

Report of	Meeting	Date
Deputy Chief Executive	Full Council	17 November 2020

## **CHORLEY COUNCIL CORPORATE STRATEGY 2020/21 – 2022/23**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2020/21 – 2022/23.

### **RECOMMENDATION(S)**

2. That the Corporate Strategy 2020/21 – 2022/23 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2019/20 and the changes proposed as part of the Corporate Strategy refresh for 2020/21.
4. The Corporate Strategy for 2019/20 has progressed well with big improvements delivered over the year, despite an incredibly challenging environment for delivery due to the COVID-19 pandemic. The pandemic resulted in the Council mobilising a full programme of response and recovery to support communities and businesses across the borough, with a dedicated Community Hub set up to co-ordinate support for communities with food and medical supplies, financial support and other vital support successfully delivered, a programme of dedicated business support for businesses, and the delivery of over £20million in business support grants to support struggling businesses.
5. The Corporate Strategy for 2019/20 continued to reinforce the Corporate Strategy’s vision, priorities, and long-term outcomes of delivering long-term strategic activity and investment. The strategy has successfully ensured Chorley is an even more attractive place to live, work, and invest, with community spaces and places right across the borough enhanced through an intelligence-based campaign to tidy up grot spots and improve parks and play spaces. Large, high-profile projects have been progress such as preparing the Alker Lane site for the development of employment land, including the delivery of light industrial units for business use, which will drive economic growth in the borough, and progressing improvements to Tatton recreation ground, which will provide vital facilities for local residents, including improved health provision and open spaces. As well as delivering major new developments, activity in 2019/20 has further supported residents to be able access services more easily online through the refresh of the Council website and the delivery of a programme of community resilience building, which has progressed with a focus on community recovery as a consequence of the COVID-19 pandemic through revised community action plans.
6. The Council has continued to be ambitious with the delivery of phase one of extended shared services completed between Chorley and South Ribble Borough Councils, which will ensure we can continue to deliver sustainable and high quality public services. In addition, the strategy recognised the critical importance of the green agenda and delivered

activity to support residents to be more environmentally conscious, leading the way as an organisation by ensuring that environmental considerations cut across all aspects of Council business.

7. For 2020/21 – 2022/23, the Corporate Strategy vision, priorities, and long-term outcomes remain the same to maintain the long-term impact of strategic activity and investment. In addition to this, this year in recognition of the critical importance of the recovery from the COVID-19 pandemic, key projects have been reviewed and refreshed with the aim of ‘building back better’ and responding to the new needs of the borough and communities, with projects to support community resilience and to revive the town centre. This also includes progressing major projects that may have suffered due to lock down restrictions, including the next phase of works for Alker Lane, the Tatton development, and renovations of Astley Hall.
8. Key projects have also 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. This includes a programme of work to deliver improvements across play and open spaces in the borough and an intelligence-led campaign to keep the streets clean and safe for residents. The development of phase two of shared services and working closely with partners to implement new ways of working will remain key to delivering sustainable public services. Growing a strong local economy remains a top priority with projects to develop employment land at Alker Lane and bring forward land at Bengal Street for development, which will enable the Council to be more proactive in driving economic growth through the delivery of better quality developments for residents.
9. The performance measures that help us to know how we are getting better and whether we are achieving our long-term goals have also been reviewed and updated. Seven indicators have been amended to reflect service changes or better align to future priorities. Twelve indicators have also been included to support the corporate strategy measures to capture the recovery from the pandemic and track the progress of ‘building back better’.

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

10. 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

11. 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 2020/21 – 2022/23, 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 2019/20**

12. 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.
13. From March 2020, the corporate strategy delivery was subject to the COVID-19 pandemic lockdown and associated complications, which saw a significant impact on life across the country and involved the Council deploying an emergency response. This inevitably was to have some impact on the performance of the corporate strategy in 2019/20. To mitigate the impact of the pandemic as far as possible, the Council developed comprehensive plans to facilitate the recovery of various services most impacted by the COVID-19 crisis to ensure our communities, businesses, and residents can continue to access our key services and be supported in the recovery from the COVID-19 crisis. In addition, new ways of working have been successfully deployed, with project managers utilising technology, such as remote working. This ensured that operations could continue to be delivered and progress be made under the lockdown restrictions.
14. At quarter two, performance against the corporate strategy projects is excellent with 85% of the projects rated as green, ensuring that delivery continues to reinforce the direction of travel for the Council, with an emphasis on driving forward ambitions for economic growth and ensuring that Chorley is an even more attractive place to live, work, and invest.

