

Report of	Meeting	Date
Director of Change and Delivery (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	Thursday, 9 March 2023

Business Plans Update 2022-23

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 Scrutiny Committee

2. That the information contained within this report is discussed by the Overview and Scrutiny Panel with a view to review performance outlined in the business plans.

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:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

6. Each year the Council completes the business planning process where services identify the activity that they will deliver 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.

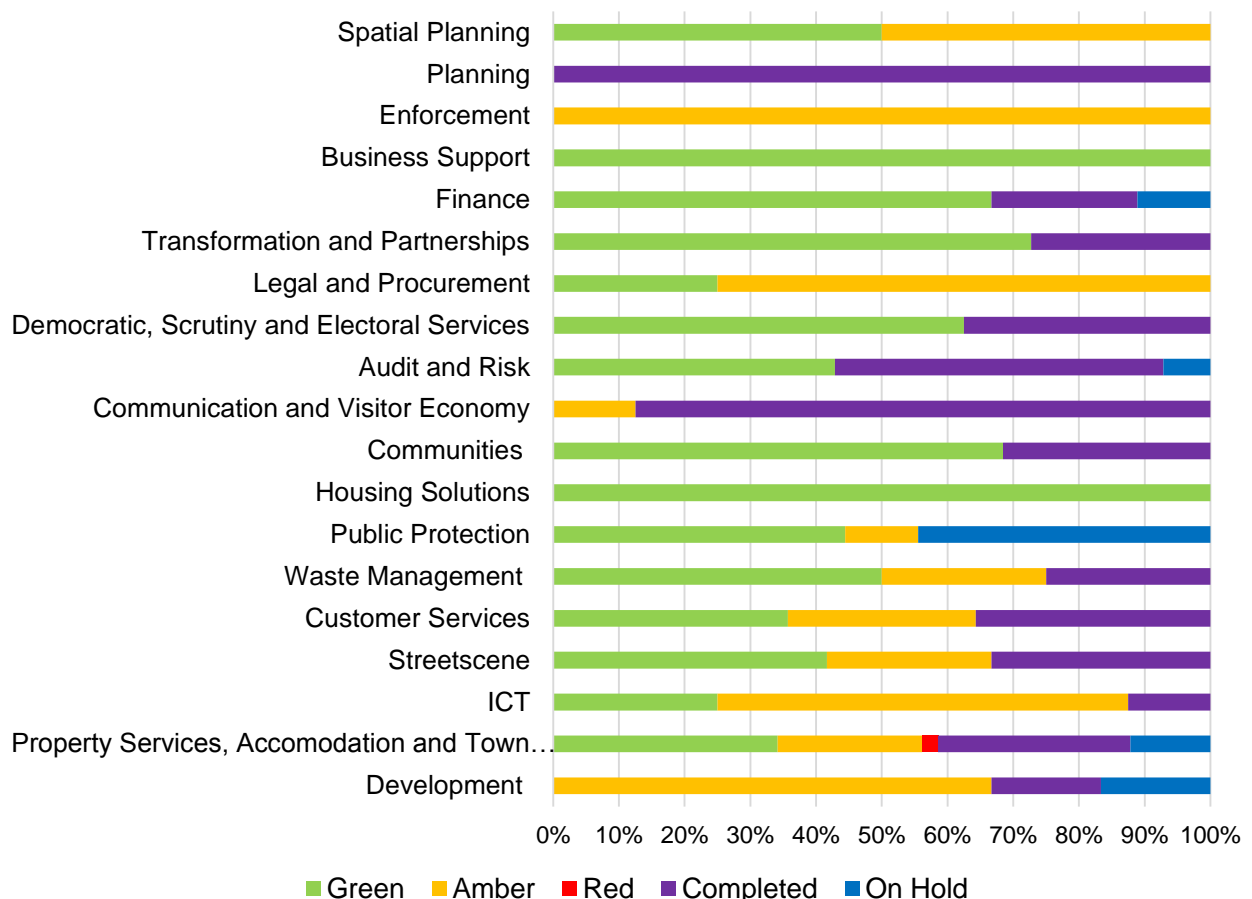
7. The business planning sessions were delivered in February 2022 with staff from across services, fostering staff engagement and utilising internal skills and experience in order to capture non business as usual actions.
8. Following this, all service level business plans were approved in June 2022. This paper gives an update on all the service level business plan projects for 2022/23 and outlines the progress of projects. It also set out where projects are amber, red or on hold as well as actions being taken to get these projects back on track.

