

Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	8 th October 2020

PROGRESS UPDATE BUSINESS PLANNING 2020/21

PURPOSE OF REPORT

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

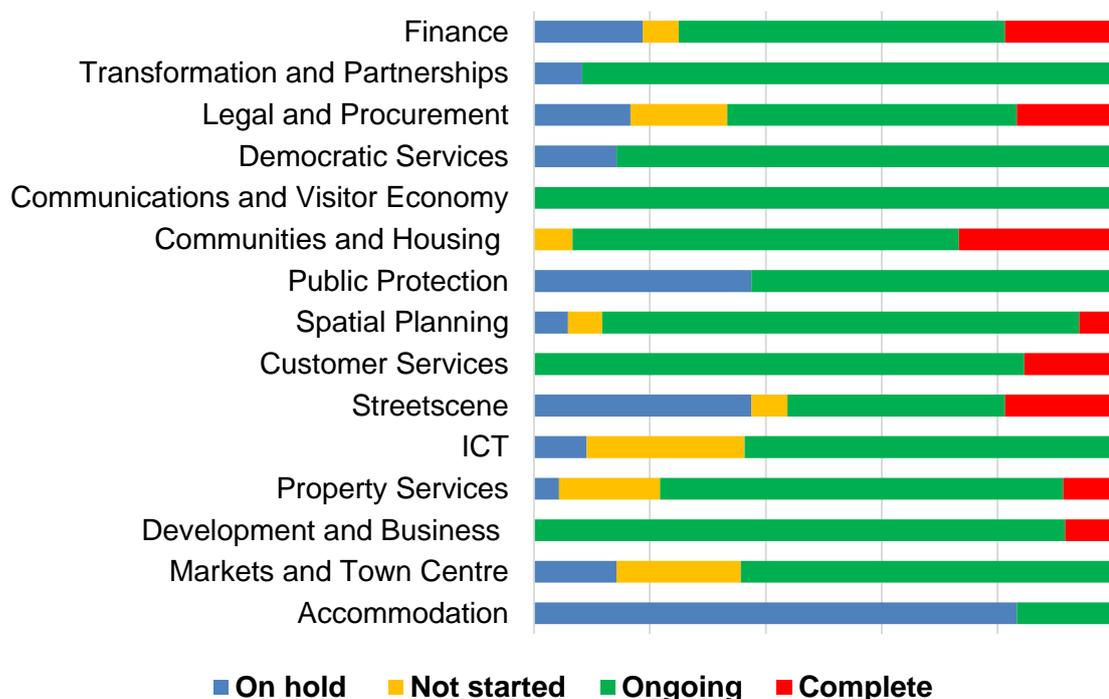
4. The business planning approach and process for 20/21 was agreed in January 2020. It was agreed that a similar approach would be taken to 20/21 with services encouraged to identify the activity they would be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process includes engagement with staff and teams, the production of a plan on a page per service and monitoring/reporting through the MyProjects system.
5. Business planning sessions were delivered with staff from across services, fostering staff engagement and utilising internal skills and experiences in order to accurately map service delivery. These were successfully conducted remotely, accommodating new ways of working necessitated by the COVID-19 pandemic. Following this, all service level business plans were approved in May 2020 and service level projects are now recorded and managed on the MyProjects system to ensure organisation wide visibility and support business continuity.

6. It should be noted that delivery from April 2020 onwards was subject to lockdown restrictions. Therefore, there has been some impact on project delivery as parts of the organisation were re-deployed to respond to the crisis and there were wider complications associated with lockdown restrictions. As restrictions ease, the impact of the COVID-19 crisis has continued to have an operational and financial impact on the council, its partners and the communities over quarter two with the transition into the recovery stage. The recovery strategy has been developed in order to mitigate the impact of the pandemic as far as possible, facilitating recovery of the services most impacted and ensuring our communities, businesses and residents can continue to access our key services and be supported. A full review of business plans has been conducted to understand the impact of COVID-19 on service delivery set action plans to get projects back on track.
7. This paper gives an update on all the service level business plan projects for 2020/21 and considers the progress of projects, setting out delays and the actions being taken to address issues. The paper also provides detail on projects that have been directly impacted by the Covid-19 pandemic. All projects are now recorded and managed on the MyProjects system to ensure effective monitoring.