### **A strong local economy**

15. A strong local economy remains a top priority with good progress made at the Alker Lane site where an application for full planning permission has been successfully completed and a business case for obtaining 'getting building' funding, which is central government funding administered by the LEP for projects which will boost economic growth following the pandemic, has been submitted. Both completed elements have moved this project towards the final delivery of employment land, including the construction of light industrial units for the business sector.
16. An investment strategy has been drafted, which will enable the Council to have a framework that looks to set the parameters for future investment, identify where existing assets can be better utilised to generate income, and also opportunities where money can be invested in land and property. This year, the number of projected jobs created through Chorley Council support or intervention continues to increase with 278 jobs created by the end of quarter two and is performing better than last year.

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

17. The Council has continued its commitment to equality of access for all to high quality services, with good progress on the refresh of the Council's website. The Content Management System solution has now been implemented, with key work undertaken to ensure the website is accessible and easy to use. The 'recite me' accessibility tool has

been implemented on the site, which enables text to be read aloud, content to be translated, and text colour to be amended so that users can access information in a way that is best for them. In addition to this, internal testing and usability assessments have been successfully delivered to make sure everyone who needs to can use the service. Over 50% of service requests were received online at the end of quarter two, which has increased compared to the same time last year. Communities have continued to be supported as part of the community resilience building project, with a specific focus on community recovery following the COVID-19 pandemic. This includes the delivery of community action plans to support communities with holiday hunger, getting into employment, financial insecurity, and physical and mental wellbeing.

18. To support tourism in the borough and provide high quality recreational activities, the project to deliver renovations to Astley Hall has made good progress, with a project team to coordinate the physical works next year now in place and the design for the museum shop completed ready for the shop to be delivered next year. These renovations 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 tourism and the local economy.

### **Clean, safe and healthy homes and communities**

19. Across the borough, the Council continues to support clean and safe homes and communities with good progress made to improve playing pitches, including at the Westway Sports Campus where works to create a pavilion and grass pitch have started on site. Play areas have been delivered at The Meadows and Broom Close, enhancing play facilities for local people, and at Great Knowley the lighting has been improved, which has enabled improved safety and visibility at the site. In addition to this, £30,000 of external funding has been secured for the Lodge Bank play area, which will be used for the installation of new play equipment. The development at Tatton, which will provide vital facilities for residents, including improved health provision and open spaces, has made good progress. A full planning application for the site has been submitted and a demolition contractor has successfully been appointed to demolish the bus depot, which will enable construction to begin on site next year. This development will support wider benefits, such as improved wellbeing, community cohesion and reduced anti-social behaviour. The housing strategy action plan has continued to be delivered, which aims to secure quality across all housing tenures, support people to remain independent in their own homes, prevent homelessness, and support a balanced housing market.
20. Other key pieces of work that have been delivered this year include research on the prevalence of Air BNB in Chorley and its impact. This has been delivered to ensure the appropriate regulation of private sector housing across the borough. In addition to this, the affordable warmth programme has been delivered, which ensures residents can maintain positive standards of health and wellbeing and work to digitise processes around the Disabled Facilities Grant, and the social prescribing service have been delivered to enable a more efficient and easily accessible service for residents.

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

21. The Council continues to be ambitious in meeting the needs of residents and the local area, with the completion of key elements for phase one of shared services. This has included successfully rolling out shared systems access and shared office spaces to all staff to enable service delivery, the approval of the updated shared services agreement by both Councils, and the development of a joint terms and conditions, including pay, grades and travel benefits. The sharing of services between South Ribble and Chorley Council will enable these services to have greater resilience and provide opportunities to improve

services and better value for money for residents. 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.

22. The Council has continued its commitment to the green agenda, with the completion of a roadmap to carbon neutrality report to inform future decision making and work has commenced on developing the tree planting strategy for the borough, which will see the coordination of the planting of trees and hedgerows across the borough. Work to make our borough cleaner and more attractive has seen the completion of the Spruce the Parks programme, with some highlights being the installation of a roundabout at Canal Basin in Whittle-le-Woods, the installation of roundabout at Redwing in Chorley, and erecting a fence at Grey Heights View in Chorley; all of which focussed on targeting the smaller parks and open spaces across the borough to make local improvements.