Summary of project delivery

9. A review of **15** business plans produced last year has been completed based on the information provided. The plans contain a total of 178 Projects and of those:

- 81 are rated as **Green (46%)**
- 48 are considered **Completed (27%)**
- 35 are rated as **Amber (19%)**
- 2 are rated as **Red (1%)**
- 13 are **On Hold (7%)**
- 0 have **Not Started (0%)**

10. The graph below provides an overview status by service. There is a full list of projects and status by directorate at Appendix A.



11. For projects rated as amber or red, a table has been produced under the project focus outlining the reasons behind the rating and actions being taken to get the projects back on track.
12. Highlights of work rated green or completed since the last update include:
 - **Refreshed Economic Development Strategy** was approved by Council in September 2022. The strategy set out a clear ambition for Chorley, including an action plan to provide direction and guide the allocation of resources.
 - **People Strategy** launched in September 2022, which is a shared strategy that sets out the Councils' approach to ensure the workforce has the skills, capacity and enthusiasm to deliver the priorities of the Councils. Key activity has commenced including a launch event with all teams participating, introducing of 'development days', new wellbeing sessions and graduate recruitment programme.
 - **New Telephony Systems** were implemented in December 22, which alongside the recently approved Customer Access charter will align services and improve customer experience.
 - **New equipment rollout has commenced** as part of delivering the Workplace Strategy. The equipment will ensure consistent ways of working for staff across the two local authorities.
 - **Wildflower bulbs have been planted** at agreed locations, with wildflower bulbs also provided to local scout group to be planted at approved location.
 - **Support for enterprise has continued**, with 255 engagements and 90 businesses directly support or referred for further support.

Project Focus

Red Projects

13. There are 2 projects rated as **Red** and are considered off track. These include:

Service	Project
Commercial and Property	
Property, Accommodation and Town Centre	Flood defence work to Earlsway, Euxton
	Evaluate a rent management system for housing stock

14. Temporary capacity is in place to maintain reactive service provision for Property Services, but this has prioritised business as usual work. The service became shared from 1st February 2023, and development actions have been identified to help support the service moving forwards, including in relation to clear responsibilities, aligned processes and ensuring compliance.
15. The flood defence work to Earlsway, Euxton is currently rated Red. This is due to the project being unable to progress further, which is caused by a combination of land ownership issues and low-feasibility due to high costs to complete the works. The team had progressed discussions, and no immediate resolution has been identified.

Amber Projects

16. There are 34 projects that are rated as **Amber** and are considered slightly off track. There are many reasons for some of these projects being classified as Amber, but the main themes include unforeseen delays, reliance on external suppliers and reprioritisation in line with service demand. The projects include:

Service	Project
Commercial and Property	
Development	Open the Tatton Gardens Extra Care development and community facilities (note: complete – Feb 2023)
	Shady Lane (Housing)
	Bengal Street
	Buckshaw Village (Additional Parking feasibility study)
Property Services, Accommodation and Town Centre	Open Tatton Gardens Extra Care facility (note: complete – Feb 2023)
	Asset Review – maintain, develop or dispose
	Improve the booking system for room hire in community centres (incl. installation of automated door locks)
	Estates and Property workflow management using Tech Forge as main management software
	Relocate the CCTV Suite from the police station to Strawberry Fields
	Integrate the Tatton Community Centre with Extra Care facility
	Digitisation of property files. Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing.
	Develop a residential caretaker service
Communities	
Public Protection	Public Health: Implement a Public Health Funeral Policy
Customer and Digital	
Customer Services	Digitisation of paper-based records
	Conclude Shared Services single operating model
	Single Person Discount Review
	Review long term empty property checks
	Review of all policies
	Review of all customer documentation
Streetscene	Procurement for replacement Small Panel Vans
	Procurement for replacement ride on mowers
	Replacement for mechanical sweepers
ICT	Continue to progress completion of projects within the Shared Digital Strategy 2020-2023
	Continue the consolidation of software across authorities making the best use of technology (Digital Strategy)
	Continue the renewal and expansion of the CCTV infrastructure