SUMMARY OF PROJECT DELIVERY

8. A review of 15 business plans produced earlier this year has been completed based on the information provided within the MyProjects system as well as meetings with officers and managers across services. The plans identified an overall total of 190 projects and of those:

- 130 are ongoing (68.4%)
- 18 are complete (9.5%)
- 26 have on hold (13.7%)
- 16 are not started (8.4%)



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

10. 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:

- Service recovery following the Covid-19 lock, including grass cutting, street sweeping, and weed treatments, has been successfully delivered. This has ensured our streets and communities remain clean and residents can continue take pride in where they live.
- The Business Grant Scheme and Hardship Fund have been completed. This will ensure that local business have the support needed to tackle new challenges posed by the Covid-19 pandemic, helping to maintain a robust business sector across the whole of the borough.
- An online tool to manage time credits has been commissioned that will make volunteer rewards easier to access and spend in the community. It will also allow us to monitor voluntary activity more accurately from which we can use to design future volunteering reward strategies. This will further empower people to take an active part in improving their communities and take pride in doing so.
- Phase two of Making Tax Digital was finalised. This will support our ambition to continue to provide efficient services that are accessible and easy to use for our customers. This fits in the wider programme of increasing the intake of services delivered remotely.
- Shared Services Phase 1 was delivered, including the successful creation of new shared Terms and Condition and the completion of tailored development reviews with all shared services staff. This will improve resilience for both councils and create developmental opportunities to enhance the skillset and capabilities of staff.

11. There are twelve projects that have been put on hold due to delays with decision making, funding issues and external factors delaying progress. Actions are in place to ensure delivery recommences as soon as is possible. No impact on project outcomes is expected. Detail can be found at Appendix B.

12. There are ten projects that have not started yet, this is mainly due to having start dates that commence later in the year as they are dependent on other activities being completed first. It is anticipated that all of these projects will be completed by March 2021 and so there will be no detrimental impact on overall business improvement delivery. These projects are outlined in the table below:

Service	Project	Reason	Action
Markets and Town Centre	Bus Station Operations	This project is not yet scheduled for commencement and is included on the forward plan to ensure close monitoring.	Will start as scheduled.
	Christmas Lights	This is scheduled to commence over quarter three.	This project will start in quarter three.
Property Services	Estates management software review and implementation of	This project has not started as it is scheduled to commence after the transfer of documents to	The project will commence in the next business planning year (2021/22) and new project timelines will be

	IDOX	IDOX.	plotted.
	Asset Register / Review / Asset Valuations / Garage Sites	This project will start following the transfer of documents to IDOX.	The project will commence in the next business planning year (2021/22) and new project timelines will be agreed.
	Encroachment Surveys of council assets to inspect their condition	This project is conducted on a rolling basis, so will commence once capacity is available.	N/A
ICT	Replace mobile technology with 5g capability	This is due to 5G capable devices not yet being available on the market for purchase.	Devices will be purchased once they are available later this year.
	Produce ICT Strategy for 2020 – 2023	The new joint Digital Strategy to be approved in November 2020 will inform the ICT strategy.	Timescales have been altered, with the project now scheduled to be completed over quarter three.
Streetscene	Review waste volumes and frequency and location of litter bins	This project is dependent on the implementation of Alloy (software), which remains ongoing to ensure sufficient testing and development. As a result, this project has not yet started.	This project is scheduled to commence in quarter three in correspondence with the phased implementation of Alloy.
Spatial Planning	Lead on the Procurement and Coordination of Habitat Regulations (HRA)	This project is not due for completion until March 2021 and remains on track for this delivery date.	This project will start in quarter four.
Finance	Create monthly staffing costs reports	This project is still anticipated to be completed in December 2020 as originally scheduled.	This project will start in quarter three.