## **PROJECT DELIVERY**

23. As well as delivering major schemes, the 2019/20 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 nine projects are carried forward into 2020/21 – 2022/23 Corporate Strategy:

- Undertake renovation works at Astley Hall
- Deliver a programme of community resilience building work
- Progress improvements to Tatton recreation ground and surrounding area
- Improve play and community spaces across the borough
- Bring forward employment land at Alker Lane
- Deliver improvements to the town centre
- Deliver shared Council services
- Work with our partners to deliver sustainable public services
- Deliver a project to support Chorley Councils commitment to the green agenda

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

- Refresh the Council's website
- Implement the Housing Strategy action plan
- Develop the business plan for the wholly owned company
- Make our borough cleaner and more attractive including wildflower meadows

25. 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**

26. The 2019/20 strategy also included 26 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, 67% of Corporate Strategy measures are performing on or above target

or within the 5% threshold. 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**

27. For 2020/21 – 2022/23, 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'

28. The Corporate Strategy priorities and long term outcomes will be retained for 2020/21 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

### **Projects**

29. Project activity for 2020/21 has been designed 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. It should be noted, in light of the COVID-19 pandemic, projects this year have been reviewed and refreshed to ensure our communities and businesses are effectively supported through the recovery and to deliver the commitment to 'build back better'. This strategy will also respond to the new needs of the borough and

communities with projects to support community resilience and to revive the town centre, ensuring major projects get back on track as far as possible.

30. Residents will continue to be supported to take a more active role in their communities through the implementation of bespoke locality plans, which will deliver action plans based on the revised needs and priorities of local areas following the pandemic and a focus on recovery. The renovation works to Astley Hall will be progressed to complete the delivery of the museum shop and the construction phase at the Hall, which will include altering the render and the repair of windows as part of the renovation to secure the long term future of the attraction. Building on the delivery of the refreshed website, the Council will continue to enhance digital provision for customers, the workforce, and residents in terms of access and inclusion through the delivery of the year one elements of the shared digital strategy.
31. The Council will continue to contribute to clean, safe, and healthy homes and communities by delivering improvements to play and open spaces facilities right across the borough, including the provision of first class sports facilities at Westway, improvements to drainage for enhanced quality grass pitches, and additional facilities, such as a play area and sports pavilion. In 2020, the Homelessness and Rough Sleeping Strategy was approved and will now be implemented through the action plan with specific priorities to support people with mental health and substance misuse support, budgeting support, housing stock imbalances, and strengthening support for those in the private rental sector. Further work will be undertaken to deliver the extra care scheme and community facilities at Tatton recreation ground and community centre, which will include commencing the construction elements on the site.
32. Developing a strong local economy remains a top priority with the delivery of employment land at Alker Lane, with key elements being progressed this year, including the construction of the site to provide light industrial employment facilities at the site. Another site for development will be brought forward, the site at Bengal Street, with key work to prepare the site ready for development to progress this year. This will include the acquisition of next-door site, progressing planning permission, and obtaining funding for the development. The land at Bengal Street aims to deliver a mixed-use site, which will include residential, community facilities, and light industrial. These two projects will enable the Council to make the most of key assets and deliver quality residential, community facilities, and employment opportunities for residents. There will also be the delivery of wider improvements to the town centre public realm that will complement to maximise the impact of recent large developments and enable the recovery of the town centre following the COVID-19 pandemic and lockdown.
33. Reflecting the priority to be an ambitious Council that continually strives to improve, a project will be delivered to extend the borough wide programme of improvements to street services. This will implement key changes to technology to deliver an intelligence led service that aims to deliver a more efficient and modern service to support clean and safe streets across the borough. We will also work to ensure the longer-term sustainability of services by transforming the organisation, furthering shared services through the delivery of phase two, which will incorporate more services, and working more closely with our partners to achieve better integration. The project to support the Council's commitment to the green agenda will continue, including exploring renewable energy sources for the Council as well as sustainable transport options and air quality monitoring. The tree planting strategy will coordinate and accelerate the planting of trees and hedgerows across the borough, taking a partnership approach, including workshops and species management and maintenance.

