

## Appendix C: Chorley - Corporate Strategy Projects 2021/2022

Project	Status	Position Statement (Q2)	Completion Date
<b>Involving residents in improving their local area and equality of access for all</b>			
<b>Launch Astley Hall attraction and visitor experience</b>	<b>COMPLETE</b>	<p>Astley Hall reopened in May 2022, completing two years of extensive renovations as a result £1.3 million investment.</p> <p>Since the end of quarter one and through quarter two, thousands of visitors have been welcomed back, and the Hall provided a stunning backdrop to the three-day Chorley Flower Show. Local residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the Hall over the year and remain positively engaged in supporting the Hall's future.</p>	This project is complete
<b>Lead activity to address climate change including tree planting</b>	<b>GREEN</b>	<p>This project aims to significantly improve the environmental performance of the Council, ensuring it can lead the way in tackling the Climate Emergency as a community leader, working with residents to develop and implement targeted climate related actions. A significant number of actions have been undertaken as part of the programme. This includes:</p> <ul style="list-style-type: none"> <li>Completion of consultation on the Climate Change Strategy,</li> <li>Development of a 'Climate Change Handbook' to provide tips and guidance for individuals and households to support climate change objectives. The handbook provides information on waste and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably. (to be published),</li> <li>A Carbon literacy training programme for officers has been approved and a similar training programme for members has been presented to the Climate Change Working Group for their approval,</li> <li>First drafts of the Sustainable Building Policy and Business Accreditation Scheme have been written and are expected to be complete in quarter three,</li> <li>Biodiversity: <ul style="list-style-type: none"> <li>Across the borough, seasonal planting of mini meadows has been completed at 55 high profile sites, including the Jubilee Recreation Ground, Chancery Road, as well as Wigan Lane. Tree planting in the Borough is on schedule. More than 62,000 trees have been planted over the last 2 years (as of April 2022), towards the target of 116,000 by 2025,</li> <li>Before the end of March 2023, it is expected that the Carbon Footprint Audit and report will be completed together with a HVO (Hydrotreated Vegetable Oil) fuel trial.</li> </ul> </li> </ul>	This project will be completed by March 2023
<b>Deliver actions to increase digital skills and access across the borough</b>	<b>GREEN</b>	<p>The project is focused at supporting those who are vulnerable and digitally excluded by removing the barriers to accessing the internet and digital based services, providing them with broad digital life skills.</p> <p>Two providers have been commissioned to deliver the programme of activity and they are funded up until March 2023. The providers working with the Council are Age UK, who will support distribution of digital devices, and UDevelop, who will provide access to training for digital skills in small group and 1:1 sessions. These providers are commissioned to identify and target areas with the most severe digital skill gaps and engage with local communities providing sessions in community venues. Training focuses on topics such as online shopping, video calling, navigating health and social care, accessing employment and housing services, as well as promoting the use of Chorley Council's digital customer-based applications.</p> <p>The providers commenced in August and in the first two months 43 individuals have been engaged, demonstrating positive growth of the programme. The best engagements have taken place where digital skills are delivered to already established social and community groups such as the women's institute and coffee mornings. To support delivery weekly sessions are planned at both Chorley and Eccleston libraries during October.</p>	This project will be completed by March 2023

