will commence in March 2020 and take approximately one year but is dependent on what is found/uncovered plus recommendations to extend the works to include redecoration and new interpretation.</p>
<p><b>Refresh the council's website</b></p>	<p>Refreshing the council website is a key project within the Digital Strategy to support increasing digital take up of council services. Customers should be able, and prefer, to access efficient services and information easily online.</p> <ul style="list-style-type: none"> <li>• The website will be easy to use, accessible and secure.</li> <li>• Information will be up to date and content will change regularly</li> <li>• The website should be responsive to different devices and screen sizes</li> </ul> <p>So far work has been undertaken to map customer journeys and capture user experiences and this phase of the project will include the approach to content management, reviewing single sign on, preparing content and set up of the website and testing.</p> <p>The aim is to deliver a fit for purpose and future proof website that increases the number of service requests online and improves the quality of our interactions with customers.</p>
<p><b>Deliver a programme of community resilience building work</b></p>	<p>Work was undertaken last year to develop a community resilience framework for Chorley.</p> <p>More resilient communities that are enabled to support themselves have the potential for better health and wellbeing outcomes, as well as reducing demand for public services over the long term.</p> <p>Achieving resilient communities requires a change in relationships between individuals, communities and public services. The framework sets out the approach that will be taken to achieve that change including identifying the initial communities for focus through detailed locality plans.</p> <p>This project will focus on implementing the framework including delivering the locality plans over the next 12 months.</p>
<p><b>Clean, safe and healthy homes and communities</b></p>	
<p><b>Progress improvements to Tatton recreation ground and surrounding area</b></p>	<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> <p>The development would provide vital facilities for local residents including improved health provision and open spaces, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.</p>
<p><b>Improve play and community spaces across the borough</b></p>	<p>This project will improve play and open spaces across the borough to ensure that they continue to provide high quality facilities for residents and families.</p> <p>Work will include delivering new play areas, replacing old equipment and creating new allotment spaces as well as bringing forward key sites ready for development, such as Westway. (See Appendix B for current programme)</p> <p>The project will also deliver a campaign to undertake intelligence-led enhancements to community spaces including small parks and play areas which might include tidying up shrubbery, fencing, painting and other aspects of general maintenance.</p>
<p><b>Implement the Housing Strategy action plan</b></p>	<p>The Housing Strategy 2019-2024 sets out the councils ambitions to ensure that everyone living in the borough has access to the high quality accommodation that they need. The strategy identifies 4 key priorities:</p> <ol style="list-style-type: none"> <li>1. Securing quality across all housing tenures</li> <li>2. Supporting people to remain independent in their own homes</li> <li>3. Preventing homelessness</li> <li>4. Supporting a balanced housing market</li> </ol> <p>This project will implement the Housing Strategy action plan including specific actions to:</p> <ul style="list-style-type: none"> <li>• Develop a voluntary standard for all rented properties (including social and private rented) relating to housing quality, re-let cleanliness and responsiveness.</li> <li>• Work through the integrated Community Wellbeing Service to reform pathways including links to GPs</li> <li>• Review and refresh the homelessness strategy</li> <li>• Producing new council owned affordable housing</li> </ul>
<p><b>A strong local economy</b></p>	
<p><b>Bring forward employment land at Alker Lane</b></p>	<p>Alker Lane is a key strategic site for Chorley. Work to date has focussed on progressing the development by preparing the site including utilities, ecological and utilities constraints.</p> <p>This phase of the project will:</p> <ul style="list-style-type: none"> <li>• Finalise the layout to maximise the development opportunities</li> <li>• Achieve reserved planning permission</li> <li>• Complete procurement of the project team and contractor</li> </ul> <p>Successful development of this site will supply vital employment land for the borough to support future economic growth aspirations and will also provide income to the council.</p>



