

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

PROGRESS UPDATE BUSINESS PLANNING 19/20

PURPOSE OF REPORT

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

RECOMMENDATION(S)

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

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

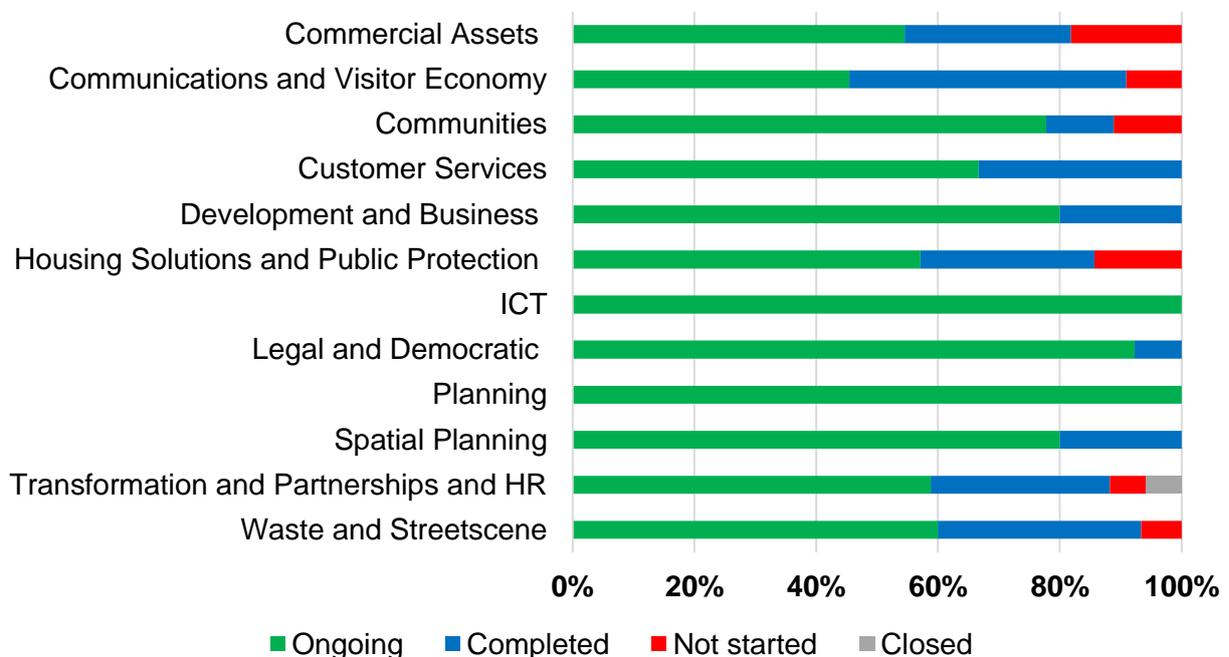
4. The business planning approach and process for 2019/20 was agreed at SMT on 31 January 2019. It was agreed that a similar approach would be taken to the previous year including engagement with staff, the production of a plan on a page per service and monitoring/reporting through the MyProjects system.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

POSITION UPDATE FOR 2019/20 BUSINESS PLANNING PROJECTS

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

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

Stautus Overview by Services



9. As can be seen from the graph above, the majority of the projects across all service areas are ongoing. Most of these have identified completion dates for the end of this financial year or will continue to be delivered over the next year as they are linked to wider programmes of work. Below are some highlights of work completed so far:
 - A plan for future events and exhibitions has been developed in anticipation of new exhibition and events spaces at Astley Hall.
 - A buildings maintenance review has been completed for Astley Hall and associated buildings to ensure these buildings are sufficiently maintained.
 - The external peer challenge review was successfully completed in October 2019, this project was conducted by the LGA and co-ordinated by Transformation and Partnerships to deliver the review which provides critical challenge of local government organisations and provides recommendations around future delivery.
 - The review of our approach to partnership working has been completed. The review completed an assessment of partner strategies and engaged key senior

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

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

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

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

Review and recommendations for further development of Neighbourhood Working	Communities	This has not started yet due to the boundary review and the impact this has on the geographies for the neighbourhood priority areas.
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11. The main reasoning for these projects remaining not started is due to capacity and resource within services to deliver these projects and resources have been focused primarily on service priorities. In addition to this, other projects are not started due to the impact of external programmes of work affecting timescales for delivery.

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

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

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

Approach for business planning 2020/21

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

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

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

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

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

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

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

19. No comments

COMMENTS OF THE MONITORING OFFICER

20. No comments

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

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

Appendix A – List of all business plan projects by directorate

Policy and Governance

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

Support the development of the proposed Housing Company	Closed
Pensions re-enrolment	Complete
Ongoing updates for GDPR	Ongoing
Legal and Democratic	
Supporting additional meetings to help deliver the transformation agenda: Market Walk Steering Group, Chorley Integrated Wellbeing Service – ESG, Shared Services Joint Committee, Public Services Transformation WG	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed about organisational change. Other sessions to include Office 365 / Windows 10, Child Sexual Exploitation, Equality and Diversity, Personal Resilience and Emotional Wellbeing	Ongoing
Completion of Personal Development Plans for all Members	Ongoing
Appointment of second Independent Person for Governance Committee and a new member of the Independent Remuneration Panel	Ongoing
Review of Members' Allowances with the Independent Remuneration Panel	Ongoing
Review of Council Chamber furniture and technology – to be complete by May 2020	Ongoing
Implement the officer decision module on modern.gov	Ongoing
Local Democracy events: "Question Time @ Runshaw" and "Your Chorley Your Council" with primary schools	Ongoing
Tailored support in response to senior management/organisational change	Ongoing
Support meetings to help deliver the Corporate Strategy and transformation agenda	Ongoing
Appoint FOI Co-Ordinator and Executive Assistant	Complete
Embed reports management on mod.gov	Ongoing
Roll out Executive Member Decisions released on the system	Ongoing

Early Intervention and Support

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

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

Review of Low Cost Home Ownership Scheme	Ongoing
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Commercial Services

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

Customer and Digital

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

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