

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	Thursday, 10 March 2022

Business Plans Progress Update 2021/22

Is this report confidential?	No
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Is this decision key?	No
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Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with an update on the delivery of service level projects outlined in the business plans.

Recommendations to the Overview and Scrutiny Performance Panel

2. That the information contained within this report is discussed by the Overview and Scrutiny Performance Panel with a view to review performance across services.

Reasons for recommendations

3. To ensure that the delivery of the service level projects is being effectively monitored, that progress is being sufficiently achieved, and that risk is being successfully addressed.

Other options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any key items for decision.

Corporate priorities

5. The report relates to the following corporate priorities: (please bold all those applicable):

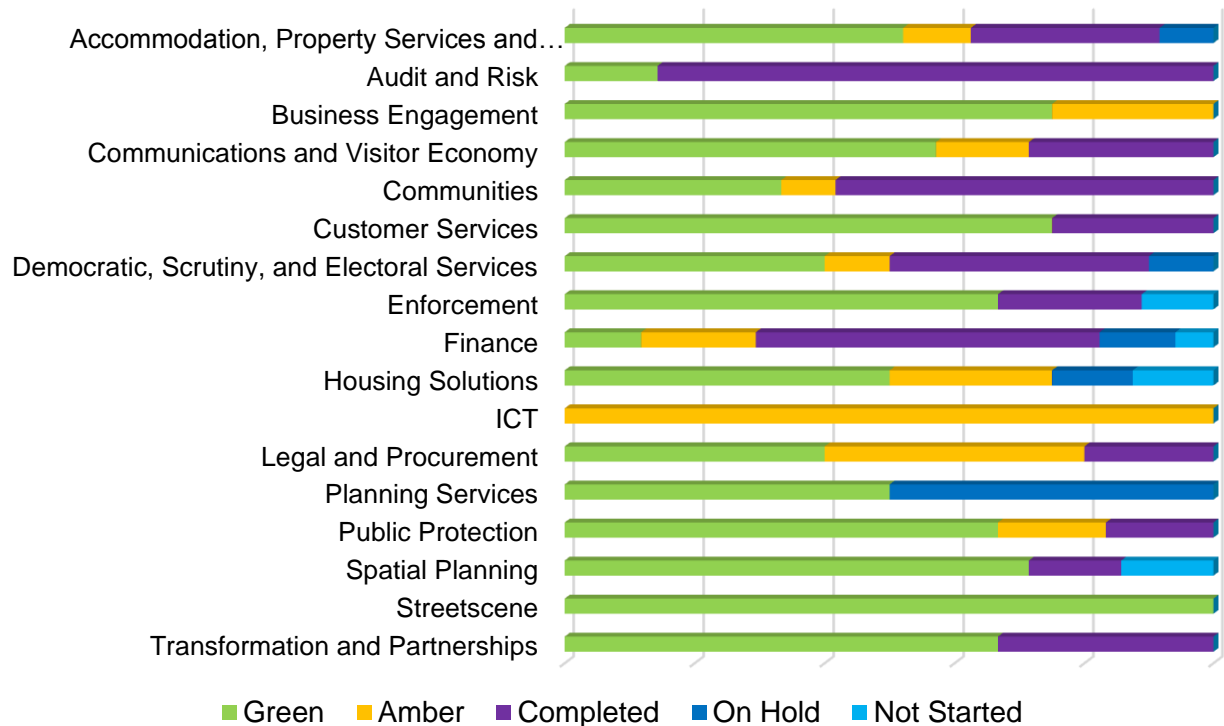
Involving residents in improving their local area and equality of access for all	A strong local economy
Clean, safe and healthy communities	An ambitious council that does more to meet the needs of residents and the local area

Background to the report

6. Each year the Council undertakes the business planning process where services identify the activity that they will be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process includes engagement with staff and teams and results in the creation of service level business plans.
7. Business planning sessions were delivered in February 2021 with staff from across services, fostering staff engagement and utilising internal skills and experiences in order to capture non business as usual actions.. These were successfully conducted remotely, accommodating new ways of working due to the COVID-19 pandemic.
8. Following this, all service level business plans were approved in June 2021. This paper gives an update on all the service level business plan projects for 2021/22 and outlines the progress of projects. It also sets out where projects are amber and red as well as the actions being taken to get these projects back on track.

