

## Project Mandates

## Appendix Three

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**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*1. Deliver agreed neighbourhood priorities*

Date: December 2013

Author: Simon Clark

Responsible Directorate: People and Places

## **Project Overview**

This project will deliver priorities established through the neighbourhood group meetings and agreed by Executive Cabinet.

## **Project Background**

This project is the continuation of enabling neighbour areas to determine priorities for delivery in year through their ward councillor, parish council and county councillor representatives.

## **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.

## **Objectives**

The objectives of this project are:

- Members and neighbourhood area representatives have significantly more control and say in what happens in their area and potentially direct access to resources to deliver.
- Increase in the percentage of people satisfied with their neighbourhood as a place to live.

## **Scope**

The scope of the project is limited to delivering a programme of a maximum of 24 neighbourhood priorities as determined by the neighbourhood area groups in Jan/Feb 2014 and agreed by Executive Cabinet.

## **Constraints**

- The project will be delivered during 2014/15 and will be subject to Executive Cabinet approval.
- Other constraints will be the level and extent of partner engagement where priorities are dependent on them to contribute and deliver.

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

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

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

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*2. 16/17 young person's drop-in*

Date: 19th December 13

Author: Fiona Daniels

Responsible Directorate: Partnerships, Planning and Policy

## **Project Overview**

The drop-in service 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 area that are at risk of becoming homeless. The drop in also provides mediation and support to 16/17 year olds at risk of homelessness

## **Project Background**

The service has been delivering outcomes since January 2012 and was developed following a one-off payment of £30,000 from the Department for Communities and Local Government. The service has been funded for a further 9 months as a growth item which is due to expire in March 2014.

The funding received and the subsequent commissioning of the service followed 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.

## **Corporate Priorities**

The project supports 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, the Working with families' project, the Council's work on Children's safeguarding and contributes to the reduction in NEETS and improving life chances of young people.

## **Objectives**

From the information available (January – October 2013) 56 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 has 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 100 young people (based on current performance).
- Keep the number of 16/17 year olds referred into Cotswold at a minimum.
- Maintain the positive working relationship that has been established between CBC and CSC.

## **Scope**

To fund £21,000 for the cost of the service to be delivered until March 2015. The funding would be used to pay for the two part time mediation/support workers, the hiring of the venue, equipment and some materials.

## **Constraints**

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

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

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

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*3. Britain In-Bloom*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places



## **Project Overview**

This investment is additional funding to support the Council in the 2014 Britain In-Bloom awards with objectives to win both North West and Britain In-Bloom.

## **Project Background**

The Council won the Gold Award for the Best Small City category at the 2013 North-West In-Bloom Awards and has subsequently been entered to represent the North-West for this category in the national Britain In-Bloom awards in 2014.

Additional features / improvement have been identified that will improve the Council's offer as part of the In-Bloom judging as follows:

### **£6,500 – Willow People Figures to enhance horticultural displays**

- Five willow people figures outside Union Street offices.
- Two willow people figures on the seven roundabouts between Harpers Lane and Morrison's – 14 in total.
- The theme would be Chorley, why it was established, its history, market town, mining etc. Will consult further on this idea in the New Year.

### **£3,500 for additional planting to enhance horticultural displays**

- Additional plants / containers to enhance the horticultural displays and to support groups such schools, town centre pubs and the bus station.

## **Corporate Priorities**

This project will 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.
- Involving residents in improving their local area and the equality of access for all.
- A strong local economy.

## **Objectives**

- To win Britain In-Bloom.
- To win North-West In-Bloom.

## **Benefits**

- Contributes to all of the four corporate priorities.
- Taking part in the In-Bloom competition raises the profile of the Chorley area and town centre making it a place where people want to live, shop, work and visit.
- The additional investment will provide new additional features and a much enhanced horticultural display.

#### Project Mandate

- Working together with local people and businesses to improve the local area.

### **Scope**

The project includes investment in new additional features / planting that will directly support and enhance the Council's entry in 2014 Britain In-Bloom.

### **Key Project Milestones**

- *New willow people figures installed May 2014*
- *New planting schemes agreed and installed - Apr/May 2014*
- *Britain-Bloom judging – July-Aug 2014 (TBC)*
- *North-West In-Bloom judging – July-Aug 2014 (TBC)*
- *Britain In-Bloom results – October 2014*
- *North-West In-Bloom results – October 2014*

### **Constraints**

£10,000 budget to be allocated during quarter 1 of 2014-15.

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

The project will require the support of the town centre and economic development teams.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*4. Connecting communities through food to overcome social  
isolation*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Chief Executives Office

## Project Overview

This project will review activity to alleviate social isolation including the 6 month pilot scheme launched in November 2013 to deliver warm meals to older vulnerable people at home. The project will investigate solutions, develop options and implement actions to take the work forward in order to help overcome social isolation in the borough.

## Project Background

Work completed by the Chorley Partnership in 2012 identified that social isolation is an issue in Chorley as in many other areas and can have a significant impact on health and wellbeing, particularly for older people. The physical and mental health implications are significant, both for the individual and for the resources within the community.

Chorley has the most rapidly ageing population in the North West with 20.6% of the population estimated to be aged 65 or over by 2020. Research has shown that the likelihood of social isolation increases with age and is therefore most common in those groups who are older, have chronic health or mobility problems, do not have access to a car and whose family networks are geographically dispersed.

Social Isolation is a complex issue and therefore the solutions are complex. In order to support people who may be more at risk of becoming socially isolated, a steering group has been set up to consider how we can better enable communities to connect through food including supporting those who, due to chronic health or mobility problems may not be able to access services such as luncheon clubs. As a result of this work, a pilot scheme was launched in November 2013 for 6 months to deliver warm meals to older vulnerable people at home. The introductory subsidised pilot which will run in the Western Parishes (including Croston, Bretherton, Mawdesley, Eccleston and surrounding areas) is linked to one of their neighbourhood working priorities to reduce social isolation.

