

Report of	Meeting	Date
Chief Executive (Introduced by the Executive Member for Resources, Policy and Performance)	Full Council	24 November 2015

CORPORATE STRATEGY 2015/16 TO 2017/18

PURPOSE OF REPORT

1. To seek approval for the refresh of the Corporate Strategy 2015/16 to 2017/18.

RECOMMENDATION(S)

2. That the Corporate Strategy 2015/16 to 2017/18 be approved.

EXECUTIVE SUMMARY OF REPORT

3. The report provides a summary of the performance of the Corporate Strategy in 2014/15 and the changes proposed as part of the Corporate Strategy refresh for 2015/16.
4. Performance of the Corporate Strategy in 2014/15 is strong. A number of substantially large projects have been progressed over the last year which have and continue to have a significant and sustained impact on the council's key priorities.
5. The projects have performed well delivering tangible benefits for residents across the borough. Visible improvements have been delivered in the town centre through the improvements to Market Street and across the borough through the development of flagship play spaces in Astley Park and Rangletts Recreation Ground. The first Chorley Flower Show took place attracting significant visitor numbers to Chorley as well as the development of existing events such as Chorley Live, What's Your Story Chorley and the recent bonfire. A number of large schemes have been progressed with planning permission and Council approval granted for a scheme to extend Market Walk, completion of a business case for the Extra Care Scheme and investigation of future business models for public services in Chorley. More people have been encouraged to go online through work to support digital access and a refresh of the council's website to improve functionality and increase customer interaction.
6. The Corporate Strategy in its current format has now been in place for 3 years and a refresh has been undertaken to ensure that it remains relevant given the current context and challenges for public services. In line with work to review the role and purpose of the council, the vision will be refreshed to reflect a shift in emphasis towards the council as a community leader, working in partnership with local communities and other public service providers. The current priorities and long term outcomes will be retained based on the findings of the recent resident satisfaction survey which demonstrate high levels of satisfaction with the way the council runs things. A new look and feel has also been introduced.
7. The refreshed Corporate Strategy includes 16 projects with a focus on delivering some of the large scale ambitious schemes developed over the last 12 months that will have a significant impact on local provision. In addition, a number of new projects have been identified to support key priorities and deliver improvements across all areas of the borough.

8. The performance measures which help us to know how we are getting better have also been reviewed and updated. Targets have been amended so that they remain challenging in the light of positive performance, particularly in relation to the recent resident satisfaction survey.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason 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	4, Significant impact in environmental, social or physical terms in two or more wards

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 2015/16 to 2017/18 but also how we will measure our achievements and the key projects to be delivered over the year ahead. The Corporate Strategy identifies the following key priorities:

- 13.
- Involving residents in improving their local area and equality of access for all;
 - Clean, safe and healthy communities;
 - A strong local economy; and
 - An ambitious council that does more to meet the needs of residents and the local area.

PERFORMANCE OF THE CORPORATE STRATEGY IN 2014/15

14. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance of the Corporate Strategy in 2014/15 has been very good.

