

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Full Council	25 November 2014

## **CORPORATE STRATEGY 2014/15 TO 2016/17**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2014/15 to 2016/17.

### **RECOMMENDATION(S)**

2. That the Corporate Strategy 2014/15 to 2016/17 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2013/14 and the changes proposed as part of the Corporate Strategy refresh for 2014/15.
4. Performance of the 2013/14 Corporate Strategy is strong with 80% of projects completed or on track to deliver outcomes by the end of April 2015. Two projects (10%) will progress to the next stages of delivery as part of the refresh of the 2014/15 Corporate Strategy; these are Friday Street Health Centre and the Chorley Youth Zone. The two remaining projects (10%), the development of Astley Park and the Play and Open Spaces Strategy, are much larger programmes of work with delivery scheduled over a number of years. These two projects will continue to be delivered and monitored through the delivery of the organisational plan.
5. The projects have performed well delivering tangible improvements for residents across the borough. Visible improvements have been delivered in the town centre and across the borough with improvements to local neighbourhood areas and parks and open spaces. Increased employment opportunities have been created through the delivery of the Chorley Works unemployment project and inward investment campaign which also resulted in companies relocating to the borough. The Chorley Time Credits programme and Cleaner Chorley Campaign have helped ensure that residents from all areas of Chorley are taking an active role in their communities. Initiatives to overcome social isolation, the delivery of support for those most affected by the welfare reforms and the availability of short term food provision for individuals in crisis situations have increased the support available for the most vulnerable people and families within the borough.
6. The Corporate Strategy for 2014/15 looks to retain the vision, priorities and long term outcomes agreed through comprehensive consultation carried out in 2012.
7. The refreshed Corporate Strategy includes 18 projects, which are made up of 16 new projects and two projects carried over from the existing Corporate Strategy. The projects have been identified and chosen for inclusion in the Corporate Strategy for their ability to create a significant impact in each of the priority areas, and across all areas of the borough. The ambitious set of projects aims to build on the work done over the last two years and to address big issues such as the sustainability of public services.

8. The performance measures which help us to know how we are getting better have also been reviewed and updated. This includes making some targets more challenging, where we are already performing well, as well as adding some new measures to ensure we can demonstrate the impact the new projects will have, such as digital access and inclusion.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	<b>Yes</b>	No
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<b>Reason</b> Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	<b>4, Significant impact in environmental, social or physical terms in two or more wards</b>

**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

9. The Corporate Strategy is the main document within the council’s corporate business planning process and is a key driver for delivering the council’s long-term vision, priorities, strategic outcomes and targets. To ensure the document remains relevant, the Corporate Strategy is reviewed and refreshed on an annual basis and where appropriate changes are recommended, including the introduction of new key projects to support delivery of the strategy and deliver real improvements for the community we serve.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10. None.

**CORPORATE PRIORITIES**

11. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all	✓	A strong local economy	✓
Clean, safe and healthy communities	✓	An ambitious council that does more to meet the needs of residents and the local area	✓

**BACKGROUND**

12. The Corporate Strategy provides a clear statement of what the council aims to achieve over the next three years. The strategy sets out not only the council’s vision, priorities, and long term outcomes for the period 2014/15 to 2016/17 but also how we will measure our achievements and those key projects which will be delivered over the year ahead. The Corporate Strategy identifies the following key priorities:

- a. Involving residents in improving their local area and equality of access for all;
- b. Clean, safe and healthy communities;
- c. A strong local economy; and
- d. An ambitious council that does more to meet the needs of residents and the local area.

