

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Executive Member (Resources))	Council	Tuesday, 16 November 2021

Corporate Strategy Refresh 2021/2022 - 2023/24

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

1. To seek approval for the refresh of the Corporate Strategy 2021/22 – 2023/24.

Recommendations to Council

2. That the Corporate Strategy 2021/22 – 2023/24 be approved.

Reasons for recommendations

3. To ensure that the Corporate Strategy reflects the needs of the borough and that council resources are directed towards key priorities.

Other options considered and rejected

4. The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

Executive summary

5. The report provides a summary of the performance of the Corporate Strategy in 2020/21 and the changes proposed as part of the Corporate Strategy refresh for 2021/22.
6. Over the past 12 months, key achievements include restoration of the borough's landmark asset Astley Hall, improvement works to the Market and progress with key sites at Alker Lane and Tatton. Improvements to community facilities have been delivered with the completion of the West Way Sports Hub and a number of play areas across the borough including Jubilee Way.
7. Against the backdrop of continued challenges arising from the pandemic, the services provided to residents have been responsive to their needs. For those at risk with

homelessness and housing support, a new approach was established that improves the pathways for those with mental health and substance misuse needs to access the support they need. Holiday hunger and physical activity sessions to support children and families through the holiday period have been delivered as well as support to wider communities on better health through dedicated schemes.

8. A full summary of the achievements by priority is provided within this report.
9. 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. This strategy progresses action to address the economic impact of the pandemic including support for businesses and activity to increase jobs and skills. It also moves forward major developments and initiatives into their next phase of build or launch, establishing key assets for the future. Importantly, the strategy responds to the needs of communities, doing more for neighbourhoods right across the borough by enhancing essential services and facilities. Addressing climate change remains a key theme throughout the strategy with specific council actions to encourage wider engagement and participation.
10. The key projects have been refreshed to move existing large programmes of work into the next phase of delivery and to increase activity in key areas such as jobs and skills, support for communities and delivery of affordable housing. Specific new projects include a refresh of the economic development strategy, delivery of affordable housing and work with partners to improve community facilities. Projects that will move into the next phase of delivery include the launch of the Astley Hall attraction and visitor experience, opening of the Tatton Gardens Extra Care development and delivery of Strawberry Meadows. We will continue to improve Council performance through delivering an even better customer experience, enhancing street cleanliness and joining up more effectively with our partners.
11. 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. Five indicators have been amended to reflect service changes or better align to future priorities. Four new indicators have been included to ensure a comprehensive view of performance across the year.

Corporate priorities

12. The report relates to the following corporate priorities:

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

Background to the report

13. 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 2021/22 – 2023/24, 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. These 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 2020/21

14. Progress in implementing the Corporate Strategy has been reported on a regular basis over the last twelve months. Work is undertaken to identify risks and issues and to address any areas where delivery is off track.
15. At quarter two, performance against the Corporate Strategy projects is excellent, with 85% (11) of the projects rated as green and 8% (1) classified as having completed. The scope and pace of delivery continues to reinforce the direction for the Council, driving forward ambitions for economic growth and supporting our communities. This will ensure that Chorley is an even more attractive place to live, work, and invest.
16. A full review of the performance of the Corporate Strategy (including measures) has been completed and is summarised below.

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

17. The approach adopted some years ago in the Community Resilience Framework has been central in supporting our residents through Covid-19. It provided the basis for a strong response that over the last year has included; establishing a working group with local foodbanks and emergency food providers. This has improved the way in which intelligence is shared and relationships developed to improve food provision and access in the borough. The 'Better Health Better Self' programme commenced, which provided residents with a 10-week programme of group sessions offering information, advice and support on how to live a healthier lifestyle. The Holiday Hunger programme and the Holiday Activity and Food Programme were delivered in partnership with the Inspire Youth Zone. This supported vulnerable families through the school holiday period with food and holiday club provision.
18. Renovations to Astley Hall have been successfully delivered. This included the removal of the old render from the exterior of building to expose the original brickwork; the installation of new windows (crafted by a local contractor); and, the doors were restored and repainted in their original heritage green colour. The newly restored facade was showcased at the annual Chorley Flower Show as well as the G7 Speakers' Conference in 2021, which propelled the town to the international stage. The works delivered as part of this project will safeguard the Hall and its long-term future as a major asset for the whole borough.
19. Work towards improving the use of digital technology to drive efficiency has progressed with a number of key projects to improve efficiencies in data collection, processing and retention. The cloud-based document management system SharePoint has begun to be rolled out across the authority. This will allow for shared services to operate more

successfully as a shared unit by providing a document management system and improve security and cross-departmental document and data sharing.