34. A copy of the refreshed Corporate Strategy is attached as Appendix C.

35. The key proposed projects for 2020/21 and an overview of what they will deliver is shown below:

Project title	Proposed scope
<b>Involving residents in improving their local area and equality of access for all</b>	
<b>Undertake renovation works at Astley Hall</b>	<p>This project will focus on the delivery of the museum shop and the construction phase at the Hall, which will include altering the render and the repair of windows as part of the renovation.</p> <p>The main focus of this project will be on the completing the museum shop and commencing the conservation works, the key elements will include:</p> <ul style="list-style-type: none"> <li>• Work to be completed on museum shop – January 2021</li> <li>• Work to start on site for Hall conservation works – January 2021 <ul style="list-style-type: none"> <li>○ To remove the render and determine whether we restore brick frontage</li> <li>○ To remove and repair/replace windows</li> <li>○ To install new window frames</li> <li>○ Make internal and external changes for improving visitor route</li> </ul> </li> <li>• Work to the Hall completed – July 2021</li> </ul>
<b>Deliver year one of the shared digital strategy</b>	<p>This project will focus on delivering year one of the shared digital strategy with South Ribble Council. The focus will be around enhancing digital provision for customers, the workforce, and residents in terms of access and inclusion.</p> <p>This will include developing a roadmap for each Council and an associated ICT plan, which will outline the timescales for the strategy delivery and identify the resource requirements for ICT. The roadmap and resources to deliver the strategy should be developed by March 2021. Following this, delivery will focus on delivering the year one elements of the strategy.</p>
<b>Implement the community resilience locality action plans</b>	<p>This project will focus on reviewing the current locality action plans in light of COVID-19, determining more specific locality areas, and delivering the revised plans. The project will include the following key milestones:</p> <ul style="list-style-type: none"> <li>• Deliver the current community resilience locality action plans – Jan to March 2021</li> <li>• Review progress and impact of COVID-19 Community Recovery plans implemented during the early stages of the epidemic and assess the impact of the COVID-19 pandemic within specific locality areas – Feb to March 2021</li> <li>• Deliver revised locality action plans that reflect any existing and new challenges faced by local residents, including strategies to support communities to overcome these – March 2021 onwards</li> </ul> <p>The locality action plans will assess the impact that the COVID-19</p>



	<p>pandemic has had on communities and determine what communities need in terms of recovery.</p>
<p><b>Clean, safe and healthy communities</b></p>	
<p><b>Deliver the extra care scheme and community facilities at Tatton</b></p>	<p>This project will progress delivery of the extra care scheme and community facilities at Tatton. Further to obtaining planning permission for the site and demolition of the former stagecoach bus depot in November, this project will progress the following key milestones:</p> <ul style="list-style-type: none"> <li>• The remediation of former Bus Depot Site – January 2021</li> <li>• The commencement of construction of Tatton Development and recreation upgrade – January 2021</li> <li>• Commence and progress the key construction elements at the site to deliver the extra care scheme and community facilities at Tatton</li> </ul> <p>It is anticipated that the construction elements will be completed in February 2022.</p>
<p><b>Improve play and community spaces across the borough</b></p>	<p>This project will retain broadly similar scope to the current project and will focus on progressing Westway, Carr Brook, Longfield Avenue, and Wigan Lane playing fields; all of which include improvements to the play and community spaces in those locations. The key milestones for each site are below:</p> <ul style="list-style-type: none"> <li>• <b>Westway</b> – to provide a first-class sports facility. The scope of this project will be completing the works on site. Once this is complete, this project will also include delivering the opening of the site.</li> <li>• <b>Carr Brook</b> – the scope of this project will focus on three key elements; completing the green engineering on site subject to formal consent being awarded, the creation of a wetland including obtaining planning permission and tendering of site works, and finally commencing the 'Love my River Community Engagement' education programme.</li> <li>• <b>Longfield Avenue</b> – to enhance the play area. The scope for this site will be to complete the tender process for the Landscape and Play enhancements and then complete the enhancements by April 2021.</li> <li>• <b>Wigan Lane</b> – the procurement of contractors to conduct site works to provide the overall outcomes of providing new access and car parking for the new facilities, construction of a pavilion building and drainage, and levelling of grass pitch / archery shoot.</li> </ul>
<p><b>Implement the Homelessness and Rough Sleeping Strategy action plan</b></p>	<p>This project will focus on delivering the elements of the refreshed Homelessness and Rough Sleeping Strategy action plan. This will primarily be around mental health and substance misuse support, budgeting support, housing stock imbalances, and strengthening support for those in the private rental sector. The project will include the following:</p> <ul style="list-style-type: none"> <li>• A review the actions identified in the 2019 refresh of the strategy and action plan to determine if they remain relevant in relation to any COVID-19 impacts or changes – Jan to Feb 2021</li> </ul>