## **PERFORMANCE OF THE CORPORATE STRATEGY IN 2013/14**

13. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance of the Corporate Strategy in 2013/14 has been very good.
14. The council has demonstrated its commitment to economic development with the delivery of visible improvements to the town centre and increased employment opportunities through the delivery of the Chorley Works unemployment project and inward investment campaign which resulted in companies relocating to the borough. The Chorley Time Credits programme and environmental improvements as part of the Cleaner Chorley Campaign have helped ensure that residents from all areas of Chorley are taking an active role in their communities. Initiatives to overcome social isolation, the delivery of support for those most affected by the welfare reforms and the availability of short term food provision for individuals in crisis situations have increased the support available for the most vulnerable people and families within the borough.
15. The current Corporate Strategy includes 20 key projects aimed at delivering activity to support the four priority areas. Of these projects, 80% are complete or on track to deliver outcomes by the end of April 2015. Two projects (10%) will progress to the next stages of delivery as part of the refresh of the 2014/15 Corporate Strategy; these are Friday Street Health Centre and the Chorley Youth Zone. The two remaining projects (10%), the development of Astley Park and the Play and Open Spaces Strategy, are much larger programmes of work with delivery scheduled over a number of years. These two projects will continue to be delivered and monitored through the delivery of the organisational plan.
16. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to their completion alongside the new Corporate Strategy projects, and reported through quarterly monitoring reports. A full list of projects along with a current position statement is available in appendix A.
17. The strategy also included 28 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate the ambitions of the council and the wish to target areas of underperformance. At quarter two, 71% of these indicators are performing above target or within the 5% tolerance. Further details are available in the quarter 2 monitoring report which was presented to Executive Cabinet in November.

## **DEVELOPMENT OF THE CORPORATE STRATEGY 2014/15 – 2016/17**

18. The priorities and long term outcomes identified on approval of the Corporate Strategy have been retained for 2014/15 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment.
19. The refresh of the Corporate Strategy proposes 18 projects that will directly support achievement of the Council's strategic priorities and long term outcomes.
20. In particular the projects aim to demonstrate the Council's vision to be an ambitious council that achieves more by listening to the whole community and exceeding their needs. The projects have been developed to address big issues such as the sustainability of public services, and to deliver tangible improvements across the borough.

21. Organisational sustainability is an area that the LGA peer challenge team encouraged us to consider further. This is being directly addressed through the project to examine future business models, but we are already working more closely with partners, communities and volunteers in the delivery of services and will continue to do this even more through new projects such as delivery of the public service reform work streams, the development and delivery of community action plans and the embedding of time credits.
22. Projects which will deliver tangible outputs include the destination play area in Astley Park, improvements to Market Street again the development and delivery of community action plans has the potential to deliver tangible improvements to communities' right across the borough.
23. The projects also aim to highlight Chorley further as a great place to visit, stay and invest in through projects to increase visitor numbers, organise a new Chorley flower show and progress key employment sites.
24. Building a strong local economy continues to be the Council's top priority, with the proposed projects aiming to support local businesses and attract new investors both in the town centre through projects such as improvements to Market Street and Market Walk and also wider within the borough through projects to progress employment sites, increase visitors to Chorley and the Chorley flower show.
25. Another important consideration in developing the projects has been ensuring that all areas of the borough will see a positive impact through the delivery of the projects. The aim is not to specifically focus on either the town centre or rural communities, but to ensure where possible projects have the potential to have a positive impact on any community within the borough. Projects which support this aim include digital access and inclusions, the development and delivery of community actions plans, delivery of improved CCTV provision, explore alternative ways of providing home ownership and improving the functionality of online services.
26. As part of the delivery of the 2013/14 Corporate Strategy the time credits scheme was successfully extended beyond a health and social care focus to cover the whole community. Building on this success the 2014/15 Corporate Strategy will look to further develop and strengthen the scheme by exploring opportunities within the delivery of each of the Corporate Strategy projects to embed the use of time credits. The capability of each individual corporate strategy project to utilise and support time credits will be assessed with actions and appropriate measures identified to ensure we are maximising the potential use of time credits across the council's priority areas.
27. A copy of the updated Corporate Strategy is attached as appendix B. It should be noted that the projects will be delivered within existing resources where possible, however the scope and scale of some will be determined based on the availability of additional funding. Any proposals for additional budget investment will be presented to full council as part of the budget setting process in March 2015.
28. The key proposed projects and an overview of what they will deliver is shown below:

<b>Improving residents in improving their local area and equality of access for all</b>	
	<p>Digital inclusion is the ability of individuals and groups to gain the benefits of information and communication technologies in order to enhance their access to public services and their quality of life.</p> <p>This project involves the delivery of eight specific actions with the aim to ensure that everyone in the borough can get online, do more online and benefit from being online. In summary these actions include:</p>

<p><b>1. Digital access and inclusion</b> <b>(New)</b></p>	<ol style="list-style-type: none"> <li>1. Raising awareness of online access and technology;</li> <li>2. Examine options to deliver technology to hard to reach groups;</li> <li>3. Examine options to provide low cost equipment to non-profit groups.</li> <li>4. To work with other organisations to provide public access to technology in high need locations.</li> <li>5. Develop a directory of free public access points across the borough;</li> <li>6. Deliver the Council's digital strategy – improving the Council's online services;</li> <li>7. To work in partnership with other agencies to develop the skills of welfare benefits claimants to enable them to claim online.</li> <li>8. To work with other organisations develop options for providing training in the use of computers to events for the public</li> </ol>
<p><b>2. Development and delivery of community action plans</b> <b>(New)</b></p>	<p>The aim of this project is to better understand community needs and to work with partner agencies, such as Police, Fire Rescue, LCC, Health and housing providers to coordinate, integrate and deliver services at a local level when it is appropriate.</p> <p>Some elements of this work are already being piloted in Clayton Brook, and will be rolled out to other urban and rural community areas. In each case the community action plan will identify priorities for each area, including the need, use, and requirements for community facilities, transport infrastructure, CCTV, crime and policing, health and wellbeing of communities and improvements to local service centres.</p>
<p><b>3. Implement a Working Together with Families Employment scheme.</b> <b>(New)</b></p>	<p>This project will deliver a scheme to engage with residents who are more removed from employment with the aim to incentivise them to participate into routes into employment. Once engaged residents would be further supported through existing unemployment programmes such as Chorley Works.</p> <ul style="list-style-type: none"> <li>• The project will be delivered in partnership with LCC, CCH and DWP.</li> <li>• LCC and DWP have together identified 140 families who would potentially benefit from the scheme and who are not currently participating in routes to employment</li> </ul>
<p><b>4. Chorley Flower Show</b> <b>(New)</b></p>	<p>Following on from Chorley's successes in both the Britain in Bloom and North West in Bloom awards, this project will see the creation of a flower show in Chorley.</p> <p>For its first year it will be delivered as part of the Town and Country Festival which is being organised by a newly formed committee which includes the Council as well as other local community groups and businesses.</p> <p>The Chorley flower show will follow on from the RHS Chelsea Flower show, where we aim to present an exhibit which can then be brought back and incorporated into the Chorley Flower Show.</p> <p>The intention is for this to become an annual event to rival other well know flower shows which will draw in people from across the region and beyond, and support local businesses.</p> <p>The event is in the diary for Friday, Saturday and Sunday 24, 25 and 26 July 2015.</p>