Clean, safe and healthy homes and communities

20. The council continues to improve support for people who are at risk of homelessness through the delivery of the Housing and Rough Sleeping Strategy. Support around mental health, substance abuse, and budgeting has made significant progress as well as strengthening support for those in the private rental. The council has led work with partners to establish a new approach that improves the pathways to support to those with mental health and substance misuse needs. This offers bespoke support for people in Chorley. A new webpage has been developed to provide up-to-date information, advice, and support services for tenants at risk of homelessness, increasing awareness of tenant rights in the private sector.
21. Improvements to parks and open spaces has resulted in new facilities, including a sports pavilion and artificial grass pitches at the newly developed Westway Sports Campus. There have been improvements to several play areas, such as at Middle Close Play Area where a new spinner, swings, and a slide were installed. Similar improvement works were also delivered at Longfield Avenue, Manor Road, Orchard Drive, lodge Bank, and Jubilee Way Play Areas where new equipment was fitted. Improvement works have been delivered at playing pitches, with the regrading of football pitches and instillation of drainage at the Kem Mill Lane and Twin Lakes Playing Fields, improving the weather resilience of the sites.
22. The development of Tatton, which will provide vital facilities that will improve health and open space provision, has made good progress over 2020/21. This includes the progression of the initial construction phase, such as the preparations of the foundations, installation of the utilities, as well as the erection of the steel framework for the building. Additionally, the external doors and concrete flooring have been installed on the structure, whilst the installation of the roof, brickwork, and internal partitions and ceiling remain ongoing. When completed, the development will include a new GP surgery, pharmacy, assisted living accommodation, and recreation ground, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.

A strong local economy

23. A strong local economy remains a top priority. Good progress has been made at Alker Lane, with works commencing on site following the approval of planning permission in 2020. Milestones achieved by the project over the past year include the completion of the initial site preparations, such the clearance, utility instillation, and road access creation, in addition to the construction of the foundations and erection of steelwork for the units. There is a high level of interest in the site, demonstrating the need for this type of development to support local economic growth.
24. Improvement works to Chorley town centre have continued, most recently with the demolition of the former bingo hall, to pave the way towards the creation of a versatile and attractive public space on the cleared site. Extensive improvements have been made to the Covered Market, including the creation of new and accessible toilet facilities, encouraging further visitors and recognising the vital role the market plays for the town.
25. To accommodate the ambitions of the local economy and provide additional employment opportunities for residents, the project to bring forward the site at Bengal Street for development has continued to be delivered. This project seeks to transform the site into mixed-use and develop residential, community, and light industrial facilities. Over 2020/21, initial development preparations have been conducted. This includes the

completion of technical works surveys of the site and collation of development options for member consideration.

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

26. The expansion of shared services continued, with completion of Phase One and progress against Phase Two. This includes the implementation of the shared management structures for ICT and Customer Services and completion of reviews for the wider team. Monitoring reports have also been created for the Shared Services Joint Committee, providing an update on progress and performance across key service areas to ensure that performance is being monitored effectively. When delivered, the project will enable services to have greater resilience and provide opportunities to improve services and better value for money for residents.
27. To ensure that we continually strive to improve, a programme of improvements to Streetscene Services has been delivered. This has implemented key changes to technology, supporting an efficient service that can deliver environmental improvements across the borough. New technology has been introduced to support the scheduling of street cleansing grass cutting, tree and car park inspections as well as bin collections. Litter bins have also been tagged with QR codes to improve how emptying schedules are tracked and monitored. These improvements will make the service more efficient, while also improving the service offered to residents with fewer missed collections or assets, and improved information to respond to queries.
28. The project to deliver sustainable public services was completed. This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership by developing a joint partnership body. In the long term, this will allow us to achieve greater scale, influence, and efficiencies in our partnership work across the two boroughs. Over 2020/21, a governance structure was established and implemented to ensure the effective operation of the partnership. Priorities for the partnership were also developed through a process of engagement and workshops. These were subsequently approved by the new partnership Executive Board, which is made up of senior decision makers from each key partner, and includes data and intelligence, economic reform and working towards a locality model that organises support and services in a way that makes sense for residents and achieves longer term sustainability.
29. Following the appointment of a Climate Change Co-ordinator, the Council's commitment to supporting the green agenda has gained significant momentum, with the project focusing on early-stage decarbonisation efforts and engagement with residents. Carbon calculations have been conducted on council vehicles and assets, providing a critical baseline for green initiatives that will be undertaken as well as allowing for the development of remediation options. A Climate Change Working Group has also been established to engage with elected Members and for them to provide direction on the project. Work has also commenced on the Tree Planting Strategy, which will see a tree for every resident planted by 2025.

