

### Project Mandates

1	Proactive Clean Up Team
2	Neighbourhood Working Pot
3	Community Development Support and Volunteering Project
4	16/17 Year Old's Drop In Scheme
5	Tree Policy
6	Extension and Improvement of Street Furniture
7	Active Generation
8	Street Games
9	Improvements to Play Areas
10	Free Swimming
11	Employee Health Scheme
12	Campaigns and Events
13	Purchase of Key Town Centre Sites
14	Car Park Pay and Display Income Reduction – no project mandate as continuation of current arrangements
15	Inward Investment Pot
16	Town centre Master Plan
17	Support the Expansion of Local Business
18	Joint Employment Initiative with Runshaw College

## **PROJECT MANDATE**

### *1 - Pro-active Clean-Up Team*

Date: 10<sup>th</sup> December 2012

Author: Jamie Dixon

Responsible Directorate: People and Places

## **1. Project Overview**

This project will deliver improvements across the borough through a dedicated clean-up team to monitor and take remedial and improvement action in areas where repeat environmental issues are experienced.

## **2. Project Background**

Across the borough there are a number of areas that require on-going action to address environmental issues such as litter, dumped rubbish and over-grown vegetation. This is currently addressed through an ad-hoc reactive approach and requires a dedicated team that can undertake pro-active remedial action followed by regular monitoring and further action to ensure standards are maintained.

The dedicated team will also provide additional resources to support neighbourhood working and target areas and issues that are identified through the neighbourhood meetings.

## **3. Corporate Priorities**

The project would contribute to the following objectives:

- Clean safe and healthy communities.
- An ambitious Council that does more to meet the needs of residents and the local area.

## **4. Objectives**

- Improve environmental and cleanliness across the borough.
- Proactively target and monitor areas to ensure standards are maintained.
- Increase in the percentage of people satisfied with their neighbourhood as a place to live.

## **5. Scope**

The scope of the project includes establishing a permanent dedicated clean-up team consisting of two operatives and van. The service will operate year round and will undertake regular monitoring and environmental improvements as required.

## **6. Constraints**

The permanent dedicated team will be established from 2013/14.

This project requires a budgetary investment.

## **7. Impact on other Directorates/Projects**

This project will work closely with the neighbourhood team and directly support improvements to neighbourhood working alongside the Health, Environment and Neighbourhoods team.

## **PROJECT MANDATE**

### *2 - Implement improvements to neighbourhood working*

Date: 10<sup>th</sup> December 2012

Author: Simon Clark

Responsible Directorate: People and Places

## **8. Project Overview**

This project will deliver improvements to neighbourhood working as set out and agreed in the review of neighbourhood working that will be presented to Executive Cabinet in November 2012.

## **9. Project Background**

In 2007 the Council commissioned a report from Partners in Change entitled "***The Scope and Prospects for Neighbourhood Working in Chorley***". This led to the creation of the a neighbourhood working model with seven neighbourhood areas initially supported by a neighbourhood profile which was intended to inform an annual neighbourhood action plan.

Over the last 4 years the neighbourhood working model has evolved to a point where Members have a twice yearly neighbourhood area meeting with officers; undertake regular Ward walks with Neighbourhood Officers as required and can submit 'Expressions of Interest' to resource particular and discreet work packages and projects in their particular area, together with 'business as usual' delivery of neighbourhood, community development and street scene services.

Therefore the original concept of providing a neighbourhood profile and developing a project/action plan for each neighbourhood area has been superseded. The current neighbourhood working model is supported by a modest budget and delivered by integrating actions and plans into officers 'business as usual' work streams.

The new administration initiated a review into neighbourhood working in order to consider how existing arrangements could be more clearly defined, improved and linked to other key initiatives such as civic pride. This project follows on from the review and aims to implement the recommendations in order to improve neighbourhood working in Chorley.

## **10. Corporate Priorities**

This project supports the Council's priorities to involve residents in improving their local areas and equality of access for all and clean, safe and healthy communities.

## **11. Objectives**

- Members will have significantly more control and say in what happens in their area and potentially direct access to resources to deliver.
- Increase the number of neighbourhood areas, from seven to eight in order to address issues with eastern parishes covering large rural and urban settlements.
- Increase in the percentage of people satisfied with their neighbourhood as a place to live.
- Increase representation from parish and county councillors at neighbourhood meetings in order to improve the effectiveness of the meetings and planning for the areas.
- To increase the level of support to communities to facilitate the growth of community groups and increase the volunteering capacity within communities.

## **12. Scope**

The scope of the project is limited to implementing the recommendations contained within the review of neighbourhood working and extending the level and nature of support to communities for community group growth and sustainable volunteering capacity. More specifically this includes:

- The development of the annual neighbourhood plans;
- The reallocation of staff to the new areas;
- The establishment of neighbourhood meetings in the areas affected by the change in neighbourhood footprint.
- Extending memberships/representation at the neighbourhood meetings to include parish and county councillors.
- Development of a clear process and governance arrangements for devolving and monitoring budgets to a neighbourhood level.
- The provision of additional resource through the existing Spice Uplift 'time banking' project to support community development work and provide a means of building on the work already done to implement a model to encourage sustainable volunteering effort in communities.
- Develop an annual 'Community clean-up programme' to provide 12 'skip days' (one per month) across the Borough.

## **13. Constraints**

The project will be delivered during 2013/14 with some elements, if approved, extending until 2016.

To implement the recommendations of the review and make further improvements will require additional investment, which will be subject to approval at full Council.

It should be noted that the delivery of the community clean up programme will be funded from existing streetscene budgets.

## **14. Impact on other Directorates/Projects**

Neighbourhood working is not just the responsibility of Health, Environments and Neighbourhoods. Other services will also have a role to play, including:

- Democratic Services
- Streetscene and Leisure Contracts
- Policy and Communications
- Planning
- Housing

This project also has close links to the projects to develop and implement a civic pride campaign and the member accreditation scheme.