	Continue to improve the security of both Council's infrastructure estate, increasing the awareness of Cyber Security
	Implement the new helpdesk solution
Waste Management	Deliver fleet strategy
Planning and Development	
Spatial Planning	Biodiversity and Net Gain Implementation
Enforcement	Produce and publish an Environmental Crime Enforcement Policy
	Produce and publish a Mobile Homes fit and proper policy
Policy and Governance	
Communications and Visitor Economy	Deliver the internal communications strategy, including new intranet
Legal and Procurement	Revise and update contract procedure rules
	Complete the restructure in Legal and Procurement Services
	The introduction of IKEN. For the sake of clarity, IKEN is a case management system.

17. Tatton Gardens Extra Care is now open but was rated amber during the end of quarter three in December 2022. A number of associated projects are rated as amber, and this was due to construction delays.
18. The new Heads of Service will start in post over the next few weeks and will provide additional management capacity. This will allow for strategic prioritisation of resources available, and identification of where projects will be rolled into 2023/24 business plans.
19. The Customer Services development plan is comprehensive and will span an extended period of time to ensure that staff are able to fully engage and participate in the development of the service including key plans, processes and policies.
20. The ICT Plan is a large programme of work, that is prioritised to reflect organisational issues and demands. The new network and infrastructure are now in place, and the rollout of devices is progressing well.
21. Procurement for small panel vans, mowers and sweepers have been progressed, and plans are in place to undertake procurement over the next few months. Having undertaken earlier procurement exercises, revision was undertaken to ensure that the Council obtains value for money. Small vans and ride on mowers and sweepers are due to go out to procurement within the next month. This does not impact existing service delivery as provision is in place for the next season and it is expected that new equipment will be in place for 2024.

On Hold Projects

22. There are 13 projects that are current **On Hold** and are not currently being progressed. Primary reasons for this include resource and capacity. The projects include:

Service	Project
Commercial and Property	
Property Services, Accommodation & Town Centre	Develop improvements to Brinscall Baths
	Undertake Encroachment & Mapping Surveys
	Refurbish the space above Iceland to lettable space
	Akhurst Lodge refurbishment
	Reconfigure the Market Walk Management Suite
	Evaluate a rent management system for housing stock
Development	Cowling Farm
Communities	
Public Protection	Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure
	Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices
	Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups
	Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings
Policy and Governance	
Audit and Risk	Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.
Finance	Procurement of a new/upgraded Finance System and commencement of implementation

23. For Public Protection projects, the Council continues to respond to all complaints and enquiries on the above issues. The focus of the projects is proactive in nature to work with local businesses and raise awareness, and whilst important, the Council continues to meet its regulatory and statutory obligations with regards to safety.
24. The full test of the ICT Disaster Recovery Plan is dependent on the completion of equipment rollout to staff, and so the project interdependencies have delayed its delivery. It will be completed once the rollout of devices has concluded.
25. The procurement of a new/upgraded Finance System has been placed on hold. The contract is monitored as part of the Key Contracts and Partnerships framework which was presented to Cabinet as part of the annual update in July 2022. The current contract has been extended and there will be no disruption in the interim, and the project has been reprofiled to be delivered over the next two years.
26. Following a number of changes within the Commercial and Property Directorate a number of projects are reported as on hold whilst new project managers transition into their roles to lead on projects and assess progress.

Climate change and air quality

27. The work noted in the report impacts the following areas of climate change and Council Green Agenda sustainability targets:
- Net carbon 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

28. There are elements within service level business plans that will have a positive impact on equality and diversity. This includes for example activities to acquire properties for refugee resettlement, the opening of Tatton Gardens, and the evaluation of enhanced ESOL (English for speakers of other languages) provision.