15. The council has demonstrated its commitment to economic development with the delivery of visible improvements to the town centre, as well as achieving planning permission and council approval for a scheme to extend the Market Walk shopping mall. Through a number of campaigns and events including the successful first Chorley Flower Show in Astley Park on the 1st and 2nd August 2015, as well as the planned launch of a tourism based website, visitors have and will continue to be encouraged to come to Chorley, contributing to a strong local economy. Improvements to local neighbourhood areas and parks and open spaces have seen an allotment site, footpath works, a lighting scheme and a MUGA ball court at Rangleys recreation ground, with a new skate park nearing completion, as well as the installation of a new destination play area in Astley Park. The Chorley council website was refreshed to improve the functionality for users and increase digital customer interaction; this has contributed to a significant decrease in the number of customers dissatisfied with the service they have received from the council.
16. The Corporate Strategy for 2014/15 initiated a number of significant, large budget projects to be delivered over multiple years. Performance is strong with ten projects (56%) to progress to the next stages of delivery as part of the refresh of the 2015/16 Corporate Strategy; these are the
 - a. Community Action Plans,
 - b. Friday Street Health Centre,
 - c. The Extra Care Scheme,
 - d. Provision of improved CCTV,
 - e. Improvements to Market Street,
 - f. Increasing visitor numbers to Chorley,
 - g. The Market Walk Extension,
 - h. The Chorley Public Service Reform Board Work plan,
 - i. The review of Public Services, and
 - j. The Chorley Youth Zone.
17. Five projects (28%) have been completed or are on track to deliver outcomes by the end of April 2016; these are:
 - a. Alternative ways of Providing Home Ownership,
 - b. Chorley Flower Show,
 - c. Astley Park Destination Play Area,
 - d. Rangleys Recreation Ground and
 - e. Improve Functionality of Digital Services.
18. Three projects (16%) are programmes of work with delivery scheduled over a number of years and will continue to be delivered and monitored through the delivery of the organisational plan.
 - a. the Working Together with Families Employment Scheme;
 - b. Digital Access and Inclusion and
 - c. Progress Key Employment sites (The Botany Bay element of the project to Progress Key Employment Sites will be taken forward as a project within the 2015/16 Corporate Strategy).
19. 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.
20. The strategy also included 31 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 aim to target areas of underperformance. At quarter two 90% 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 2015/16 – 2017/17

Vision and priorities

21. The current priorities have now been in place for three years since their approval in 2012/13 during which time, significant progress has been achieved towards delivering outcomes in each of these areas
22. The priorities and long term outcomes identified on approval of the Corporate Strategy have been retained for 2015/16 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment.
23. The recent resident satisfaction survey provides assurance that these continue to be the key priorities for improvement, with findings showing an increase in the number of residents satisfied with the way the council runs things compared to 2013, from 73.2% to 77%. This is further reinforced by a substantial 11% increase in the number of residents who feel that the council provides value for money.
24. The vision for the council has been amended to reflect the future challenges facing public services and the need to work differently to ensure the best outcomes for the people of Chorley. The vision recognises the changing role of the council and the need to demonstrate leadership in delivering positive outcomes.

The vision:

'A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people.'

Projects

25. The refreshed Corporate Strategy includes 16 projects with a focus on delivering some of the large scale ambitious schemes developed over the last 12 months that will have a significant impact on local provision; this includes the Market Walk Extension, delivery of the Extra Care Scheme and Youth Zone. In addition, a number of new projects have been identified to support key priorities and deliver improvements across all areas of the borough.
26. Economic development will remain a top priority with proposed projects to deliver improvements in the town centre and across the wider borough through the Botany Master Plan, work to develop a skills framework and increase connectivity of rural areas. This will be further supplemented by additional activity to highlight Chorley as a great place to live, work and invest with a specific project to deliver initiatives to attract more visitors to the borough.
27. Given the challenges ahead for public services, project activity will also focus on addressing future organisational sustainability and embedding the role of the Council as a community leader. This is being considered directly through the project to review and implement governance models and also the progression of work streams within the Chorley Public Service Reform Strategy which support a radical approach to working in new and different ways with our partners.
28. A key ambition reflected in the new vision for the Corporate Strategy is to work differently with our communities by taking an intelligence-led approach to understanding the needs of local residents. This will be a cross cutting theme for all project activity, particularly the implementation of Community Action Plans. Residents will be supported to take an active part

in delivery to ensure sustained improvement and initiatives such as time credits will continue to be at the forefront of driving this approach.