## **PROJECT MANDATE**

### *3 - Strengthening the Voluntary, Community and Faith Sector in Chorley*

Date: 02/01/13

Author: Vicky Willett

Responsible Directorate: People & Places

## **15. Project Overview**

The Voluntary, Community and Faith sector has a vital role to play in delivering services for the benefit of Chorley residents, increasing levels of volunteering and encouraging community engagement.

This project will look to provide additional support to the VCF Sector in Chorley through strengthening the work of the Chorley VCFS Network as the over-arching organisation responsible for coordinating the sector and therefore best placed to identify and address local needs.

## **16. Project Background**

In 2010/11 the Chorley Partnership commissioned an organisation to undertake a project to organise more formal networks and communication channels for VCF sector representation in Chorley, extending the work previously done by the SMIC (Stronger More Involved Communities) thematic group and reducing the on-going support needed from Chorley Council to keep the group running.

The VCFS Network Development Project was implemented with Chorley Partnership funding to develop a sustainable and representative forum for the VCF Sector, giving them a more coordinated and influential voice, coordinating advice support and being an advocate for the sector.

This year the Chorley partnership commissioned another piece of work from the VCF network with the overarching objective being to increase, retain and support volunteers in Chorley.

Additionally, Lancashire County Council have recently commissioned Chorley's VCF network to host one of six project coordinators to operate across Lancashire in order to deliver a strategic county wide approach to volunteering.

## **17. Corporate Priorities**

The project would contribute to the following corporate objectives:

- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

## **18. Objectives**

The objective of this project will be to further strengthen the VCF sector in Chorley through supporting the VCFS Network to become more self-sustaining and effectively achieve their priorities as follows:

- To continue to be the umbrella structure and focus for Voluntary, Community and Faith Sector partnership work across Chorley in particular by the Chorley Local Strategic Partnership.
- To expand our membership to ensure that all sectors are fully represented.
- To ensure that the whole sector is enabled to participate fully and is recognised as a significant partner by statutory bodies and other organisations for all activities in the Chorley borough for example in the establishment of a Faith Forum linked to the work of the Equality Forum.



- To explore improvement of current partnerships including opening up dialogue and partnership including cross-boundary work with the South Ribble Voluntary, Community and Faith Sector Network.
- To support the development of Volunteering in Chorley through the project that the Network currently manages and through opportunities that arise via the county council funding through One Lancashire. To ensure that the Network Project embraces improving opportunities for volunteering and looks at new initiatives including SPICE, employee supported volunteering and training.
- To continue to support the work being undertaken on Working Together with Families project ensuring that “families” includes all members both younger and older.
- To increase the ability of the sector to influence the Health and Well Being agenda by being proactive and opening up opportunities to work with both Public Health and the Clinical Commissioning Group at present in shadow format. To seek to maintain the current post that the Network manages funded via the NHS.
- To support the work being undertaken on economic regeneration ensuring that the resources and needs of the VCF sector are taken into account and supported.
- To improve our ability to communicate and promote information to the sector using a variety of channels including word of mouth, information technology, outreach, media outlets.

## **19. Scope**

The project will include:

- Working with the VCFS Network to identify where activity and resources should be targeted to achieve the priorities listed above.
- Supporting the Network to develop a project plan.
- Managing the delivery of the project plan by the VCFS Network to its successful completion.

This project will be delivered in partnership with other key local initiatives, specifically the Spice Uplift Time Credits programme although this will be run through a separate project.

## **20. Constraints**

Resources are required to deliver the objectives of the project and should be completed by March 2014. It is expected that this resource should be used to ensure the future self-sustainability of the Network.

## **21. Impact on other Directorates/Projects**

This work links in with the corporate strategy project, improving volunteering and should also support neighbourhood working initiative.

## **PROJECT MANDATE**

*4 - 16/17 Young Persons Drop-in*

Date:

Author:

Responsible Directorate:

## **22. Project Overview**

The drop-in is for 16/17 year olds only and operates two days a week on Tuesdays and Fridays from Lord Street in Chorley. It is the gateway (single point of access) for referrals of 16/17 year olds from the Chorley and South Ribble area who are at risk of becoming homeless.

## **23. Project Background**

The service commenced in January 2012 and ceases in July 2013. The service was funded by a on-off amount of from the Department for Communities and Local Government. The drop in provides mediation and support to 16/17 year olds at risk of homelessness.

The service was commissioned following significant issues arising during 2011 when Chorley Council and LCC Children's Social Care were in conflict regarding the support requirements for young people. At that time, the number of 16/17 year olds presenting as homeless was increasing and resulting in a reactive response where the approach taken by the different agencies was in conflict and often resulted in young people being placed inappropriately in temporary accommodation. Following extensive discussions with Children's Social Care(CSC) led by Chorley Council it was agreed that the focus should be on prevention and that this service would be a single gateway for referral which would focus on trying to keep the young people at home.

## **24. Corporate Priorities**

The project sits under two of the four priorities Involving residents in improving their local area and equality of access for all and clean, safe and healthy communities. The project also supports the Council's prevention of Homelessness Strategy, Supports the Working with families project, supports the Council's work on Children's safeguarding and contributes to the reduction in NEETS and improving life chances of young people.

## **25. Objectives**

From the information available (January – October 2012) 43 16/17 year olds have used the service and the majority were helped to either stay at home, stay with other members of their family in settled accommodation or accessed supported accommodation. The number of 16/17 year olds accommodated in Cotswold have also reduced as this service works with the young person to try and eliminate the need for temporary accommodation. Previously young people would be referred directly into Cotswold by CSC.

It is anticipated that the continuation of the service would:

- Provide support to 70 young people (based on current performance)
- Keep the no of 16/17 year olds referred into Cotswold at a minimum
- Maintain the positive working relationship that has been established between CBC and CSC

## **26. Scope**

To fund half of the cost of the service to March 2014. The funding would be used to pay for the two part time mediation/support workers, the hiring of the venue, equipment and some materials. .

## **27. Constraints**

Provide details of any known constraints within which the project has to be delivered, such as timescales, budget, staff resources or partnership working.

LCC currently provide an officer from CSC to attend the drop-in and we would look to LCC to continue to provide that resource

## **28. Impact on other Directorates/Projects**

The main impact will be on the Housing Options and Supported Housing Services.