	<ul style="list-style-type: none"> <li>• Scope each of the actions with the responsible lead and agree implementation timeline and overall project plan – Jan to Feb 2021</li> <li>• Commence delivery of the revised action plan – February 2021 onwards</li> </ul> <p>Separate to this project, the council will also work to progress its ambitions to secure more council owned homes, providing a flagship to quality and supporting the delivery of the Housing Strategy.</p>
<b>A strong local economy</b>	
<b>Deliver the employment land at Alker Lane</b>	<p>This project will focus on delivering the construction elements on Alker Lane to provide light industrial employment facilities at the site. This project will include the following:</p> <ul style="list-style-type: none"> <li>• Procurement of a Contractor Partner – Dec 2020</li> <li>• Commencement of development on the site – Jan 2021</li> <li>• Completion of the development – Dec 2021</li> </ul>
<b>Deliver improvements to the town centre</b>	<p>This project will focus on delivering improvements across the town centre and the programme of work will potentially include work around the Civic Square, our site on Gillibrand Street, the bus station, and the Bengal Street depot.</p> <p>Specific sites and works to be included in the scope of this project is to be agreed. This is due to awaiting direction from members and subject to the outcome of the high street funding bid.</p>
<b>Bring forward site at Bengal Street</b>	<p>This project will focus on bringing forward the site at Bengal Street and will include the following over the next 12 months:</p> <ul style="list-style-type: none"> <li>• The acquisition of next-door site</li> <li>• Progressing planning permission</li> <li>• Obtaining funding for the site</li> </ul> <p>These elements will contribute to the proposal to deliver a mixed-use site which will include residential, community facilities and light industrial in the future.</p>
<b>An ambitious Council that does more to meet the needs of residents and the local area</b>	
<b>Deliver phase 2 of Shared Services</b>	<p>This project will focus on delivering phase 2 of Shared Services, which will include services such as ICT and Customer Services to further align sharing services with South Ribble towards a single operating model. This project will include the following:</p> <ul style="list-style-type: none"> <li>• Consultation on the phase 2 business case</li> <li>• Detailed service reviews and development of resourcing proposals including staff engagement</li> <li>• Implementation of changes including support for organisational change and development</li> </ul>
<b>Extend the borough wide programme of improvements to street services</b>	<p>This project will focus on a programme of work to finalise key technology elements for the modernisation of street cleaning and litter bin emptying. It will also focus on scoping out the refresh of the strategy to take forward modernisation of the street services. The key milestones included in this project are the following:</p>

	<ul style="list-style-type: none"> <li>• Completion of the implementation of Yotta software – this will involve a phased approach to implementation, with services going live as they are fully tested and reportable.</li> <li>• Litter bin rationalisation – interpreting the data recorded through Yotta to review and, where appropriate, rationalise the total number of bins across the borough to develop more efficient routes.</li> <li>• Strategy refresh – scoping out and development of the refreshed streetscene modernisation strategy</li> </ul>
<p><b>Work with our partners to deliver sustainable public services</b></p>	<p>This project will build on work to date to increase collaboration with the South Ribble Partnership, aligning the two partnerships to achieve greater scale, influence, and efficiency.</p> <p>Two joint initiatives have been identified:</p> <ul style="list-style-type: none"> <li>• Development of a shared intelligence platform to better integrate clinical and social data to support early intervention and prevention</li> <li>• Using learning from our response to COVID-19 to identify opportunities for further partnership integration, including shared systems and resources</li> </ul> <p>The partnership will also continue to respond to the strategic changes across central Lancashire including health reforms, representing Chorley and South Ribble across the Integrated Care Partnership and Integrated Care System.</p>
<p><b>Deliver a project to support Chorley Council's commitment to the green agenda</b></p>	<p>To continue Chorley Council's commitment to supporting the green agenda, this project will focus on delivering year 1 of the action plan. This project will focus on three specific initiatives:</p> <ul style="list-style-type: none"> <li>• Air quality: developing a road map to 2030. Key priorities will include the investigation of renewable energy sources for the Council as well as sustainable transport options and air quality monitoring.</li> <li>• Tree planting: developing a 3-year tree planting strategy for Chorley to coordinate the planting of trees and hedgerows across the borough, taking a partnership approach including workshops, species management and maintenance.</li> <li>• Travel: develop a set of actions to incentivise green travel, including within the council's services and workforce.</li> </ul>

## MEASURING PROGRESS

### Corporate strategy measures

36. The strategy includes 26 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. A final list of Corporate Strategy measures for 2020/21 can be found at Appendix B.