The corporate strategy project for 2013/14 will review the outcomes of work to date and incorporate this into action going forward.

## Priorities

This project supports the following corporate priorities:

- Involving residents in improving their local area and equality of access for all.
- Clean, safe and healthy communities.

## Objectives

The aim of the project is to put in place interventions to support a reduction in the level of social isolation across the borough. This will support healthier and more engaged communities and prevent some of the downstream consequences of being socially isolated such as emergency hospital admissions and need for more acute health care.

The project will also align with the Chorley Time Credits programme to encourage community engagement and increased levels of volunteering. This will help to provide additional resource and capacity to support a sustainable approach to tackling social isolation.

## Benefits

Additional support will be available to those residents who may be at risk of social isolation, helping to overcome feelings of loneliness and promote better overall health and wellbeing. There should also be longer term benefits in terms of acute health care costs.

## Scope

The scope of this project is to:

- Review initial activity and the outcomes of the pilot
- Investigate alternative solutions such as casserole and luncheon clubs, community transport and community kitchens
- Develop options for the way forward
- Agree a programme of initiatives
- Implement initiatives and monitor success.

Out of the scope of this project:

- Ongoing delivery and management of any initiatives beyond the life of the project
- Embedding time credits to support reduced social isolation – this will be run as a separate but closely linked project.

## Key Project Milestones

Review of the meals on wheels pilot programme and collation of social isolation intelligence (including work completed by LCC)	March 2014
Investigation of solutions including benefits, costs and outcomes	March 2014
Development of options for the way forward in terms of solutions and approval where necessary	April 2014
Solution put in place	May 2014
Delivery and monitoring of initiatives	Oct 2014

## Constraints

- The current meals on wheels pilot will conclude in March 2014 and subsequently reviewed although alternative options and solutions could start to be considered in advance of pilot completion.
- The project may target particular locations or groups given the complexity of the issue and need to deliver focussed activity.
- A budget of £12,000 has been identified to support the delivery of key actions related to proposed solutions.

#### Project Mandate

- The project will be led by Policy and Communications and external partners where appropriate. Support may also be required from Health, Environment and Neighbourhoods to ensure delivery aligns with neighbourhood priorities.
- Risks with the project include some reliance on external partners and suppliers to deliver some of the initiatives such as meals on wheels. Also, directing activity to specific neighbourhoods and target populations may prompt queries and potential negative feeling in other areas although this has not been the case to date.

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

This project aligns with a neighbourhood priority action for Western Parishes and also has wider implications for health and wellbeing of residents across the borough. Therefore support may be required from Health, Environment and Neighbourhoods in terms of assessing need and ensuring coordination at a neighbourhood level through neighbourhood officers.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*5. Expand the food bank*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Chief Executives Office

## Project Overview

The Living Waters Storehouse currently operating in Chorley has seen a significant increase in demand over the past 12 months attributed to various factors including the changes as a result of Welfare Reforms. This project will look to enhance the existing facility to enable it to cope with future demand.

## Project Background

Living Waters Church, in partnership with Chorley Churches Together, operates Storehouse. It is run by volunteers and operates out of the Living Waters base at Bolton Street in Chorley. Clients are referred into the service by partner agencies and when someone comes to the centre to collect their parcel, they are offered a free hot meal and drink as well as a listening ear to talk about their issues.

Food is donated from a variety of sources including all the churches in the borough, Brothers of Charity, schools, Runshaw College and they have made connections with Asda and Tesco as well as the local market traders.

Since April 2012, the Storehouse has received 371 referrals for food parcels. These requests have steadily increased over the past twelve months from 7 in April 2012 up to 63 in June 2013. There has been a particular influx from April 2013 onwards which the Storehouse attributes to a number of factors but say that client feedback cites the changes to the Social Fund as one of the main reasons for this increase.

## Priorities

This project supports the following corporate priorities:

- Involving residents in improving their local area and equality of access for all.

## Objectives

This project will support the existing food bank provision to extend the existing its service and capacity so that it is able to meet future and potentially increasing local demand.

The objectives of this project are:

- To ensure that the Storehouse is able to meet local demand through capacity and resources
- To increase the number of volunteers supporting the Storehouse facility through using time credits
- To make sure that anyone in Chorley in need of a food parcel is able to access the service
- To reduce the number of families and children experiencing poverty

The project will also develop and embed links with Chorley Time Credits to increase the number of volunteers as well as developing links with the credit union facility to ensure joined up services.



## Benefits

Key benefits include:

- Increased capacity for the Storehouse to meet local demand.
- Local residents able to access food and essentials in times of crisis.
- Additional support to mitigate some of the impact of the Welfare Reforms.

## Scope

The scope of this project is to assess, identify and deliver improvements to the Storehouse including:

- Understanding local need and demand for food related assistance including engaging with local partners.
- Identifying how best the Storehouse can meet these needs whether through additional physical space or extending the service to different areas.
- Supporting the Storehouse to develop a plan as to how they will develop the current provision.
- Consideration of the necessary resources including financial assistance that may be required. A budget of £15,000 has been identified to support delivery related to this project.
- Supporting the Storehouse in carrying out any improvements or developments.
- Ensuring that support reaches those in the borough who need it most through the development of necessary checks and balances.

Any changes implemented as part of this project should contribute to and support the future sustainability of the food bank facility.

The project will be led by Policy and Communications with a view to achieving the main objectives in early 2014.