Summary of project delivery

9. A review of the 15 business plans has been completed based on the information provided and the plans contain a total of 170 projects; of those:
 - 84 are rated as **Green** (49%),
 - 18 are rated as **Amber** (11%),
 - 55 have are considered **Completed** (32%),
 - 9 are **On Hold** (5%),
 - 4 have **Not Started** (2%).
10. The graph below provides an overview of the current project status by service. There is a full list of the projects and their status by directorate at Appendix A.



11. For those projects rated as amber a table has been prepared under the project focus outlining the reasoning behind the rating and the action being taken to get the projects back on track.

12. The majority of projects across all services are rated Green. Most are due to be completed by the end of this financial year (March 2022). The remaining projects will continue to be delivered over the next year as they are linked to wider programmes of work. Some of the highlights of work completed since the last update include:

- A resident's satisfaction survey was undertaken between October and November 2021 to understand the views of residents about the local area, life in Chorley, and the impact and support needed for recovery from the Coronavirus pandemic as well as gain their input in the Council's ambitions around climate change. The survey received 1,279 and provided a vital mechanism for allowing residents to shape the services they receive and provide feedback on issues that matter to them,
- The events programme for 2021 was delivered. This saw the return of many events previously postponed as a result of the pandemic, such as the Christmas Lights Switch on, the Bonfire celebrations in Astley Park, a Taste of Chorley, the Big Weekend, and the Chorley 10k. The popular Chorley Flower Show also made a return amongst the backdrop of the newly renovated façade of Astley Hall, which included horticultural trade stands, talks from industry leaders, and amateur flower, fruit, and vegetable competitions, with over 13,000 visitors attending over three days. Together these events promote Chorley as a great place to live, work, and visit, with associated benefits to the local economy and resident pride in their local area,
- The project to work with our partners to deliver sustainable public services was completed. This project has ensured that the Council has a fit-for-purpose model

of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership, creating a new shared partnership. This will allow us to achieve greater scale, influence, and efficiencies. The project has supported the development of a strategy to provide direction, ambition, and focus for the shared 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,

- A new Volunteering Policy was approved in February 2022, which introduces a more centralised approach to volunteering that aims to provide consistency and improve efficiency whilst enhancing the volunteer experience and fostering the personal development of volunteers. This includes an enhanced induction and training package that will ensure volunteers are equipped with the skills necessary to support their own outcomes and understand the desired outcomes for their local communities. This will help the Council in delivering the commitment to support individuals into a wide variety of valuable volunteering experiences and involve residents in their local communities,
- Improvements to Covered Market were completed, including a new striking entrance and accessible toilets as well as updated paintwork, signage, and exterior canopies. The work delivered as part of this project has preserved the borough's market heritage and ensured that the Town Centre remains a vibrant commercial hub that continues to attract visitors both locally and further afield. Other projects to enhance the market remain ongoing, including the creation of a new '1498 @ The Markets' venue, which will feature an indoor seating area that will host food and drink stalls. This will diversify the space for residents and visitors to meet, greet, and eat.

Project focus

13. There are 18 projects rated as **Amber** and are considered slightly off track. These include:

Service	Project
Commercial	
Accommodation, Property Services and Town Centre Development	Deliver Tatton Gardens extra care facility
	Town Centre Masterplan refresh – assisting with ownership and land values
	Estates and property workflow management using Idox as main management software
	Asset review
	Digitise Market Applications
Communities	
Communities	Implement and evaluate the pilot project to appoint an OT within the HIA team
Housing Solutions	Procurement of commissioned services
	Review of local partnership working and proposed future models
Public Protection	Campaign around the use of BBQs and fires across Rivington including the review of the potential implementation of a Public Space Protection Orders
Customer and Digital	
ICT	Deliver year one of the joint Digital Strategy