PROJECTS DIRECTLY IMPACTED BY COVID-19

- 9 There have been some projects that have experienced delays, have not started as originally scheduled, or have been put on hold until further notice due to the impact of COVID-19 restrictions or associated complications. These issues are being closely monitored by project managers to ensure delivery is secured going forward:

Ongoing projects

10. There are seven ongoing projects that have experienced COVID-19 related issues that have affected timescales for delivery or changes the original scope, actions such as reprofiling timescales and production of exception reports have been put in place to ensure these projects can continue. Detail can be found at Appendix C.

Projects on hold

13. There are fourteen projects that have been put on hold as a result of the pandemic, which means that they have been unable to progress as originally anticipated. It is anticipated that the majority of these projects will deliver within 20/21 once restrictions have been lifted or resources have been reorganised. Detail can be found at Appendix D.

Projects not started

14. There are six projects that have not started yet as a consequence of COVID-19 restrictions or associated complications such as changed service priorities or capacity being utilised for different service delivery. These projects are outlined in the table below:

Service	Project	Reason	Action
Markets and Town Centre	Digitising Market Application process	This project is not part of the service's current immediate priorities.	Project timeline will be revaluated once resources are available.
Property Services	Empty Property Refurbishment	It is unknown when this project will commence as it is not part of immediate service need or the town centre improvement project, which has changed scope in response to the pandemic.	Project timeline will be revaluated once resources are available.
ICT	Investigate options to upgrade current Microsoft System Centre and replace with more appropriate technology.	This has not started as scheduled due to capacity issues, with ICT priorities immediate demands of the service to assist with the working from home model etc.	Project timeline will be revaluated once resources are available.
Communities and Housing	Review of service internal processes, guidance tools and training materials	Resources have not been available to delivery this project because of staff sickness.	Project timeline will be revaluated once resources are available.
Legal and Procurement	Develop and implement procurement training for officers	This is due to the project not being under current priorities, as services respond to immediate demand.	Project timeline will be revaluated once resources are available.
	Develop and implement a simple Contract Management System	This is due to the capacity of ICT, which has not yet had the resources in order to support the project.	This risk was identified in the business plan, with the project being subject to resources and is accounted for in the original project timeline.

RISK

15. To mitigate the risks and ensure the service plans delivered, measures are being taken across services to monitor and management progress, as well as identify and tackle issues. This includes the rescoping of projects in order to accommodate new service needs and demands, as well as the reprofiling of timescales to reflect current

resourcing and earlier delay experienced over quarter one as a result of the lockdown. Additionally, all services consider risk during the business planning process and populate a service level risk register on the GRACE system in order to record and manage project risks. These measures will ensure that the long-term strategic objectives and outcomes continue to be achieved.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

17. No comments.

COMMENTS OF THE MONITORING OFFICER

18. No comments.

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Jon-James Martin	xxxx	30/09/2020	Business planning update

Appendix A – ALL BUSINESS PLAN PROJECTS

The table below presents the list of business plan projects by directorate, including an update of their delivery status in September 2020:

COMMERCIAL SERVICES

Project	Status
Accommodation	
Develop a residential community at Primrose	On hold
Develop use of the Conference facilities	On hold
Develop an Increased scooter storage facility	Ongoing
Develop / review pricing structure across schemes	On hold
Community Garden (CSH)	On hold
Open day for Primrose Gardens	On hold
Act as Senior User for Tatton Scheme	Ongoing
Markets and Town Centre	
Town Centre Improvements	Ongoing
Market Improvements	Ongoing
Market Walk Improvements (signs/canopies)	Ongoing
Queens Road car park Improvements	On hold
Car Park Tariff review	On hold
Bus Station Operations	Not started
MW Management Office moves	Ongoing
Christmas Lights	Not started
Gritting and cleaning contracts	Ongoing
Evening Security & Concierge	Ongoing
Radio Link	Ongoing
Digitising Market Application process	No started
Additional Footfall Counters for MW Extension	Ongoing
Future High Street Fund Bid development	Ongoing
Development and Business	
Develop a Business Engagement Strategy	Ongoing
Develop a Business Recovery Plan – Covid-19 – See separate draft Business Recovery Plan	Ongoing
Bengal Street	Ongoing
Allocation of Leyland Way site in Local Plan	Ongoing

Event Delivery – eg – Choose Chorley	Ongoing
Deliver Digital Creative Programme	Ongoing
Marketing – strawberry fields, digital creative, choose Chorley	Ongoing
Tatton Development	Ongoing
Alker Lane	Ongoing
Shady Lane	On hold
Cowling Farm	Ongoing
Whittle Surgery	Ongoing
Property Services	
Estates management software review and implementation of Idox or other data management systems including	Not started
Asset Register /Review /Asset Valuations /Garage Sites	Not started
GDPR review	Complete
Empty property refurbishment prior to reletting	Not started
Estates backlog reduction	Ongoing
Encroachment Surveys	Not started
Review/Update of Digital Mapping System	Ongoing
Statutory Compliance Monitoring	Ongoing
Leisure centre contract implementation and monitoring	Ongoing
Astley Hall Refurbishment	Ongoing
Ackhurst Lodge Refurbishment	Ongoing
Reservoir improvement & maintenance works – including statutory compliance	Ongoing
Market Walk modifications (Extension voids & Management Suite)	Ongoing
Council Office Accommodation modifications	Complete
Tatton Community Centre site development/Extra Care	Ongoing
Whittle Surgery Project	Ongoing
West Way Development - operational/management	Ongoing
Adlington Football Club House project – King George’s Playing Field	On hold
Primrose Gardens Mobility Scooters	Ongoing
DOP first floor reconfiguration	Ongoing
Post COVID -19 business recovery at DOP –Develop lettings strategy	Ongoing

CUSTOMER AND DIGITAL

Project	Status
ICT	
Replace current MFDs	On hold
Investigate options to upgrade current Microsoft System Centre and replace with more appropriate technology.	No started
Support Shared Services.	Ongoing
Complete the corporate digitisation of records including legal, property services, finance, markets, housing adaptations and any other areas of the Council where digitisation has not yet occurred.	Ongoing
Continue with the renewal and expansion of the CCTV infrastructure.	Ongoing
Complete the development and deployment of Burial Ground Management System (BGMS).	Ongoing
Produce the ICT Strategy for 2020 – 2023.	Not started
Produce the Digital Strategy for 2020 – 2023.	Ongoing
Roll out of new technologies to Members.	Ongoing
Replace mobile technology with 5g capability.	Not started
Support all other services in completion of their business plans.	Ongoing
Streetscene	
Make our borough cleaner and more attractive including wildflower meadows	Ongoing
Chorley in Bloom, Green Flag awards for parks and supporting Council events and other services	On hold
Spruce the Parks (streetscene elements)	Complete
Continue to develop new risk assessment process	Ongoing
Implementation of Alloy	Ongoing
Review waste volumes and frequency and location of litter bins	Not started
Service Recovery following Covid-19 lockdown	Complete
Increase in demand for burials at Chorley and Adlington cemetery due to Covid-19	On hold
Review tree policy	Ongoing
Support property services with Feasibility study/ options review of potential depot sites should Bengal St depot redevelopment go ahead.	Ongoing
Streetscene Management Review	On hold
Refresh Streetscene Modernisation Strategy	On hold
Support Council Tree Planting Program	On hold
Review RCV suitability and potential replacement	Complete
Program of improvement works to Astley as a strategic recreation ground	Ongoing
Streetscene Website content	Ongoing