## Key Project Milestones

Consultation/liaison with key stakeholders and partners including Living Waters and Lancashire County Council to understand local need	February 2014
Development of proposed support to the Storehouse, whether this is resource, capacity, physical space or something else	March 2014
Preparation of a development plan to extend/enhance the current provision	April 2014
Delivery of development actions	May 2014

## Constraints

A budget of £15,000 has been identified to support the identified improvement works. This may be to cover the costs of securing additional capacity through another building or unit or an extension to the current facility.

Risks include close dependencies on an external partner which may affect the overall level of control that we are able to achieve in terms of project direction. Timescales for delivery will also be reliant to some extent on partner involvement and capacity, particularly given that the Storehouse is run mainly by volunteers.

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

Support may also be required from Health, Environment and Neighbourhoods in terms of assessing need and ensuring coordination at a neighbourhood level. Planning advice may also be required should any structural work be required.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*6. Extension and improvement of street furniture*

**Date:**17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

## **Project Overview**

This project is the continuation of the street furniture /litter bin replacement over a two year period 2014-15 and 2015-16 with a further 150 replacement litter / dog waste bins.

## **Project Background**

The current bin stock includes approximately 1,115 litter bins (this includes 189 dog bins). During 2012 and 2013, 500 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 150 bins will targeted at the remaining high use sites such as parks, play areas and 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.

## **Corporate Priorities**

This project will 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.

## **Objectives**

To replace 150 litter bins with larger litter bins that can accept both litter and dog waste by December 2015 (75 by December 14 and 75 by December 15).

## **Benefits**

The new 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.

## 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>

## Key Project Milestones

- 75 Litterbins installed            December 2014
- 75 Litterbins installed            December 2015

## Constraints

- £35,000 budget to be split over two years (£17,500 per year).

## Impact on other Directorates/Projects

- This project links into the work undertaken by the Neighbourhoods team to improve litter and dog fouling and supports work by Policy and Communications on the Cleaner Chorley campaign.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*7. Play & Open Spaces Strategy*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

## **Project Overview**

To support year one actions of the Play Open Space & Playing Pitch Strategy.

## **Project Background**

The draft Play, Open Spaces and Playing Pitch Strategy sets out how Chorley Council plans to protect, manage, enhance and secure its open spaces over the next five years and beyond. It focuses on sites that need to be improved and sustained to mitigate against negative trends and recommends how any identified deficiencies in provision of open space should be addressed through a five year action plan.

The strategy is being consulted on until 17<sup>th</sup> January 2014 and it will then be revised and taken forward for approval.

A number of actions detailed in the action plan will require additional funding.

## **Corporate Priorities**

This project will 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.
- Involving residents in improving their local area and the equality of access for all.
- A strong local economy.

## **Objectives**

- To support the year 1 priorities outlined in the action plan.
- Where possible use this funding to lever in further external funding.

## **Benefits**

- The project will provide £50,000 of financial support to deliver some of the currently unfunded year 1 actions.
- This will in turn support the delivery and implementation of the strategy together with the associated benefits set-out in the Play, Open Space and Playing Pitch Strategy Executive Summary.

## **Scope**

- A number of actions within the strategy will be funded through the 3 year recurring £100,000 budget allocated as part of the 2013/14 budget setting process along with some Section 106 monies.

#### Project Mandate

- This budget of £50,000 will support the delivery of currently unfunded year one actions (2014-15) as outlined in the strategy action plan. This will enhance delivery and extend the impact of the strategy.

### **Key Project Milestones**

- |   |         |
|---|---------|
| • Strategy approved   | May-14  |
| • Year one actions confirmed                                  | May-14  |
| • Agree actions to be funded with Executive Member for People | June-14 |
| • Year 1 actions implemented.                                 | Mar-15  |

### **Constraints**

£50,000 for year one (2014-15)

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

The improvements to public open space this will bring about will benefit and support the work undertaken by the Council's leisure team and wider health and well-being initiatives.



**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*8. Free swimming*

**Date:** 17-12-2013

**Author:** Jamie Dixon

**Responsible Directorate:** People & Places

## **Project Overview**

This budget will deliver free swimming for 16 year olds and under during the summer school holiday period.

## **Project Background**

Free swimming was offered in 2013 for a 7 week period over the summer holidays in July and August for those aged 16 or under.

The scheme was offered in conjunction with Active Nation and for 2013 the offer also included Brinscall pool which offered sessions twice a week at no additional cost to the council.

Attendances were 3,426 across the two sites which is a 9% increase on last year's figures and could have been higher had the weather not been as good given that indoor pools are usually busier in poorer weather.

Publicity about the scheme started earlier this year and was more widespread which helped attendances along with Active Nation providing a better registration and entrance system.

The scheme encourages young people to take part in health and wellbeing activity by making swimming accessible and increasing visitor numbers to the council leisure facilities.

## **Corporate Priorities**

This project contributes to the following corporate priorities:

- Clean, safe and healthy communities.

## **Objectives**

- To provide free swimming to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool throughout the school Summer holidays.
- To promote use of leisure centres, exercise and healthy lifestyles.

## **Benefits**

The free swim offer supports the Council's Corporate Strategy of providing clean, safe and healthy communities. Free swimming is a popular activity, helps reduce health inequalities and provides a diversionary activity for young people during the holidays.

## Scope

Provide free swimming opportunities to children aged 16 or younger at All Seasons Leisure Centre and Brinscall Swimming Pool throughout the school Summer holidays. Work with Active Nation to agree this year's offer and any improvements to the project based on last year's scheme.

## Key Project Milestones

Task	Duration	Start	Finish
Work with AN to define scope of offer	2 months	April 14	May 14
Develop Communications strategy	1 month	June 14	June 14
Scheme goes live	7 weeks	July 14	Sept 14
Review scheme	1 month	Oct 14	Nov 14

## Constraints

- Budget of £8,000.
- Swimming to be provided during summer holidays.