## **PROJECT MANDATE**

### *5 - Tree Policy*

Date: 19/11/2012

Author: Jamie Dixon

Responsible Directorate: People & Places

### **29. Project Overview**

Revise the current tree policy to action work on all trees on Council land rather than just dead, dangerous and diseased trees.

### **30. Project Background**

The current tree policy that has been in place since 2010 states that the Council will only action work only to dead, dangerous and diseased trees. Many requests for service are for pruning overhanging branches / topping trees. The policy could be amended to include Council trees overhanging private gardens / houses (including the roots) regardless of tree health.

The estimated cost of this proposal is difficult to determine as it depends on requests and demand. The work would be undertaken using a specialist tree contractor provide additional tree work two days a week during the growing season (over 26 weeks). If demand is less – spare capacity could utilised on other tree work and if demand was greater this would require further funding or it could be undertaken the following season (assuming the budget remains in place).

### **31. Corporate Priorities**

The revised policy would contribute to the following objectives:

- Clean safe and healthy communities.
- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

### **32. Objectives**

To complete 52 days of tree work over a 26 week period.

### **33. Scope**

<i>Included</i>	<i>Not Included</i>
<ul style="list-style-type: none"> <li>• Trees on Council owned land</li> </ul>	<ul style="list-style-type: none"> <li>• Trees on other private land</li> </ul>
<ul style="list-style-type: none"> <li>• Two days work per week over 26 weeks starting April 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Trees on the highway</li> </ul>
<ul style="list-style-type: none"> <li>• Other tree work within Council owned sites</li> </ul>	

### **34. Constraints**

The project requires budgetary resources.

### **35. Impact on other Directorates/Projects**

Links into the work undertaken by the Streetscene Tree Officer and the wider Streetscene and Parks team.

## **PROJECT MANDATE**

*6 - Street Furniture*

Date: 06/12/2012

Author: Jamie Dixon

Responsible Directorate: People & Places

### **36. Project Overview**

Continuation of the litter bin replacement with a further 300 replacement litter / dog waste bins

### **37. Project Background**

The current bin stock includes approximately 1,115 litter bins (includes 189 dog bins). During 2012 300 bins were replaced in the town centre and along the main arterial routes and main roads through the various towns and villages. The new bins have improved capacity by 10% which helps reduce litter and supports the operational efficiency of the Streetscene service. The new bins are also signed up as litter / dog waste bins and this supports initiatives to encourage residents to dispose of dog waste responsibly.

Replacement of a further 300 bins will be targeted at the remaining high use sites such as parks, play areas, car parks and to replace the old style red dog bins. The red dog bins offer limited capacity and often appear to be full, when they aren't, due to the opening mechanism trapping bags of dog waste. Litter bin capacity will be improved by 10% and it will also be much easier for residents to dispose of their dog waste

### **38. Corporate Priorities**

The revised policy would contribute to the following objectives:

- Clean safe and healthy communities.
- An ambitious Council that does more to meet the needs of residents and the local area.

### **39. Objectives**

- To replace 300 litter bins with larger litter bins that can accept both litter and dog waste. The additional bins will:
- Increase capacity by at least 10% to manage street waste including replacing some sites that currently have multiple litter / dog bins with a litter bin that can also take dog waste.
- Include a sticker to educate people that dog waste can now be included in normal litter bins.
- Rationalise litter bin provision which improves operational efficiency and provides more effective emptying arrangements.
- Replace existing red dog bins with larger capacity bins that can accept dog waste and litter.
- Provide greater convenience for customers – less problems with overflowing bins and more litter bins will be sited closer to bus stops.



## 40. Scope

<i>Included</i>	<i>Not Included</i>
<ul style="list-style-type: none"><li>• Replacement of Council owned litter and dog bins.</li></ul>	<ul style="list-style-type: none"><li>• Replacement of litter bins owned by other organisations</li></ul>
<ul style="list-style-type: none"><li>• Replacement to improve litter bin capacity</li></ul>	<ul style="list-style-type: none"><li>• Additional litter bins</li></ul>

## 41. Constraints

Further litter bins could be included dependent on additional budget.

## 42. Impact on other Directorates/Projects

Links into the work undertaken by the Neighbourhoods team to improve litter and dog fouling.

## **PROJECT MANDATE**

### *7 - Active Generation*

Date: 27 November 2012

Author: Lee Boyer

Responsible Directorate: People and Places

### 43. Project Overview

Active Generation is a specific project aimed at encouraging the 50+ age group to be more active physically, and to promote healthier lifestyles. The project could be mainstreamed into business as usual service delivery.

### 44. Project Background

Having successfully delivered an externally funded Active Generation project over the last 4 years, the current Administration is seeking to embed the principles of physical activity and healthy lifestyle promotion as a mainstreamed service for older residents.

The mainstreamed service will continue to provide activity opportunities for older people but will also link into the wide neighbourhood working model and seek to establish local community groups that are self-sustaining and able to continue with the provision of local activities and developments.

The information below summarises what has been delivered by the scheme so far this year:

#### Active Generation 2012 (April – December statistics)

Number of Separate sessions delivered	111
Individual Sessions delivered	501
Visits to Active Generation sessions	3193
Number of people on average per session	6.373253
Number of Individual males attending	795
Number of individual females attending	961
Total individuals attending AG sessions	1756
Cost per visit to Active Generation session	£1.26
Community Groups Supported	52

#### 31 separate sports and activities have been delivered this last quarter

- Sports and Activities include, Tai Chi, Yoga, Pilates, Badminton, Crown Green Bowling, Dances, Canoeing, Tennis, Table Tennis, Short Tennis, Cricket, Running groups, Health Walks, Handball, Basketball, 50+ Games etc, Olympic programme of activities and full programme of events during Older Peoples week in Chorley.

#### 52 Community groups supported include

- Chorley Older peoples forum, Art in Adlington, Age UK groups, Chorley Bowls Forum, VCFS, Eaves Green Seniors and many more.

## **45. Corporate Priorities**

The project meets the clean, safe and healthy communities priority in that it will promote arrange of activities for the over 50's age group as well as tackling health inequalities.