37. Seven indicators have targets amended to reflect service changes or better align to future priorities. This includes the following:

Indicator	Action	Reason
Number of projected jobs created through Chorley Council support or intervention	Increase target from 120 annually to 200 to ensure this remains challenging.	The number of projected jobs created has increased over the past year therefore the target has been increased to ensure this measure remains challenging. While it is acknowledged that growth in projected jobs may be impacted by an uncertain economic situation over the next year it is important that the target for this measure remains realistic.
Number of parks, open spaces and playing pitches improved linked to strategy delivery	Increase target from 12 annually to 15 to ensure this remains challenging	The target for the number of parks, open spaces and playing pitches has been increased to ensure this remains challenging and reflective of the number of projected schemes in place over the next 12 months.
% of service requests received online	Increase target from 35% quarterly to 40% to ensure this remains challenging	Target for the percentage of service requests received online has been increased to ensure this remains challenging and to capture change in channel use following the website refresh.
Growth in business rate base	Decrease target from 1% annually to 0.5%.	There are a number of new assessments to be brought into the ratings list this year. However, given the economic uncertainty for the next 12 months it has been suggested to reduce this target to ensure it remains achievable.
Number of people who have successfully completed basic digital skills training	Adjust the focus of the measure.	This measure has been adjusted to reflect the new priorities around digital skills in light of the COVID-19 pandemic.
The number of visits to Council's leisure centres	Adjust measure to baseline performance for this year.	This indicator is to be baselined over next year due to many unknown variables likely to affect performance. Such variables include lockdowns associated with COVID-19 which may result in centres having to shut entirely or restriction's around social distancing which mean capacity is significantly reduced; all of which will impact performance. The trajectory off the COVID-19 pandemic and associated lockdowns and restrictions implemented by central government is still largely unknown, therefore this measure will be baselined but will continue to monitor the visits to Council leisure centres and track performance.
Number of affordable homes delivered	Change frequency to bi-annually as opposed to quarterly.	The frequency of this measure is to be changed to from quarterly to bi-annually. This is to more accurately capture the data

		from Homes England and local authority housing data and therefore improve the accuracy of the data.
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### Additional COVID-19 measures

38. The below details a subset of COVID-19 specific measures to capture the recovery from the pandemic and incorporate the ‘building back better’ narrative. These will not form part of the corporate strategy measures, but they will be reported alongside the quarterly report and to Overview and Scrutiny Performance Panel as key delivery measures. The following have been proposed to sit alongside the corporate strategy for 2020/21:

Area focus	Measure
<b>Local economy and business support</b>	<ul style="list-style-type: none"> <li>• Town centre footfall</li> <li>• Number of grants processed to support businesses</li> <li>• Number of businesses receiving further business advice support with COVID-19 related enquiries</li> </ul>
<b>Community support</b>	<ul style="list-style-type: none"> <li>• Number of children we have fed through holiday hunger assistance</li> <li>• Number of people we have supported in terms of skills and employment</li> <li>• Number of people receiving financial advice and support</li> <li>• Number of isolated people supported by Chorley Council and local community groups</li> </ul>
<b>Public protection</b>	<ul style="list-style-type: none"> <li>• Number of emergency payments issued to Vulnerable Self Isolating People</li> <li>• Number of service requests handled by Public Protection related to Covid</li> <li>• Number of formal enforcement actions taken</li> <li>• Total number of contacts made by LSCT team</li> <li>• Number of zones visited by Covid Investigation Officer (CIO)</li> </ul>

39. These measures will remain dynamic as they are dependent on the ever-changing picture of the COVID-19 pandemic and so we will continue to review to make sure they remain reflective of the Council's priorities for supporting communities and businesses.

### IMPLICATIONS OF REPORT

40. 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

41. No comments.

**COMMENTS OF THE MONITORING OFFICER**

42. No comments.

43. There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Rebecca Aziz-Brook	5348	21.10.20	Council Corporate Strategy

