

Report of	Meeting	Date
Director of Change and Delivery (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	Thursday, 24 October 2024

## Business Plan Update 2024/25

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:

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

### 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 2024 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 2024. This paper gives an update on all the service level business plan projects for 2024/25 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.

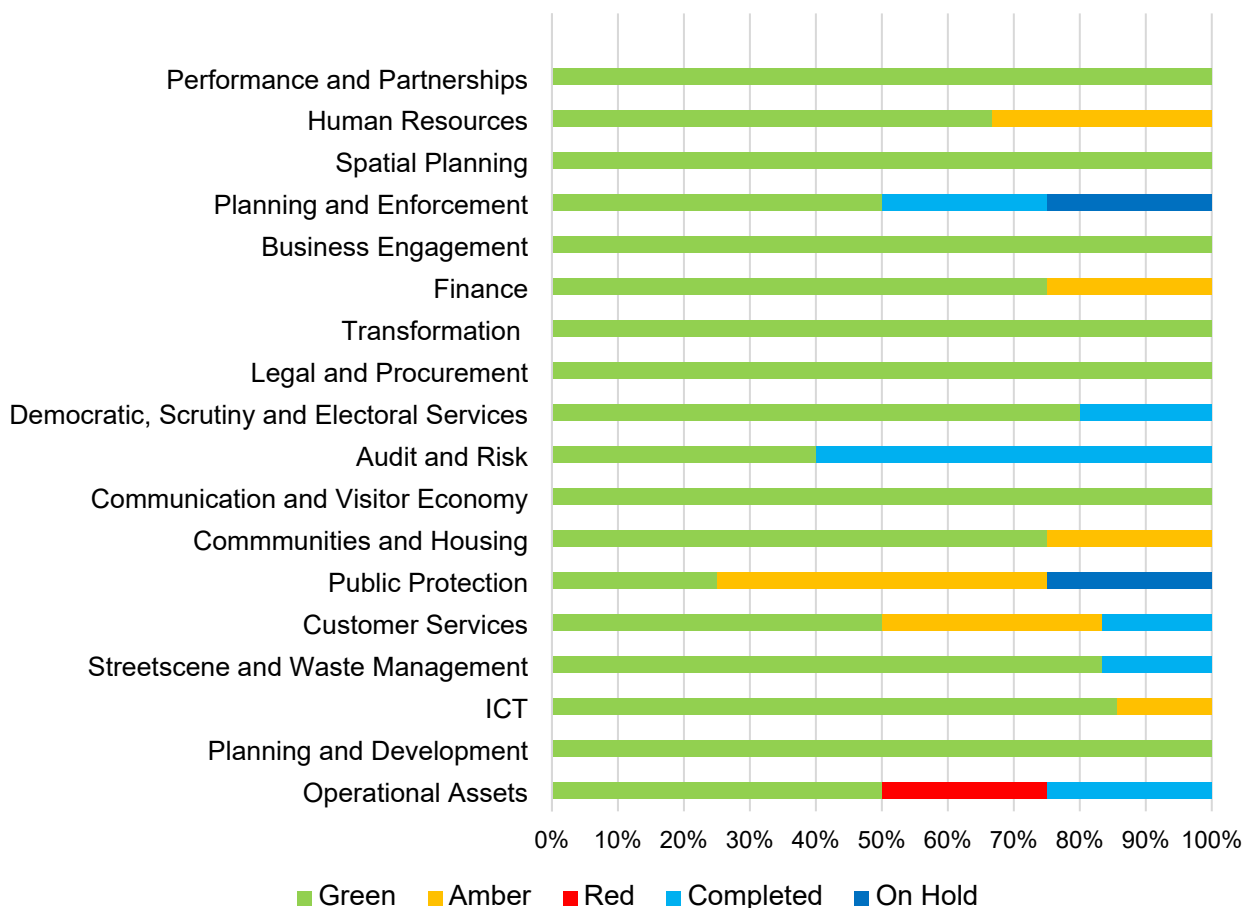
### Summary of project delivery

9. Project Rating Key:

Rating	Explanation
Green	On Track and progressing as planned.
Amber	Forecast delays or concerns, an early warning of issues.
Red	Off track.
On Hold	Temporary paused or delayed project that await further action, approval or resources to resume
Completed	The project has delivered it's milestones
Not Started	The project has not reached the planned start date.