The project will also contribute to the priority of involving residents in improving equal access to all.

## **46. Objectives**

The objectives of this project are:

- Increase the level of participation in physical activity amongst older people to the national minimum of one session of physical activity (30 mins) per week.
- Engage further with those approaching older age to ensure they are supported with physical activity opportunities and health lifestyle messages.
- To increase the range of activities available through supporting local community groups and encouraging volunteering effort.

## **47. Scope**

The scope of this project is restricted to ensuring that Active Generation as a brand is delivered. The project will not seek to develop further branded activity products for the 50 + age group. However in developing Active Generation for this age group the project will seek to determine and establish an extension to service delivery that ensures those approaching 50 years are encouraged to either maintain appropriate levels of activity or engage in service provision.

## **48. Constraints**

The project will require support from the wider neighbourhood working resource provision across the Council. In particular the community and volunteering elements of the project will be contingent on available resources from the community development team. The budget will be essentially used to fund a FTE Active Generation Officer plus a small budget to seed fund activities as required.

## **49. Impact on other Directorates/Projects**

A number of other Directorates will be impacted, in particular Communications Team and the Housing Team to ensure the service is widely used and communicated.

There will be cross over with this project and the Volunteer Development project.

## **PROJECT MANDATE**

### *8 - Street Games*

Date: 27 November 2012

Author: Lee Boyer

Responsible Directorate: People and Places

## 50. Project Overview

Street Games is a specific project aimed at delivering doorstep sport in a low cost way with a key emphasis on the most deprived communities in the Borough. It is aimed towards young people 5 years to 24 years. The project could be mainstreamed into business as usual service delivery.

## 51. Project Background

Having successfully delivered an externally funded Street Games project over the last 3 years, the current Administration is seeking to embed the principles of physical activity and diversionary activity amongst younger people as a mainstreamed service.

The indicators of success to date over the past 12 months of the Street Games service are:

- 622 sessions of activity delivered, including evening, weekend, school, holiday time, weekly evening session.
- 1237 hours of actual coaching delivery
- 5103 participants (these are counted as one on each activity)
- 8702 attendances
- 3221 Male participants
- 1880 Female participants
- 3242 Under 13's
- 1251 13-15 years
- 93 over 16.
- 102 With a known disability. (2% although this is the base minimum not all data that returns discloses this, so the actual figure is expected to be higher. )
- 76 estimated to be from BME community. (1.5%)
- In excess of 15 different sports delivered.
- Football the most popular activity. Others include Handball, Table Tennis, Rugby Union, Rock Climbing, Orienteering, Dodgeball, Athletics, Streetgolf,
- Re ages not all ages are disclosed so we don't have the full range of the 5103

In addition young volunteer successes over this year include:

- 34 young volunteers signed since start of streetgames but on books to date.
- 13 currently active 16 short term (one off or short events)
- 405 hours of volunteering this year completed.
- 1 Fundamentals of movement course completed.
- 2 Safeguarding qualifications
- 1 NGB level one qualification Handball level One
- 6 Activator courses
- Us, Girls, Chorley 2012 Schools, School Holiday activity's, Great Manchester Run, Sky Ride Manchester, Volunteer Conference's. attended and residential for Chorley Vols.
- One volunteer accepted for role at London 2012 for Coca Cola.

The service will continue to provide sport and diversionary activity opportunities for younger people within their communities.

## **52. Corporate Priorities**

The project meets the clean, safe and healthy communities priority in that it will promote arrange of activities with in communities. The project will also contribute to the priority of involving residents in improving equal access to all as well as promoting volunteering.

## **53. Objectives**

The objectives of this project are:

- To develop the legacy of the existing Streetgames project and ensure it is provided as part of the mainstream activity offer..
- Engage further with younger people (14 to 25 age range) and direct them into leadership and volunteering roles.
- To complement and support national initiatives around doorstep sport clubs, active women (Us Girls project).
- Enable the further enhancement of the Get Up and Go offer

## **54. Scope**

The scope of this project is restricted to ensuring that Street Games as a brand is delivered. The project will not seek to develop further branded activity products for door step sport.

## **55. Constraints**

Existing resources (previously externally funded) will be utilised to deliver this project but with support from the wider neighbourhood working resource provision across the Council. In particular the community and volunteering elements of the project will be contingent on available resources from the community development team. The budget will be essentially used to fund 2 FTE and 2PTE officer posts, combining development and delivery of doorstep sports.

## **56. Impact on other Directorates/Projects**

A number of other Directorates will be impacted, in particular Communications Team and the Housing Team to ensure the service is widely used and communicated.

There will be cross over with this project and the Volunteer Development project as well as community safety teams.

ICT teams will be engaged to establish a means of mobile working within the mainstreamed service.

## **PROJECT MANDATE**

### *9 - Improvement of Play Areas*

Date: 06/12/2012

Author: Jamie Dixon

Responsible Directorate: People & Places



## 57. Project Overview

The project includes investment into a number of existing Council owned play areas.

## 58. Project Background

The project will be phased and will include the development and improvement of Council owned play areas at a number of key sites including Astley Park. Were possible the funding will be used to attract further external funding to enhance the various schemes.

## 59. Corporate Priorities

The revised policy would contribute to the following objectives:

- Clean safe and healthy communities.
- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

## 60. Objectives

To invest in improvements of Council owned play areas. To be confirmed but could to include for example:

- **Astley Park** - investment in creating a ‘destination’ play area (new play equipment across a range of age groups and associated safety surfacing)
- **King Georges Field** - investment in improving the play provision for 8-12 year olds (replacement of play equipment, boundaries and safety surfacing where necessary).
- **Tatton Rec. Ground** - investment in improving the play provision for the toddler to 8 year old age bracket (replacement of equipment, boundaries and safety surfacing where necessary)
- **Harper’s Rec. Ground** - investment in replacing equipment, boundaries and safety surfacing in the toddler play area.
- **Coronation Rec. Ground** - investment in resurfacing of tennis courts and replacement of boundary mesh fencing and nets.