A strong local economy	
<p><b>5. Deliver improvements to Market Street</b> <b>(New)</b></p>	<p>Work has already been undertaken improving the public realm on the Southern end of Market Street. This project will now look to replicate this work on the Northern end of the street and will include creating a shared pedestrian and vehicular thoroughfare with landscape enhancements and improvements to crossings for pedestrians and cyclists.</p> <p>The scope of this project is the design and creation of plans for changes to the public realm areas and the delivery of these plans.</p> <p>The project requires a budget investment of 750k.</p>
<p><b>6. Progress key employment sites</b> <b>(New)</b></p>	<p>Creating jobs for local people is one of the Council's top priorities and developing land as employment sites has the potential to create thousands of jobs for local people.</p> <p>The scope of the work will include undertaking site investigations and assessments, preparing master plans, establishing stakeholder groups and preparing planning applications of the following sites:</p> <ul style="list-style-type: none"> <li>• Group 1 (Land at Buckshaw)</li> <li>• Cowling farm</li> <li>• Southern Commercial</li> <li>• Euxton Lane</li> </ul>
<p><b>7. Increase visitor numbers to Chorley</b> <b>(New)</b></p>	<p>A programme of work will be developed to improve Chorley's tourism economy. This is likely to include carrying out a comprehensive marketing campaign to promote Chorley's assets and excellent location, and may also include establishing a tourism forum involving a wide range of businesses from the sector.</p> <p>It will also include delivery of the 2015 events programme, which will include the continuation of key events such as Picnic in the Park and Chorley Live, the expansion of newer events such as the What's your story, Chorley? word festival, together with the addition of a number of new events, including a national cycle race, which will aim to bring in even more people to Chorley.</p>
<p><b>8. Progress plans to extend Market Walk</b> <b>(New)</b></p>	<p>The scope of this project would be to develop the current proposals in more detail, and develop them into a planning application (This will include addressing parking and other issues). In parallel with this work, we will continue to generate retail and leisure interest in the development. The aim of the project will be to achieve planning permission for the development, pre-let agreements for 65% of the development and be able to present a financially viable scheme which will bring a new quality offer to the town centre to Full Council by late Spring 2015.</p>
Clean, safe and healthy communities	
<p><b>9. Destination Play area Astley Park</b> <b>(New)</b></p>	<p>This work is part of the Astley 2020 five year development plan to improve facilities and develop the offer at Astley Hall and park.</p> <p>This project will deliver a themed play space with sections for younger and older children, plans have been approved by council and it is intended that work will begin in the next few months.</p>



	<p>The new play space will be located at the side of the Pavilion and the current small play area and will consist of –</p> <ul style="list-style-type: none"> <li>• a theme of Royalists and Roundheads, with links to Astley Hall, where it is believed Oliver Cromwell once stayed.</li> <li>• will be based on the concept of a castle ruin with natural stone to form ‘rooms’ which will be linked to footpaths</li> <li>• play equipment will be spaced throughout and will include slides, climbing stacks, zip wires, swings, a hip-hop see-saw, balance trails and a wall tower amongst many other things</li> </ul> <p>Work is expected to begin on site in November with a view to the destination play area being finished in spring 2015</p>
<p><b>10. Deliver improvements to Rangletts recreation ground</b> <b>(New)</b></p>	<p>This project is part of a larger programme of work to improve play areas and sports facilities throughout the Chorley borough. The programme of work aims to support and promote the health and wellbeing of residents providing opportunities for people of all ages to undertake physical activity in the natural environment.</p> <p>The project will deliver major improvements to the Rangletts recreation ground including a multi-use games area, extended play facilities, allotment space and improvements to the footpaths and lighting. A skate and BMX park is also being developed to meet the needs of older children, an element that was identified following consultation with local families.</p> <p>The £45,000 project is being funded as part of contributions from the nearby Eccleston Park and Duke Street housing developments. Work is expected to begin in the next few months and will be done in phases to ensure that there is minimal disruption to the park.</p>
<p><b>11. Develop and agree plans for delivery of the Friday Street Health Centre</b> <b>(Continuation)</b></p>	<p>This project involves a programme of work to facilitate the delivery of the Friday Street Health Centre. This work includes the commissioning and delivery of a feasibility study on the centre. The commissioning and delivery of a health impact assessment on the centre itself and services that are to be located within the centre. The project will also involve a piece of work in order to gain commitment and support from the Clinical Senate and the development of a business model and financial sustainability plan. The project will aim to move towards planning application by Summer 2015.</p>
<p><b>12. Establish a business case and model for an Extra Care scheme</b> <b>(New)</b></p>	<p>Extra care is accommodation which is designed to meet the needs of older people and those who are vulnerable. The scheme provides 24 hour domiciliary services enabling customers to retain the ability to live independently. A preference to introduce extra care housing into the town centre was identified whilst developing the town centre and Fleet Street master plan.</p> <p>The scope of the project is to establish a business case and model for providing an Extra Care scheme in Chorley and will include working with health partners and the HCA to explore the feasibility. The scope does not include the development of the building.</p> <p>Expected outcomes by the end of 2016 include an agreed model, proposed costing and scheme in place including a bid for funding and an agreed way forward with partners.</p>
<p><b>13. Explore alternative ways of providing</b></p>	<p>This project will look at the existing issues relating to home ownership in particular delivering low cost and shared ownership and explore alternative</p>