10. A review of **18** service business plans produced last year has been completed based on the information provided. The plans contain a total of **82** projects and of those:
  - 61 are rated as **Green (74.4%)**
  - 5 are considered **Completed (6.1%)**
  - 9 are rated as **Amber (11%)**
  - 1 is rated as **Red (1.2%)**
  - 2 are **On Hold (2.4%)**
  - 4 have **Not Started (4.9%)**

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



12. 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.

13. The majority of projects across all services are rated Green (61/82). Most plans are due to be completed between December 2024 and March 2025. Longer term pieces of work will be delivered in phases and may extend to future years.

Highlights of work rated green or completed since the last update include:

- Local Digital Funding Discovery Project (Completed)** - This project explored the barriers to online engagement with council services. A key milestone included an investigation into improvements needed for residents to access council services as their contact channel of choice. The council worked with the University of Central Lancashire to facilitate workshops where volunteer residents shared their experiences and challenges with accessing council services online. Some of the enhancements implemented by this project are free digital skills support being available, the overall user experience being refined based on feedback from residents, services are now more accessible and user friendly. These improvements will create a more efficient and inclusive digital environment for our residents, enhancing their experience when accessing council services.

- **Develop Member Portal (Completed)** - The portal has been developed with the Member Support Working Group and launched to all Members. The portal is accessible via Member ipads and the initial feedback has been positive. The portal will continue to be developed and Members will be encouraged to make the most of it to improve communications.
- **ICT Recruitment Programme (Completed)** - The ICT Recruitment Programme project is now complete. Digital Services have two vacancies, one vacancy currently advertised, and the remaining vacancy is under review.
- **Improvements to King George V Playing Fields (Green)** - Improvements to Jubilee Playing Fields have been designed and tendered following consultation with the local community, who inputted into what they wanted to see improved to enhance use and sporting provision at the site. Some improvements made so far are the creation of a new car park with a height barrier, improved access at entrances with new signage and wider paths around the whole site. Recycled plastic fencing and recycled path surfacing have been installed to be sustainable along with native planting. Playing pitches are being enhanced at present. Phase two is on track to deliver the installation of the lightning by the end of October 24.
- **Improvements to Jubilee Playing Fields (Green)** - The Council conducted a consultation with the local community which has now informed the improvements to the site. This is now out for design and tender. Some of the improvements made so far are the creation of a new car park with a height barrier, improved access at entrances with new signage and new wider paths around the whole site. Recycled plastic fencing and recycled path surfacing have been installed to be sustainable along with native planting. Playing pitches are being enhanced at present. Phase two is on track to deliver the installation of the lightning by the end of October.

## Project Focus

### Red Projects

14. There is **one** project rated as **Red** and is considered off track. The project is:

Service	Project
<b>Property and Planning</b>	
<b>Operational Assets</b>	Automated Bookings System for Operational Assets

15. **Automated Bookings System for Operational Assets** - This project of implementing an automated booking system to operational assets has been rated red due to time delays. It is part of a larger piece of work not limited to those sites we consider to be an "operational asset" (e.g. Strawberry Fields and Community Centres) and including Civic buildings and Leisure sites. The expansion of this project to include multiple sites will provide economies of scale but this approach will require further decisions to be made. Once a decision has been agreed as to which solution to move forward with, this project will be back in delivery.

## Amber Projects

16. There are **six** projects that are rated as **Amber** which means they are slightly off track. Reasons include unforeseen delays, unavoidable overspend and unanticipated interdependencies. The projects are:

<b>Service</b>	<b>Project</b>
<b>Customer and Digital</b>	
<b>Customer Services</b>	Review contact management (including online)
	Deliver Print Strategy
<b>ICT</b>	Website/Jadu implementation <ul style="list-style-type: none"> <li>• Jadu CRM</li> <li>• Jadu forms</li> <li>• Jadu CMS</li> <li>• Bottomline integration</li> <li>• Garden waste process</li> <li>• Members case management system</li> <li>• Customer sentiment</li> </ul>
<b>Communities</b>	
<b>Communities</b>	Improve Infrastructure Support for Voluntary, Community and Faith Sector
<b>Public Protection</b>	Pest Control Undertake a full Service Review – <ul style="list-style-type: none"> <li>• Implement Common Mobile Working Platform</li> <li>• Review of Chargeable Service including Commercial Contracts.</li> <li>•</li> </ul>
	Alley Gates - Review of installations and Maintenance Options
<b>Finance</b>	
<b>Finance</b>	Review of Financial Standing Orders and Financial Procedures across both councils - secure approval of the proposed amendments at Council / Governance Committee
	Intranet and Websites - Review and Update of Finance Related Content at Both Councils
<b>Change and Delivery</b>	
<b>Human Resources</b>	Terms and Conditions Programme