## Impact on other Directorates/Projects

This supports the work undertaken by the council's leisure team to promote sport, exercise and healthy lifestyles.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

*9. British Cycling Lancashire event*

Date: 17 December 2013

Author: Victoria Willett

Responsible Directorate: People and Places

## **Project Overview**

This project and associated budget investment will support the development and delivery of a cycling and sporting programme of activities and events in Chorley in partnership with British Cycling.

## **Project Background**

British Cycling has approached Chorley Council and put forward an initial proposal regarding the introduction of a cycling event to take place in Lancashire.

The event package would present a range of opportunities for Chorley to be involved ranging from smaller sporting events for all ages and abilities in 2014 through to a larger, weekend long event in 2015. The proposal also includes a package of sports development activity that utilises cycling and its national infrastructure to deliver work in local communities with people of all ages.

Initial discussions are underway with British Cycling and this project will look to develop a package of activity and deliver the programme in 2014/15.

## **Priorities**

This project supports the following corporate priorities:

- Clean, safe and healthy communities
- Involving residents in improving their local area and equality of access for all
- A strong local economy

## **Objectives**

Key objectives of this project are to:

- Deliver an event in Chorley that will promote local assets
- Encourage community engagement
- Promote health and wellbeing priorities
- Raise awareness of cycling and the associated health benefits

## **Benefits**

The project could have significant and wide ranging benefits for local residents and the local area. Depending on its scale, the cycling event could help to raise the profile of Chorley not just within the sporting community but also on a wider scale in terms of economic development and inward investment. The project supports health and wellbeing priorities and any legacy activity would strengthen the resource available for community development and engagement locally.

## Scope

This project will develop and deliver a programme of cycling events and activity in partnership with British Cycling.

The scope of this project includes:

- Investigating options and liaising with British Cycling
- Developing a package of activity and defining the cost and governance model
- Liaison and consultation with local stakeholders
- Delivery of the programme of activity (including marketing, promotion and events management where appropriate)
- Monitoring delivery and reviewing activity

The exact scope and scale of the project including costs, timescales and resources will be defined following the conclusion of discussions with British Cycling.

## Key project milestones

Indicative milestones are shown below however more detailed milestones will be prepared following further discussions with British Cycling.

Finalise discussions and agree the programme of activity with British Cycling	January 2014
Develop the package/event programme including costs, timescales and other key details	March 2014
Liaise with local stakeholders	March 2014
Deliver the programme of activity	April 2014
Potential weekend cycling event	April 2015

## Constraints

A budget of £25,000 has been identified to support the delivery of the project based on initial proposals.

Constraints include the ability to negotiate a cost effective and mutually beneficial package with British Cycling whereby Chorley is able to achieve maximum value for money from any investment. This may impact upon the size and timing of the event which may be re-scoped to reflect available resources.

## Impact on other Directorates/Projects

The scale and scope of the project will influence the level of involvement and resource required from the council to support delivery. If a substantial programme, significant support may be required from Policy and Communications along with support from Health, Environment and Neighbourhoods, Planning, Economic Development and Streetscene.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

- 10. *Mediation service for anti-social behaviour disputes***

Date: December 2013

Author: S Clark

Responsible Directorate: People and Places

## **Project Overview**

Investigations into cases of anti-social behaviour can often be dealt with and de-escalated using mediation techniques between the parties affected. This project will introduce a scheme to refer parties into mediation where appropriate and will be assessed over the course of the year in terms of success and impact

## **Project Background**

A number of anti-social behaviour complaints can be more appropriately dealt with and a resolution reached between parties by using mediation techniques. However mediation is particularly resource intensive and requires specialist skills to deliver. There are a number of external agencies who provide mediation services in a neighbour to neighbour setting and where anti-social behaviour or perceptions of it are at issue.

The project will introduce a new service to the council that parties who meeting pre-determined criteria will be referred into a mediation setting by agreement.

## **Corporate Priorities**

This project meets the following corporate priorities:

- Clean safe and healthy communities
- An ambitious Council doing more to meet the needs of residents in a local area

## **Objectives**

The project will:

- Identify and engage a contractor to act as an on call mediation service
- Set criteria for referral into a mediation process
- Utilise the service if appropriate and where parties meet the referral criteria
- Measures will be established to record the use and impact of the service throughout the year

## **Benefits**

Benefits include:

- Parties are able to access professional mediation services
- Internal resources are released from engaging in this highly specialised work.

## **Scope**

The scope of this project is confined to the introduction, for one year, of a mediation service where specific cases of anti-social behaviour can be referred into the service. Referrals would need to need specific access criteria. It is not intended to provide the service for other areas where mediation might provide a solution such as general noise or nuisance complaints or neighbour disputes at this stage.



## **Key Project Milestones**

Key Milestones are:

- Selection and procurement of a mediation service
- Establish referral criteria for access to service
- Measure and monitor service use
- Measure outcomes and determine success

## **Constraints**

The number of cases that meet referral criteria will be a constraint on delivery of the service.

The number of mediation sessions will act as a constraint on the success of mediation in each case

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

No impact is anticipated on other service areas.

## PROJECT DOCUMENTATION

## PROJECT MANDATE

### **11. *Employee health scheme***

Date: 11<sup>th</sup> December 2013

Author: Jane McDonnell

Responsible Directorate: Chief Executives Office

## **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.

## **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 January 2013 the scheme has had 449 claims totalling £17,598.58 for services including dental care, optical care, hospital stays, prescriptions and wellbeing such as physiotherapy and acupuncture.

## **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.

## **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

## **Benefits**

The key benefit of this project is increased employee health and wellbeing which will support a wide range of related benefits to individuals and the organisation.

## **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.

## **Constraints**

The cost to the Council equates to approximately £1 per employee per week, which over a period of 12 months could be contained within a budget of £20,000.