<p><b>home ownership</b> <b>(New)</b></p>	<p>means of providing home ownership in Chorley.</p> <p>The project will include reviewing the Council's Affordable Housing Policies, and exploring a new model of housing delivery which enables residents of Chorley on low incomes to access home ownership.</p>
<p><b>14. Delivery of an improved CCTV provision</b> <b>(New)</b></p>	<p>Chorley's CCTV system is aimed at preventing and detecting a wide range of crimes helping to protect residents, the environment and the people who work and visit the borough. The system is solely owned and operated by the council.</p> <p>In January 2014 the Council's Overview and Scrutiny Committee established a task group to investigate the Council's CCTV service; following this a number of recommendations were made by the group on CCTV infrastructure.</p> <p>The recommendation presented to Executive Cabinet on 23<sup>rd</sup> October 2014 is that a phased capital work programme is implemented to upgrade the current CCTV infrastructure, including a capital budget of £250,000 to fund the capital works over a period of three years. Options to be explored include outsourcing, subscription and Parish Council contributions to the CCTV infrastructure upgrade. Consideration is also to be given to any new system and equipment being compatible with wider local authority services.</p> <p>This scope of this project will be the procurement and delivery of an improved CCTV infrastructure to meet the needs of residents and improve feelings of safety across the borough.</p>
<p><b>Ambitious council that does more to meet the needs of residents and the local area</b></p>	
<p><b>15. Improve the functionality of online services</b> <b>(New)</b></p>	<p>This is phase 2 of the development of the external web site to improve functionality and increase the number of customer contact and requests through digital channels.</p> <p><b>Scope:</b></p> <ul style="list-style-type: none"> <li>• Review of Capita contract</li> <li>• Improved website functionality</li> <li>• Increased availability of self-service options or other alternatives</li> <li>• Introduce online applications for all services</li> <li>• Default approach to be on providing digital access to services and information for customers</li> </ul>
<p><b>16. Investigate future business models for public services in Chorley</b> <b>(New)</b></p>	<p>This project will investigate how we can make public services in Chorley sustainable over the longer term.</p> <p>The work will involve looking at options for delivering public services in the borough and will include testing the viability of a unitary model and other models identified as part of this work.</p>
<p><b>17. Deliver the Chorley Public Service Reform Board work plan</b> <b>(New)</b></p>	<p>The board has a clear focus on how organisations can collectively deliver high quality public services to the public efficiently and effectively ensuring a better service for communities and better outcomes and value for residents.</p> <p>The board has a number of work streams to deliver over the next year including assets, data sharing, joint commissioning and integrated wellbeing services.</p>



	This provides an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing. The work of the Board is jointly funded by Chorley and South Ribble Clinical Commissioning Group, Lancashire Care Foundation Trust, Lancashire Teaching Hospitals Trust and Lancashire County Council.
<b>18. Continue to explore options to deliver the Chorley Youth Zone (Continuation)</b>	This project will move into its second year, work completed to date includes specifying what facilities, services and partners will operate from the Youth Zone.  Moving forward the project will now focus on the location of the Youth Zone, exploring alternative sites and different delivery models with partners.