Project Delivery

30. As well as delivering major schemes, the 2020/21 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 eight projects are carried forward into 2021/22 – 2023/24 Corporate Strategy:

- Launch Astley Hall attraction and visitor experience,
- Lead activity to address climate change, including tree planting,
- Open the Tatton Gardens Extra Care development and community facilities,
- Work with partners and residents to improve local play and community facilities across the borough,
- Complete the town centre projects, including market renovations,
- Deliver Strawberry Meadows employment site,
- Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough,
- Join up public services by working with our partners through the Chorley and South Ribble Partnership.

31. Five projects will be complete by April 2022, and are therefore not included as projects within the updated strategy:

- Bring forward site at Bengal Street,
- Deliver a programme of community resilience building work,
- Extension of Shared Services: Phase 2,
- Implement the Homelessness and Rough Sleeping Strategy action plan,
- Implement year 1 of the Shared Digital Strategy.

32. 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

33. The 2020/21 strategy included 26 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. 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 2021/22

Vision and priorities

34. For 2021/22 – 2023/24, the vision for the Corporate Strategy will stay the same, providing consistency and reinforcing the Council's role as a proactive community leader working for the whole borough. 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'

35. The Corporate Strategy priorities and long term outcomes will be retained for 2021/22 to reflect a continued commitment to the priorities, 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

36. Project activity for 2021/22 has been designed to respond to the needs of communities and businesses impacted by the pandemic by putting in place a range of activity to deliver jobs, revive the town centre and develop infrastructure for the future. There is more activity focussed on the things that really matter to residents like clean streets, neighbourhood facilities and good quality homes. The Council will also continue to work hard to deliver high quality services through transforming the organisation, making the best use of our assets and work places, and working with our partners to improve the way that public services work together. Collectively this will ensure that Chorley remains a great place to live, work and invest.

37. As part of ensuring clean, safe and healthy homes and communities, the Council will work with partners to identify and put in place improvements in play spaces and community facilities right across the borough so that all residents can enjoy recreational spaces close to home. We will complete projects to deliver a range of high quality, affordable and suitable housing, including the opening of the Tatton Gardens Extra Care development which will provide excellent accommodation for older residents right at the heart of their community. Work will also be undertaken to explore ways that the Council can deliver more affordable housing to meet the needs of individuals and families both now and in future.

38. Residents will be able to take even more pride in Chorley with the reopening and launch of the recently renovated Astley Hall. The extensive programme of restoration work will be brought to life through a new visitor experience to attract visitors to Chorley and keep Astley Park as a world class space for residents to enjoy on their doorstep. All residents will be able to take an active part in the community and supported to access services through additional digital provision and skills support, providing more equipment and increased access right across the borough. Driving forward a strong commitment to addressing climate change, the Council will lead activity and interventions to reduce carbon emissions by providing more electric vehicle charging points, meeting tree planting targets and working with major partners to have an impact at scale.
39. Developing a strong local economy will continue to be a top priority. Work to deliver the Strawberry Meadows employment site will be completed so that Chorley remains an attractive place to do business, providing much needed light industrial units. The town centre will be continue to be supported to thrive with the completion of the improvements to the covered markets, enhancing a key local asset and supporting independent businesses by giving residents and visitors even more reason to come to the town centre and support our economy. A project will also be undertaken to understand the future needs of businesses and deliver targeted interventions to encourage business growth, resilience and employment options for residents. To ensure a clear direction for the future, the Council will work with businesses and partners to develop a new economic strategy to set out priorities and plans that will position Chorley ready to respond to regional and national opportunities.
40. As an ambitious Council that continually strives to improve, we will take opportunities to support our workforce to operate in new ways and make the best use of local assets. We will deliver an even better customer experience by redeveloping the customer service environment and transforming the way that services are delivered digitally so that residents can access information quickly and easily, meaning that additional support can be focussed on more vulnerable residents or those who need extra assistance. The Council will also build on the work to develop a joint Chorley and South Ribble Partnership so that we can work more closely with partners to organise services in a way that makes sense for residents.
41. A copy of the refreshed Corporate Strategy is attached as Appendix C.
42. The key proposed projects for 2021/22 and an overview of what they will deliver is shown over the page:

Project title	Proposed scope
Involving residents in improving their local area and equality of access for all	
Launch Astley Hall attraction and visitor experience	Completion of Astley Hall development works including an improved visitor experience, which will be opened and showcased to residents and visitors.
Lead activity to address climate change including tree planting	Delivery of the climate change programme with a focus on specific council interventions including: <ul style="list-style-type: none"> - Meeting the tree planting target - Lobbying partners and the government for changes and resources to deliver wider improvements in areas such as Electric Vehicle Charging Points and alternative household heating systems - Campaigns and engagement to promote environmentally friendly activity to residents - Working with key strategic partners and larger businesses to leverage benefits on a larger scale
Deliver actions to increase digital skills and access across the borough	Following on from the community recovery plan activity and digital schemes, develop and deliver an action plan to increase access to digital devices and offer more digital skills training tailored to different needs across the borough.
Clean, safe, and healthy homes and communities	
Open the Tatton Gardens Extra Care development and community facilities	Completion and opening of the Tatton development.
Work with partners and residents to improve local play and community facilities across the borough	Identify a further programme of improvements to play and community spaces across the borough with a focus on working with partners, including parish councils, to ensure high quality provision in all neighbourhood areas.
Deliver affordable housing within the borough	Explore ways to deliver more council-owned housing up utilising affordable housing currently being developed within the borough.
A strong local economy	
Provide support for enterprise across the borough post Covid	Undertake work to understand the needs of businesses and emerging sectors across the borough. Deliver interventions to encourage business growth, resilience and the employment options for residents.
Refresh the economic development strategy	Refresh the economic development strategy to reflect the current context and set clear direction for the future with strategic priorities and a clear action plan.

Project title	Proposed scope
Complete the town centre projects including market renovations	Support local businesses and independent traders by completing town centre improvements to provide a modernised offer with new opportunities to attract more visitors and customers.
Deliver Strawberry Meadows employment site	Completion and marketing of employment site at Strawberry Meadows.
An ambitious Council that does more to meet the needs of residents and the local area	
Deliver an even better customer experience and increase access to services for everyone	Improve the customer experience by redeveloping the customer service environment and transforming the way that services are delivered digitally, making the best use of technology and self-service to enable more of a focus on vulnerable individuals.
Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough	Use data, intelligence and resident feedback to ensure that grot spots are tackled so that neighbourhoods are clean, safe and free of rubbish and litter.
Join up public services by working with our partners through the Chorley and South Ribble Partnership	Embed the new joint Chorley and South Ribble Partnership to deliver better outcomes for residents by joining up the organisation and funding of public services so that they make sense and provide good value for residents.
Deliver the Future Workplace Strategy	Deliver year 1 of the Future Workplace Strategy to ensure that our working practices and environments are fit for the future and meet the expectations of staff and customers.

Measuring Progress

Corporate Strategy measures

43. The strategy includes 30 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 2021/22 can be found at Appendix B.

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

Indicator	Action	Reason
Number of volunteer community groups support to improve by the Council	Increase target from 75 annually to 100 to ensure this remains challenging	The target for the number of volunteer community groups supported has been increased to ensure this remains challenging.
Number of people who have successfully completed basic digital skills training	Reduce the target from 400 annually to 300 to ensure it remains realistic	The pandemic has had a significant impact on the established programme of training and support, particularly as the target cohorts are often from more vulnerable groups. The key partners in the work have also had to adapt their priorities. It will take some time for the programme to become fully re-established and for those key groups to be encouraged to attend. The revised target takes these changed circumstances into consideration.
The number of visits to Council's leisure centres	Continue to baseline performance	This measure will be baselined again to reflect the significant changes to the operation of the centres and the impact that the pandemic has had on the leisure industry.
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.