## **Key Project Milestones**

It is anticipated that the scheme will follow a similar format to previous years.

## **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
- Health related fun activity

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**12. *Campaigns and promotions***

Date: 19 December 2013

Author: Chris Sinnott

Responsible Directorate: Chief Executives Office

## Project Overview

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

## Project Background

Over the past 12 months the Policy and Communications service has successfully changed its focus to support, strengthen and reinforce the council in achieving its priorities based on clearly defined campaign areas. This includes leading on initiatives to drive civic pride, improvements to the town centre, increasing volunteering and improving resident engagement.

A campaigns and engagement strategy has been developed and we will continue to see the actions delivered throughout 2014. 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.

## 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.

## 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 improve the way we communicate directly with residents
- To help create a Cleaner Chorley targeting in particular litter, dog fouling, flytipping and graffiti
- To better promote our assets and attract more people into Chorley

## 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 and printed materials)
- A promotional campaign to help make Chorley a cleaner place to live
- Cost
- A promotional campaign to promote our assets and attract more visitors to Chorley

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

## **Constraints**

This would be delivered from a £20,000 budget.

## **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:

- Carry out improvements in the town centre (Corporate Strategy key project)
- Deliver the civic pride campaign
- Deliver environmental improvements as part of the Cleaner Chorley campaign (Corporate Strategy key project)
- Extend Chorley's time credits (Corporate Strategy key project)

## PROJECT DOCUMENTATION

## PROJECT MANDATE

- 13. Deliver Chorley Council energy advice switching service*

Date: 04 December 2013

Author: Victoria Willett

Responsible Directorate: Partnerships, Planning and Policy



## Project Overview

This project will develop and implement an in house energy advice switching service as part of a proactive approach to ensuring that residents of Chorley are on the most cost effective energy tariff. The project should contribute to reducing fuel poverty in the borough.

## Project Background

Under the new low income high cost definition a household is considered to be fuel poor if they have required fuel costs that are above average (the national median level), and were they to spend that amount, they would be left with a residual income below the official poverty line. The key elements in determining whether a household is fuel poor or not are:

- the energy efficiency of the dwelling
- the cost of energy
- household income.

Chorley performs well in comparison to Lancashire and the North West although fuel poverty remains a concern for large parts of the population such as older people and vulnerable families.

Earlier in 2013 the Council, along with other District Councils across Lancashire, participated in its first Collective energy switch campaign. Promotional activity in support of the project was boosted by the provision of funding from DECC, which helped to pay for extensive marketing using various platforms including local radio advertisements on Rock FM. 664 households in Chorley registered with People Power (out of 10,718 registrations across Lancashire) but only 53 Chorley households actually switched (out of 857 households who switched across Lancashire.)

## Priorities

This project supports the following corporate priorities:

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

## Objectives

The aim of the project is to develop and implement an in house, home energy advice service.

Key objectives include:

- Raising awareness of the alternative energy tariffs available through a proactive approach
- Supporting residents through the switching process
- Increasing the number of residents
- Increasing the number of residents switching to cheaper energy tariffs
- Maximising income through reducing fuel bills where possible
- Supporting a reduction in fuel poverty across the borough.

## Benefits

The main benefit is that residents are able to access impartial and trustworthy energy advice that could help them to reduce their fuel bills and increase their overall household income. The project should also support a reduction in fuel poverty and the associated positive outcomes for health and wellbeing.

## Scope

This project will develop and deliver a new service initially for a period of 1 year at which point the service will be reviewed and options developed for the way forward.

The scope of this project includes:

- Identification of how best a new service could support residents to reduce their fuel bills
- Development of the service including performance measures
- Implementation of the service including staff training as necessary.
- Promotion of the new service via appropriate marketing channels
- Monitoring and review of the service

The project will complement other local initiatives to reduce fuel poverty locally such as collective energy switching, home energy efficiency measures and Warm Homes Health People; although they will be managed outside the scope of this project.

## Key project milestones

- Identify key needs and target groups and develop options for the most appropriate service whether this is face to face, over the phone or a combination of both.
- Develop the service offer and key performance measures
- Prepare to implement the service and carry out the necessary staff training.
- Launch the new service including promotion and marketing
- Deliver and manage the service
- Monitoring and review including way forward

## Constraints

- The project will be led by Housing with support from Customer Services and Policy and Communications. The project may also require support from external partners.
- A budget of £15,000 has been identified to support the delivery of this project which could be used to fund additional resource or promotion of the service.
- The project should be fully defined and any new service designed ready in early 2014 to enable implementation and initial monitoring to be completed by October 2014.

#### Project Mandate

- Risks to the project include the capacity within Customer Services to support and resource any additional service provision. Being unable to meet potential demand would have a negative impact on both the success of the project and the reputation of the organisation if waiting and abandoned call rates increase.
- There is also a risk that this project duplicates existing services such as USwitch. The project should look to add value through local knowledge and also identify ways to overcome any barriers that may prevent or deter customers from using USwitch.

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

This project could have a significant impact on Customer Services if they are to provide the resource to deliver the energy switching advice and frontline staff could require additional training in order to offer an effective service. Policy and Communications may be called upon to provide support with promoting the service through the media and marketing materials.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**14. *Inward Investment Delivery***

Date: 18/12/2013

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

## Project Overview

Following the preparation of the inward investment plan, this project will focus on actions to be delivered during 2014.

## Project Background

A key priority within the 2012 Economic Development Strategy is 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.

Following a thorough procurement process, Breeze Strategy was appointed in November 2012 to recommend a series of activities to articulate a compelling Chorley offer to attract inward investors to key development sites and premises

The Chorley Local Plan will provide a future supply of employment land in Chorley up to 2026. Prior to the local plan hearing, 17 employment sites have been identified and 11 of these are larger than 1 hectare and have significant inward investment potential. Chorley Council has a responsibility and has a role as facilitator to ensure that there is a continuous supply of land for employment uses. Whilst it is impossible to predict with any degree of accuracy the number of jobs which might be attracted through inward investment, based on industry-standard guidelines, over the next 15 years there is potential to create between 3,000 and 19,000 jobs.