<p><b>Deliver improvements to the town centre</b></p>	<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> <p>Creating an attractive and vibrant town centre is a key part of encouraging footfall and supporting local businesses to thrive and grow.</p>
<p><b>Develop the business plan for the wholly owned company</b></p>	<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 to include:</p> <ul style="list-style-type: none"> <li>• Review of operating environment and identification issues and opportunities</li> <li>• Key projects and actions</li> <li>• Financial position</li> <li>• Key performance indicators</li> <li>• Risk register</li> </ul> <p>The business plan will set out in more detail the approach that the wholly owned company will take to acquiring and managing its portfolio of assets.</p> <p>Being more proactive and interventionist in driving economic development and housing in the borough will support better quality developments, create employment opportunities and deliver new sustainable income streams.</p>
<p><b>An ambitious council that does more to meet the needs of residents and the local area</b></p>	
<p><b>Deliver shared council services</b></p>	<p>In September 2019 proposals were approved to progress the development of further shared services between Chorley and South Ribble council to deliver benefits in terms of efficiency, resilience and financial savings.</p> <p>The first phase will include sharing of Legal and Democratic Services, Transformation, HR and Partnerships and Communications and Events.</p> <p>This project will implement the proposals including phase 1 transformation and the development of the business case for phase 2.</p>
<p><b>Make our borough cleaner and more attractive including wildflower meadows</b></p>	<p>This project will focus on a campaign to undertake targeted improvements of 'grot spots' across the borough as part of an intelligence led campaign.</p> <p>Work will include environmental improvements and enhanced street cleansing to address specific areas, for example: repairing footpaths or fencing, resurfacing small areas, addressing dis-used buildings, cutting back overgrown sites and litter picking.</p> <p>The approach will be intelligence led and residents will be encouraged to flag up and get involved in delivering the improvements where possible, with the support of the council.</p> <p>Ensuring that residents can have pride in their neighbourhood and local area is a key priority within the corporate strategy and promotes safer, more cohesive communities.</p>
<p><b>Work with our partners to deliver</b></p>	<p>This project is a continuation of ongoing activity to work more effectively with our partners to change the way that public services are delivered to ensure that they are sustainable.</p>

<p><b>sustainable public services</b></p>	<p>The Chorley Public Service Reform Partnership (CPSRP) has undertaken extensive work to implement and test the principles of public service reform including developing new settings for multi agency working and information sharing. The partnership has accelerated better outcomes for Chorley with examples including the reinstatement of the Chorley Skills Board and recent appointment of additional social prescribing link workers.</p> <p>This project will implement the findings of the review of partnership working including any changes to the CPSRP and development of new models to ensure that our approach remains fit for purpose.</p>
<p><b>Deliver a project to support Chorley Councils commitment to the green agenda</b></p>	<p>Chorley has a strong environmental position compared to other areas of the country however there are significant opportunities to improve performance in relation to climate change.</p> <p>The council plays a significant role in realising the benefits and opportunities of climate action in local areas by offering vision and direction to residents, identifying the tangible things that can be done to make a difference.</p> <p>An Overview and Scrutiny task group has been set up to consider Chorley's current position, engage stakeholders and make recommendations about future activity. This project will progress the recommended actions to reflect the councils commitment to leading the way and supporting residents to be more environmentally conscious.</p>

## MEASURING PROGRESS

37. The strategy includes 28 performance indicators that will be measured and reported against in order to demonstrate success and progress towards achieving the priorities and long term outcomes. All of the measures and targets have been reviewed and updated to ensure that they remain challenging to reflect council ambition.
38. Three indicators have targets amended to reflect service changes or better align to future priorities. This includes indicators for number of people who have successfully completed basic digital skills training, number of long term empty properties in the borough and number of parks, open spaces and playing pitches improved.

Indicator	Action	Reason
<p><b>Number of people who have successfully completed basic digital skills training</b></p>	<p>Increase target to 400 from 300.</p>	<p>It is proposed that the target be increased to reflect the priority to increase digital inclusion, supporting the council's Digital Strategy. Although performance has been significantly above target, sessions will increasingly be delivered by partners and communities therefore the target has been set accordingly.</p>
<p><b>Number of long-term empty properties in the borough</b></p>	<p>Reduce target from 170 to 150 (smaller is better)</p>	<p>This is to ensure that this indicator remains challenging but realistic and continues the development of work to contribute to clean safe healthy homes and communities. The target of 150 equates to approx. 0.3% of properties across the borough.</p>

<b>Number of parks, open spaces and playing pitches improved (linked to strategy delivery)</b>	Increase target to 12 from 8	Target to be increased to reflect the priority to deliver high quality facilities as part of clean, safe and healthy communities.
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39. Four indicators will be deleted and replaced as the data is no longer available or the focus of service delivery has changed:

<b>Indicator</b>	<b>Reason</b>	<b>How this will continue to be captured</b>
<b>% of working age people on out of work benefits</b>	This information is no longer available as it is no longer captured and published.	Worklessness will continue to be captured through the overall employment measure.
<b>% increase in the number of volunteering hours earned</b>	There has been a change in direction in the Communities service which is moving away from Time Credits as the primary vehicle for increasing volunteering across the borough.	Volunteering engagement will continue to be captured through the number of volunteer community groups supported to improve by the council.
<b>Increase in the number of digital access points across the borough</b>	Access points have now been installed in all Community Centres and Village Halls where possible. Therefore, any changes made will be smaller community groups or access points making this information difficult to monitor. Strong previous performance also means limited opportunities for increase in 2020.	Digital accessibility will be measured through access to training and service request online.
<b>Number of visits to Astley Hall and Park Complex</b>	It is anticipated that conservation work to the Hall later in the year will impact on this year's performance, with a reduction in overall figures from December onwards when the Hall will need to be closed.	This will continue to be monitored as a local indicator for 2019/20, whilst works are completed.