17. **The Review of Contact Management** – This project is rated amber for quarter one because it is dependent on other projects that are behind schedule. The implementation of the new JADU website forms solution has been delayed until December 24 and the success of this project depends somewhat on the implementation of the new digital forms solutions. Although several improvements, including implementing duty officer arrangements and the frontline responding to direct social media messages, have been implemented on time the project ratings at the end of quarter three is amber. The forecasted completion date of this project has therefore been moved to the end of quarter three.
18. **The Print Strategy** - This project is rated amber for quarter one due to unanticipated absences in personnel. The key milestones and tasks have therefore recently been reassigned to other officers. Despite this, digital forms are in place for Revenues & Benefits customer requests such as reporting a change of address or applying for the single person discount. During the next quarter, technology will be installed to make signing up to paperless billing easier alongside an exercise to automatically sign-up certain residents and businesses to paperless billing. Although it is anticipated that the project will still be completed by the end of March 2025, officer absence has resulted in an amber rating at the end of quarter one.
19. **Website/Jadu Implementation** - The vast majority of this project is on track for delivery in December 2024 such as the Jadu Content Relationship Management, Jadu forms, Bottomline Integration and Garden Waste Process. Chorley Council's Content Management System website went live in July 2024. However, issues have been identified which are currently being resolved via a full content review with all services to ensure the website is built effectively, content written for the web is consistent and aligned across both Councils. This is expected to be completed by December 2024.
20. **Improve Infrastructure Support for the Voluntary, Community and Faith Sector** - This project has been rated amber in quarter one because of a delay in timescales of the review of the service. The initial plan was to implement the service review by August 1<sup>st</sup> 2024 which includes a new dedicated resource to support and develop the sector. The new implementation date is 1<sup>st</sup> September 2024, the Communities Team has redesignated an existing member of staff into this role to work on the delivery of the project. This means the project will be back on track from 2<sup>nd</sup> September and rated green going forward.
21. **The Pest Control Full Service Review Project** – This project has been rated amber for quarter one due to delays on some aspects of the project. The project has three main deliverables the review itself, the review of chargeable services and the implementation of a common mobile working platform. The pest control service is operating across both councils and the review has been completed within time frame and the review of chargeable services is also about to begin it is anticipated that animal welfare will be combined with the pest control service. The mobile working element of the project is the reason that this project is off track. This part of the project is heavily reliant on IT services capacity to help implement. At the moment it is anticipated to go beyond the timescale and therefore it is rated amber.
22. **The Alley Gates Review of Installations and Maintenance Options** – This project has been rated amber for quarter one due to an anticipated delay of the start date. This project was due to start in September 24; however it is unclear whether this project is better suited to sit under Public Protection or Property Services. An SMT paper is currently being drafted to ascertain which service this project belongs to. Once this paper has been drafted it will go to SMT for a final decision.

23. **The Review of Financial Standing Orders and Financial Procedures** – This project is rated amber because it will exceed the initial timescales. The first draft of the financial regulations is a work in progress with meetings being held with relevant directors and heads of services in early September. A paper went to SMT in August, and it will go to the respective Governance Committees at the end of September. Once it has been considered at Governance Committees it will go to the next Council meeting in November 2024 for final approval.
24. **The Review of The Finance Content on the Intranet and Websites** – This project is rated amber in quarter one because the project has been delayed and it is expected it will only be completed within quarter three rather than the initial completion date of quarter two. The reason for this delay is due to vacancies within the Finance team, but now that the team is fully staffed there will be much more available resource to allocate to this project.
25. **The Terms and Conditions Programme** – This project is rated amber for quarter one. The majority of services have now moved onto the new terms and conditions, however the implementation across Streetscene and Waste (Chorley) has been delayed. This is because the decision was made in May 24 by both councils to implement a shared management structure for Streetscene and Waste. Effective change management required this shared structure to be implemented prior to the review of the operational teams beneath it, which delayed the programme by two months. The shared structure has now been implemented and the informal consultation process with the operational teams commenced in early September. There will be no more delays to the Terms and Conditions Programme, and it is anticipated this will be completed in November 24.