Planning and Development	
Business Engagement	Deliver digital creative programme
Policy and Governance	
Communications and Visitor Economy	Delivery of new intranet, including content creation
Democratic, Scrutiny, and Electoral Services	Member portal at Chorley and CllrCONNECT at South Ribble, including review of e-zines and Member communications methods
Finance	Standardise the planning and execution of accounts closure at both councils
	Collection Fund Accounting – Expand knowledge across the Financial Accounts Team
	Core Financial Systems – create tender documentation ready to be uploaded to the Chest
Legal and Procurement	Introduce a shared Contract Management System
	Development of the IDOX solution for Case Management and data storage and migration from IKEN in Legal

14. A number of projects have been impacted by prioritisation, where immediate business needs have been prioritised over the delivery of selected business plan projects, subsequently affecting their original delivery timescales. This includes projects within the Public Protection and Business Engagement Business Plans, where Covid-19 related support, messaging, and grants took priority in response to the changing pandemic landscape. Within Finance, resources have been diverted to support the Leisure Company and resources in Housing Solutions have been prioritising the statutory service review. To account for prioritisation, timescales have been assessed and reconfigured to ensure progress is attained and key projects will be included within the business plans for 2022/23 where delivery cannot be achieved by April 2022.

15. ICT capacity has affected the progress of business plans across services. This includes Accommodation, Property Services, and Town Centre Development, where ICT resources have been unavailable to support the digitisation of Market Applications. New software was also procured in order to deliver technical elements of the business plan, which was unaccounted for in the original timescales. Other business plans that have been impacted by ICT capacity include Communications and Visitor Economy, Democratic Scrutiny, and Electoral Services, and Legal and Procurement. The capacity issues within the ICT Service are currently being resolved, with consultants appointed and the recruitment to vacant posts underway as part of the shared services restructure. This is scheduled to be completed by April 2022 and will increase the capacity of ICT to support service level projects going into 2022/23.

16. The delivery of the Tatton Gardens extra care facility has been impacted by the remediation required works following the roof fire in September 2021, which caused a water ingress and mould to grow on the building's plasterboards. The loss of the sub-contractor, as they went into administration, and implementation of an alternative supply partner has also impacted the delivery of the project. Issues of concern are also being raised through regular risk reduction meetings to establish mitigation measures and ensure the project is being closely monitored. Discussions have been hosted with the new contractor and timescales are being agreed to bring the programme of works back on track.

Climate change and air quality

17. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils 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

18. There are elements within the service level business plans that will have a positive impact on equality and diversity. This includes the development of the Equality Scheme, which will support us in further fulfilling our duties as a local authority under the Equality Act 2010.

Risk

19. As outlined in the report, the key risk to the delivery of the business plans is capacity and resources. This risk continues to be monitored closely and timescales have been reconfigured accordingly. The key actions to address this risk are outlined below:
 - a) Within the ICT Service, capacity is being addressed as part of the extension of shared services, with will be a recruitment drive currently ongoing to fill shared and vacant positions within the service. This will address skill gaps and increase capacity for ICT to support the delivery of business plan projects.
 - b) To address vacancies across other teams, services will be working in collaboration with HR to actively recruit and promote positions. This includes the drafting of job descriptions.
 - c) Within Finance, the capacity to deliver the business plan has been impacted by immediate business need, as resources were diverted to support the Leisure Company. To mitigate the Leisure Centres impact on capacity and to support the delivery of projects within the Finance business plan, timescales have been reviewed and recalculated.
 - d) A number of projects remain dependent on the support of third parties for their delivery. For these projects, partners will continue to be closely engaged with in order identify and tackle barriers to delivery and achieve outcomes. Where delays have been identified, timescales have been reviewed and stakeholders have been engaged with accordingly.