The main messages and recommended activities of the inward investment action plan are detailed below.

- **Inward Investment Market Place** – Lancashire is an under-performing area in inward investment terms, Chorley has the opportunity to compete for many projects that are choosing similar locations.
- **Barriers to Inward Investment** – The lack of available property, lack of awareness of Chorley and lack of distinctive offer are identified as barriers which need to be addressed.
- **Target Audiences** – Our target audiences include existing businesses, intermediaries and advisors in Manchester, Liverpool and Preston, partner organisations like the LEP and UKTi, and potential investors such as growth companies in the North West and Midlands.

## The Chorley Offer

The key elements of the Offer are:

- **Lancashire** – reinforcing the wider positive connotations of the county and giving Chorley a more familiar context to external audiences that may not be aware of its location. Communication should mention 'Chorley, Lancashire'.
- **Manchester** – leveraging the great city-brand that is only 30 minutes away, in particular using proximity to assets like the Airport, universities and wider supply-chains. Using phrases like 'on the doorstep of Manchester'.

- **Chorley is a City Gateway** – not only to Manchester, but also to Preston and Liverpool. Its geographic location and connections mean that its real offer to inward investors is far bigger than the advantages of the district itself. The Chorley Offer can be communicated through several key messages relating to accessibility and these are shown on the next page.



**Pipeline of Employment Sites** – Acting as facilitator to bring forward a pipeline of employment sites.

**Choose Chorley Grant** – A local incentive scheme for inward investors looking to locate in Chorley would be a significant help in promoting the town to potential investors and offers the possibility of making a real difference to companies deciding on new locations.

**Choose Chorley Web Site** – A business-facing promotional web site is fundamental.

**Social Media** – Using tools such as LinkedIn and Twitter to initiate, facilitate and amplify conversations and relationships with business people and the inward investment community.

**Downloadable Marketing Materials** – A Choose Chorley Folder and presentation slides to promote the Chorley offer are recommended.

**Sectoral Propositions** – Use broad-based sectoral propositions to flexibly target potential investors.

**Signage** – Bespoke ‘Choose Chorley for Business’ signage at key entry points to Chorley.

**Chorley Business Inward Investment Event** – An annual event to showcase the town’s assets and sharing of the story, propositions and activity programme.

**Chorley Soft Landing Scheme** – Bringing together reputable local companies to provide free initial advice (tax, law, HR) to potential investors. Senior players assisting in site visits or discussions over investment projects.

**Target Intermediaries** – Explaining the offer to a selection of intermediaries and build relationships.

During 2013 the following activities have been delivered:

- A Choose Chorley Grant
- Broad based sectoral propositions
- A database of target intermediaries
- A soft-landing scheme and ‘Red Carpet’ introduction
- An inward investment campaign which will include the production of associated marketing material.
- The commissioning of an inward investment web site for launch in February 2014.
- The commissioning of photography for inward investment marketing material.

## Corporate Priorities

Delivering the inward investment plan 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.

## Objectives

The project will aim to deliver the following key actions identified in the inward investment action plan; including, but not limited to:

- Completing the inward investment web site.
- Developing social media platforms
- Developing associated marketing material.
- Gateway signage & posters
- Chorley in Manchester Day
- Intermediary contact
- Delivering the Choose Chorley Grant
- Bringing forward a pipeline of employment sites.

## Scope

Whilst this project is about the delivery of the overall inward investment plan, there are elements within it that are funding the Corporate Strategy project to ‘Deliver an Inward Investment Campaign’.

#### Project Mandate

The delivery of the inward investment action plan will complement the 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 existing provision.

### **Constraints**

A total budget of £200,000 comprises of £100,000 growth for 2014/15 and £100,000 unallocated from 2013/14.

### **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 delivering the inward investment campaign.



**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**15. *Town Centre Masterplan***

Date: 17<sup>th</sup> December 2013

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

## **Project Overview**

This project will deliver a number of specific actions in line with the Town Centre Masterplan, prepared by Deloitte in conjunction with Chorley Council and approved by Executive Cabinet in October 2013.

## **Project Background**

The Economic Development Strategy was adopted in November 2012 with a key priority “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”. A key action within the strategy was to develop a town centre masterplan.

Following a thorough procurement process, Deloitte was appointed in February 2013 to: define the changing town centre offer and the required retail element; identify significant land/property owners; define land use zones, masterplan investment ready locations; target investment in the public realm and; ensure adequate provision for car parking.

The Town Centre Masterplan provides a long term plan for the future development of Chorley town centre, providing a deliverable framework for investment at key development sites to ensure the viability and vitality of Chorley Town Centre going forward.

This project will implement the phase 1 actions identified in the town centre master plan in relation to the three key investment opportunities and the public realm improvements.

## **Corporate Priorities**

This project fits in with the Council’s Corporate Priority to achieve ‘A strong local economy’.

## **Objectives**

This project will deliver a number of visible improvements in the town centre and start to drive forward the longer term aims outlined in the Town Centre Masterplan.

## **Benefits**

- Improved street scape in town centre locations
- More attractive environment for potential new businesses
- Increased footfall in the town centre
- Increased resident satisfaction through visible indication of council investment

## **Scope**

This primarily relates to the following specific actions to be overseen by Economic Development:

- Masterplan and identify a development partner for South Market St/Fleet St residential development

#### Project Mandate

- Design and deliver the upgraded ASDA junction
- Design and deliver upgraded Market St (south) public realm improvements
- Market St Shop Front Improvements
- Deliver 98-102 Market Street project
- Develop a prospectus for the civic quarter

## **Key Project Milestones**

The actions outlined above will be delivered in 2014.