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

<p><b>Open the Tatton Gardens Extra Care development and community facilities</b></p>	<p><b>RED</b></p>	<p>Tatton Gardens will provide vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.</p> <p>The project has experienced a number of delays, mainly as a result of the original Mechanical and Electrical (M&amp;E) contractor going into administration and lead time for getting power to the site. The anticipated final project costs are currently tracking above the project budget. This is as a result of an increase over and above the provisional sum allowed for the highway works and contractor claims for a high number of variations instructed to building contract. Steps have been taken to minimise delays as much as possible and negotiations are taking place to mitigate any additional costs.</p> <p>The project is projected to move out of red next quarter. The show apartment had been opened for four weeks in August and September and attracted a large number of viewings by potential residents, this has helped to generate applications for the 62 apartments within the development. The recreation ground has been formally re-opened, with the occasion being marked by an event which included children from Tatton Nursery and St James CE Primary School, who were invited to test the new play equipment.</p> <p>It is expected that work on the main building will be complete by late December / early January with overall completion, including external works and landscaping during February 2023, with the building available for occupation soon after.</p>	<p>To be taken forward into refreshed Corporate Strategy</p>
<p><b>Work with partners and residents to improve local play and community facilities across the borough</b></p>	<p><b>GREEN</b></p>	<p>Improvements to local play and community facilities across the borough are on track. A number of schemes have been completed which include:</p> <ul style="list-style-type: none"> <li>• Enhancement of Phyliss Nelson Memorial Garden,</li> <li>• Improvements at Riverside Crescent in partnership with Croston Together Community Group,</li> <li>• Carr Brook Natural Flood Management Scheme,</li> <li>• Astley lighting scheme,</li> <li>• Cripplegate Lane Pond enhancement,</li> <li>• Wigan Lane Playing Pitch scheme which has created a well-drained, level playing field for use both for football and archery,</li> <li>• Tree works and planting to Northgate Drive and Wood End Road.</li> </ul> <p>Further schemes are in progress:</p> <ul style="list-style-type: none"> <li>• Westway Sports Hub play area including a new lit pathway connecting the facility with Astley village to improve connectivity and access. The new play area is expected to be constructed in spring 2023.</li> <li>• Milestone Meadow Play Area and Foxcote Play Area due to be complete before Christmas.</li> <li>• Wigan Lane Archery Facility and King George V Pavilion have started on site, both to be completed by April 2023.</li> <li>• Scoping of enhancements to Astley Play Area have commenced.</li> </ul>	<p>This project will be completed by March 2023</p>
<p><b>Deliver affordable housing within the borough</b></p>	<p><b>AMBER</b></p>	<p>Access to affordable and safe housing remains a key priority. The Council has been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Six properties have been sourced to support the housing of refugees and are at various stages of renovation, purchase and occupation.</p> <p>The Council launched its Registered Provider Framework in quarter one. All seven registered providers have signed up to the framework and this will help to mitigate and limit the number of providers which operate outside the choice-based lettings system. Progress against the Registered Provider framework and its effectiveness will be monitored over the coming months.</p> <p>Upcoming residential developments with planning permission, provide for circa 500 affordable houses to be delivered over the next two of years. It is anticipated that approximately 100 of these will be built over 2022/23, directly increasing the number of affordable available in the borough.</p>	<p>Further plans to be developed and taken forward in to refreshed Corporate Strategy</p>

A strong local economy			
<b>Provide support for enterprise across the borough post Covid</b>	<b>GREEN</b>	<p>Enterprise support remains essential to support local businesses from the pressures on the economy as well as part of recovery from the pandemic.</p> <p>A review of the Council's grant support programme has been completed. The review included establishing industry best practice, identification of business priorities and needs, and ways to make the process easier and more streamlined. The outcome of the review will be to ensure that new and expanding businesses are able to access financial support effectively and that the support the council provides benefits the local job market.</p> <p>At end of quarter two, there have been 226 business engagements and 94 businesses referred for further support. In April at the Digital Hub, 45 businesses attended an event which featured talks on employment law, recruitment challenges, and assistance available through the Council.</p> <p>Extending that support digitally, six webinars have been hosted, based on topics that included support around social media and understanding analytics which provide businesses with the tools to adapt and focus on new channels and ways to strengthen and grow their market access. There have been 19 face to face meetings with businesses and partners to understand their needs and 3 round table events have been hosted on Economic Strategy, Construction and the cost of business.</p>	This project will be completed by March 2023
<b>Refresh the economic development strategy</b>	<b>COMPLETE</b>	<p>The Economic Development Strategy was finalised and approved by Council and an action plan to deliver the priorities has been developed.</p> <p>The Economic Strategy sets out a clear ambition and vision for Chorley, considering the local, regional and national context. It sets out a new vision, priorities, objectives and action plan to provide direction and guide the allocation of resources.</p> <p>Each priority is accompanied by a number of objectives and supporting actions set out in the strategy, along with a summary of delivery options such as business support, employability services and investment, and success measures have also been identified to monitor the effectiveness of the strategy and help to provide a strong local economy within Chorley.</p>	This project is complete
<b>Complete the town centre projects including market renovations</b>	<b>GREEN</b>	<p>In Chorley Town Centre, works to the Covered Market are in most part completed. This includes the 1498@The Markets seating, completed and opened ahead of Chorley Live, the completion of cabin upgrades, communal seating, and heating and lighting installed, and additional food and beverage cabins available for lease.</p> <p>In other areas, works have continued to install height barriers at ten car parks in and around the town centre, which will complete in quarter three, to improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark took place to provide local people the opportunity to provide their feedback and shape the plans, and a program of works for delivery is now being developed.</p> <p>A condition survey of Chapel Street and town centre vacant properties was completed earlier in the year, next phase of work to improve shop frontages is to be developed over quarter three, and occupiers/landlords contacted to seek consents.</p>	This project will be completed by March 2023
<b>Deliver Strawberry Meadows employment site</b>	<b>AMBER</b>	<p>The Strawberry Meadows employment site will provide a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough.</p> <p>As a result of unidentified water main diversionary works and delays with statutory service connections there have been short delays to completion. However significant progress has been made overall. Blocks A-F are complete with snagging and commissioning being undertaken. Practical completion is set to take place at the beginning of quarter three including the transfer of all final plans, manuals and building information to the Councils project teams and asset management team.</p> <p>As of the end of quarter two, 17 offers for the units have been received and accepted, with 11 units being available. Marketing continues on the remaining units.</p>	To be taken forward into refreshed Corporate Strategy