Comments of the Statutory Finance Officer

20. There are no direct implications of this report, however, the progress against the plans has an impact on the Council overall financial position in some instances. The impact of this is detailed within the quarterly financial reporting and amended within the MTFS.

Comments of the Monitoring Officer

21. The Monitoring Officer has reviewed this report and leaves no comment.

Background documents

22. The following documents are key background items to this report:

- [Business Plan Progress Update 2021/22](#) (October 2021).

Appendices

23. The following appendices are included with this report:

- Appendix A – Overall Business Plan Project Status.

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Appendix A – Overall Business Plan Project Status

The table below presents each project in the business plans. This includes the status of the projects as of February 2022, which have been organised by directorate and service:

Commercial		
Service	Project	Status Feb '22
Accommodation, Property Services and Town Centre Development	Deliver Town Centre improvement's shopfronts improvement scheme	Green
	Deliver improvements to the Covered Market	Completed
	Deliver the interim Civic Square	Completed
	Deliver Queens Road car park improvements	On Hold
	Deliver Tatton Gardens extra care facility	Amber
	Develop the Market Food Court operation	Green
	Town Centre Masterplan refresh – assisting with ownership and land values	Amber
	Subdivide Market Walk Extension for new tenancies	Completed
	Relocate the Market Walk Management Suite to the Extension	On Hold
	Refurbish the space above Iceland to lettable space	On Hold
	Astley Hall and cottage refurbishment	Green
	Ackhurst Lodge refurbishment	Green
	Council accommodation review – refurbish Union Street Offices for lettable space	Green
	Bringing development schemes in to use (Tatton Gardens, West Way, and Alker Lane)	Green
	Alker Lane – marketing and letting of new sites	Green
	Digitisation of property files. Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing	Green
	Estates and property workflow management using Idox as main management software	Amber
	Asset review	Amber
	Lease management with Market Walk tenancies due to Covid	Green
	Undertake encroachment and mapping surveys	Green
	Assist in delivering 'Green' initiatives such as carbon offset calculations for our estate, electric vehicle and solar panel installations	Green
	Security and reception review and any resulting actions in relation to Digital Office Park	Green
	Deliver the Action plan to bring Digital Office into profitability	Green
Implement Strawberry Fields office sub-divisions	Completed	
Flood defence work to the River Chor in Astley Park	Green	

	Review frameworks contractor tender renewals and align with South Ribble	Green
	Procure and manage installations of Christmas lights across the town centre	Completed
	New housing stock improvements (9 bungalows)	Completed
	Tendering process for contracted services (gritting, window cleaning, washroom services, pest control)	Green
	Reservoir remedial works	Green
	Recovery of the safe use of the community centres	Completed
	Acquire 11 properties for the refugee resettlement programme	Green
	Let the Council housing stock	Green
	Develop use of conference facilities	Green
	Review of Primrose Car Park operations	Completed
	Promote a community raised beds area	Completed
	Promote the opening of the hairdressers for community and Primrose residents	Completed
	Promote opening of Café/Bistro to residents of Primrose and negotiate resident discount	Green
	Develop a proposal for a future Housing Strategy	Green
	Develop and 'Nurture a Resident' Forum at Primrose Gardens	Completed
	Manage the communal tenancies through the Covid recovery period	Completed
	Manage 11 new refugee properties	Green
	Integrate the Bus Station operation	On hold
	Car Park Strategy refresh	Green
	Digitise Market Applications	Amber
	Reopening of the High Street Safely through 'welcome back' initiatives	Green
	Develop the Town Centre Radio Link (business watch)	Completed
	Post-Covid data monitoring – Automated Footfall Counter review	Completed
Communities		
Service	Project	Status Feb '22
Public Protection	Implement a shared services Pest Control Service with South Ribble Borough Council to deliver high standards of service quality	Green
	Campaign around the use of BBQs and fires across Rivington including the review of the potential implementation of a Public Space Protection Orders	Amber
	Campaign around the use of off-road motorcycles including the potential implementation/improvements of restrictive barriers	Green
	Covid-19 recovery including long term service delivery off testing and contact tracing	Completed
	Joint Air Quality Campaign around the use of domestic solid fuels	Green