To levy in further additional external funding to enhance the various schemes.

## 61. Scope

<i>Included</i>	<i>Not Included</i>
<ul style="list-style-type: none"> <li>• Improving existing Council owned play areas</li> </ul>	<ul style="list-style-type: none"> <li>• Improving play areas at non Council owned sites</li> </ul>
	<ul style="list-style-type: none"> <li>• Developing play areas at new Council owned sites.</li> </ul>

## 62. Constraints

This project required budgetary resources.

## 63. Impact on other Directorates/Projects

Links into the work undertaken as part of the Open Spaces Study that identifies Council owned sites that require investment.

Also supports the development of Astley Park.

## **PROJECT MANDATE**

*10 - Free Swimming*

Date: 02/01/13

Author: Vicky Willett

Responsible Directorate: People & Places

## **64. Project Overview**

This project is to make available free afternoon swimming sessions for under 16's during the school summer holidays (Monday – Fridays) at the Council's leisure facilities: All Seasons Leisure Centre and Brinscall Swimming Baths. This project will run for 12 months.

## **65. Project Background**

Improving the health of Chorley's local communities is a key focus for the administration and in particular tackling health inequalities to enable young people to take part in physical activity preventing a range of longer term health and social issues.

This project will remove a potential financial barrier to physical activity and enable young people from any community including those that are more deprived, to access swimming facilities. It will also complement the existing Get Up and Go programme, enhancing the current offer to young people in terms of physical and diversionary activity.

## **66. Corporate Priorities**

The project would contribute to the following corporate objectives:

- Clean safe and healthy communities.
- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

## **67. Objectives**

The project will aim to:

- Work with our partners Active Nation to put in place the free swimming programme including monitoring and reporting arrangements.
- Promote the project through appropriate channels including Get Up and Go
- Increase the numbers of young people taking part in physical activity

## **68. Scope**

This project will include liaising with Active Nation to set up and deliver the free swimming project. Free swimming will be available on week day afternoons during the school summer holidays for young people aged under 16 and living in the Chorley Borough.

This project does not include free swimming during term time and does not extend to other age groups at the present time.

## **69. Constraints**

The budget required should cover all delivery costs and Active Nation will be the main partner in ensuring effective delivery.

## **70. Impact on other Directorates/Projects**

This work links in with the existing Get Up and Go programme, neighbourhood working and other health and wellbeing initiatives.

## **PROJECT MANDATE**

### *11 - Employee Health Scheme*

Date: 10<sup>th</sup> December 2012

Author:

Responsible Directorate: Chief Executives Office

## **71. Project Overview**

This project is a continuation of a Health Cash Plan funded by the council. The council pays a fixed contribution per employee which then enables employees to claim back the costs of health related treatments such as dental charges, eye tests and glasses, consultant appointments, professional therapy and many other benefits.

The scheme has proved to be very successful in its first year, and this project would extend the scheme for a further 12 months.

## **72. Project Background**

An employee health scheme was introduced in 2012/13 following two years of no pay award for staff.

Although there had been little apparent impact of having no pay award, it was felt that continued pay freezes could lead to disengagement, lower productivity and morale. The health scheme was therefore introduced in an effort to offer some reward and benefit to staff during this period.

Since June 2012, the scheme has been accessed 164 times and claims have totalled approximately £6,037 for services including dental care, optical care, prescriptions and wellbeing such as physiotherapy and acupuncture.

## **73. Corporate Priorities**

This project supports the council's priority to be an ambitious council that does more to meet the needs of residents and the local area.

## **74. Objectives**

The key objective is the continuation of this scheme for a further 12 months, which would support:

- Improved employee health;
- Increased staff satisfaction and engagement;
- Improvements in staff benefits, creating a more attractive package for potential employees; and
- Achieve a reduction in the current health and wellbeing expenditure.

## **75. Scope**

The scheme would be applied to all employees, including agency workers who have worked for more than 12 weeks, and temporary staff that are employed within the year.

## **76. Constraints**

Budgetary resources are required to cover a period of 12 months.

## **77. Impact on other Directorates/Projects**

The scheme is accessible to all staff, but has no specific impact on services other than HR&OD who are responsible for coordinating the scheme.

This scheme would run alongside other health and wellbeing initiatives we are running in the next 12 months which include:

- Running Club
- Pedometer Challenge
- Flu Vaccinations
- Smoking Cessation
- Health Screening

## **PROJECT MANDATE**

### *12 - Campaigns and Promotions*

Date: 10 December 2012

Author: Chris Sinnott

Responsible Directorate: Chief Executives Office

## **78. Project Overview**

The investment would support identified campaigns and promotional activity for the town centre and the borough.

## **79. Project Background**

The changed focus of the policy and communications service means that it is possible to clearly define and identify areas where undertaking further promotion and campaigns could effectively support the council in achieving its priorities. A campaigns and engagement strategy will be developed in early 2013 to guide the work of the team. Most of the campaigns will be resourced from existing budgets. However, there are some areas where an additional budget would mean that more could be achieved.

## **80. Corporate Priorities**

The revised policy would contribute to the following objectives:

- A strong local economy.
- Involving residents in improving their local area and equality of access for all.
- An ambitious Council that does more to meet the needs of residents and the local area.

## **81. Objectives**

- To promote and increase engagement in the changed approach to neighbourhood working and civic pride campaign.
- To support the economic development strategy, with a campaign to promote the town centre – with an aim to; increase visitor stay, and diversify the reasons for visiting the town centre.
- To promote the use of the collective fuel purchasing scheme (this is likely to be iChoosr).
- To maintain the improved Christmas lights display.

## **82. Scope**

Included within the scope of this investment would be;

- A promotional campaign of the civic pride campaign and neighbourhood working (including as necessary, advertising, printed materials and other materials)
- A promotional town centre marketing campaign (including as necessary, advertising, printed materials and evaluation work through surveys)
- A campaign to promote the use of the collective fuel purchasing scheme – through advertising, printed materials and website development.
- Cost for the additional Christmas lights display used in 2012, for use in 2013.

The staff costs of developing and managing these campaigns is already available.