## MEASURING PROGRESS

27. The strategy includes 31 performance measures that will be measured and reported against in order to demonstrate how well we are doing in achieving the priorities and long term outcomes. All of the measures have been reviewed and whilst the majority of the current measures will be retained, this report proposes changes to the target of seven measures, changes to the definition of two measures in order to clarify what is being measured and reported, the deletion of one measure and the addition of four new measures.

28. The proposed changes to the measures are either because the targets were being easily achieved or the factors determining performance have changed. Also in terms of the new measures these have been included to directly link with some of the new projects which are being proposed and to demonstrate the impact that they are expected to have. Examples include 'the progress of key employment sites' and 'digital access and inclusion'.

29. The measures which are subject to change are set out in the table below:

No.	Indicator	Proposed Change
1.	% population with NVQ level 3 or above	The target has been reviewed to align with current performance, 57%
2.	Number of projected jobs created through targeted interventions	The indicator name has been changed to reflect that the measure includes projected jobs.
3.	Number of projected jobs created through inward investment	The indicator name has been changed to reflect that the measure includes projected jobs.
4.	% of working age people on out of work benefits	Target changed to 10.6% reflecting the current National figure
5.	The % of 16-18 year olds who are not in education, employment or training (NEET)	Target reduced to 4.8% to reflect current improved performance
6.	Growth in business rate base	Target reduced to 2% to reflect current levels of business growth
7.	Number of employment sites brought forward	New indicator, target of 2 suggested for the first year.
8.	% increase in visitor numbers	New indicator, target to be baseline for the first year.
9.	% of domestic violence detections	It is recommended that this target is removed. This is because the home office has introduced a new classification for the recording of crimes

		which has resulted in the number of detections no longer being recorded. We are currently working with the police and PCC to explore the possibility of using alternative measures.
10.	Number of Homelessness Preventions and Reliefs	Target increased to 700 per annum based on improved performance levels as at March 2014
11.	Number of long term empty properties in the borough	Target 195; suggest target is profiled over the year reflecting how it can take time to bring properties back into use.
12.	% Households living in fuel poverty	Target has been reviewed to align with current performance, target 10%.
13.	% of service requests received online	New indicator, target to be baseline for the first year.
14.	% increase in digital access points across the borough	New indicator, target to be baseline for the first year.

30. In the case of three of the new measures, the target for the first year will be to set a baseline. It is not yet possible to set a target for these projects as the indicators are measuring new initiatives, it is therefore proposed to use the next year to gather baseline information which will be used to set a target for next year.

31. The measures continue to reflect the council's commitment to set ambitious goals for improvement. The refreshed indicators and targets are included on the updated version of the Corporate Strategy presented at Appendix B.

## IMPLICATIONS OF REPORT

32. This report has implications in the following areas and the relevant Directors' comments are included:

Finance	✓	Customer Services	
Human Resources		Equality and Diversity	✓
Legal		Integrated Impact Assessment required?	✓
No significant implications in this area		Policy and Communications	

## COMMENTS OF THE STATUTORY FINANCE OFFICER

33. The report sets out the administration's proposals for future years. In terms of resourcing, many of the projects will be delivered using existing resources, any additional resourcing requirements will be addressed during the 2014/15 budget process and adjustments made to the projects as required.

## COMMENTS OF THE MONITORING OFFICER

34. No comments

## COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

35. An Integrated Impact Assessment has been undertaken on the overall Corporate Strategy, and individual impact assessments will be completed for each key project. The strategy itself includes a number of projects and long term outcomes that focus on improving outcomes and ease of access to services, which will particularly help people with protected characteristics.

GARY HALL  
CHIEF EXECUTIVE

There are no background papers to this report.