45. One indicator has been rescoped to reflect changes to funded programmes that are due to complete.:

Indicator	Target	Reason
Number of projected jobs created through Chorley Council support or intervention	200	The Digital Creative programme which is funded through ERDF is coming to an end, which will have an impact on the performance of this indicator. The target will remain the same, but additional schemes would need to be identified to maintain performance against the target. Performance is therefore dependent on future available schemes being identified by the Business Engagement team and the indicator procedure would be adjusted accordingly.

46. Four new indicators will be included to help measure the delivery of the strategy:

Indicator	Priority	Target	Reason
Number of people referred to social prescribing, including Population Health Management	An ambitious council	700	To understand levels of referrals being made to social prescribing service and impact on health population management.
Number of people who participate in a volunteering opportunity (as part of the Employability Pathway)	Involving residents	Baseline	The number of people who participate in any type of volunteering activity which has been as a result of an intervention through the employability pathway.
% is the number of claimants as a proportion of resident population of area aged 16-64	Involving residents	Better than the NW Average	The Claimant Count is a measure of the number of people claiming benefits principally for the reason of being unemployed. This indicator will enable the council to monitor the impact on local residents to changes in access to work or other barriers.
Median earnings by place of residence	Strong local economy	Better than the NW Average	In addition to the existing corporate strategy indicator for median workplace earnings in the borough, the proposal is to also include earnings by place of residence. This measure could be considered more relevant given the post Covid shift in working habits and spending behaviour. Monitoring both indicators will provide a rounded picture of the earning of our residents and the local economy

Climate change and air quality

47. The work noted in this report impacts on the following areas of climate change and sustainability targets of the council's green agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

48. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services and opportunities.

49. The strategy sets out the ambitions and strategic objectives to be met over the next 12 months. As each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

Risk

50. The council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the corporate strategy, the main risks will be related to resourcing and finance, the potential for further disruption due to the pandemic and external forces within the economy and communities. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

Comments of the Statutory Finance Officer

51. The Council will put forward a budget in February 2022 that will include sufficient capital and revenue budgets to deliver the refreshed Corporate Strategy.

Comments of the Monitoring Officer

52. There are no concerns from a legal perspective with this Corporate Strategy Refresh report. It is noted that the Vision and Priorities remain the same. The Projects have been updated. Performance Indicators have also been updated and in some instances amended.

Background documents

53. There are no background papers to this report.

Appendices

54. The report includes the following appendices:

- Appendix A – Summary of 2020/21 Corporate Strategy Projects,
- Appendix B – Corporate Strategy Measures 2021/22,
- Appendix C – Corporate Strategy 2021/22 – 2023/24,
- Appendix D – Integrated Impact Assessment.

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Appendix A – Summary of 2020/21 Corporate Strategy Projects

Corporate Strategy Projects 2020/21	Status (Q2)	Position statement (Q2)	Completion date
Involving residents in the local area and equality of access for all			
Deliver a programme of community resilience building work	GREEN	As part of the work to build resilience within communities and addressing the issue of Holiday Hunger, the Holiday Activity and Food Programme was delivered to approximately 1,160 young people that were eligible for free school meals. Those accessing the programme were able to make use of a holiday club type scheme as well as food provision, with activity sessions delivered in collaboration with the Inspire Youth Zone and the Chorley Schools Partnership. Moreover, the council has been successful in securing additional funding to improve wellbeing, including a grant to enhance the Better Health, Better Self weight management programme that focusses on promoting active lifestyles and nutrition. Further grants are also being progressed to finance additional employability support in Chorley as part of the employability action plan. If successful, the grant will go towards recruiting two Employment Advisors and a Youth Hub Coordinator at the Inspire Youth Zone to provide bespoke one-to-on support for unemployed young people and direct them to employment opportunities and services.	This project will be complete by March 2022.
Undertake renovation works at Astley Hall	GREEN	The project to develop Astley Hall and Park as a visitor destination has continued to deliver key project milestones in the quarter, with the completion of the main restoration works to the front façade of the Hall ahead of it being showcased at the G7 Speakers Conference in September. Work commenced to install lighting through the park’s main walkways. This will enhance the visitor experience and improve feelings of safety. A package of works was also developed for the internal decoration of the hall and enhancement of the visitor experience, with works commencing to repair the cottage roof.	This project will continue into the 2021/22 programme of corporate strategy projects.
Implement year 1 of the Shared Digital Strategy.	AMBER	Progress has been made against the Shared Digital Strategy programme of work for Year 1. Continuing with improving the use of digital technology to drive efficiency over quarter two, a document management system was implemented for the Planning Service, providing improvements to digital security as well as efficiencies in the way the service operates. A review of the processes for both Planning and Building Control has also commenced to identify where existing work flows can be automated to drive improvements in efficiency as well as to support the alignment and adoption of best practice. Furthermore, the implementation of SharePoint commenced. The system enables users to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Throughout the quarter, weekly drop-in sessions have been delivered to develop the skills of teams and users as the system is further rolled out.	This project will be completed by March 2022.