40. One new indicator has been included to reflect a focus on the green agenda: **% of household waste sent for reuse, recycling or composting.**

## IMPLICATIONS OF REPORT

41. 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 Communications	✓

## **COMMENTS OF THE STATUTORY FINANCE OFFICE**

42. The report sets out the administration's proposals for future years. In terms of resourcing, many of the projects will be delivered using existing resources, any additional resourcing requirements will be addressed during the 2012/21 budget process and adjustments made to the projects as required.

## **COMMENTS OF THE MONITORING OFFICER**

43. No comment.

## **COMMENTS OF DIRECTOR POLICY AND GOVERNANCE**

44. The Corporate Strategy is the council's key strategic document. It works alongside the council's budget setting process to ensure that resources are allocated to effectively support the delivery of priorities.

45. An integrated impact assessment has been undertaken in line with the council's Equality Scheme.

CHRIS SINNOTT

DIRECTOR OF POLICY AND GOVERNANCE

46. There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Victoria Willett	5248		Council Corporate Strategy

## Appendix A – Summary of 2018/19 Corporate Strategy Projects

Corporate Strategy Projects 2018/19	Status (Q2)	Position statement (Q2)	Completion date
Involving residents in the local area and equality of access for all			
Develop Astley Hall and park as a visitor destination	<b>GREEN</b>	This project is on track, with a project team now established for the Astley works and the project manager, a conservation expert, appointed. An overview of the work plan has been produced; the next step will be to confirm timescales. Progress in the next quarter will include the submission of the planning application for the lighting scheme following the completion of the bat survey, finalisation of the improvement work plan with detailed timescales, applying for listed building consent, tendering work packages for the development work, as well as the production of a timetable for improvements to Ackhurst Lodge.	This will be replaced by a new project to undertake renovation works at Astley Hall.
Support people from across the borough to be digitally included	<b>GREEN</b>	Excellent progress has been made in delivering this project. The first Chorley Hack event took place in March with a view to developing digital skills to meet future workforce demand. Training providers and major national businesses provided sponsorship and contributed prizes. The event was a huge success and was attended by over 100 local young people from 13 schools across the borough and the Youth Zone. In 2018/19 1041 people from across the borough completed basic digital skills training. The popularity and usage of the four Chorley Council digital hubs (Buttermere, Tatton, Lancaster Way and Clayton Brook) has increased significantly with 381 visits in quarter two compared to 54 in quarter one.	This will continue as business as usual.

Develop a framework for building community resilience and delivery of identified projects	<b>GREEN</b>	Progress has been made for the project to Develop a Framework for Building Community Resilience. The framework has now been finalised and considered by senior officers and key members. The outcomes of the research conducted as part of the framework identified communities for focus and key themes such as managing key life challenges and the onset of challenging health conditions. During the next quarter work will continue with the roll out plan for the framework being developed and deployed which will enable communities to support themselves and have the potential for better health and wellbeing outcomes, as well as reducing demand for public services over the long term.	This will continue as the project to deliver a programme of community resilience building work.
<b>Clean, safe and healthy homes and communities</b>			
Deliver the Primrose Gardens retirement village	<b>COMPLETE</b>	This project is now complete. Primrose Gardens was constructed and handed over to the Council by the developers in 2018/19. Residents will have the benefit of living independently in a stylish apartment whilst having 24-hour access to care and support, ensuring that residents will have reduced health inequalities whilst providing high quality, affordable and suitable housing.	Project completed August 2019.
Develop a wholly owned company	<b>GREEN</b>	The outline business case for the establishing a wholly owned Company was considered by Full Council in July and it was agreed by members that the council progress the formation of the company. A tender process has now been undertaken to secure detailed legal and financial advice which will facilitate the documents required for the establishment of the wholly owned company to be prepared and completed.	The deliverables outlined within the scope of this project will complete by March 2020 and will be replaced by the project to develop the business plan for the wholly owned company.
Deliver improvements to playing pitches within the borough	<b>GREEN</b>	This project is on track to deliver the necessary design work and start on-site improvements to playing pitches across the	The deliverables outlined within the scope of this