29. An 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 that wherever possible, all projects have the potential to have a positive impact on any community within the borough. Projects which support this aim include the delivery of Community Action Plans; Develop Chorley's town and rural tourism economy; Increase connectivity of rural areas and; Delivery of improved CCTV provision.
30. A copy of the refreshed 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 2016.
31. The key proposed projects and an overview of what they will deliver is shown below:

Involving residents in improving their local area and equality of access for all		
1	Develop a new Buckshaw Community Centre (NEW)	<p>This project will progress the design and build of a new community centre for Buckshaw Village to be sited on Ordnance Road. Work is expected to commence in early 2016 with completion and opening of the facility by December 2016.</p> <p>Once complete it will be the Council's intention to transfer the management of this facility into a community management arrangement, as per the Council's policy.</p>
2	Delivery of Community Action Plans	<p>Community Action Plans (CAP) have now been developed for each of the Community Action Plan areas; Chorley East, Clayton Brook, Astley and rural.</p> <p>This project will support the delivery of the plans, working with partners to deliver intelligence based activity to improve outcomes for the local area. The level and type of activity will vary depending on local needs but may include initiatives to support access to employment, community cohesiveness or environmental improvements. The plans should be delivered in partnership with other organisations (statutory and third sector) and community members to create local capacity, ensuring sustained benefits.</p>
3	Deliver the Westway integrated sports offer (NEW)	<p>This project will explore options to enhance sport and recreational facilities in the WestWay area. This will include assessment of existing provision and potential for further development to support all members of the community.</p>
4	Increase connectivity with rural areas (NEW)	<p>This project will support the delivery of activity to ensure that rural areas are connected to wider activity across the borough focusing on digital and physical accessibility (transport). It will also give consideration to future initiatives and developments (such as the Youth Zone) to ensure that all communities are able to access provision and facilities.</p>

A strong local economy

1	Deliver the Market Walk Extension	<p>Following agreement to the continuation of Market Walk Extension project and successful planning application, the project will now be taken forward to include:</p> <ul style="list-style-type: none"> • building the extension • relocating the flat iron market • creating new car parks • relocating shop mobility <p>The build is expected to take approximately 12 months therefore the aim would be to have the development ready for opening for Easter 2017.</p>
2	Develop a Botany Masterplan (NEW)	<p>The Botany Masterplan is one site within a wider piece of work to bring forward key employment sites to promote inward investment and provide a mix of employment opportunities.</p> <p>Work will start in September/October 2015 drawing up a masterplan for the site in consultation with residents and businesses, with an aim to complete the plans by January 2016. The site has potential for retail, leisure, employment and housing and could also open up access to the canal and create a waterfront development.</p> <p>The authority will be working closely with four of the landowners who have put themselves forward to be part of a reference group in order to make sure that the masterplan is deliverable. The masterplan will establish key design principles, which will be used to determine future planning applications.</p>
3	Town Centre Public Realm Improvements (NEW)	<p>This project will undertake public realm improvements in line with the town centre masterplan and Market Walk Extension.</p>
4	Develop Chorley's town and rural tourism economy (NEW)	<p>This is a continuation and extension of the existing project and tourism campaign which aims to deliver bigger and better events, promote Chorley's assets and visitor attractions locally and wider within the region and to attract more people into the borough for short visits.</p>

Clean, safe and healthy communities

1	Deliver Improvements to the Astley Walled Garden (NEW)	<p>The improvements to the Walled Garden in Astley Park were approved in September 2015 with plans to install a Green Stage and a Glass House within the walls of the Walled Garden.</p> <p>The Green Stage will be a dedicated space for small outdoor concerts and theatrical productions, and the Glass House will enhance the visitor offer, supporting the work of the Astley Walled Gardeners in order to provide more opportunities for visitors to get involved with the experience of growing food and plants.</p>
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2	Deliver improved CCTV provision	<p>In August 2015 Executive Member approval was granted to upgrade CCTV equipment including servicing and maintenance. This is a three year fixed term contract to upgrade the councils CCTV infrastructure, while providing equipment servicing and maintenance service.</p> <p>This project will deliver the new CCTV infrastructure with completion anticipated within an 18 month period (April 2017) with the contract to include maintenance and support.</p>
3	Progress the delivery of Friday Street Health Centre	<p>The Council will continue to facilitate the development of the Friday Street Health Centre. The commissioning of a feasibility study has been completed during 2015, as have the health impact assessments on the centre.</p> <p>Further actions in 2015/16 will include: establishing funding arrangements, impact assessments to agree the services that the centre will provide and progression towards a full planning application.</p>
4	Deliver the Extra Care Scheme	<p>Following the initial project in 2015/2016 to establish a business case, model and design an extra care scheme in Chorley, this follow on project will look to deliver this purpose built housing scheme for the over 55's with community facilities and flexible 24hr domiciliary care while promoting independence and social integration for the residents.</p> <p>On completion this facility will provide the area with increased housing provision supporting outcomes from the Lancashire Extra Care & Specialised Housing Strategy and the Chorley Town Centre Masterplan. It will also become a long-term asset for the council, reducing costs to social care budgets, meeting health and wellbeing outcomes while providing long term revenue income for the council.</p>