An ambitious Council that does more to meet the needs of residents and the local area			
<b>Deliver an even better customer experience and increase access to services for everyone</b>	<b>GREEN</b>	<p>The Council has an ambitious transformation programme which includes delivering an even better customer experience. The approach to improving the customer experience is to better use technology and redevelop the customer environment to effectively meet our customers' needs. A new telephony system has been procured and its implementation is scheduled for quarter three. This new system will enable customers of the council to be directed more quickly through to officers who can provide specialist support. The programme will continue with a transformation road map to be developed and rolled out during the remainder of the project through to March 2023, to consider automation, system and process improvements, staff training and development</p> <p>Key policies and charters form part of the project and good progress has been made. A new 'Customer Care Policy' has been written and approved and is currently being implemented. The draft Customer Access Charter is complete and ready for decision by Cabinet in December 2022. The charter takes into account best practice from other local authorities and the private sector, the shift in customer expectations and behaviour as a result of the COVID-19 pandemic, and the efficiencies of automated and digitised services. Following approval duty officers will be available for all front facing services and corporate training will be delivered to embed the new culture across all teams.</p>	This project will be completed by March 2023
<b>Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough</b>	<b>GREEN</b>	<p>Technology is being used to deliver street level improvements and tackle grot spot areas. Grot spots throughout the borough have been identified using data from historic service requests and then reviewed against existing schedules to ensure that the appropriate areas are being targeted. Data has also been successfully collated from street litter bins on waste volumes and will be used to review collection schedules to ensure they are effective and responsive to service demand. Within the town centre and Astley Park, dual waste bins have been installed that accommodate both mixed and recyclable waste, weekly collections of waste and monitoring of contamination is being undertaken by Waste Services team.</p> <p>To address weed growth, a new method of weed control has been introduced across the borough to limit the impact of herbicides. The alternative product contains up to a third less glyphosate. Weed treatment is heavily dependent on the weather and is affected by rainfall or when it is windy. To mitigate this, additional hours have been made available and operatives have been deployed using handheld devices to apply herbicide where safe to do so.</p> <p>The procurement of small electric panel vans is underway, with the tender process due to conclude during quarter three ahead of delivery in quarter four. Investigation into the possible use of CCTV to monitor fly tipping hotspots is continuing with a meeting planned with United Utilities to explore opportunities for collaboration. Implementation of the asset management software is progressing. Work to plot the council's tree stock continues but, given the scale of the works, is likely to take 1-2 years. It is expected that quarter three will see the completion testing of gritting job design and processes ahead of go live for winter period.</p>	This project will be completed by March 2023 and any longer-term actions such as tree stock mapping will roll into business plans.
<b>Join up public services by working with our partners through the Chorley and South Ribble Partnership</b>	<b>GREEN</b>	<p>Chorley and South Ribble partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. The voices of local businesses have been used to shape the economic strategy recently approved by Council and identified key challenges around land supply, infrastructure and employment needs.</p> <p>By the end of the third quarter the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.</p>	This project will be completed by March 2023
<b>Deliver the Future Workplace Strategy</b>	<b>GREEN</b>	<p>Plans for the Council's employee sites are being developed with a view to take forward works in the coming 12 months. Workplace includes how the council and all its members and officers have access to the right equipment and systems to be agile and responsive. Work has been completed to relocate the ICT server room to enable the installation of new ICT infrastructure to support standardisation of kit and employees have started to receive new mobile devices (iPads and iPhones) as part of the kit roll out. In the coming weeks the next stage will be the wider rollout of the new desktop solution (workspace) to all staff, followed by rollout of standardised laptops.</p> <p>As part of the accommodation element, work has taken place to appoint Architects, MEP Consultants, Quantity Surveyors, Principal Designers and Structural Engineers following a robust procurement process. These consultants have formed the professional design team. RIBA Stage 2 design stages have been completed with revised project cost estimates produced and presented to key stakeholders. Prior to progressing onto RIBA Stage 3 and developing the design and progressing the project further, key stakeholders will be consulted by the end of November to determine the full scope of the project based on the revised costs that have been presented.</p>	To be taken forward into refreshed Corporate Strategy