Corporate Strategy Projects 2020/21	Status (Q2)	Position statement (Q2)	Completion date
Clean, safe and healthy homes and communities			
Implement the Homelessness and Rough Sleeping Strategy action plan	GREEN	A review was conducted into the pathways in place between Regulatory Services and Housing Solutions. This has resulted in information sharing between the two teams, which will allow for data on no fault evictions following repair requests and complaints to be better captured, quantified and addressed. A communications plan was created, covering October 2021 to September 2022, that will share information on tenant rights and support for those at risk of homelessness.	This project will be completed by March 2022.
Improve play and community spaces across the borough	GREEN	<p>The project to improve play and community spaces across the borough has advanced over the quarter, with the delivery of key improvement schemes. This includes:</p> <ul style="list-style-type: none"> • Completion of works at Jubilee Way. This has involved the installation of new play equipment and safety surfacing, significantly improving the facilities on the site, • Installation of new play equipment and safety at the Middlewood Close Play Area, replacing the original climbing frame with a greater range of equipment, including a spinner, swings and a slide, • Regrading of the football pitches and installation of drainage at Kem Mill Lane and Twin Lakes Playing Fields, • Opening of the new pavilion at the West Way Sports Campus. This is now being used by partner organisations. The new venue will facilitate a wide range of recreational activities, which will support our residents to live active and healthy lives, • Planning permission was granted for works at the King George V Playing Fields, with the tender processes commencing for contractors to deliver the improvement scheme. When completed, the improvements will include a new changing facility that will house a kiosk and foyer space for refreshments, • Approval of planning conditions was gained for natural improvements to the Carr Brook Linear Park. This will include a Flood Management Scheme to protect the surrounding environment and properties. A 'Love My River' programme is planned to be launched alongside this to promote volunteering and engagement with the natural environment. 	This project will continue into the 2021/22 programme of corporate strategy projects.
Progress improvements to Tatton Recreation Ground and surrounding area	GREEN	The project to deliver an extra care scheme and community facilities at Tatton has continued, with the installation of the steel framework, fitting of the external doors, and laying of concrete on all floors of the building. Alongside this, the installation of the roof and brickwork also commenced as well as works to the inside of the structure. This includes the installation of internal partitions and ceilings. There was a minor fire on the site caused by trespassers in the quarter. However, the damage was limited, with security reviewed and strengthened to prevent future break-ins.	This project will continue into the 2021/22 programme of corporate strategy projects.

Corporate Strategy Projects 2020/21	Status (Q2)	Position statement (Q2)	Completion date
A strong local economy			
Bring forward employment land at Alker Lane	GREEN	The project to bring forward employment land at Alker Lane has progressed well as the installation of the steel framework at three of the four commercial blocks was completed following the continuation of vibro piling in preparation for the foundations. Dialogue with parties regarding the acquisition of the land adjacent to the development site has also continued. This acquisition would bring forward the proposed construction of pedestrian and cycle connection between Buckshaw Village and Euxton Lane. The drainage works and the instillation of cladding on the building commenced, with the construction of access road continuing.	This project will continue into the 2021/22 programme of corporate strategy projects.
Deliver improvements to the Town Centre	GREEN	Progress has been achieved over quarter two with the project to deliver improvements to the town centre. Works to the covered market have continued, with the completion of the toilet refurbishment and removal of temporary toilets. The steelwork to support the new entrance was erected and new market signage was installed. In preparation for the creation of an indoor seating area in the covered market, shuttering and timber cladding was installed. Works to the Civic Square has also progressed, with the completion of the demolition of the former bingo hall, commencement of site grading, and progression of proposals for a temporary car park.	This project will continue into the 2021/22 programme of corporate strategy projects.
Bring forward site at Bengal Street	GREEN	The project to bring forward the site at Bengal Street has progressed well as explorations into the wider development opportunities surrounding the site continued along with discussions with the owner of the neighbouring site around its possible acquisition. In conjunction with this, a project scope has been prepared ahead of the appointment of an architect to consider a leisure option for the neighbouring site. The project plan and schedule has been updated to account for this to ensure effecting monitoring and tangible delivery for the project.	This project will be completed by March 2022.
An ambitious Council that does more to meet the needs of residents and the local area			
Implement year 1 of the Shared Digital Strategy	GREEN	The project to deliver Shared Services Phase 2 has continue to progress. The consultation on the proposed shared customer services management structure was completed. These proposals were approved through an Executive Member Decision and implemented. The second stage of the customer services review commenced, which will seek to implement a shared team structure for the two authorities. As part of this, information was collected on the current structures of each team and an activity directory exercise was carried out to identify the tasks that each role is responsible for and the percentage of time spent on each activity. The proposals for the review of the ICT service were presented to the Shared Services Joint Committee and the consultation on the proposals commenced. Alongside this, an exercise was started reviewing the job	This project will be completed by March 2022.