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

1	Reform public services in Chorley	<p>The three year programme supports delivery of the Chorley Public Service Reform Strategy which aims to integrate and reconfigure public services in Chorley to provide the best outcomes for residents.</p> <p>The Public Service Reform Implementation Group will deliver two work streams: data, intelligence and sharing; and integrated locality working which will develop a new model for partnership delivery in Chorley. The Chorley Public Service Reform Executive will deliver work streams linked to partnership oversight, systems leadership, and culture and values.</p> <p>The completion of the above work streams will position the partnership to progress the development of integrated provider partnerships and ultimately integrated commissioning.</p>
2	Progress delivery of the Chorley Youth Zone	<p>This project is now in its second year. Work completed to date includes specifying what facilities, services and partners will operate from the Youth Zone, and this year's focus has been on the location of the Youth Zone, exploring alternative sites and different delivery models with partners.</p> <p>The operation of the Chorley Youth Zone will be undertaken by a new charitable organisation, Chorley Youth Zone Charitable Trust. The Trust would involve Chorley Council, Lancashire County Council, Onside Youth Zones and The Arts Partnership. The Youth Zone will be leased to the Trust, by Chorley Council, on a long term basis.</p>

		Planning permission for the delivery of the facility is expected to be presented in November 2015 with building work to commence in April 2016. It is envisaged that there will be an 18 month building project completing in September 2017.
3	Review the way the Council operates and implement changes	This project will develop the council's transformation strategy to ensure it is best placed to meet future financial and organisational challenges, including effective leadership and governance structures.
4	Develop a skills framework (NEW)	A review will be undertaken to understand gaps in skills provision within Chorley. This will support the development of a skills framework to outline how these gaps will be addressed which may include working with local school to promote and encourage education and career choices.

MEASURING PROGRESS

27. The strategy includes 32 performance measures that will be measured and reported against in order to demonstrate success against achieving the priorities and long term outcomes. All of the measures have been reviewed and updated to ensure that they remain challenging to reflect council ambition. No indicators have been removed and one new measure has been included to supplement monitoring of volunteering, this is the % increase in the number of volunteering hours earned.

28. Targets have been amended for 17 measures and the definition for one measure has been amended which is the number of Super Output Areas in the bottom 10% nationally. The proposed changes to the measures are either because the targets were being easily achieved or the factors determining performance have changed. This applies to a number of indicators measured through the resident satisfaction survey.

29. The measures which are subject to change are set out in the table below with full list of final indicators to support the monitoring of the 2015 Corporate Strategy included at Appendix B:

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Involving residents in improving their local area and equality of access for all				
NEW INDICATOR % increase in the number of volunteering hours earned	5400 (Actual year to date at Sept 15) Annual target 10,800 (Actual)	9164 (Actual Sept 15)	35%	New indicator to supplement existing volunteering measurements for % increase based on actual performance at 2014/15
% of people who feel they cannot influence decision making in their local area	50%	26%	25%	Measured using the 2015 resident's survey. Previous performance 31% in (2013)

