

Report of	Meeting	Date
Transformation and Partnerships	Overview and Scrutiny Performance Panel	4 <sup>th</sup> March 2021

## Business Plan Monitoring Statement - February 2021

### Purpose of Report

1. To provide an update on the progress of delivery for the service level projects outlined in the service business plans and approach to business planning for 2021.

### Recommendation(s)

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

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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### Corporate Priorities

3. This report relates to the following Strategic Objectives:

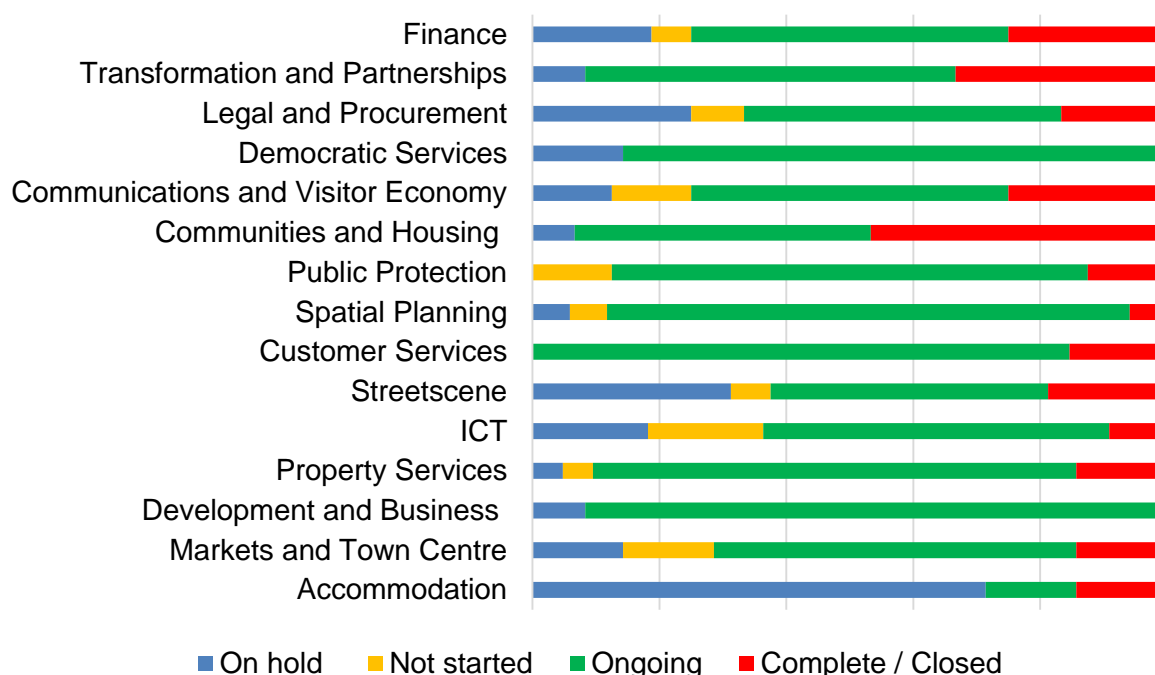
Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

### Background

1. Business planning is an integral part of the council's performance management framework. It is a critical part of organisational management and performance improvement, connecting corporate priorities through to service, team, and individual actions. Importantly, it should engage staff throughout the process so that everyone understands their role in delivering organisational priorities.
2. The output should be a focussed business plan for each service that covers the priority activity for the year ahead based on the priorities outlined in key strategies, starting with the Corporate Strategy.
3. This paper gives an outturn position for all the service level business plan projects for 20/21 and an update on the business planning approach going forward for 21/22.

## Position Update for 2020/21 Business Planning Projects

4. A review of 15 business plans produced last year has been completed based on the information provided within the MyProjects system and feedback from project managers. The plans identified an overall total of 189 projects. Of those:
  - 33 are complete
  - 118 are ongoing
  - 11 have not started
  - 27 are on hold
  
5. The graph below provides an overview status by service. There is a full list of projects and status by directorate at Appendix A.



6. Compared to same time last year, the proportion of projects complete is only 5% lower and the number of projects not started is broadly similar. This is positive when considering the impact of Covid-19 on service capacity and the ability to progress a significant number of projects due to local restrictions.

Status	2021	2020
Complete	18%	24%
Ongoing	62%	69%
Not started	6%	5%
On hold	14%	2%

7. More projects are on hold, primarily due to changing operational priorities to manage the Covid response or a requirement for physical participation which has not been possible due to the pandemic. Projects not yet started or on hold will be reviewed as part of the 2021 business planning process and prioritised as required.