Risk

29. As outlined in the report, key risks to delivery are capacity and resources. This risk continues to be monitored closely, through service and project based risk registers.

Comments of the Statutory Finance Officer

30. There are no direct financial implications of this report.

Comments of the Monitoring Officer

31. The report is for information and noting – there are no direct legal implications arising.

Background documents

There are no background documents to this report.

Appendices

Appendix A – List of all business plan projects by directorate (Updated February 2023)

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Appendix A – List of all business plan projects by directorate (Updated February 2023)

COMMERCIAL AND PROPERTY

Project	Status
Development	
Bengal Street	Amber
Strawberry Meadows Business Park and Alker Lane cycleway	Complete
Open the Tatton Gardens Extra Care development and community facilities	Amber
Shady Lane (Housing)	Amber
Cowling Farm	On Hold
Buckshaw Parkway – Additional Parking feasibility study	Amber
Property Services, Accommodation & Town Centre	
Deliver improvements to the Covered Market	Complete
"Digitisation of property files" Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing. "	Amber
Deliver the Action plan to bring Strawberry Fields into profitability & develop meeting room hire	Green
Strawberry Fields office sub-divisions	Green
Deliver Capital Improvement Schemes to Chorley Leisure Centres	Green
Develop improvements to Brinscall Baths	On Hold
Review frameworks contractor tender renewals – align with South Ribble	Green
Open Tatton Gardens Extra Care facility	Amber
Asset Review – maintain, develop or dispose	Amber
Flood defence work to the River Chor in Astley Park	Complete
Estates and property workflow management using Tech Forge as main management software	Amber
Undertake Encroachment & Mapping Surveys	On Hold
Deliver the King George V pavilion	Green
Flood defence work to Earlsway, Euxton	Red
Develop the Market Food Court operation	Complete
Deliver Queens Road car park Improvements	Green
Relocate the CCTV Suite from the police station to Strawberry Fields	Amber
Security and Concierge Tender	Complete
Strawberry Meadows – marketing and letting of new sites	Complete
Town Centre Improvements – Shopfronts improvement scheme	Green
New housing stock improvements (Refugee Programme) upon acquisition	Green
Deliver a bus stop improvement scheme	Green

Develop & progress plans for a Multi-Storey car park to serve Strawberry Fields and Chorley Hospital	Complete
Acquire Refugee properties	Green
Promote a Community Orchard at Cotswold House	Complete
Review of Primrose Car Park EV Provision	Amber
Car Park Strategy refresh	Complete
Develop use of Primrose conference facilities	Green
Digitalising service processes	Green
Promote opening of Café/Bistro to residents of Primrose Gardens	Complete
Refurbish the space above Iceland to lettable space	On Hold
Ackhurst Lodge refurbishment	On Hold
Decarbonisation of the Town Hall in Conjunction with the Workplace Strategy works	Green
Evaluate a rent management system for housing stock	Red
Reconfigure the Market Walk Management Suite	On Hold
Improve the booking system for room hire in community centres (incl. installation of automated door locks)	Amber
Integrate the Tatton Community Centre with Extra Care facility	Amber
Develop a residential Caretaker Service	Amber
Tender for parking enforcement and cash collection contract	Complete
Bringing development schemes in to use: Prepare for a smooth transition	Complete
To promote the opening of the commercial facilities for community and Tatton residents	Green
Open Tatton Gardens and process new tenancies	Complete

CUSTOMER AND DIGITAL

Project	Status
ICT	
Replace the ICT network across both Councils (Workplace Strategy)	Green
Implement a new helpdesk solution	Amber
Continue to progress completion of projects within the Shared Digital Strategy 2020-2023	Amber
Continue the consolidation of software across Authorities making the best use of technology (Digital Strategy)	Amber
Continue with the renewal and expansion of the CCTV infrastructure.	Amber
Continue to improve the security of both Councils infrastructure estate, increasing the awareness of Cyber Security.	Amber
Replace mobile devices across authorities (Workplace Strategy)	Complete
Replace end point devices for officers (Workplace Strategy)	Green