Customer Services	
Single Front Office Services Review	Ongoing
Implement Cemetery Project Improvements	Ongoing
Undertake Direct Debit Promotions	Ongoing
Undertake Single Person Discount Review	Ongoing
Enhance AI in HB & CT Processing with a targeted approach	Ongoing
Review of Customer Care Policy	Ongoing
Review of Discretionary Housing Payment Policy	Ongoing
Support SFO Accommodation changes	Ongoing
Support refresh of the council's website	Ongoing
Delivery of the Business Grant Scheme (Covid-19)	Complete
Delivery of the Hardship Fund (Covid-19)	Complete
Delivery of the Customer Services Exit Plan (Covid-19)	Ongoing
Review Empty Property Inspections	Ongoing

EARLY INTERVENTION AND SUPPORT

Project	Status
Spatial Planning	
Improve play and community spaces across the borough	Ongoing
Implement the Housing Strategy action plan	Ongoing
Complete Westway Sports Campus	Ongoing.
Coordinate & Conclude the Issues and Options Process	Complete
Coordinate the Analysis and Publication of Issues and Options Consultation Outcomes	Ongoing
Lead on the Integrated Appraisal (IA)	Ongoing
Coordinate the Site Assessment Process	Ongoing
Coordinate the Strategic Housing Employment Land Availability Assessment (SHEELAA)	Ongoing
Lead on the Procurement and Coordination of the Habitat Regulations Assessment (HRA)	Not started
Coordinate Local Plan Evidence (to. Inc. Flood risk, Housing, Economy, Ecology.)	Ongoing
Progress Chorley Transport Strategy.	Ongoing
Complete King George V	On hold
Progress Astley Lighting	Ongoing
Chorley Open Space Sports Recreation Strategy Action Plan	Ongoing
Deliver Carr Brook Project	Ongoing

Progress Wigan Lane Pitch Improvements Project	Ongoing
Implement Preferred RP Framework	Ongoing
Public Protection	
To develop and publish a Chorley Air Quality Strategy and implement new methods of monitoring air quality	Ongoing
Develop & Implement a policy for Improving Housing Standards in Owner Occupied Dwellings .(For use in exceptional circumstances)	Ongoing
Implement a New Pest Control Service to deliver high standards of service quality and efficacy.	On hold
Respond to proposed legislation to licence private landlords, including introducing a programme of inspection of privately rented properties	Ongoing
Review of all current PSPO's coming to 3-year end – implementation of new reviewed PSPO's and potential implementation of new Rivington PSPO	Ongoing
Review and implement a structured approach to managing frontline emergency safeguarding situations	Ongoing
Project to review and implement gates/barriers to prohibit or reduce ASB related to off road motorcycle nuisance	On hold
Review of the current Stray Dog Provision to ensure high standards of service quality and efficacy.	On hold
Communities and Housing	
Use the Community Resilience Framework to assess findings and impact of CoVid and inform future focus and direction of all service areas and enable greater resilience and positive outcomes	Complete
Establish the methodology and undertake first evaluation of the social prescribing service.	Complete
Deliver phase two of Neighbourhood Working review and implement changes ready for 2021 elections	Ongoing
Deliver the CoVid Community Response Plan	Ongoing
Scope potential new approach to recognising community voluntary contribution	Complete
Implementation of approved changes to service design and delivery within the HIA service	Ongoing
Develop the Housing and mental health pathway and asses incorporating with the CoVid Homelessness MDT process	Ongoing
Review of existing commissioned services in Housing service	Ongoing
Review accommodation provision and develop plan to address gaps in provision with partners and community stakeholders	Ongoing
Develop a delivery plan for the Homelessness and Rough Sleeping strategy	Ongoing
Review of the service internal processes, guidance tools and training materials	Not started
Assess opportunities to use internal information to conduct pro-active early intervention approaches to reducing crisis related outcomes for residents	Ongoing
Deliver the post contract award phase of the Leisure Contract including local engagement, development delivery and mobilisation plans and transfer of the incoming operator	Ongoing
Review of the Syrian Resettlement Programme to identify and recognise achievements and co-design a delivery plan for 2020 2021 with the re-settled families.	Complete