## **83. Constraints**

Budgetary resources are required to deliver the project.

## **84. Impact on other Directorates/Projects**

These campaigns link closely with the work of Economic Development and Health, Environment and Neighbourhoods. It links closely with the following projects and initiatives:

- Tackling fuel poverty (Corporate Strategy key project)
- Develop a town centre master plan (Corporate Strategy key project)
- Launch the civic pride campaign (Corporate Strategy key project)
- Implement improvements to neighbourhood working (Corporate Strategy key project)
- Develop volunteering in the borough (Corporate Strategy key project)



## **PROJECT MANDATE**

### *13 - Purchase of key town centre sites*

Date: 04 January 2012

Author:

Responsible Directorate:

## **85. Project Overview**

This project will progress proposals provided by Liberata for the purchase of key town centre sites which would enable the Council to control and influence further retail developments in the town centre with the overall aim of boosting trade.

## **86. Project Background**

The percentage of vacant town centre floor space has seen a gradual reducing trend since 2009. However, there are a number of long term vacant properties in key town centre locations. This, together with public realm issues such as poorly maintained premises and shop frontages, lack of seating and greenery, affect visitors' experience and give the perception that the town centre is in need of revitalising.

To address these issues the Council has already remodelled its town centre grant programmes to support the establishment of new enterprises within long term vacant properties but more still needs to be done.

Liberata have provided proposals for the purchase of key town centre sites which would give the Council more control and influence over further retail developments in the town centre. This follows the purchase of the old McDonald's site and would aim to further boost the town centre.

## **87. Corporate Priorities**

This project supports the following priorities:

- A strong local economy
- An ambitious council that does more to meet the needs of residents and the local area.

## **88. Objectives**

- To reduce the number of vacant premises in the town centre
- Achieve more control over future retail development
- Boost trade and strengthen the town centre offer.

## **89. Scope**

This project will focus specifically on identifying and facilitating the purchase of key vacant sites (and any associated redevelopment or refurbishment works) although it should be noted that at this stage there is still the option to discount the work done by Liberata

Activity to convert interested parties into occupied premises will be delivered through business as usual of the economic development team as will any support to new businesses that subsequently let Council owned retail premises.

## **90. Constraints**

There would be significant financial costs in the Council pursuing a strategy by purchasing vacant units but this will secure more influence over the retail offer and further development of the town centre. This would be covered by financing the cost of borrowing up to £1million to invest in full asset purchase. Any purchases would also offer the opportunity to generate rental income to mitigate some of the costs

The financing of any agreed solution will be dependent on the outcomes of the forthcoming budget process. This could also impact upon project timescales.

## **91. Impact on other Directorates/Projects**

This project could have implications for the Economic Development and Governance teams.

## **PROJECT MANDATE**

*15 - Produce an Inward Investment Plan*

Date: 26/10/2012

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

## **92. Project Overview**

This project will produce an inward investment plan and deliver key actions. Activity will include developing an inward investment web site, marketing package and a grant scheme to support the capital injection from inward investors who are creating jobs for local people.

## **93. Project Background**

The emerging 2012 Economic Development strategy aims to promote and increase inward investment in Chorley to support economic growth in the borough and provide a mix of well paid, high and low skilled jobs.

The Chorley Local Plan will provide a future supply of employment land in Chorley upto 2026. This project will develop a plan for bringing forward development and inward investment.

In a global economy and a very competitive market place, the challenge for Chorley is to develop and articulate a succinct and targeted proposition to enable it to stand out from its competitors, particularly from within the Manchester conurbation, and bring new investment and jobs. Chorley has some fantastic assets but it needs to make sure that potential investors hear about them.

Given the current recession, Chorley simply cannot afford to leave its inward investment activities to other agencies. There is potential for Chorley to raise its game and be at the forefront of the impending economic recovery that has the potential to bring new jobs and investment to the borough.

The most important aspect of any inward investment campaign is an on-line presence. By developing an inward investment web site, Chorley will send out a clear message that it is a forward-looking, open and welcoming place for new investors.

Potential inward investors need to know specifically how Chorley can help solve their business challenges and what particular industry and sector strengths the town has. Firms need to know how Chorley can tap into wider supply-chains, particularly those that would serve advanced manufacturing and engineering industries and support the Enterprise Zone at Samlesbury and Warton. This is hugely important in helping to position Chorley's development opportunities in a more effective way to inward investment intermediaries.

The potential to complement any existing provision and to provide a grant scheme to support the capital requirements of inward investment companies who are creating local jobs will be developed, subject to funding.

## **94. Corporate Priorities**

Producing an inward investment plan and delivering key actions over the first year will support the Corporate Strategy's priority theme on 'A strong local economy', by helping to create a strong business sector and providing access to high quality employment.

## 95. Objectives

The project will aim to produce an inward investment action plan and delivery of key actions identified in the plan. This may include, but is not limited to:

- Creating a database of target intermediaries to reach out to potential investors and their advisors who are likely to be involved in expansion and relocation plans of business that are suited to the town.
- Developing an inward investment web site.
- Creating sectoral propositions and associated marketing material.
- Introducing and delivering a reward scheme, or suitable alternative to support the expansion of existing companies who are creating/safeguarding jobs, subject to funding.

## 96. Scope

Whilst this project will produce an inward investment action plan and deliver activity (as outlined above), there will be other elements in the plan for delivery and resourcing that fall out of the remit of this specific project.

The inward investment action plan will complement any other work of partner organisations and agencies.

The development of the inward investment web site will complement Chorley Council's own web site.

The grant scheme to support the capital requirements of inward investment companies who are creating local jobs will complement any existing provision.

## 97. Constraints

### Timescales

Estimated key milestones are shown below, but the milestones and the dates will be reviewed following delivery of the inward investment plan.

Key Action	Milestone Date
Produce an inward investment action plan	Feb 2013
Create a database of target intermediaries	Feb 2013
Develop an inward investment web site	Aug 2013
Create sectoral propositions and associated marketing material.	Apr 2013
Agree proposal for grant scheme for capital investment	Feb 2013

## **Resources**

Economic Development will secure a third party to produce the inward investment action plan, create the database of target intermediaries, provide a set of recommendations for developing the web site and support the creation of the sectoral propositions. Support will be required from the Communications Team in preparing the marketing material. Additional staff resources will be required in Economic Development to deliver the grant scheme for capital investment.