## **Constraints**

This project will be led by the Economic Development team with support from a number of other services and external partners as necessary.

A budget of £35,000 has been identified to specifically deliver the following improvements:

- Masterplan and identify a development partner for South Market St/Fleet St residential development
- Develop prospectus for the civic quarter

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

This project forms a key element of the wider programme of economic development activities including inward investment and other more discrete pieces of work such as the renovation of 98-102 Market Street and projects to improve outlying areas of the town centre. The project may impact upon the Planning service and also Policy and Communications.

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**16. *Support the Expansion of Local Businesses***

Date: 16/12/13

Author: Cath Burns

Responsible Directorate: Partnerships, Planning and Policy

## Project Overview

A business support service to assist existing businesses to grow and develop is provided by a dedicated business adviser within Chorley Council.

As part of the service for existing businesses a reward scheme to support their expansion was launched in April 2013. This scheme is called the Chorley Business Investment for Growth grant (Chorley BIG) and this aims to support businesses that are creating or safeguarding jobs with capital investments or works.

In order to further support the expansion of local businesses a Choose Chorley Business Network is facilitated on a quarterly basis.

## Project Background

Businesses in Chorley have access to a dedicated business adviser to support them with their development and growth plans. The provision of quality one to one business advice and information to our existing businesses is fundamental to the Chorley Economy for:

- 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.

Through the business support work it became evident that although businesses had aspirations for growth these plans were being delayed, or cancelled, as businesses were finding it harder to raise funds through their normal channels. This was due to the adverse economic trading conditions and banks continued reluctance to lend.

Businesses in Chorley have access to a capital grant scheme which is designed to enable them achieve growth. This fund is delivered through Regenerate Pennine Lancashire and was the result of a successful bid into a national government programme called Regional growth Fund. Accelerating Business Growth (ABG) is a competitive grant scheme that helps growth projects which commit to significant job creation, additional investment from other sources and provide a major impact on the local economy.

Chorley Council consider ABG as a key, and valuable, resource for businesses - often filling a gap in project funding and enabling businesses to kick start their investments but the Authority continues to see a gap in this provision. This is due to the fact that the minimum project value which ABG will contribute to must exceed £100,000 leaving a large number of businesses looking to carry out investments below this value.

Chorley Council BIG grant scheme is designed to complement ABG and offer support to businesses investing in projects of any size.

The BIG grant can be used for the construction of new buildings; the refurbishment/ adaptation of existing business premises; site engineering works; the purchase of plant and machinery; signage; hard/soft landscaping and security improvements. Grant contributions from the fund are based on the amount of jobs, and other outputs, that the business will create as a result of the overall investment.

Chorley BIG grant is currently a pure grant scheme and work is underway to review the options to develop this into a hybrid grant and repayment vehicle to provide either financial return into the scheme or enhanced community investment from grant recipients. In order to carry out this research officers are researching the grant environment, looking at areas of best practice, as well as discussing with previous grant applicants their experience and suggestions in relation to the Chorley BIG scheme's development.

In addition, to further support the expansion of Local Businesses, Chorley Council provides a quarterly networking event. This compliments the existing provision of private sector network groups and provides an opportunity for local businesses to develop their supply chains and facilitate their expansion plans.

## 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'.

## Objectives

The project will aim to:

- Ensure businesses in Chorley have access to financial support to assist them realise their growth potential through a hybrid grant and repayment vehicle
- Deliver a range of economic benefits to Chorley including;
  - Improving floor space within businesses
  - Creation of jobs
  - Job opportunities for Chorley residents
  - Attracting private sector investment
  - Businesses signing up to Chorley Employment Charter
- Facilitate the 'Choose Chorley Business Network' which complements and integrates with existing business network provision.

## Scope

The development of the hybrid grant will be scoped based on Chorley BIG as follows;

- To provide support to businesses in Chorley Borough who are investing over £4,000 on capital equipment/ works that will generate job creation. Maximum contribution of £2,000 per job created or 50% of the project value with a maximum total grant available through the scheme being £10,000

Project Mandate

- Available to businesses defined as ‘Small and Medium Enterprises’ (SME’s) i.e. a Company which employs fewer than 250 persons (full time equivalent), and has a turnover of less than 50 million Euros and/or has an annual balance sheet of less than 27 million Euros. No more than 25% of the company’s voting rights may be held by a parent company which is not itself an SME
- All funds provided through Chorley BIG grant scheme comply with the EU state aid regulations. Due to these regulations Chorley BIG is unable to provide financial support to companies in the transport sector, or those involved in the production of agricultural equipment
- Applications must be made in advance of investments by businesses as support is not available retrospectively through this grant scheme

The Choose Chorley Business Network is open to businesses from within Chorley and surrounding areas with a focus on;

- Providing an environment for businesses to build their local supply chains, useful contacts and explore consortia working opportunities
- Enable businesses to be informed of the work Chorley Council is undertaking to support the Local Economy
- Introduce Chorley businesses additional sources of business support to ensure these businesses receive the most beneficial support package to their business

## Constraints

### Timescales

Key milestones include:

Key Action	Milestone Date
Determine the options for developing Chorley BIG to a grant/ loan scheme	February 2014
Deliver hybrid scheme	Ongoing
Facilitate quarterly Choose Chorley Business Network	Ongoing

### Resources

A Business Advisor who has been appointed to deliver support to established businesses will administer the Chorley BIG grant scheme. Support from the Finance Team will be required during the grant appraisal process.

The business advisers within the Economic Development team will facilitate the Choose Chorley Business Network. Support will be required by the wider Economic Development team on the day of the event.