		<p>borough as part of the Play, Open Space and Playing Pitch Strategy. In quarter two, there has been activity at Kem Mill Lane, King George playing fields and Wigan Lane to deliver high quality play areas, parks and open spaces in both urban and rural locations. The car park on Kem Mill Lane is complete, a business case and sports development plan for Wigan Lane has begun, and the architectural and lead design services have been commissioned to take forward the design of the new sports changing and community facility at King George V playing fields. Planning approval has also been granted for Westway with contractors selected for the artificial grass pitch, pavilion and grass pitch improvements.</p>	<p>project will complete by September 2020.</p>
<b>A strong local economy</b>			
<p>Deliver the Market Walk Extension</p>	<b>GREEN</b>	<p>Market Walk has now certified as practically complete, with a list of snagging items and outstanding works currently being rectified. The handover with Reel cinema took place in quarter two, and the fit out for the cinema has commenced. Marks and Spencers have also taken handover of their unit with the fit out taking place during quarter three. The Agreement for Lease for Unit 7 is signed with Escape and the tenant's contractors will commence fitting out the unit in the next quarter. Reel Cinema, Marks and Spencers, and Escape are all hoping to open for trading before Christmas.</p>	<p>Project will complete as planned.</p>
<p>Deliver the Digital Office Park</p>	<b>GREEN</b>	<p>Strawberry Fields Digital Office Park has successfully become operational and opened its doors to the business community in quarter two. The University Advisor and Digital Office Park Manager have been appointed. There are temporary access road arrangements in place, this is whilst traffic management works to the access road are completed and signed off by the Highways department. In the interim Traffic Management Plans are in place to allow</p>	<p>The deliverables outlined within the scope of this project will complete by March 2019.</p>

		traffic to flow into and along Euxton Lane safely and it is expected that the traffic management works will complete within the next quarter.	
Bring forward key sites for development	<b>AMBER</b>	The project 'bring forward key sites for development' comprises of three separate development sites with their own project timescales and deliverables, and for quarter two has made progress. For the Alker Lane site, a business case has been developed as part of the application for growth funding and a feasibility study has been conducted on the site to assess the viability of the site. For the Cowling Farm site, the council has undertaken independent technical review works on the employment site which has included a review of earthworks and drainage and masterplan options were received in quarter two which will inform further progression of the site. For the Shady Lane site, a contractor has been appointed to produce a site investigation which will determine the ground risk and remediation of the site.	This will be replaced by a new project to Bring forward employment land at Alker Lane, with the other two sites due to being rescoped and managed through business as usual.
<b>An ambitious council that does more to meet the needs of residents and the local area</b>			
Transform the way the council delivers services	<b>GREEN</b>	The council continues to improve and transform services with approval granted by council in September to extend the sharing of services with South Ribble Council. This will increase resilience by bringing key organisational functions together and improve efficiency to ensure the longer-term sustainability of vital services for local residents. During the next quarter the transformation programme will be refreshed to align the savings and organisational change programme to achieve objectives for 20/21 and beyond.	This will be replaced with a new project to deliver shared council services.
Deliver a borough wide programme of improvements to street services	<b>GREEN</b>	Good progress has been made on the project to deliver a borough wide programme of improvements to street services. Work has included a team of officers from both Streetscene and ICT collecting and verifying data about	The deliverables outlined within the scope of this



		<p>assets and scheduling data to support the implementation of Yotta, the new route optimisation software. This software will enable better management of the borough assets to ensure the work to keep the borough clean is more efficient and effective. Four new sweeping vehicles have been procured and are now in use this quarter, these will increase the frequency of sweeping schedules which will help to keep the borough clean. During the next quarter the phased implementation of the new software system will continue, with user acceptance testing for additional services taking place.</p>	<p>project will complete by March 2019.</p>
<p>Deliver a review of our approach to partnership working</p>	<p><b>GREEN</b></p>	<p>The project to review our approach to partnership working continues to progress well. This will evaluate the future priorities for public service reform to ensure a fit for purpose approach to partnership working including effective governance, representation and resourcing. The timeline for collating findings and recommendations has been rescheduled to allow for feedback from the recent LGA peer review to be incorporated. This quarter work has been focussed on undertaking 1-2-1 meetings with all public service reform partners to discuss strategic direction. The next phase will see the draft findings and priorities discussed at the next Public Service Reform Partnership Executive meeting in November.</p>	<p>This project will continue to be captured as part of the new corporate strategy project 'work with our partners to deliver sustainable public services'.</p>

