

Report of	Meeting	Date
Director Policy and Governance	Full Council	22 nd November 2016

CORPORATE STRATEGY 2016/17 TO 2018/19

PURPOSE OF REPORT

1. To seek approval for the refresh of the Corporate Strategy 2016/17 to 2018/19.

RECOMMENDATION(S)

2. That the Corporate Strategy 2016/17 to 2018/19 be approved.

EXECUTIVE SUMMARY OF REPORT

3. The report provides a summary of the performance of the Corporate Strategy in 2015/16 and the changes proposed as part of the Corporate Strategy refresh for 2016/17.
4. In 2015/16 the Corporate Strategy delivered even more towards making Chorley a great place to live, work and invest through progressing schemes that will transform the borough including Market Walk, the Extra Care scheme and the Youth Zone. Enhanced local attractions such as the new glass house in Astley Walled Garden and events like the Chorley Grand Prix and Flower Show have supported visitor numbers to the borough to increase by 2.2% year on year. Residents are more able to access Council services online as a result of digital skills sessions; communities are safer following the installation of upgraded CCTV; and more people are encouraged to lead healthy lifestyles with visits to leisure centres up 3.2%. New community facilities have been delivered in Buckshaw Village and vital services have been protected for residents including rural bus routes and community libraries.
5. For the 2016/17 Corporate Strategy, the vision, priorities and long term outcomes will be retained to reflect the aspiration of the Council to remain at the forefront of proactive leadership during challenging financial and economic times, ensuring the long term impact of strategic activity and investment. The projects identified within the strategy have been refreshed to focus on construction or delivery of large flagship schemes that will achieve economic growth to increase the prosperity of Chorley and generate opportunities for all. New projects have been included to respond to the financial and demographic challenges facing the Council and aim to sustain positive outcomes for Chorley through initiatives such as the Chorley Public Service Reform Partnership and by exploring ways in which we can work differently as a Council.
6. The performance measures which help us to know how we are getting better and whether we are achieving our long term goals have also been reviewed and updated. Nine targets have been amended so that they remain challenging in the light of positive performance and continue to demonstrate council ambitions. Amendments have also been made to the way in which one indicator is measured to give a more robust and accurate indication of performance and the definition for one has been amended to reflect national changes.

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)

7. 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.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

8. None.

CORPORATE PRIORITIES

9. 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

10. 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 2016/17 to 2018/19 but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead. The Corporate Strategy identifies our key priorities as a Council which are:
- 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 2015/16 AND 2016/17

11. A full review of the performance of the Corporate Strategy (including measures) has been completed and overall performance over the last 12 months has been very good.
12. This year, work has continued to support economic development both in and around the town centre, with a number of large scale projects continuing to be progressed. Both the Extra Care Scheme and Market Walk development have recently gained Full Council approval to progress and will move into the next stage of delivery over the coming year. Good progress has been made with the Market Walk scheme and interest from prospective tenants; if the current interest is secured, 79% of the development will be filled. These developments will see areas of the borough transformed and will really enhance Chorley's profile as a place to live, work, and invest.
13. Work has also continued on ensuring residents are both engaged and involved within the local area and that the borough's rural communities are well connected through both digital access and accessibility to local transport. We have delivered digital sessions to 79 learners since April 2016, giving people the skills to get online and do more online. More residents are choosing to make service requests online and the second quarter of this year saw an increase of 34.8% more requests received online than the same time last year. Chorley Council also continues to work hard to mitigate the impact of budget cuts to county council services on residents by stepping in to save vital local services where we can, such as bus routes and library provision. Local, accessible facilities continue to be a priority and work has progressed towards completion of the Buckshaw Community Centre which will see the delivery of a valuable local facility for residents in and around this area.
14. Ensuring residents are both safe and healthy has remained a top priority for the Council through delivery of projects such as the upgrade of the CCTV control room and replacement of all cameras to HD to make our town centre and communities as safe as possible. Residents have been encouraged to be healthier as the number of visitors to council leisure centres continues to increase, with 3.2% more visits during quarter two than the same period last year. The number of young people engaging in Get Up and Go activities so far this year has totalled just over 16,000.
15. Work has focused on developing Chorley's town and rural tourism economy, with the aim of making Chorley a great place to come and visit and experience what we have to offer. Figures released by Marketing Lancashire (2015) show that visitor numbers have increased for Chorley by 2.2% year on year and that a total of £167.7 million was generated within the local economy through visitor and tourism expenditure (an increase of 4.3% year on year). Other highlights this year have included the delivery of another successful Chorley Grand Prix event and Chorley Live event. The Flower Show held in June was once again a huge success and around 13,000 visitors from across the North West came to see the country's top exhibitors put on displays. The event also saw the unveiling of the Victorian Glasshouse which has received extremely positive feedback and offers another asset to the park and borough.
16. As an authority, we have continued to work hard to ensure that we tackle both economic and demographic pressures head on through programmes of work to transform public services and encourage partnership working. The Chorley Public Service Reform Partnership has completed and evaluated the first year of activity which demonstrated that through strong commitment, pace and agility, the partnership has been able to bring organisations together in new and innovative formats. Work has continued on reviewing the way we operate as a Council, shaping new models of governance and making changes internally to ensure efficiency and value for money.