#### On Hold Projects

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

Service	Project
<b>Communities</b>	
<b>Public Protection</b>	Air Quality Awareness Campaign Relating to Air Quality and Particulate Matter with Primary Schools
<b>Property and Planning</b>	
<b>Planning and Enforcement</b>	Update the Validation Checklist for Planning

27. **Air Quality Awareness Campaign** – This project has been rated on hold for quarter one because the project has paused due to staffing issues. The resignation of the Climate Change and Air Quality Officer has provided an opportunity to consider how best to deliver the various elements of statutory air quality monitoring and enforcement and the non-statutory work around engagement and education. The elements of engagement and education have been rolled into a new Climate Ambassador role which will be solely focussed on raising the profile of Climate Change and influencing behaviour change, in order to contribute to the overall ambition for the borough to be net carbon zero and to promote an understanding of biodiversity and the natural environment. This new engagement programme will include the awareness campaign for air quality. The post will be recruited to in the coming weeks with a start date expected in late Autumn.

28. **The Update to the Planning Validation Checklist** – This project has been rated on hold for quarter one due to the long-term sickness absence of the officer assigned to deliver this work. The officer will be returning in December 24 and will continue with the project, aiming to complete by the end of the 2024/25 financial year.

### **Climate change and air quality**

29. 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**

30. 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**

31. 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**

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

### **Comments of the Monitoring Officer**

33. 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 September 2024)

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## Appendix A – List of all business plan projects by directorate (Updated September 2024)

### PROPERTY AND PLANNING SERVICES

Project	Status
<b>PLANNING AND ENFORCEMENT</b>	
Complete the Service Review for Planning and Enforcement - interdependence with HR	Completed
Update the Validation Checklist for Planning	On Hold
Review Taxi Licensing policy	Green
Dangerous Buildings Policy to be Adopted	Green
<b>SPATIAL PLANNING</b>	
Complete the Improvements to the King George V Playing Fields	Green
Complete the Improvements to Jubilee Playing Fields	Green
The Implementation of Mandatory Biodiversity Net Gain (BNG)	Green
Develop an EV (Electric Vehicle) Strategy and Begin a Programme of Delivery Across the Councils Asset	Green
<b>OPERATIONAL ASSETS</b>	
Deliver Improvements to Local Service Centres.	Green
Civic Property Management Implementation	Green
Delivery of New CCTV Suite at Strawberry Fields and Staff Integration	Completed
Automated Bookings System for Operational Assets	Red
<b>PLANNING AND DEVELOPMENT</b>	
Roll Out of Civica Property Management	Green
Town Hall Improvement Works	Green
Bengal Street Depot Relocation Project	Green
Levelling Up Funding Round 3	Green
Chorley Leisure Works (Brinscall Baths and All Seasons Gym)	Green

### CUSTOMER AND DIGITAL

Project	Status
<b>STREETSCENE AND WASTE</b>	
Delivery of Year 3 Streetscene Strategy Milestones	Green
Delivery of Year 1 Recycling & Waste Strategy Milestone	Green
Develop Plans for Implementing Weekly Food Waste Collections	Green
Implementation of Shared Services T & C's in Streetscene & Waste	Not Started

Undertake Procurement Exercises for <ul style="list-style-type: none"> <li>• Food Waste collection vehicles</li> <li>• Food waste caddies</li> <li>• Asset improvements e.g. bins</li> <li>• Tipper Fleet</li> <li>• Trade Waste Collections</li> <li>• Depot Skips</li> <li>• Clinical Waste</li> </ul>	Green
Support Depot Relocation for Streetscene services	Green
<b>CUSTOMER SERVICES</b>	
Deliver Print Strategy	Amber
Review Customer Services documentation	Green
Complete Customer Service Excellence internal assessment	Green
Review contact management (including online)	Amber
Establish performance management framework	Green
Local Digital Funding Discovery Project	Completed
<b>ICT</b>	
Network Security Compliance (PSN)	Green
Develop and Implement Digital Strategy 2024-27	Green
Complete Recruitment Programme	Completed
Contracts Review and Procurement	Green
Implement New Helpdesk System	Green
Website/Jadu implementation <ul style="list-style-type: none"> <li>• Jadu CRM</li> <li>• Jadu forms</li> <li>• Jadu CMS</li> <li>• Bottomline integration</li> <li>• Garden waste process</li> <li>• Members case management system</li> <li>• Customer sentiment</li> </ul>	Amber
Implement Payment Strategy	Green

## COMMUNITIES

Project	Status
<b>COMMUNITIES</b>	
Implement and Embed the Service Led Review	Green
Deliver Community Based, Year-3 UKSPF projects.	Green
Secure Sustainable Funding for Grant-supported Services	Green
Improve Infrastructure Support for Voluntary, Community and Faith Sector	Amber
<b>PUBLIC PROTECTION</b>	
Pest Control: <ul style="list-style-type: none"> <li>Undertake a full service Review</li> <li>Implement Common Mobile Working Platform</li> <li>Review of Chargeable Service including Commercial Contracts.</li> </ul>	Amber
Alley Gates – Review of Installations and Maintenance Options	Amber
Air Quality: <ul style="list-style-type: none"> <li>Awareness Campaign relating to Air Quality and Particulate Matter with Primary Schools</li> </ul>	On Hold
Service Review: <ul style="list-style-type: none"> <li>Transition on to shared Terms and Conditions including a review of positions and job descriptions.</li> </ul>	Green