### Budget

This project has a budget estimate of £45,000 which comprises as follows:

- £40,000 Chorley BIG reward hybrid scheme for capital expansion of existing businesses
- £5,000 Choose Chorley Business Network

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

Support from the Finance Team will be required during the Chorley BIG grant appraisal process.



**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**17. *Business start-up grant and loan scheme***

Date:18/12/2013

Author: Paul Heyworth

Responsible Directorate: Partnerships & Planning

## **Project Overview**

This project will develop the current scheme to deliver a more sustainable support mechanism through moving away from a straight, non-repayable grant into a hybrid scheme which takes a much smaller grant to support those with minimal requirements before they can start a business, and backs this up with the availability of a more affordable loan to cover greater start-up costs.

## **Project Background**

The Starting in Business Grant was introduced in September of 2012 with a total budget of £117,000. To date, grants have been agreed, supporting 108 business start-ups, aiming to create a total of 221 jobs in the short to medium term. The scheme now needs to be reviewed to ensure that it is fit for purpose going forward through a combination of smaller grant and affordable loan

## **Corporate Priorities**

This project fits with the council's policy on "A strong local economy" by supporting new, sustainable start-up businesses.

## **Objectives**

This project would support up to a maximum of 90 new business start-ups either at the pre start stage, or within 6 months of commencing business. The scheme is anticipated to create a total of 140 jobs in total over the length of the advisor commitment to the new business which is 3 years.

## **Benefits**

The project is aimed at assisting the creation of new start-up businesses and would help those without significant capital available to them to create sustainable businesses and ultimately generate more jobs.

## **Scope**

- This grant/loan should be available to all new start businesses on completion of a viable business plan and it is not proposed to means test for need.
- The assessment process would involve a review of the clients plan by the Business Adviser, and completion of any actions resulting therefrom.
- The granting of the loan would be by way of applying the normal canons of lending
- The grant/loan provision is to be available over a 12 month period from April 2014

## **Key Project Milestones**

Project Mandate

Mechanisms are already in place for the grant scheme.

A protocol would need to be established with the loan provider for the loan part of the scheme

## **Constraints**

Budget required for £22,500 which would facilitate up to 90 grants and £44,000 loan fund to facilitate up to 88 £500 loans.

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

Support needed from Exchequer if Chorley Council is to be the loan provider

**PROJECT DOCUMENTATION**

**PROJECT MANDATE**

**18. *Town Centre and Steeley Lane pilot action plans***

Date: 17<sup>th</sup> December 2013

Author: Conrad Heald/Gill Barton

Responsible Directorate: Partnerships, Planning and Policy

## **Project Overview**

Developing and delivering a two year programme of local area projects within the town centre/Steeley Lane areas of Chorley. This is a pilot programme which will be evaluated by feedback from town centre stakeholders including shoppers, residents and traders.

## **Project Background**

Since June 2011 the Council has delivered a Town Centre/Local Service Centres grant programme offering shop floor refurbishment grants/business rate subsidies for vacant properties, and shop front improvement grants for existing businesses.

A new focus for town centre improvements has now been requested, and a two year pilot programme of local area projects is being developed. This programme will focus primarily on connectivity between the Bus Station, the Rail Station and Steeley Lane, delivering improvements to these gateway areas and creating a more cohesive town centre experience for shoppers and visitors.

## **Corporate Priorities**

This pilot project fits in with the Council's Corporate Priority on 'A strong local economy' by supporting a 'vibrant town centre and villages' and creating a 'strong and expanding business sector'.

## **Objectives**

The project aims to achieve the following:

- A Local Action Plan incorporating a series of worked up, costed projects as follows:
  - a. Gateway signage at bus station
  - b. Signage at underpass to Steeley Lane
  - c. Steeley Lane factory exterior
  - d. Steeley Lane station platform exterior
  - e. Steeley Lane car parking
  - f. Improvements to alleyway between Argos and Nat West, Market Street
  - g. Railings/lighting to underpass at Steeley Lane

## **Benefits**

The programme will deliver improvements to gateway areas to the town centre and link the Steeley Lane shopping area to the town centre through improvements to public realm and signage. This will benefit local businesses and create a more cohesive town centre experience for shoppers and visitors.

We will record footfall and premises vacancies at 6 monthly intervals from January 2014 to monitor the impact of improvements to Steeley Lane, underpass and Chapel Street.

We will monitor car park usage, revenue and PCN's issued on a monthly basis.

## Scope

This two year pilot programme of development and delivery activity will incorporate detailed costings and partner involvement. The geographical areas to be addressed are those listed under paragraph 4 above. Partner involvement will include Northern Rail, the Arts Partnership and local businesses.

## Key Project Milestones

Task	Timescale
Working up Schemes including costing out and consultation processes	End May 2014
Cabinet processes	End June 2014
Tendering processes, including via the Chest for projects over £10,000 (specify works/evaluate tenders and select winning tenderer)	End August 2014
Deliver Year 1 projects a to f	End January 2015
Deliver Year 2 project g	End January 2016

## Constraints

### Timescales

The project is delivered over 2 years with completion early 2016.

### Staff Resources

The two year programme will be managed by the Town Centre and Markets Manager with support from the Economic Development Officer, and will require input from Planning, Streetscene, Neighbourhoods and Communications. In addition there will be consultation required with Network Rail, Arts Partnership and private sector businesses.

### Budget

The programme has a budget of £200,000; with £100,000 in 2014-15 and £100,000 in 2015-16.

### Risk

- Network Rail not giving timely authorisation or funding
- Maintaining the artwork over time
- Interjections with highways requiring LCC approvals

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

The programme complements the Town Centre Masterplan and will impact on the following Sections – any opportunities for joint working will be addressed as the programme is developed:

- Planning
- Streetscene
- Communications
- Neighbourhoods