17. The Corporate Strategy for 2015/16 initiated a number of significant projects to be delivered over multiple years. Performance is strong with six projects progressing into the delivery or construction phase in 2016/17 and therefore being carried forward; these are:
 - Explore and deliver the Westway integrated sports offer
 - Deliver the Extra Care Scheme
 - Deliver the Market Walk Extension
 - Public Realm town centre improvements
 - Reform Public Services in Chorley
 - Deliver the Chorley Youth Zone
18. Two projects have delivered activity that will be built upon in 2016/17 as part of wider programmes of work within the corporate strategy:
 - Delivery of Community Action Plans
 - Improve Chorley's town and rural tourism economy
19. Five projects have been completed or are on track to deliver outcomes by the end of April 2017; these are:
 - Deliver the Buckshaw Community Centre
 - Increase connectivity with rural areas
 - Deliver improvements to the Astley Walled Garden
 - Deliver improved CCTV provision
 - Review the way the Council operates and make changes
20. Two projects are programmes of work scheduled to be delivered over a number of years and will continue to be delivered and monitored through the council's organisational plan:
 - Deliver the skills framework
 - Progress the delivery of the Chorley East health centre
21. 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.
22. The 2015 strategy also included 32 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, 83% of indicators are performing on target or within 5% tolerance. Further details are available in the quarter two monitoring report which was presented to Executive Cabinet in November.

DEVELOPMENT OF THE CORPORATE STRATEGY 2016/17 – 2018/19

Vision and priorities

23. The vision for the council was amended in the previous refresh last year 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 will remain the same as it continues to reflect the aspirations of the Council to remain at the forefront of proactive leadership during challenging financial and economic times, ensuring that the needs of residents remain our priority. The vision is for the Council to be:

‘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.’

24. The current priorities and long term outcomes have been retained for 2016/17 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment. Resident feedback continues to positively reinforce activity towards meeting the priorities which remain critical given the current climate of budget reductions and change.

Projects

25. The 14 Corporate Strategy projects for 2016/17 are designed to achieve sustainable local growth and reform in the way that we deliver services to meet the challenges set out in future years, with a focus on achieving benefits for all areas of the borough.
26. Many large, high impact projects will move into a construction or delivery phase to produce significant tangible results; this includes projects to deliver the Youth Zone as a state of the art facility for young people, and Primrose Gardens Retirement Village Extra Care facility to meet the needs of older people in a community setting. Progression of the Market Walk extension into the construction phase will improve the town centre offer and establish essential future income for the borough. It will be enhanced by the delivery of street level improvements in the town centre and Steeley Lane Gateway project.
27. The local economic benefits of this activity will be further supplemented by the delivery of economic opportunities at Botany and new projects to highlight Chorley as a great place to live, work and invest. This includes a specific project to deliver initiatives to attract more visitors to the borough which will include delivery of the third Chorley Flower Show.
28. We will continue to improve the look and feel of local neighbourhoods and invest in providing important new community facilities such as the Westway sports complex so that people can take pride in Chorley. We will also set out how we hope to work together with our residents to shape and deliver services in future through the development of a Coproduction and Community Action strategy. Ensuring that all residents are able to contribute to their local area and experience positive outcomes is vital and therefore we will undertake targeted activity to get people ready for work through the Chorley Future’s project.
29. Given the challenges ahead for public services, project activity will include a focus on addressing future organisational sustainability through progressing new and innovative ways of working. The Chorley Public Service Reform Partnership will continue to work for more joined up public services, and the enabling phase of the Integrated Community Wellbeing Service will make early intervention and prevention part of mainstream working. Improving the way we operate as an organisation remains a top priority through making services more efficient and easier to access; the Work Smart programme aims to achieve a

step change in organisational culture and work practices to meet changing customer expectations.