	Review and Implementation of electronic food business registration and Application of Food Hygiene Rescore Charges.	Green
Communities	Deliver the community resilience framework – phase 2	Green
	Provide support to shielding and vulnerable residents through the coordination of Coronavirus related grants and programmes	Green
	Scope a VCFS network in Chorley	Green
	Develop a Volunteering Policy that supports and aligns with the teams' wider priorities	Completed
	Coordinate a wider team approach to deliver a successful weight management programme	Completed
	Undertake a review of resettlement and asylum in Chorley	Completed
	Implement and evaluate the pilot project to appoint an OT within the HIA team.	Amber
	Deliver LAD2 (Local Authority Delivery) funded energy efficiency measures following successful funding bid	Green
	Participate in internal audit of Disabled Facilities Grant service	Completed
	Review the delivery and performance of the Social Prescribing Service Model	Completed
	Deliver the Population Health Management Projects at CCG and PCN Level	Completed
	Develop Exit strategy on activities supporting response to COVID-19	Completed
Housing Solutions	Deliver the Homelessness and Rough Sleeping Strategy	Green
	Review of commissioned services	Not Started
	Deliver local requirements as part of regional Changing Futures bid	Green
	Continue to bid for the Next Steps Accommodation Programme	On hold
	Procurement of commissioned services	Amber
	Review of local partnership working and proposed future models	Amber
	Phase two of review of internal processes and training materials	Green
Review of performance indicators	Green	
Customer and Digital		
Service	Project	Status Feb '22
Streetscene	Agree the Neighbourhoods Strategy and agree action plan	Green
ICT	Deliver year one of the joint Digital Strategy	Amber
Customer Services	Shared Services: Implement a single operating model - stage one	Completed
	Shared Services Implement a single operating model - stage two	Green
	Implement Virtual Mailroom	Green
	Further system automation and artificial intelligence in housing benefits and council tax processing	Green
	Review of policy documents (including Debt Management Policy and CTS)	Completed
	Complete digitisation of paper-based records	Green

	Review of all customer documentation	Green
	Review Long term Empty Property checks	Green
Planning and Development		
Service	Project	Status Feb '22
Business Engagement	Finalise the business engagement strategy which incorporates the business recovery plan.	Green
	Event Delivery – digitally and face to face when restrictions allow.	Green
	Deliver digital creative programme	Amber
	Marketing – strawberry fields, Alker Lane, digital creative, choose Chorley, business guide.	Green
Enforcement	Attain ISO-9001 Quality Assurance for Building Control to implement the Local Authority Building Control quality management system	Completed
	Produce and publish an Environmental Crime Enforcement Policy	Green
	Review and update the Consolidated Taxi Policy	Green
	Produce and publish a Hackney Carriage and Private Hire Driver Code of Conduct	Green
	Produce and publish a written procedure for any urgent action to be taken against existing Hackney Carriage and/or Private Hire Drivers	Green
	Review and update the Safeguarding, Suitability and Convictions Statement of Policy for Taxi and Private Hire Drivers	Green
	Review and update the Statement of Licensing Policy	Completed
	Review and update the Empty Properties Policy	Not Started
	Deliver Enforcement service Improvements	Green
Planning Services	Review all Conservation Area Appraisals	On Hold
	Validation Checklist	Green
Spatial Planning	Improvements to play and community spaces across the borough	Green
	To develop and deliver the Green Agenda Programme	Green
	To progress the Central Lancashire Local Plan Programme (key target Preferred Options Consultation)	Green
	Delivery of the Tree Action Plan	Green
	Implementation of the Registered Provider Framework	Completed
	Preparation of an Affordable Housing Strategy	Not Started
	Support local areas to develop Neighborhood Plans	Green
Policy and Governance		
Service	Project	Status Feb '22
Audit and Risk	Utilise the GRACE system for the monitoring and reporting of agreed management actions	Completed
	Seeking re-accreditation for ISO 9001 quality management system	Completed