8. Services continue to maintain their service level risk registers on the GRACE system. The key risk themes are around service capacity, the Covid recovery process, recruitment and ICT dependencies.

### Approach for business planning 2021/22

9. It is proposed that the approach for business planning for 21/22 will follow a similar format to previous years. The process will also run in parallel with South Ribble business planning for the benefit of shared teams and Directors.

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

10. There are some areas where we will look to improve the process based on feedback from staff and the changing operational environment. These areas are detailed in the table below:

Theme	Action
11. Digital	<ul style="list-style-type: none"> <li>Given the restrictions in place, all teams will be encouraged to complete their sessions digitally as far as possible.</li> <li>Where teams are less digitally enabled such as frontline services, managers will be supported to develop alternative formats.</li> </ul>
Support	<ul style="list-style-type: none"> <li>Business planning this year will need to take account of a number of factors including remote working, the recovery from the pandemic and shared services therefore the Performance and Partnerships team will provide 'hands-on' support throughout the process.</li> </ul>
Feedback	<ul style="list-style-type: none"> <li>The business planning process has been reviewed by staff to ensure that it is fit for purpose. Staff highlighted that they would like feedback on the final plans following their approval.</li> <li>The Performance and Partnerships team will ensure that final business plans are published on the intranet and that senior managers cascade feedback following the approval process.</li> </ul>

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

## Implications of Report

12. 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

13. No comments

## Comments of the Monitoring Officer

14. No comments

Chris Sinnott  
Deputy Chief Executive

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Vicky Willett	5248	20.02.21	Business planning update

## Appendix A – List of all business plan projects by directorate – updated February 2021

### Commercial Services

Project	Status
<b>Accommodation</b>	
Develop a residential community at Primrose	On hold
Develop use of the Conference facilities	On hold
Develop an Increased scooter storage facility	Completed
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
<b>Markets and Town Centre</b>	
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	Completed
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	Closed
<b>Development and Business</b>	
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
<b>Property Services</b>	
Estates management software review and implementation of Idox or other data management systems including	Ongoing
Asset Register /Review /Asset Valuations /Garage Sites	Ongoing
GDPR review	Complete
Empty property refurbishment prior to reletting	Ongoing
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	On Hold
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	Ongoing
Primrose Gardens Mobility Scooters	Completed
DOP first floor reconfiguration	Ongoing
Post COVID -19 business recovery at DOP –Develop lettings strategy	Ongoing

## Customer and Digital

Project	Status
<b>ICT</b>	
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.	On hold
Produce the Digital Strategy for 2020 – 2023.	Complete
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
<b>Streetscene</b>	
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

<b>Customer Services</b>	
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**

<b>Project</b>	<b>Status</b>
<b>Spatial Planning</b>	
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
<b>Public Protection</b>	
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.	Ongoing
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	Complete On Hold
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	No Started
Review of the current Stray Dog Provision to ensure high standards of service quality and efficacy.	Ongoing
<b>Communities and Housing</b>	
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	Complete
Review of existing commissioned services in Housing service	Complete
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	Ongoing
Assess opportunities to use internal information to conduct pro-active early intervention approaches to reducing crisis related outcomes for residents	Complete
Deliver the post contract award phase of the Leisure Contract including local engagement, development delivery and mobilisation plans and transfer of the incoming operator	Complete
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	Complete
Review and re-write all website content for the service in line with website refresh project	NEW – Complete

## Policy and Governance

Project Status	Project
<b>Communication and Visitor Economy</b>	
Astley Hall conservation and development	Ongoing
Implementation of team within shared services	Complete
Development of digital communication channels and integration with customer services	Not started
Refreshing internal and external communication strategies (in conjunction with those at South Ribble)	Ongoing (external complete)
Supporting the Covid-19 recovery	Ongoing
Developing a campaign to support the green agenda	On hold
Refresh policies and procedures relating to corporate events	Complete
Developing a campaign to support digital take up (linked to the new website)	Ongoing
<b>Democratic Services</b>	
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
<b>Legal and Procurement</b>	
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	Ongoing

surrounding legal issues	
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
<b>Transformation and Partnerships</b>	
Coordination of the Covid-19 Organisational Recovery Plan – strategy, finance and workforce	Ongoing
Website refresh	Complete
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	Complete
OD Strategy Refresh and delivery	Complete
Deliver the green agenda	Now with spatial planning
Deliver shared council services	Complete
Work with partners to deliver sustainable public services	Ongoing
Deliver the transformation programme	Ongoing
Resident survey	On hold
<b>Finance</b>	
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	Complete
Complete joint tender process for change of payment system supplier	Ongoing
Civica Financials upgrade to version 21	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