30. A copy of the refreshed Corporate Strategy is attached as appendix C. 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, either from external funding or through the council's budget setting process.
31. The key proposed projects for 2016 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	Progress delivery of the Westway integrated sport facility	<p>This project will progress the 2015 Corporate Strategy into the project delivery phase.</p> <p>The project is focused on transforming the Westway playing fields in Astley Village. The development will include proposals for a pavilion, MUGA, pitches and car parks on the site.</p> <p>The next phase of work will include interpreting the outcomes of the public consultation and planning application development and approval.</p>
2	Improve the look and feel of local neighbourhoods across the borough NEW	<p>The project will see existing neighbourhood working arrangements enhanced and amalgamated with community action planning initiatives across all areas of Chorley.</p> <p>The project aims to understand the needs of local communities and engage with local residents and community stakeholders to achieve improvements across the borough.</p>
3	Develop new ways to deliver services with communities NEW	<p>This is a new project that will support the Council vision to be a proactive community leader, supporting the borough and residents to reach their full potential.</p> <p>This vision will be fulfilled through the Council working in partnership with community stakeholders, parish councils, the third sector and local residents to deliver effective and sustainable public services together.</p>

A strong local economy		
1	Deliver the Steeley Lane Gateway project	<p>This project will deliver the Steeley Lane Gateway, following the completion of railway works.</p> <p>The project aims to achieve connectivity between the Bus Station, Railway and Steeley Lane areas, delivering physical and signage improvements to these gateway areas and ultimately creating a more cohesive town centre experience for shoppers and visitors.</p>
2	Deliver economic opportunities at Botany	<p>This project will progress the 2015 Corporate Strategy project to develop a Botany Masterplan into the delivery phase.</p> <p>The project is on track to deliver the development of the masterplan this year and will look to begin masterplan delivery over 2016. It will provide important inward investment opportunities through optimising the geographic and strategic position of the site and working with landowners to bring development sites forwards so that investors see Chorley as a forward thinking borough and a place they want to locate their business.</p>

3	Deliver street level improvements in the town centre	<p>This project will deliver public realm improvements in line with Market Walk extension project. The work will see a revamp of shopping streets and wider public areas to improve pedestrian experience and provide a consistent town centre identity. The project will form part of the wider £17million investment into Market Walk which will include improvements to shopping streets, new cinema and introduction of high end retailers into Chorley town centre.</p> <p>This phase will be focused on beginning the delivery of the masterplan, including consultation with local stakeholders.</p>
4	Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show NEW	<p>This project will build on extensive work undertaken in recent years to promote Chorley as a visitor destination. This will include continuing to promote the Choose Chorley website, continuing with improvements to Astley Hall and Park and also implementing the new marketing campaign.</p> <p>It will also incorporate the development, planning and delivery of the Chorley Flower Show 2017.</p>
5	Deliver the extension to Market Walk	<p>This project will continue with the delivery phase of the 2015 Corporate Strategy project to extend Market Walk to accommodate a cinema, restaurants and retailers which were approved by Full Council in September.</p> <p>The focus to date has been on securing 75% of lettings for the development and has resulted in achieving interest in around 79%. The 2016 Corporate Strategy project will see the project move into the construction phase.</p>

Clean, safe and healthy communities

1	Deliver the Primrose Gardens Extra Care Facility for Chorley	<p>This project will progress the delivery of the Extra Care scheme in Chorley as the Primrose Gardens retirement living. The 2015 Corporate Strategy Project has been aimed at finalising site acquisitions, securing planning permission for the build and securing capital contributions.</p> <p>The next phase of work will incorporate the construction of the facility, with the estimated start date on site being around February 2017.</p>
2	Deliver the enabling phase of Integrated Community Wellbeing Service NEW	<p>This is a new project for 2016 to deliver the enabling phase of delivery of the Integrated Community Wellbeing Service which will bring together two organisations (Chorley Council and LCFT) to focus on early intervention and prevention to achieve wellbeing.</p> <p>This will involve the service being established, with a key focus on engagement with key stakeholders and organisations, communications and the establishment of governance arrangements. The new service aims to be in place and operational by April 2017.</p>
3.	Deliver a project to get people ready for work NEW	<p>This project will support residents who are seeking work in Chorley to move closer to the labour market and into a job.</p> <p>The Chorley Futures project aims to reduce economic inactivity by providing disadvantaged target groups resident in Chorley with access to a programme of support measures to help them progress towards and/ or into employment and be 'Chorley Works' ready. Note. This project is subject to an application submitted by Chorley Council for funding from the European Social Fund (ESF).</p>

An ambitious council that does more to meet the needs of residents and the local area		
1	Improve access to council services by making services more efficient NEW	<p>This is a new project for 2016 which will deliver the WorkSmart programme that should achieve a step change in the way the Council operates to enable it to meet increasing customer expectations. The project includes changes to the office environment, workforce behaviour and culture and improved technology to facilitate smarter working.</p> <p>The project will also include the delivery of digital inclusion initiatives to enable people to get online, do more online and therefore gain the benefits of IT in order to enhance their access to public services and their quality of life.</p>
2	Integrate public services through the Chorley Public Service Reform Partnership	<p>This project will focus on delivery of year two of the Chorley Public Service Reform Partnership Strategy.</p> <p>The 2015 Corporate Strategy project has focused on building community capacity, establishing the consistent front line and enhanced multi-disciplinary approaches.</p> <p>The 2016 project will include a focus on integrated provider partnerships, developing new forms and functions of provider organisations to enable them to formalise new ways of working together.</p>
3	Deliver the Chorley Youth Zone	<p>This project will see the progression of the 2015 Corporate Strategy project to deliver the Chorley Youth Zone. The Youth Zone will provide state of the art facilities for young people from across the borough including a sports hall, performing arts area, fitness suite and a football pitch. Young people will also be able to have access to relevant support and advice. The current project is on track with the main contractor to be appointed in the near future.</p> <p>The 2016 phase of the project will see the construction of the Youth Zone building beginning.</p>