Smart working - process review of functions and processes to ensure we are conducting work in the most efficient way and making best use of currently available technology yet using appropriate communication tools to generate best results for residents	Ongoing
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POLICY AND GOVERNANCE

Project Status	Project
Communication and Visitor Economy	
Astley Hall conservation and development	Ongoing
Implementation of team within shared services	Ongoing
Development of digital communication channels and integration with customer services	Ongoing
Refreshing internal and external communication strategies (in conjunction with those at South Ribble)	Ongoing
Supporting the Covid-19 recovery	Ongoing
Developing a campaign to support the green agenda	On hold
Refresh policies and procedures relating to corporate events	Ongoing
Developing a campaign to support digital take up (linked to the new website)	Ongoing
Astley Hall conservation and development	Ongoing
Implementation of team within shared services	Ongoing
Development of digital communication channels and integration with customer services	Ongoing
Refreshing internal and external communication strategies (in conjunction with those at South Ribble)	Ongoing
Supporting the Covid-19 recovery	Ongoing
Developing a campaign to support the green agenda	Ongoing
Refresh policies and procedures relating to corporate events	Ongoing
Developing a campaign to support digital take up (linked to the new website)	Ongoing
Democratic Services	
Implementing phase one of Shared Services	Ongoing
Review business continuity plans in light of current Covid-19 challenges	Ongoing
Planning for May 2021: across all of Democratic Services	Ongoing
Access system upgrade	Ongoing
Local Democracy events: Question Time @ Runshaw / Your Chorley Your Council	On hold
Canvass reform: 3 stages, between July & 1 December	Ongoing
Refresh the content on the Council's website	Ongoing

Legal and Procurement	
Alker Lane Site Development (advising on contract documentation and drafting of leases)	Ongoing
IKEN Cedar Development. Identifying budget, staff resources and efficiencies in workflows. Possible purchase of workflows via Swapshop (contingent on shared legal services purchasing IKEN, on hold at present).	On hold
Leisure Centre Contract 2020 -2030. Advising on procurement, bids, contractual issues, supporting documentation and surrounding legal issues	Ongoing
Shady Lane Development: attendance at project meetings, any contract documentation/S.106 Agreement once a planning application has been submitted and surrounding legal issues	On hold
Supporting Commercial Services to instruct external solicitors to create property company; acquisition of assets (possibly in house) involving advising on title, drafting contracts and transfers and registering same	Complete
Develop and implement procurement training for officers	On hold
Develop and implement a Social Value Policy	Complete
Subject to resources and IT priorities, develop and implement a simple Contract Management System, building on work already carried out at SRBC	Not started
Tatton Rec Development – attendance at project meetings, any contract document documentation/S106 Agreement once a planning application has been submitted and surrounding legal issues and supporting procurement process	Ongoing
Astley Hall Refurbishment Project – attendance at project meetings, contracts and surrounding legal issues, procurement process	Ongoing
Highstreet Future Funds Project – assisting with bid preparation, if successful tender bid, procurement process and contracts – subject to successful bid	Ongoing
Whittle Surgery – assist with tender bids/procurement process, contracts and surrounding legal issues	Ongoing
Transformation and Partnerships	
Coordination of the Covid-19 Organisational Recovery Plan – strategy, finance and workforce	Ongoing
Website refresh	Ongoing
Accommodation review project	Ongoing
HR support to shared services (shared policy framework, service reviews, pay policy)	Ongoing
HR Payroll Project	Ongoing
Development of shared performance management framework including data quality policy	Ongoing
OD Strategy Refresh and delivery	Ongoing
Deliver the green agenda	Ongoing
Deliver shared council services	Ongoing
Work with partners to deliver sustainable public services	Ongoing
Deliver the transformation programme	Ongoing
Resident survey	On hold