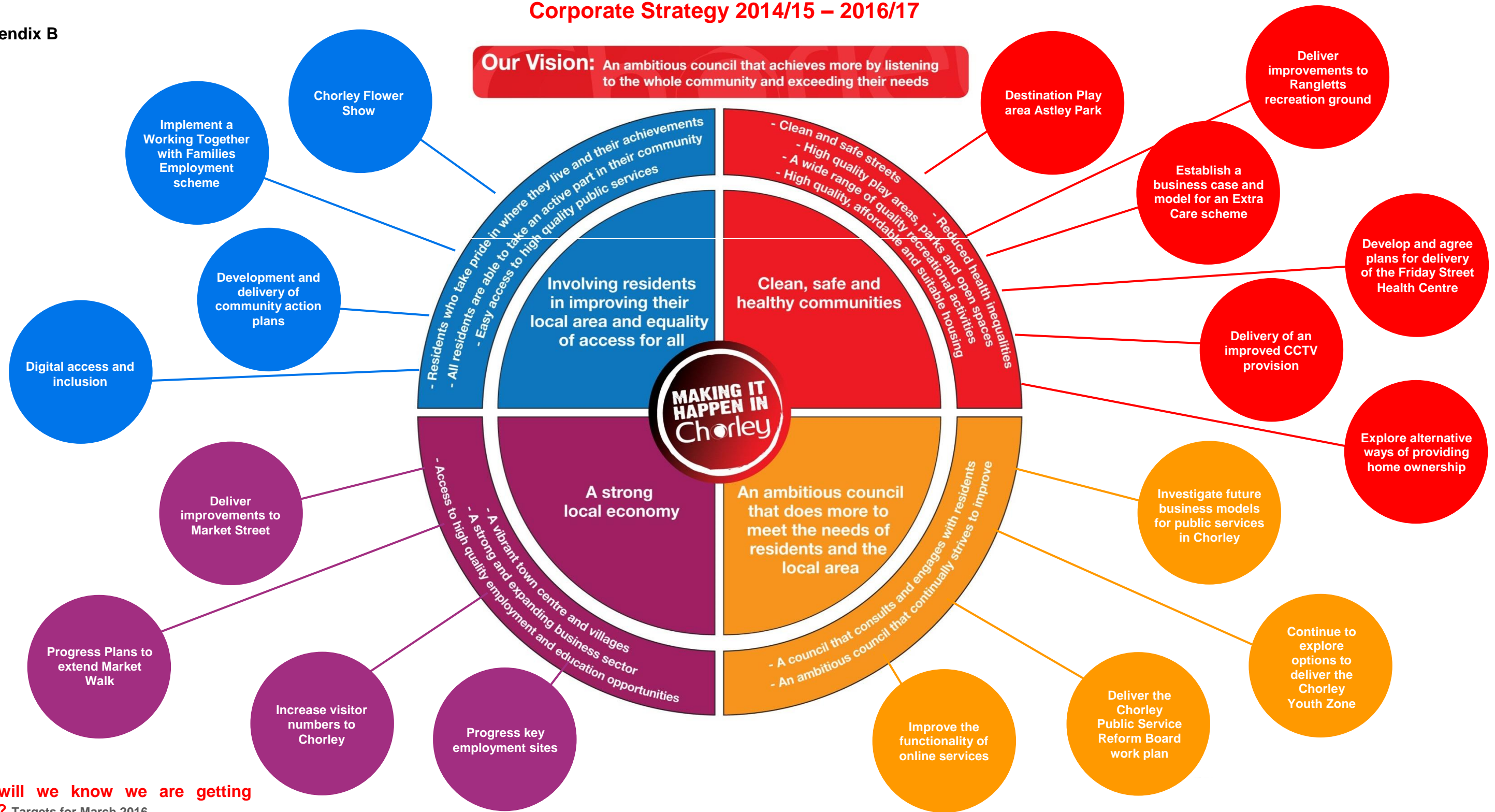
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Natalie Taylor-Proctor	5248	November 2014	Corporate Strategy Council Report