Streetscene	
Procurement for replacement Small Panel Vans	Amber
Review of weed control processes with a view to minimizing glyphosate usage whilst delivering a high level of service	Green
Mini meadows and wildlife corridors program	Complete
Deliver Street Level Improvements to Ensure Cleaner, Greener Streets and Neighbourhoods across the Borough	Green
Increased use of technology including Intelligence led service improvements	Green
Options appraisal for crime and grime enforcement	Complete
Astley Park Improvements	Complete
Collaborate with Highways England to replace fencing in between M61 and Orchard Driver POS	Complete
Procurement for replacement ride on mowers	Amber
Replacement for mechanical sweepers	Amber
Tree planting (Planting on Council Sites)	Green
Maintenance of shelter belts (Small woodland between roads and residential estates)	Green
Customer Services	
Deliver an even better customer experience and increase access to services for everyone	Green
Conclude Shared Services single operating model	Amber
Implementation of new Customer Care Policy	Green
Implement new telephony solution	Complete
Review garden waste subscriptions	Complete
Review of allpay contract	Complete
Single Person Discount Review	Amber
Review long term empty property checks	Amber
Review of all policies	Amber
Implement Virtual Mailroom	Complete
Digitisation of paper-based records	Green
Staff development & training plan	Green
Review website content and online forms	Green
Distribution of £150 Council Tax Rebate & Discretionary Fund	Complete
Review of all customer documentation	Amber
Waste Management	
Deliver Fleet Strategy	Amber
Town Centre Recycling trial extension	Complete
Alternative fuel (HVO) trial extension	Green
Publish a new Recycling Strategy	Green

Communities

Project	Status
Public Protection	
Public Health: Implement a Public Health Funeral Policy	Amber
Anti Social Behaviour: Implementation of a Public Space Protection Order to prevent the use of portable BBQs and fires at Rivington	Green
Pest Control: Implementation of a new or improved shared Common Mobile Platform for the shared Pest Control service	Green
Air Quality: Joint CBC/SRBC Case Study and Awareness Campaign relating to Particulate Matter and Monitoring	Green
Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure	On Hold
Service: Review of the district Boundaries and officer areas	Green
Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices	On Hold
Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups	On Hold
Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings	On Hold
Communities	
Conduct review of partnership arrangement with Youth Zone	Complete
Develop targeted Time Credit process to support vulnerable residents at a local level to benefit themselves and others (CIA)	Green
Review of external communications tools to raise awareness of support available in communities	Complete
To undertake a review of commissioned services and provide recommendations for future service delivery which addresses the changing demands in communities (IA)	Complete
Review of Neighbourhood Working with focus on performance management and reporting	Complete
To 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 (CIA)	Green
Pilot Project for Occupational Therapy presence within Communities service (CIA)	Green
Deliver additional COMF funded grant programme that supports community organisations to provide services which address the issues faced because of Covid and aid recovery (CIA)	Green
Deliver practical support funding to support isolation impacts of Covid and monitor outputs and outcomes (CIA)	Complete
Develop options on Digital systems to capture direct referrals from residents and partners to support case management and data reporting	Green
Pilot and evaluate community-based sessions to target awareness around specific health needs, utilising community assets (CIA)	Green
Deliver agreed tasks as detailed in the green agenda delivery plan	Green

Deliver Government funded financial support grants (HSF)	Green
Establish and implement a series of processes to safely manage and support Ukraine nationals and sponsors on the HFU scheme	Green
Carry out Private Sector Housing Assistance policy review (IA)	Green
Deliver phase two of VCFSE network development	Green
Implement stage 2 of HIA team transition towards digital communication and engagement with residents (IA)	Green
Evaluate the enhanced ESOL provision	Complete
Deliver Budget Investments projects	Green
Housing Solutions	
Review structure and CBL processing function within the service	Green
Completion of Scrutiny review of Select Move and related review of common allocations policy	Green
Deliver the Homelessness and Rough Sleeping strategy	Green
Review of service alongside specialist housing consultant (including commissioned services, required services not commissioned as well as internal processes, partnership working and best practice).	Green