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
The number of SOA's in the worst 20% to be amended to – The number SOA's in the worst 10%	8	8 (2015)	3	The Indices of Multiple Deprivation for 2015 shows Chorley now has 8 LSOA's in the bottom 20% for multiple deprivation, with only 4 of these in the bottom 10%, compared with 10 and 6 respectively in 2010. The definition will be amended to number of areas in the worst 10% with a target of 3 given that future activity is likely to have the biggest impact on these areas.
% increase in digital access points for residents across the borough	Base line	9	40% increase	A 40% increase would equate to 4 additional access points.
A strong local economy				
Town Centre Visits	37,500	31,037 Annual Indicator Reported 31/03/2015	32,588	Current performance is an increase on the previous year's value 29,846 in March 2014. While footfall should increase in the long term given the Market Walk development, it is unlikely to reach target level given construction activity in the short term. Target reduced for the next year to outturn plus 5% as a more realistic aim.
Number of projected jobs created through targeted interventions	Q2 Target 50 Annual Target 100	Quarter 2 2015/2016 91	128	Target amended to reflect positive performance
% of working age people on out of work benefits	9.6%	8.3% Annual Indicator Reported 31/03/2015	9.0%	Annual measurement demonstrating positive performance and target amended accordingly
% increase in visitor numbers	Base line	Annual Measurement available in Q2 2014/2015 0.8%	2%	Based on the annual STEAM Tourism Economic Impact Annual Report for Chorley produced by Marketing Lancashire. A 2% increase equates to 69,780.
Clean, safe and healthy communities				
Satisfaction with street cleanliness	65%	71%	70%	Measured using the resident's survey and target amended to reflect recent performance
Number of young people taking part in 'Get Up and Go' activities	Q2 target is 7,500. Annual target is 15,000	15,282 (Q2 2015)	20,000	Target amended to reflect positive performance
% of population satisfied with parks and open spaces	75%	80%	80%	Target amended to reflect positive performance
Number of affordable homes delivered	Q2 target of 250 3 year target of 300	347 (Q2 2015)	2 year target of 200 for 2016/18	This target is the 3rd year of a three year target. New 2 year target of 200 for 2016/2018 based on forecasts and taking account of the introduction of "Starter Homes" and the current

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
				uncertainty of suitable sites.
Number of Homelessness Preventions and Reliefs	50 (target of 200 per annum)	(Q1 2015) 192 (Q2 2015) 363	600	The more residents helped to access accommodation the better. 701 interventions delivered in 2013/2014 and 810 in 2014/2015 against a target of 200.
Number of long term empty properties in the borough	195	(Q1 2015) 202 (Q2 2015) 182	190	Performance is positive and showing improvement although it can take time to bring properties back into use; investigating ownership is timely and enforcement can take up to 3 years. The target may only be impacted by a small number of properties during 12 month and has been amended accordingly.
An ambitious council that does more to meet the needs of residents and the local area				
% residents satisfied with the way the council runs things	65%	77%	70%	Measured using the resident's survey. Target amended to 70% given strong performance but taking into account future challenges that may impact on resident satisfaction.
% residents who feel that Chorley Council provide value for money	55%	60%	60%	Measured using the resident's survey and target amended to reflect positive performance.
% of service requests received online	Baseline	(Q1 2015) 13.34% (Q2 2015) 14.72%	18%	Measure to be monitored on a quarterly basis delivering robust data to provide an indication of any customer shifts in service requests from face to face options to contacts received online.

IMPLICATIONS OF REPORT

30. 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

31. 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 2016/17 budget process and adjustments made to the projects as required.

COMMENTS OF THE MONITORING OFFICER

32. No comments

COMMENTS OF THE HEAD OF POLICY AND COMMUNICATIONS

33. 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.

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	November 2015	Corporate Strategy Council Report