## Appendix A – Summary of 2019/20 Corporate Strategy Projects

Corporate Strategy Projects 2019/20	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 quarter good progress has been made towards developing Astley Hall and park as a visitor destination. During quarter two, following some COVID-19 related delays in the previous quarter, the programme has been revised and agreed for the delivery of the work with new timescales agreed and will see a completion date of July 2021. An application for listed building consent is under consideration and will be determined in quarter three. A tender has been developed and is now out for consideration for the main works to the Hall, which will be the removal of the render, installation of new windows and window frames, some ancillary work around creating a new access and changes to the interior visitor route.	This project will continue into the 202/21 programme of corporate strategy projects.
Deliver a programme of community resilience building work	<b>GREEN</b>	Work to deliver a programme of community resilience building has progressed with a focus on community recovery as a consequence of the COVID-19 pandemic through revised community action plans. This quarter, action plans focusing on food poverty and holiday hunger have been delivered including making funding available for community groups to apply for which has enabled 300 families to be supported - equating to 617 children and 527 parcels. In addition, supermarket vouchers were also distributed to families in need.	This project will continue into the 202/21 programme of corporate strategy projects.
Refresh the Council's website	<b>GREEN</b>	The website Content Management System (CMS) solution has now been implemented and handed over to Chorley Council to build and populate content on the site. Work this	The existing scope of works will complete by

		quarter has focused on making sure the information on the website is relevant and up to date with around 70% of the service content now populated on the site. Key work has also been undertaken around ensuring the website is accessible and easy to use – ensuring all residents can access the site in a way that is appropriate to their needs.	December 2020.
<b>Clean, safe and healthy homes and communities</b>			
Progress improvements to Tatton recreation ground and the surrounding area	<b>GREEN</b>	This quarter good progress has been made on the project to progress improvements to Tatton recreation ground and the surrounding area. A contractor to progress the design and build of the scheme has been appointed and a full planning application for the site has been submitted. A contractor has also been appointed to demolish the bus depot in anticipation of this work commencing in the next quarter. The design team meetings have continued this quarter with the intention of signing off a design for Executive Cabinet approval.	This project will continue into the 202/21 programme of corporate strategy projects.
Improve play and community spaces across the borough	<b>GREEN</b>	Work has continued on all sites, included in this project, but some examples of the work completed include works to create a pavilion and grass pitch at Westway Sports campus. Tree works have also been completed at the Twin Lakes Playing Field. The play areas have been completed at The Meadows and Broom Close, enhancing play facilities for local people.	This project will continue into the 202/21 programme of corporate strategy projects.
Implement the housing strategy action plan	<b>GREEN</b>	Work to implement the Housing Strategy action plan has continued during quarter two. Activity to review the project resourcing and timescales for this project has been completed and a housing strategy activity management tracker has been created as a tool for engaging with project action leads to keep track of progress. Within the action plan there was an action to investigate the impact of Airbnb	The existing scope of works will complete by December 2020.



		on the assured and longer-term tenancy market in Chorley. A research piece was undertaken on the prevalence of Airbnb in Chorley and its impact and concluded that there are no significant issues at present although Officers will continue to monitor trends, national policy and legislation with regards to the regulation of private sector housing across the borough. The Affordable Warmth programme is scheduled to go live during quarter three along with further work to digitise processes around the Disabled Facilities Grant and the social prescribing service.	
<b>A strong local economy</b>			
Bring forward employment land at Alker Lane	<b>GREEN</b>	The project to bring forward employment land at Alker Lane is progressing well. This quarter, an application for full planning permission for the site was submitted to progress the construction element of the project. Officers have prepared and submitted a business case for obtaining 'getting building' funding for the site and the procurement of structural and mechanical and electrical engineers has been completed; all of which will contribute to the progression of the site and moving this project closer to the construction stage.	This project will continue into the 202/21 programme of corporate strategy projects.
Develop the business plan for the wholly owned company	<b>GREEN</b>	During quarter two, the draft investment strategy was completed, bringing the project back on track. This will enable the Council to have a framework which looks to identify and set the parameters for future investment, identify where existing assets can be better utilised to generate income and opportunities for investment in land and property.	The existing scope of works will complete by December 2020.
Deliver improvements to the town centre	<b>AMBER</b>	The project to deliver improvements to the town centre aims to enhance the retail and visitor experience to ensure it remains an attractive and vibrant commercial hub. Due to	This project will continue into the 202/21 programme of corporate