Finance	
Ensure compliance with updated International Financial Reporting Standards 16	Ongoing
Review and improving how cash flow and borrowing is monitored and reported	Ongoing
Standardise the planning and execution of accounts closure at both councils	Ongoing
Investigate the use of Civica Bank Module for SRBC	On hold
Investigate the possible procurement of a joint valuations contract	Ongoing
Making Tax Digital: Phase 2	Complete
Investigate the procurement of a new financial system with HR	Ongoing
Migration of Financial Systems to new server platforms	Ongoing
Complete joint tender process for change of payment system supplier	Ongoing
Civica Financials upgrade to version 20	Complete
Improvements to financial system reports	On hold
Review Financial Procedure Rules	Ongoing
Support both councils' Corporate Strategy/Plan projects	Ongoing
Support the implementation of the expansion of Shared Services at both councils	Complete
Create monthly staffing costs reports	Not started
Change cost centre and detail hierachy	On hold

APPENDIX B – PROJECTS ON HOLD

Service	Project	Reason	Action
Markets and Town Centre	Queens Road car park improvements	This project has been put on hold as it is still subject to final decisions from the elected members.	This project will be commenced upon member direction.
Property Services, Spatial Planning	King George V Playing Field	This project has been put on hold as it is still subject to final decisions from the elected members.	This project will be commenced upon member direction.
Spatial Planning	Chorley Open Spaces Sports Recreation Strategy Action Plan	The development of the action plan taking longer than originally scheduled.	The timescales of this project have been altered and will be delivered in January 2021.
Development and Business	Shady Lane	This project has been put on hold as it is still subject to final decisions from the elected members.	This project will be commenced upon member direction.
Streetscene	Streetscene Management review	This is due to the project has been rescheduled for June 2021.	N/A
	Refresh Streetscene Modernisation Strategy	This is due to the project has been rescheduled for June 2021.	An interim strategy is currently in place to guide operations over 2020/21.
	Support Council Tree Planting Program	This due to ongoing discussions that are underway as to whether to take the project forward in its current format.	The project will be reevaluated. This will determine its future.
Public Protection	Project to review and implement gates/barriers to prohibit or reduce ASB related to off road motorcycle nuisance	This is due to issues with funding, which has meant that the project has been unable to progress.	Other funding options are being explored.

Legal and Procurement	IKEN Cedar Development. Identifying budget, staff, resources and efficiencies in workflows	This is because we may no longer be proceeding with IKEN, which will affect whether the project will be pursued.	The project will be reevaluated, and alternative options considered to determine the project scope.
Transformation and Partnerships	Resident Survey	The residents survey has been rescheduled to take place in 2021/2022.	N/A
Finance	Improvements to financial systems	This project is on hold until the completion of the management accounts review.	Once the management accounts review is completed, this project's scope will be reassessed to determine if this remains a priority for the service.

APPENDIX C – ONGOING PROJECTS IMPACTED BY COVID-19

Project	Service	Detail	Action
Town Centre Improvements	Markets and Town Centre	The Covid-19 lockdown effected the implementation of improvements and necessitated a change in scope in order to meet new business and town centre needs as a result of the pandemic.	An exemption report has been produced to reflect changes in scope and delivery timeline. Project delivery has recommenced.
Radio link	Markets and Town Centre	This project was on hold during the lockdown, as it required business to be open. Therefore, timescales have changed.	Timescales for this project have been reprofiled, the project is now underway and is back on schedule as businesses have reopened. Project delivery has recommenced.
Event Delivery	Development and Business	Social distancing restrictions effected the ability to host events.	This scope of the project has been altered, with events now being hosted via online webinars. Project delivery has