Appendix A – 2014/15 Corporate Strategy projects position statement

Project	Position
Digital access and inclusion	Supported digital sessions have taken place with 56 individuals attending sessions across the borough to date and more planned. Agreement has been reached to fund a Digital Inclusion Officer (18 hours) to support the project going forwards. There are currently 9 digital access points in the borough, and one strand of the project is designed to increase the number available. This project will continue into 2016/17 as an organisational plan project.
Development and Delivery of Community Action Plans	Lead officers and Members have been assigned to each of the four CAP areas and draft plans have been prepared for each priority area based on local intelligence. Delivery of the plans will be taken forward as part of 2015 Corporate Strategy project.
Implement a Working Together with Families Employment Scheme	In autumn 2014, approximately 140 families in Chorley had been identified as meeting the worklessness criteria. The scheme's soft launch took place in August 2015. There have been Initial delays in WTWF phase two gaining formal approval at county level. Currently no referrals received from LCC. Interim measures are in place locally via an informal arrangement with Integrated Action Team and other partners to establish referrals. Lead professional currently working with two families with a target of 14 families for 2015/2016. Project due to complete by 31/08/2016.
Chorley Flower Show	Project Completed - The successful inaugural show attracted 10,000 people establishing the event within Chorley with plans to make it an annual event.
Destination Play Area Astley Park	Project Completed - The new destination play area has been delivered within Astley Park. An attractive development which provides further play provision and increases the range of equipment available for all age groups. It enhances the current facilities in the park, supports the public's satisfaction with parks and open spaces while attracting increased numbers of people to both the park and to Astley Hall.
Deliver Improvements to Rangletts Recreation Ground	This project is due to complete by 30/11/2015. Completed development areas include the Allotment site, footpath works, lighting scheme and MUGA Ball Court. Play Area is near completion with the last phase of works ongoing to finalise the new BMX/Skate Park.
Develop and Agree Plans for Delivery of the Friday Street Health Centre	Project team meetings and project board meetings are in place. Discussions taking place with NHS to establish funding process are ongoing with a decision expected in November. Project to go forward as a 2015 Corporate Strategy project.
Establish a business case and model for an Extra Care scheme including Land Assembly	Business case is complete and four options produced by the commissioned architects. A HCA bid for £2,868,750 was submitted on 29/5/15, and is awaiting a response. Delivery of the Extra Care Scheme is to be taken forward through 2015 Corporate Strategy Project.
Explore Alternative Ways of Providing Home Ownership	Due to complete by 31/03/2016. Alternative models have been investigated and report has been produced. The preferred option the "Gentoo Genie" model has been identified as an affordable option for the borough. Model uses Home Purchase Plans to purchase shares on the property owned by Gentoo. Affordable Housing SPD currently being redrafted to allow other intermediate tenures, such as Genie.
Delivery of an Improved CCTV Provision	Procurement has been undertaken and contract awarded. Works include the control room refit and a review and upgrade of control zones and cameras. It is anticipated that the full infrastructure will be in place within 2015 months and seen through to completion through the 2015 Corporate Strategy Project.

Deliver Improvements to Market Street	The scope of this project has been extended beyond Market Street to consider improvements to the wider town centre areas. Progress is being made on the concept design for the town centre public realm to incorporate the Market Walk extension, Youth Zone and High Street projects. Surveys and initial design work on track for completion by January 2016. This project will be carried forward in the refreshed Corporate Strategy under the new title of 'Town Centre Public Realm Improvements'.
Progress Key Employment Sites	Preparation of work packages and site scopes for key sites continuing. Botany Bay element to be taken forward as Corporate Project in 2015
Increase Visitor Numbers to Chorley	A number of successful major events have taken place this year which have been supported by detailed promotional plans and have attracted significant visitor and local attendances. A partnership has been created and is developing with Marketing Lancashire with a tourism based website is due to go live in March 2016. Work to be extended and taken forward through a 2015 Corporate Strategy project.
Progress Plans to Extend Market Walk	Plans to extend Market Walk and to develop a seven unit retail and leisure development have been approved by DC committee and Full Council in September 2015. The delivery of the extension will be carried out as a 2015 Corporate Strategy project.
Improve the Functionality of Online Services	Project is complete. The newly designed website was launched on 26/10/15. The project first developed and delivered changes to the "Do It Online" section of the website before transferring the similar icon developed design to the general homepage of the website. These developments support changing user habits towards tablets and mobile based devices while improving the customer experience and continuing to increase the use of our online channels for service requests by the public.
Investigate Future Business Models for Public Services in Chorley	A draft governance review has been completed and future options will be reported to Full Council in November. Following this, the next steps will be taken forward as part of 2015 Corporate Strategy project to review and implement governance models
Deliver the Chorley Public Service Reform Board Work Plan	Currently in year one of a three year programme. The Executive and Implementation Groups have been established and are delivering the year one work programme with year two to form part of the 2015 Corporate Strategy project to 'Integrate partner services through the Chorley Public Service Reform Partnership'.
Continue to Explore Options to Deliver the Chorley Youth Zone	The proposed location has been agreed as the site on Railway Street, where The Arts Partnership and Leigh Arms stand. A Planning application is currently being developed. Local youngsters have agreed and launched their new brand 'Inspire – Do Your Thing' as the name for the new Youth Zone. Delivery of the Youth Zone will be taken forward as a 2015 Corporate Strategy project.