		<p>the impact of COVID-19, this project is currently being reviewed and rescope and timescales re-aligned to reflect the work which will still be able to be undertaken over the next year.</p> <p>The project is rated amber for the following reasons:</p> <ul style="list-style-type: none"> <li>• There has been a shift in direction for the town centre following COVID-19, with the focus on the re-opening of the high street, business recovery, and making the high street COVID-19 secure. This has meant elements of this project, such as delivering property and shop front improvements, are currently under review.</li> <li>• There have been delays to the overall programme, primarily due to the associated complications of COVID-19. The COVID-19 lockdown delayed the creation of an action plan for the covered market improvements by approximately two months. This is likely to have a knock-on effect to the delivery of the proposed improvements.</li> </ul> <p>This quarter, good progress has been made on the scoping of the market improvements and the other elements of this project are currently being reviewed or renegotiated. This quarter has also involved re profiling some of the timescales.</p>	<p>strategy projects.</p>
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<p>Make our borough more attractive including wildflower meadows</p>	<p><b>GREEN</b></p>	<p>During quarter two, progress has been made towards making our borough cleaner and more attractive. This quarter, the testing of the mobile solution for scheduled work for street sweeping, tree plotting/ inspection, grass cutting and car park inspections has continued. The solution will enable more targeted and intelligence led delivery across these service elements to make our borough cleaner.</p>	<p>The existing scope of works will complete by December 2020.</p>
<p>Work with our partners to deliver sustainable public services</p>	<p><b>GREEN</b></p>	<p>The project to deliver sustainable public services aims to build on work to date to ensure that the partnership working model continues to be fit for purpose to deliver the ambitions of the wider system. In quarter two, a task and finish exercise was undertaken to review the learning from the COVID-19 crisis to inform future transformation and to help inform any potential future COVID-19 outbreaks. The Partnership Executive met to review the findings and agreed that three key themes to be prioritised; mental health, employability, and economic recovery and winter planning.</p>	<p>This project will continue into the 202/21 programme of corporate strategy projects.</p>
<p>Deliver shared Council services</p>	<p><b>GREEN</b></p>	<p>The project to deliver shared services with South Ribble Council has seen a significant amount of work delivered during quarter two. Key actions have included; shared systems access has now been successfully rolled out to all staff and shared services office spaces are now available to be used by staff from both organisations according to the COVID-19 arrangements set out for each building. The updated shared services agreement has been approved by both Council's and agreement has also been secured to see shared service staff move to the same terms and conditions. The restructure element of the phase one service reviews is now complete with new structures to be implemented from November.</p>	<p>This project will continue into the 202/21 programme of corporate strategy projects.</p>

<p>Deliver a project to support Chorley Council's commitment to the green agenda</p>	<p><b>AMBER</b></p>	<p>Work has continued this quarter on improving the Council's performance with regards to climate change. A report has been completed and initial review undertaken on the roadmap to achieving carbon neutrality to inform future decision making and work has commenced on developing the tree planting strategy for the borough. The recruitment process for the Shared Climate Change post has commenced, with the role expected to be appointed to in the next quarter and a dedicated communications lead has been assigned to the project to support with raising the profile of the green initiatives.</p>	<p>This project will continue into the 202/21 programme of corporate strategy projects.</p>
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## Appendix B – Corporate Strategy Measures 2020/21

Indicator	Frequency	Target for 2020/21
<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 attending online digital skills sessions	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	200
Overall employment rate	Quarterly	80%
Growth in business rate base	Annual	0.5%
% 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 parks, open spaces and playing pitches improved linked to strategy delivery	Annual	15
The number of visits to Council's leisure centres	Quarterly	Baseline
Number of affordable homes delivered	Bi-annually	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 2019/20

Volunteer community groups		
<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	40%
% 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%

# Corporate Strategy 2020



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

### We will:

- Deliver phase 2 of Shared Services
- Extend the borough wide programme of improvements to street services
- 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
- Deliver year one of the shared digital strategy
- Implement the community resilience locality action plans



## A strong local economy

### We will:

- Deliver the employment land at Alker Lane
- Deliver improvements to the town centre
- Bring forward site at Bengal Street



## Clean, safe and healthy homes and communities

### We will:

- Deliver the extra care scheme and community facilities at Tatton
- Improve play and community spaces across the borough
- Implement the Homelessness and Rough Sleeping 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
- 40% 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 attending online digital skills sessions



### 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%
- 200 projected jobs created through Chorley Council support or intervention
- 3% of 16 - 17 year olds who are not in education, employment or training (NEET)
- 0.5% 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
- Visits to Council's leisure centres - baseline
- 80% of population satisfied with parks and open spaces
  - 100 affordable homes delivered
- Less than 150 long term empty properties in the borough
- 15 parks, open spaces and playing pitches improved linked to strategy delivery
- % of household waste sent for reuse, recycling or composting better than previous year