	Undertake an assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Completed
	Re-launch GRACE risk management system. Provide training to risk owners and develop a robust reporting and monitoring regime for both officers and members	Completed
	Lead the review into the call out arrangements for both authorities	Completed
	Review service delivery to improve efficiency.	Green
	Deliver a procurement project to purchase new insurance policies across both portfolios from January 2022	Completed
Communications and Visitor Economy	Conservation work at Astley Hall	Green
	Deliver the 2021 events programme	Completed
	Deliver communications plans for key projects	Green
	Refresh the internal communications strategy	Green
	Complete team reviews for shared services and embed new ways of working – both in the team and across the organisations	Completed
	Delivery of new external Communications Strategy (approved in 2020)	Green
	Delivery of new intranet, including content creation	Amber
Democratic, Scrutiny, and Electoral Services	Youth Council (SR)	Green
	Member induction following all-out Council elections at Chorley	Completed
	Member Development and applying for the Charter at South Ribble and self-assessment against Member Development Charter criteria at Chorley	Completed
	Member portal at Chorley and CllrCONNECT at South Ribble, including review of e-zines and Member communications methods	Amber
	Delivery of complex election combination in exceptional circumstances	Completed
	Procurement of specialist secure electoral printing contract	On Hold
	Development of a shared election payment schedule, including hourly rates for some roles, to (a) ensure consistency of payments across both Councils for those working on elections, and (b) assist with the annual Election Accounts claim to the Cabinet Office	Green
	Implementation of the Corporate Support Review	Completed
	Review key processes across Chorley and South Ribble Corporate Support and align wherever possible	Green
	Review of Civics and Mayoralty (as outlined in Shared Services report)	Green
Finance	Ensure compliance with updated International Financial Reporting Standards 16	On Hold
	Reviewing and improving how cash flow and borrowing is monitored and reported	Not started
	Standardise the planning and execution of accounts closure at both councils	Amber

	Collection Fund Accounting – Expand knowledge across the Financial Accounts Team	Amber
	Core Financial Systems – create tender documentation ready to be uploaded to the Chest	Amber
	Deliver the audit recommendations for Accounts Payable and System Controls	Completed
	Roll out Web Client for the Core Financial System	On hold
	Full diagnostic audit on Accounts Payable	Green
	Departments ad Sections reorganised with the financial system	Completed
	Covid-19 and emergency interfaces	Completed
	Implement and support Leisure Services within the Financial System	Completed
	Support the implementation of the expansion of Shared Services at both Councils	Completed
	Create monthly staffing costs reports	Completed
	Revise monthly budget monitoring reporting to budget managers and directors	Completed
	Review Fees and Charges	Completed
	Reconcile Establishment with HR	Green
	Development of Management Accounts Team knowledge and skills	Completed
Legal and Procurement	Implement Social Value in Procurement	Completed
	Introduce a shared Contract Management System	Amber
	The provision of advice and assistance in terms of Leisure Services in CBC	Green
	Review the structure of legal to ensure it provides a robust and integrated legal service	Green
	Development of the IDOX solution for Case Management and data storage and migration from IKEN in Legal	Amber
Transformation and Partnerships	HR Policy Framework	Completed
	Establish a shared performance management system	Completed
	Review and refresh of Equality Scheme	Green
	Shared services performance monitoring approach	Green
	Management development programme	Green
	Work with partners to design and deliver more sustainable public services	Completed
	Deliver phase 2 of shared services	Green
	Transform the way the council operates	Green
	Implement the community wealth building action plan	Green
	Resident survey Chorley	Completed
	Resident survey South Ribble	Completed
	Leisure future operating models	Green
	Review of recruitment, selection and onboarding	Green
	Embed performance process and culture – aligning key processes across both Councils	Green

	HR Transformation Project	Green
	Accommodation review and workplace strategy	Green
	Deliver the OD Strategies and staff survey	Green
	Develop and deliver the Transformation Strategies	Completed