## Appendix A – 2013/14 Corporate Strategy projects position statement

Project	Position
Deliver the Welfare Reform Action Plan	Scheduled to complete January 2015
Extend Chorley's time credits (Year 1)	Scheduled to complete January 2015 - work is expected to continue further developing the scheme and embedding the use of time credits across council work streams
Implement initiatives to overcome social isolation/Connecting communities through food	Scheduled to complete January 2015 - work to continue through the delivery of the Organisational Plan
Expand the food bank	Complete
Develop the offer at Chorley's credit union	Complete
Deliver the Chorley Works unemployment project	Scheduled to complete March 2015
Carry out improvements to the town centre (Town centre master plan)	Complete - further improvements included in 2014/15 Corporate Strategy
Deliver the inward investment campaign	Scheduled to complete December 2014
Market Walk	Complete
Deliver the Chorley Youth Zone	Currently rated amber this work will continue in 2014/15 Corporate Strategy exploring sites and delivery models with partners in order to progress the delivery of the Youth Zone
Implement Astley 2020	Ongoing - work is on schedule and a number of actions have already been delivered as part of the delivery of this five year development plan. Delivery will now continue through the Organizational Plan.
Host Chorley element of cycling tour of Lancashire	Scheduled completion April 2015
Year 1 of the play, open space and playing pitch strategy	Approved by Executive Cabinet in August 2014 this project is now being implemented - specific actions have been included in 2014/15 Corporate Strategy
Friday Street health centre	Currently rated Amber this work will continue in 2014/15 Corporate Strategy progressing plans to facilitate the delivery of the Friday Street Health Centre
Deliver environmental improvements as part of the Cleaner Chorley campaign	Scheduled completion January 2015
Energy advice switching support services	Scheduled completion March 2015
Change Working practices to fit neighbourhood working and public health priorities	Scheduled completion December 2014
Deliver a project to improve customer satisfaction	Scheduled completion January 2015.
Extend the use of mobile devices across the Council	Complete
Bring the property services contract back in house	Complete

# Corporate Strategy 2014/15 – 2016/17

## Appendix B



### How will we know we are getting better? Targets for March 2016

- % of people satisfied with their neighbourhood as a place to live, Target: 85%
- % of people who regularly participate in volunteering, Target: 25%
- % of people who feel that they cannot influence decision making in their local area, Target: Less than 50%
- The number of SOA's in the worst 20%, Target: 8
- % of the population with NVQ level 3 and above, Target: 57%
- % increase in digital access points across the borough, Target: baseline

- The number of town centre visits, Target: 37,500
- Median workplace earnings in the borough, Target: Better than the North West average
- Overall employment rate, Target: 80%
- Number of projected jobs created through targeted interventions, Target: 100
- Number of projected jobs created through inward investment, Target: 50
- Number of working age people on out of work benefits, Target: Better than national average
- The % of 16-18 year olds not in education, employment or training, Target: 4.8%
- Growth in business rate base, Target: 2% increase
- % of businesses ceasing to trade, Target: Better than the North West Average
- Number of employment sites being brought forward, Target: 2
- % increase in visitor numbers, Target: baseline

- % of the population satisfied with street cleanliness, Target: 65%
- % of the population feeling safe during the day, Target: 90%
- % of the population feeling safe during the night, Target: 70%
- Number of visits to leisure centres, Target: 1,000,000
- Number of young people taking part in 'Get up and Go' activities, Target: 15,000
- % of the population satisfied with parks and open spaces, Target: 75%
- Number of affordable homes delivered, Target: 300 (by 2016/17)
- Number of homelessness preventions and reliefs, Target: 200 per annum
- Number of long term empty properties in the borough, Target: Reduce to 195

- % of households living in fuel poverty, Target: Better than North West average
- % of residents satisfied with the way the council runs things, Target: 65%
- % of residents who feel that the Council provides value for money, Target: 55%
- % of customers dissatisfied with the service they have received from the council, Target: Less than 20%
- % of service requests received online