Policy and Governance

Project Status	Status
Communication and Visitor Economy	
Re-opening of Astley Hall	Complete
Deliver the internal communications strategy, including new intranet	Amber
Deliver the 2022 events programme across Chorley and South Ribble	Complete
Audit and Risk	
To re-launch "Connect" the insurance engineering inspections portal and to ensure officers are suitable trained and able to interrogate the system to ensure inspection of all and applicable equipment is inspected.	Complete
To implement a robust monitoring system to identify obsolete / equipment which should be taken out of use.	Complete
Develop the use of IDEA within the Audit and Risk Service.	Complete
To develop the Council's approach to fraud following the assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Green
To put forward a business case for the future management of business continuity.	Complete
To establish a forward plan of testing to ensure plans are robust, encompass all council activity and are fit for purpose.	Complete
Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.	On Hold
To undertake a review of the Council's policies and processes and align where appropriate.	Green
Fully implement the Claim Control (Claim and accident) automated system for managing claims including development of	Green

detailed procedures for all aspects of the service.	
To establish a strategic plan for the on-going review and update of all emergency plans for both councils including a new Town Centre Evacuation Plan.	Green
To develop a training and testing schedule	Complete
Populate the Health and Safety dedicated area on the Learning Hub with appropriate courses.	Complete
Develop a suite of reports to identify high risk areas / claims and trends.	Green
Prepare and participate in the PSIAS peer review for the IA service.	Green
Democratic, Scrutiny & Electoral Services	
Member induction at Chorley and by-election in South Ribble May 2022	Complete
Exploration of joint district council Health Scrutiny	Green
Develop Chorley 'In the Know' e-zine relaunch	Complete
Review of Civic and Mayoral support, including succession planning	Green
Procurement of specialist secure printing contract	Green
Implementation of corporate admin process review	Green
Develop support offer for Leadership Team	Green
Delivery of council elections in Chorley and by-election in South Ribble, including new Payroll provider (SRBC / CBC).	Complete
Legal and Procurement	
Introduce a new Code of Conduct	Green
Revise and Update Contract Procedure Rules	Amber
Complete the restructure in Legal and Procurement Services	Amber
The introduction of IKEN, For the sake of clarity IKEN is a case management system.	Amber
Transformation and Partnerships	
Refresh the economic development strategy	Complete
Join up public services by working with our partners through the Chorley and South Ribble Partnership	Green
Develop performance and programme management systems	Green
Deliver the Future Workplace Strategy	Green
Re-tender of Meals on Wheels	Green
Deliver the transformation programmes for both councils	Complete
Deliver Shared Services Phase 3	Green
Develop and implement the People Strategy	Green
Deliver HR Transformation Phase 2	Green
Implement shared terms and conditions	Green
Support insourcing activity (leisure / waste)	Complete
Finance	

COVID-19 grants and funding – reconciliation, monitoring and audit of the various grants and funds provided to comply with central government conditions.	Green
Review of Special Expenses at CBC	Green
Review of Financial Standing Orders and Financial Procedures across both councils	Green
Review of financial processes and procedures across all areas of the team, to streamline and improve efficiency, effectiveness, levels of internal control and to maximise the use of the resources available.	Green
Production of Statement of Accounts for 5 companies and production of consolidated, group accounts for each of the councils,	Complete
Business Case development – development and roll-out of a standardised Business Case incorporating Treasury and CIPFA Guidance	Green
Review of Intranet/website	Green
Procurement of a new/upgraded Finance System and commencement of implementation	On Hold
Training for Budget Holders	Complete

Planning and Development

Project Status	
Business Support	
Business Support post Covid	Green
Choose Chorley Events	Green
Marketing – Business events / property / DC / Choose Chorley	Green
Digital Creative	Green
Enforcement	
Produce and publish an Environmental Crime Enforcement Policy	Amber
Produce and publish a Mobile Homes fit and proper policy	Amber
Planning	
Validation Checklist	Complete
Spatial Planning	
Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process	Green
Biodiversity and Net Gain Implementation	Amber