## **Budget**

The project's budget would enable the development of an inward investment plan and provide flexible resources to be targeted at delivering priority areas identified in the plan. This may include, but is not limited to:

- Creating a database of target intermediaries to reach out to potential investors and their advisors who are likely to be involved in expansion and relocation plans of business that are suited to the town.
- Developing an inward investment web site.
- Creating sectoral propositions and associated marketing material.
- Introducing and delivering a reward scheme, or suitable alternative to support the expansion of existing companies who are creating/safeguarding jobs, subject to funding.

## **98. Impact on other Directorates/Projects**

The development of the inward investment web site will complement Chorley Council's own web site and integrate with the information technology requirements of ITC.

Support will be required from the Communications Team in preparing the marketing material.

## **PROJECT MANDATE**

### *16 - Develop a Town Centre Masterplan*

Date: 31/10/2012

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy



## **99. Project Overview**

Producing, consulting and agreeing a long term plan for the future development of Chorley Town Centre in order for it to maintain and grow its position in the retail hierarchy; providing consideration to the demarcation of the town centre boundary, land use zoning, locations for new development, public realm and car parking.

## **100. Project Background**

The Central Lancashire Core Strategy, adopted in 2012, will deliver retail and town centre uses in Chorley Town Centre by 'building on the success of the Market Walk shopping centre, through investing in further retail development, supporting a range of other retailers and services, as well as improving the centre's appearance and accessibility'. To support its Key Service Centre role, in addition, the 2012 Chorley Local Plan states that 'it will also preserve the market town character, encourage local specialist shops to remain in the town centre....supporting town centre development providing for tourists and visitors'.

The Central Lancashire Retail and Leisure Review 2010 identifies capacity for additional and convenience shopping floor space, and the Chorley Local Plan identifies four key sites for retail development.

The emerging 2012 Economic Development Strategy has a long term outcome 'to create a vibrant town centre that attracts people from both the local community and visitors in the day and evening, for shopping, eating and entertainment'. In order to help realise these strategies and plans, developing a town centre masterplan will provide the foundations for a strategic and planned approach to attract future investment to key development sites, enhance the public realm and improve the town centre offer.

This project will consider whether the size of the retail element of the town centre is fit for purpose, more clearly define land use zones, provide investment-ready locations for future development, identify locations for investment in the public realm, as well as car parking provision.

## **101. Corporate Priorities**

This project fits in with the Council's Corporate Priority for 'A strong local economy' by supporting a 'Vibrant town centre' and a 'Strong and expanding business sector'.

## **102. Objectives**

This project will aim to:

- Define the required size of the retail element of the town centre.
- Clearly define land use zones for a multi-functional market town.
- Provide masterplanned investment-ready locations for future development.
- Identify locations for targeted investment in the public realm.
- Provide adequate provision for car parking.

### **103. Scope**

This project will build upon the aspirations of the Core Strategy and Chorley Local Plan.

### **104. Constraints**

#### **Timescales**

An indication of timescales are provided in the table below:

<b>Task</b>	<b>Timescale</b>
Prepare brief	Dec 2012
Seek quotations through The Chest	Jan 2012
Evaluate submissions and award contract	Feb 2012
Third party commences work	Mar 2012
Final submission	June 2012

#### **Resources**

This project will be managed by the Head of Economic Development and a third party will be appointed to undertake the work.

#### **Budget**

This project requires budgetary resources.

### **105. Impact on other Directorates/Projects**

Elements of this project will need to be consistent with planning policy and development management, as such a multi-disciplinary task and finish group will be established to oversee the work.

## **PROJECT MANDATE**

*17 - Implement a programme to support the expansion of local businesses*

Date: 25/10/12

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

## **106. Project Overview**

Establishing a business advice and support service for existing businesses in the Borough who have been trading for more than 3 years in order to help them to survive and grow. A newly appointed Business Advisor will work closely with the start-up Business Advisor and other business support organisations/programmes to provide a fully integrated business support infrastructure. This will include establishing a 'Choose Chorley Business Network' and a quarterly business newsletter. A reward scheme to support the expansion of existing companies who are creating/safeguarding jobs will also be introduced, subject to funding.

## **107. Project Background**

In the past, the majority of business advice and information for existing businesses was provided by Business Link which employed 51 Business Advisors across Lancashire to intensively assist companies. With the restructure of Business Link, the provision of free dedicated one to one business advisory support to existing businesses in Chorley ceased in November 2011. Central Government has, instead, put in place a Business Link on-line resource. This resource is proving to be very limited. This is substantiated by the June 2012 Survey by the Open University Business School which found that "the internet is not necessarily the best way to deliver business advice, which often needs to be tailored to the specific needs of a particular organisation".

Furthermore, the closure of the Regional Development Agencies in March 2012 has been a factor in the worsening supply of quality business advice and information from qualified and experienced business advisors.

The provision of quality one to one business advice and information to our existing businesses is fundamental to the Chorley economy for the following reasons:

- Maintaining the existing business and employment base which is more vulnerable in these uncertain economic times. Clients receiving formal business support have a higher chance of business survival than those receiving no support.
- Improving competitiveness and supporting the growth of existing businesses.
- Many businesses remain unaware of the support which is on offer, as do intermediaries such as banks and accountants.
- Complements Chorley Council's new business start up scheme. New businesses increase competition in the market place, forcing 'business churn'- existing businesses need to be able to raise their game if they are to compete in the market.

Existing and planned support for the provision of quality business advice and information is limited. There is some initial thinking on the development of a Business Growth Hub for the Lancashire Enterprise Partnership area. The Hub will support SMEs in Lancashire with 5%-20% annual growth potential. An ERDF bid is being prepared to help resource this initiative. If taken forward, the Hub will work with a cohort of 100 key businesses across Lancashire from the following priority sectors: Aerospace, Advanced Manufacturing, Professional and Financial, Environmental and Green, and

Creative/Digital. It is anticipated that the Hub will be accessed by 8% of Lancashire's business base every year. A significant proportion of Chorley businesses will not be served by the emerging Business Growth Hub with its current focus on priority sectors.