## Appendix B – Corporate Strategy Measures 2019/20

Indicator	Frequency	Target for 2019/20
<b>Involving residents in improving their local area and equality of access for all</b>		
The number of SOA's in the worst 10%	IoMD release	3
% population with NVQ level 3 or above	Annual	57%
Number of people who have successfully completed basic digital skills training	Quarterly	400
% people satisfied with their neighbourhood as a place to live	Residents Survey	85%
% of people who regularly participate in volunteering	Residents Survey	25%
% of people who feel they cannot influence decision making in their local area	Residents Survey	25%
<b>A strong local economy</b>		
Median workplace earnings in the borough	Annual	Better than the NW Average
The % of 16-17-year olds who are not in education, employment or training (NEET)	Quarterly	3%
Number of projected jobs created through Chorley Council support or intervention	Quarterly	120
Overall employment rate	Quarterly	80%
Growth in business rate base	Annual	1%
% increase in visitor numbers	Annual (Q2)	2%
<b>Clean safe and healthy homes and communities</b>		
Number of long-term empty properties in the borough	Quarterly	150
Number of volunteer community groups will be supported to improve by the council	Quarterly	75
Number of parks, open spaces and playing pitches improved linked to strategy delivery	Annual	12

The number of visits to Council's leisure centres	Quarterly	1,000,000
Number of affordable homes delivered	Quarterly	100
% of population satisfied with parks and open spaces	Residents Survey	80%
% of the population feeling safe during the day	Residents Survey	90%
% of the population feeling safe at night	Residents Survey	70%
Satisfaction with street cleanliness	Residents Survey	70%
% of household waste sent for reuse, recycling or composting	Quarterly	Better than 2018/19
<b>An ambitious council that does more to meet the needs of residents and the local area</b>		
% Households living in fuel poverty	Annual (Q1)	Better than the NW average
% of customers dissatisfied with the service they have received from the council	Monthly	Less than 20%
% of service requests received online	Quarterly	35%
% residents satisfied with the way the council runs things	Residents Survey	70%
% residents who feel that Chorley Council provide value for money	Residents Survey	60%

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

### We will:

- Deliver shared council services
- Make our borough cleaner and more attractive including wildflower meadows
- Work with our partners to deliver sustainable public services
- Deliver a project to support Chorley Councils commitment to the green agenda



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

### We will:

- Undertake renovation works at Astley Hall
- Refresh the council's website
- Deliver a programme of community resilience building work

## A strong local economy

### We will:

- Bring forward employment land at Alker Lane
- Deliver improvements to the town centre
- Develop the business plan for the wholly owned company

## Clean, safe and healthy homes and communities

### We will:

- Progress improvements to Tatton recreation ground and surrounding area
- Improve play and community spaces across the borough
- Implement the Housing Strategy action plan

## Our vision:

A proactive community leader, supporting the borough and all its residents, whether in rural or urban areas, to reach their full potential through working in partnership to deliver services that achieve the best outcomes for local people and protect vulnerable people.

### Chorley will have:

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around our rural and urban areas



#### How we will measure progress:

- % of households living in fuel poverty is better than North West average
- 70% of residents satisfied with the way the council runs things
- 60% residents feel that Chorley Council provide value for money
- 35% of service requests received online
- Less than 20% of customers dissatisfied with the service they have received from the council

### Chorley will have:

- Residents who take pride in where they live and their achievements
- Residents who are all able to take an active part in their local and wider community
- Easy access to high quality public services, both face to face and online



#### How we will measure progress:

- 85% people satisfied with their neighbourhood as a place to live
- 25% of people who regularly participate in volunteering
- 25% of people who feel they cannot influence decision making in their local area
  - Less than 3 SOA's in the worst 10%
  - 57% population with NVQ level 3 or above
- 400 people who have successfully completed basic digital skills training



### Chorley will have:

- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough



#### How we will measure progress:

- Overall employment rate greater than 80%
- 120 jobs created through Chorley Council support or intervention
- 3% of 16 - 17 year olds who are not in education, employment or training (NEET)
- 1% growth in business rate base
- Median workplace earnings in the borough better than North West average
- 2% increase in visitor numbers

### Chorley will have:

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



#### How we will measure progress:

- 70% satisfaction with street cleanliness
- 90% of the population feeling safe during the day
  - 70% of the population feeling safe at night
  - 1,000,000 visits to Council's leisure centres
- 75 volunteer community groups will be supported to improve by the council
  - 80% of population satisfied with parks and open spaces
  - 100 affordable homes delivered
- Less than 150 long term empty properties in the borough
- 12 parks, open spaces and playing pitches improved linked to strategy delivery
- % of household waste sent for reuse, recycling or composting better than previous year