Corporate Strategy Projects 2020/21	Status (Q2)	Position statement (Q2)	Completion date
		descriptions for the proposed ICT shared service	
Extend the borough wide programme of improvements to Streetscene Services	GREEN	The project to extend the borough wide programme of improvements to Streetscene Services made good progress in its delivery during the quarter. The phased replacement of old devices continued, which will ensure that officers are equipped with the tools to support the ambitions of the service. User acceptance training on new software for playground inspects as well as vehicle and machinery checks was conducted, ensuring that the software is fit-for-purpose and can rolled out for wider use. The mechanical sweeping schedules are now fully operational using Alloy technology, providing an intelligence led street cleaning service. The installed wildflower successfully flowered, with lessons learned noted to inform the scheme in the future. Using this, 18 meadow and 10 wildflower sites have been identified for seeding in 2022.	This project will continue into the 2021/22 programme of corporate strategy projects.
Deliver a programme of community resilience building work,	GREEN	The project to deliver sustainable public services was completed. In quarter two, the partnership's governance structure was established and implemented. This now consists of an Executive Board made up of senior decision makers from our key partners that meet three times annually. As part of their first session, the Executive Board approved the Partnership Strategy to provide direction, ambition, and focus for the partnership. The key priorities identified in the strategy include data and intelligence, economic reform and working towards a locality model that organises support and services in a way that makes sense for residents and achieves longer term sustainability. Plans are in place for the first Annual Partnership Summit, which will be hosted in November 2021 and focus on Economic Reform.	This project will be completed by March 2022.
Delivering early stage Chorley Council decarbonisation efforts and community engagement	GREEN	Work to deliver initial decarbonisation efforts and community engagement has made progress as the development of the climate change communications plan was continued in the quarter, with a new climate change webpage developed to promote our green activities. The event plan for October and November was approved, which aims to raise our profile and promote information on green issues through five separate events. Numbers for the tree give away were established, that will see over 1,000 trees and hedgerow given away to local residents over quarter three. The carbon calculations of all direct council assets are now complete and opportunities have been identified for Chorley Town Hall. We have also completed an innovative six-week trial using hydro treated vegetable oil as fuel for council vehicles providing an alternative to fossil fuels. This trial concluded a positive environmental impact if the fuel was rolled out council wide. The findings from the trial will be reviewed in quarter three and reported to members in order to determine whether to use the fuel on a permanent basis going forward.	This project will continue into the 2021/22 programme of corporate strategy projects.

Appendix B – Corporate Strategy Measures 2021/22

Indicator	Frequency	Target for 2021/22
Involving residents in improving their local area and equality of access for all		
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	300
% 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%
NEW Number of people who participate in a volunteering opportunity	Quarterly	Baseline
NEW % is the number of claimants as a proportion of resident population of area aged 16-64	Quarterly	Better than the NW Average
A strong local economy		
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%
Median workplace earnings in the borough	Annual	Better than the NW Average
NEW Median earnings by place of residence	Annual	Better than the NW Average
Clean safe and healthy homes and communities		
Number of long-term empty properties in the borough	Quarterly	150
Number of improvements to parks, open spaces and playing pitches 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%

Indicator	Frequency	Target for 2021/22
% 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 2020/21
Volunteer community groups supported to improve by the Council	Quarterly	100
An ambitious Council that does more to meet the needs of residents and the local area		
% 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%
NEW Number of people referred to social prescribing, including Population Health Management	Quarterly	700