Whether this is a chargeable service is still yet to be determined. Furthermore, Winning Pitch is providing a Growth Accelerator Programme targeting existing businesses with 20% annual growth potential over 3 years. This is a paid service after an initial free meeting. It is estimated that only a limited number of Chorley businesses will be supported in this way.

There are a plethora of private sector led Chorley-based business networks but with access restrictions on gender, fee charges and trade duplication. By Chorley Council establishing a 'Choose Chorley Business Network', which complements and integrates with existing provision, will help Chorley Council improve relationships with SMEs, achieve a improved understanding of the trading environment and their business needs, help inform future provision of business support and provide a networking opportunity to exchange SME experiences and enhance trading positions.

The potential to complement existing provision and to provide a reward scheme to support the expansion of existing companies who are creating/safeguarding jobs will be developed, subject to funding.

## **108. Corporate Priorities**

This project fits in with the Council's Corporate Priority on 'A strong local economy' by supporting a 'Strong and expanding business sector' and providing 'Access to high quality employment'.

## **109. Objectives**

The project will aim to:

- Establish a business advice and support service for existing businesses in the Borough who have been trading for more than 3 years in order to help them to survive and grow.
- A Business Advisor will be appointed to deliver a high quality bespoke service to existing businesses, working closely with the start-up Business Advisor and other business support organisations/programmes to provide a fully integrated business support infrastructure.
- Establish a 'Choose Chorley Business Network' which complements and integrates with existing business network provision.
- Produce a quarterly business newsletter so that business are informed of the support available and current economic news.
- Introduce and deliver a reward scheme to support the expansion of existing companies who are creating/safeguarding jobs, subject to funding. Estimated outcomes from the reward scheme include:
  1. Support for 23 expanding companies;
  2. 23 companies committed to the employment charter;
  3. 10,000 sq ft floor space improved or created;
  4. 100 jobs created; and
  5. £400,000 of private sector investment.

## 110. Scope

Whilst the Business Advisor Service will support all existing businesses the focus will be:

- To work in partnership with the emerging Lancashire Business Growth Hub to ensure that referrals are made into the Chorley service, and vice versa.
- To target businesses in the average and high risk sectors with a view to maintaining stability in these uncertain economic times as a first priority, and then to seek out untapped potential.
- Some focus on non-priority sectors, but not exclusively, to support growth and job creation.
- Particular targeting to our retail businesses within the Town Centre and Local Service Centres which do not belong to priority sectors.

The role of the Business Advisor will complement that of the start-up Business Advisor and partner agency services.

## 111. Constraints

### Timescales

Key milestones include:

Key Action	Milestone Date
Business Advisor in post	November 2012
First formal meeting of the 'Choose Chorley Business Network'	January 2013
First issue of 'Choose Chorley Business Newsletter'	January 2013
Agree proposal for reward scheme for capital expansion	January 2013

### Resources

A Business Advisor is being appointed to help establish the business advice and support service, who will also support the business network and the preparation of the newsletter along with other staff in the Economic Development Section. Support from the Communications Team will be required in the production of the newsletter. A temporary resource will be required for approximately 3 months to develop our database of businesses for receipt of the newsletter. Additional staff resources will be required in Economic Development to deliver the reward scheme.

## **Budget**

This project's budget would need to comprise of the following:

1. Business Advisor budget to cover networking memberships, marketing and guest speakers
2. Choose Chorley Business Network and Annual North West Business Insider Event
3. Maintaining business database for the Choose Chorley Business Newsletter
4. Reward scheme for capital expansion of existing businesses

### **112. Impact on other Directorates/Projects**

The role of the Business Advisor will complement that of the start-up Business Advisor and partner agency services.

Support from the Communications Team will be required in the production of the newsletter.

## **PROJECT MANDATE**

*18 - Implement a joint employment support initiative with Runshaw College*

Date: 1 November 2012

Author: Gary Hall

Responsible Directorate: Chief Executive's office



### **113. Project Overview**

Working with Runshaw College and Lancashire County Council, this project will identify the barriers to young people accessing and sustaining apprenticeships in the Borough of Chorley.

### **114. Project Background**

Evidence from Runshaw College suggests a number of young people are not able to access the apprenticeship opportunities that exist in the Borough, for a number of reasons, the main barriers being:

- Access to transport
- Start-up costs e.g. equipment, uniforms etc.
- Right skills and training

Currently there are 30 apprentice vacancies within the Borough that remain unfilled. Identifying the barriers in more detail and breaking down these barriers so that these opportunities are taken will directly impact on the Council's aspiration to reduce unemployment and manage the number of NEETS within the Borough.

### **115. Corporate Priorities**

The project directly links to Corporate Project "Implement a joint employment support initiative with Runshaw College" and the NEET target of 5.1.

### **116. Objectives**

The objective will be to reduce the number of reduce the number of young people, particularly NEET young, people excluded from employment opportunities through the barriers identified by 50%.

### **117. Scope**

The project will be limited to those accessing opportunities through Runshaw College and will need to be flexible enough to deal with individual circumstances. Assistance from Lancashire County Council who provide support in a number of areas, particularly transport, will also be required.

### **118. Constraints**

Budgetary resources are required to fund the project. This budget would be used to overcome some of the financial barriers that young people face in accessing and sustaining apprenticeships by allocating budget to Runshaw College to make available a Chorley Council employment support fund from which employers can access support towards costs additional to wages; this may include travel, training, protective clothing, tools and equipment to do the job dependent on the specific needs of the individual. The amount available would be limited per apprentice from that employers can access (via Runshaw) as much or as little as they require. Any surplus could be allocated towards developing the Runshaw Skills for Work placement scheme to create placements in Chorley.

### **119. Impact on other Directorates/Projects**

There would be limited resource implications internally, as once the scheme is set up, it would be run and administered through Runshaw College.