Appendix B – Corporate Strategy 2015

Indicator Name	Target Value
Involving residents in improving their local area and equality of access for all	
% people satisfied with their neighbourhood as a place to live	85%
% of people who regularly participate in volunteering	25%
% increase in number of volunteering hours earned	35%
% of people who feel they cannot influence decision making in their local area	25%
The number of SOA's in the worst 10%	3
% population with NVQ level 3 or above	57%
% increase in digital access points for residents across the borough	Baseline
A strong local economy	
Town centre visits	32, 588
Median workplace earnings in the borough	£482.5 NW Average
Overall employment rate	80%
Number of projected jobs created through targeted interventions	128
Number of projected jobs created through inward investment	50
% of working age people on out of work benefits	9.0%
The % of 16-18 year olds who are not in education, employment or training (NEET)	4.80%
Growth in business rate base	2%
The number of employment sites being brought forward.	2
% increase in visitor numbers	2%
% of businesses ceasing to trade	10.05%
Clean, safe and healthy communities	
Satisfaction with street cleanliness	70%
% of the population feeling safe during the day	90%
% of the population feeling safe at night	70%
The number of visits to Council's leisure centres	1,000,000
Number of young people taking part in 'Get Up and Go' activities	20,000
% of population satisfied with parks and open spaces	80%
Number of affordable homes delivered	200 for 2 years
Number of Homelessness Preventions and Reliefs	800
Number of long term empty properties in the borough	190
An ambitious council that does more to meet the needs of residents and the local area.	
% Households living in fuel poverty	12.5%
% residents satisfied with the way the council runs things	70%
% residents who feel that Chorley Council provide value for money	60%
% of service requests received online	18%
% of customers dissatisfied with the service they have received from the council	20%

Our vision:

A proactive community leader, supporting the borough and all its residents to reach their full potential through working in partnership to deliver services that achieve the best outcomes and protect vulnerable people

Challenges

- Finance
- Changing population
- Changing legislation

Our response

- Early intervention
- Partnership Working
- Value for money

Corporate Strategy

Chorley will have

We will deliver



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

- Residents who take pride in where they live and their achievements
- All residents are able to take an active part in their community
- Easy access to high quality public services

- Develop a new community centre for Buckshaw Village
- Working with communities to deliver improved outcomes
- Explore and deliver an integrated sports offer for the Westway area
- Improve connectivity in rural areas



Clean, safe and healthy communities

- Clean and safe streets
- Reduced health inequalities
- A wide range of quality recreational activities
- High quality, affordable and suitable housing
- High quality play areas, parks and open spaces

- Deliver improvements to the Astley Walled Garden
- Deliver improved CCTV provision
- Progress the delivery of Friday Street Health Centre
- Deliver the Extra Care facility for Chorley



A strong local economy

- A vibrant town centre and villages
- A strong and expanding business sector
- Access to high quality employment and education opportunities

- Deliver the Market Walk Extension
- Develop an economic masterplan for the Botany Bay area
- Improve the look and feel of the town centre
- Develop Chorley's town and rural tourism economy



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

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around outlying areas

- Reform public services in Chorley
- Progress delivery of the Chorley Youth Zone
- Review the way the Council operates and implement changes
- Develop a skills framework for Chorley