## CHANGE AND DELIVERY

Project Status	Status
<b>COMMUNICATIONS AND VISITOR ECONOMY</b>	
UKSPF Projects - Place marketing projects for both councils <ul style="list-style-type: none"> <li>Develop a Destination Management Plan (Corporate Strategy project – Chorley)</li> </ul>	Green
Agreeing the events calendar including any events with partners, agreeing budgets and putting together plans and evaluations for each. <ul style="list-style-type: none"> <li>Chorley Flower Show</li> </ul>	Green
Review Catering Offer at Astley	Green
Create and Deliver a Communications Plan and Quarterly Review for Each Council	Green
<b>BUSINESS ENGAGEMENT</b>	
Development and Delivery of Choose Chorley Events Programme	Green
Delivery of UKSPF Projects Relating to Business Support	Green
Development and Delivery of a Startup Programme for Businesses	Green

<b>HUMAN RESOURCES</b>	
Terms and Conditions Programme	Amber
Recruitment Strategy	Green
Equality, Diversity, and Inclusion Strategy	Green
<b>TRANSFORMATION</b>	
Develop and Deliver the Next Year of the People Strategy	Green
Refresh of Chorley's Equality Objectives	Green
Develop the Use of the Shared Data Platform	Green
<b>PERFORMANCE AND PARTNERSHIPS</b>	
Performance Management Framework Refresh/Embedding a Performance Management Culture	Green
Chorley & South Ribble Partnership Strategy Refresh	Green
Meals on Wheels Tender	Green
Co-ordinate and Monitor Delivery of UKSPF Programme	Green

## **CORPORATE GOVERNANCE**

<b>Project Status</b>	<b>Status</b>
<b>AUDIT AND RISK</b>	
Health and Safety - Develop a standardised health and safety audit programme to be used across services to allow for consistent reporting.	Not Started
Insurance – undertake a comprehensive review of Contents cover to ensure the adequate cover is in place and the risk of under / over insurance is mitigated	Green
Insurance - To develop a programme of topical articles to provide relevant information to services relating to Risk and Insurance.	Green
Emergency Planning - Undertake skills audit for emergency planning purposes to ensure all SDOs are suitably trained and able to respond to any emergency event	Green
Internal Audit - Review and update all policies and procedures to ensure compliance with the revised Public Sector Internal Audit Standards coming into effect January 2025.	Not Started
<b>DEMOCRATIC SERVICES</b>	
Development of Member Portal	Green
Delivery of PCC, Council (Chorley), General Election and Election Act changes	Green
Improving Response Times to FOI requests, MP Contacts and Corporate complaints	Green
Member Coaching Conversations to inform Member Development planning	Green
Finalisation and implementation of Civic Services review	Not Started

<b>LEGAL AND PROCUREMENT</b>	
Prepare for the Introduction of the Procurement Act	Green
Complete a Review of the Contract Procedure Rules	Green
Review the Constitution	Green

## **FINANCE**

<b>Project Status</b>	<b>Status</b>
<b>FINANCE</b>	
Productivity Plan – new DLUHC requirements not fully known yet	Completed
Forecasting and Modelling of CT and Business Rates – More analysis of available data and likely impact on growth	Green
Finance System – development of system specification, and progression of a tender exercise to move towards contract award and implementation for a target date of Go-Live on 1st April 2026	Green
Training - Targeted training of staff across the councils and leisure companies in the purchasing and creditor payment process to clarify understanding, to reduce repeat queries and to improve performance and the key performance indicator of payment of invoices within 30 days	Green
Review of Financial Standing Orders and Financial Procedures across Both Councils - secure approval of the proposed amendments at Council / Governance Committee	Amber
Intranet and Websites - Review and Update of Finance Related Content at Both Councils	Amber
Review of Payroll Process – review processes and ensure relevant controls are in place around changes and payments. Also to ensure establishment reconciliations are able to be undertaken with greater frequency and accuracy	Green
Development and support for the delivery of the Savings Programme 2024-2027 - these are required across the 2 councils to close the budget gaps identified for 2025/26 and 2026/27	Green