			recommended.
Open space utilisation / reconfiguration at DOP	Property Services	The original reconfiguration proposals where no longer valid due to pandemic.	The scope of this project was changed in order to accommodate changing tenant needs. Project delivery has recommenced.
Make our borough cleaner and more attractive including wildflower meadows	Streetscene	Delays were experienced as a result of the Covid-19 lockdown over quarter four and quarter one. This was due to social distancing restrictions and some staff being redeployed for the emergency response to the pandemic.	An exemption report was produced in order to alter the delivery milestones for the project. Project delivery has recommenced.
Continue to develop new risk assessment process	Streetscene	This project has been delayed due to issues with capacity within Health and Safety due to the emergency response to the pandemic.	The scope of this project has been changed in order to reflect new requirements introduced as part of the pandemic. Project delivery has recommenced.
Astley Hall and Conservation	Communications and Visitor Economy	There was disruption caused by Covid-19 and delays in appointing a project manager.	The timescales of this project have been reprofiled to allow for the delay and project delivery has recommenced. Project delivery has recommenced.

APPENDIX D – PROJECTS ON HOLD IMPACTED BY COVID-19

Service	Project	Reason	Action
Accommodation	Develop a residential community at Primrose	This is due to social distancing restrictions.	These projects have been rescheduled to take place once restrictions have been changed. Timescales are dependent on the ending of lockdown restrictions.
	Develop use of the Conference facilities		
	Community Garden (CSH)		
	Open day for Primrose Gardens		

	Develop/review pricing structures across schemes	This is on hold as staff concentrate resources on the immediate services needs of managing Primrose Gardens and protecting residents in line with evolving guidance regarding the COVID-19 pandemic.	Project timeline will be reevaluated once resources are available.
Markets and Town Centre	Car Park Tariff Review	This project is not part of the current service priorities due to changed priorities in the context of COVID-19.	Project will be commenced following the market improvements and will be shaped by post-Covid-19 user habits.
ICT	Replace current MFDs	This is due to staff working from home, which has meant that building requirements are not yet known in order to implement new MFD. The project is also being rescoped to include a joint procurement process with South Ribble.	Project timeline will be reevaluated once staff have returned to the office.
Streetscene	Chorley in Bloom, Green Flag awards for parks and supporting council events and other services	This is due to the inability to conduct events due to Covid-19 restrictions.	The project has been rescheduled to take place once restrictions have been changed.
	Increase in demand for burials at Chorley and Adlington cemetery due to Covid-19	This is due to the demand not occurring during the height of the pandemic in quarter one.	This project will remain on hold.
Public Protection	Implement a New Pest Control Service to deliver high standards of service quality and efficacy	This is due to capacity issues that have meant that there have not been the resources to progress the project. These capacity issues are planned to be resolved.	The project will now be commenced in 2021/2022, with a temporary contract currently in place to fulfil service provision.
	Review the current Stray Dog Provision to ensure high standards of service quality and efficacy	This is due to the project not being part of changed service priorities following the COVID-19 pandemic.	Will now be commenced during the 2021/2022 business planning period. Temporary arrangements are currently in place with a contractor to sustain current provision.

Democratic Services	Local Democracy events: Question Time @ Runshaw / Your Council	This is due to Covid-19 restrictions, which have hindered the ability to hold events.	The project has been rescheduled to take place once restrictions have been changed.
Finance	Investigate the use of Civica Bank Modules	This is due to the continuation of the statement of accounts review, which has delayed the delivery of the project, with staff being redirected to other more immediate projects to respond to the COVID-19 pandemic.	Project timeline will be revaluated once resources are available.
	Change cost centre detail hierarchy	This is due to capacity issues, with staff deployed to work in the leisure contract.	Project timeline will be revaluated once resources are available.