MEASURING PROGRESS

32. 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.
33. Targets have been amended for nine measures. The collection procedure for one measure has been amended which is the number of town centre visits, and the definition for one has been amended which is the percentage of 16-17 year olds who are not in education, employment or training (NEET). The proposed changes to the measures are either because the targets were being easily achieved or the factors determining performance have changed.
34. The measures, which are subject to finalisation, are set out in the table below with full list of final indicators to support the monitoring of the 2016 Corporate Strategy included at appendix B:

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

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
% increase in digital access points for residents across the borough	Baseline	Current number of access points is 9	11% increase	At present there are 9 digital access points across the borough. Target is to be set at 11% increase annually.

A strong local economy

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Town Centre Visits	32,588	30,223 (at the end of 2015/16)	310,000 per annum	This indicator is currently reported annually in March using an average of the footfall count at nine locations over three days in two separate weeks. It is proposed to change the collection procedure of this indicator to use the data that is currently collected to record Market Walk footfall on a monthly basis. This data shows seasonal trends and can be reported more frequently. Target set at 310,000 per annum, baselined on historical footfall data for Market Walk.
Number of projected jobs created through targeted interventions	128	185 (at the end of 2015/16)	150	The target was increased to 128 in 2015/16 and performance has continued to improve from 127 in 2014/15 to 185 in 15/16. Target increased to 150 to reflect this.
Number of projected jobs created through inward investment	50	59 (at the end of 2015/16)	60	This indicator has performed well over previous years with annual results achieving levels higher than the 50 target with 58 in 13/14 and 62 in 14/15. Target increased to 60 in order to remain challenging.
The % of 16-17 year olds who are not in education, employment or training (NEET)	4.8%	4.5% (at the end of 2015/16)	TBC%	Department for Education have changed the NEET methodology, and from 2016/17 will only be counting 16 and 17 year olds in their NEET, therefore the definition of this indicator has been amended to reflect this change. The proposed new target will be set by the end of quarter three.
Growth in business rate base	2%	0.64%	1%	This indicator compares the total rateable value at 31 March of one year to the total rateable value at 31 March the following year to ascertain growth. In 2016 the government announced changes to business rates which will come into effect in 2017; therefore the target has been reduced to 1% to take into account these changes which will have a further effect on growth. The procedure will also be amended to compare the rateable value at the start of the financial year to the total rateable value at the end of the financial year.
% increase in visitor numbers	2%	2.2%	2.5%	Data for this measurement is provided by the annual STEAM Tourism Economic Impact Annual Report for Chorley produced by Marketing Lancashire. The total visitor number for Chorley in 2014 was 3,486,000. The total visitor numbers for 2015 was 3,563,000. This is an increase of 77,000 visitors (2.2%), compared with 0.8% the previous year; therefore the target has been increased to 2.5% in order to remain challenging.

Clean, safe and healthy communities

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Number of long term empty properties in the borough	190	167	180	210 empty properties at the end of 2014/2015, which reduced to 167 by the end of 2015/16. At Quarter 1, 2016/2017 performance is 172. The target has been reduced further in 2016/17 to 180 in order for it to remain challenging.

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

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
% of service requests received online	18%	17.4% (at the end of 2015/16)	20%	Performance saw a steady increase from 11.23% in Q4 2014/15 to 17.4% in Q4 2015/16. The target has been increased for 2016/17 to 20% in order for it to remain challenging.

IMPLICATIONS OF REPORT

35. 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

36. 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 2017/18 budget process and adjustments made to the projects as required.

COMMENTS OF THE MONITORING OFFICER

37. No comments

COMMENTS OF DIRECTOR POLICY AND GOVERNANCE

38. An integrated impact assessment has been completed for the refreshed Corporate Strategy, and identifies actions to ensure that the council meets its obligations in line with the Equality Act (as well as serving all of its residents). This includes ensuring that projects undertaken through the strategy will have impact assessments undertaken as necessary to assess their particular impact on individuals or groups with protected characteristics.

CHRIS SINNOTT
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Kate Cronin	5348	November 2016	Corporate Strategy Council Report

Appendix A – 2015/16 Corporate Strategy projects position statement

Project	Position
Develop a new Buckshaw Community Centre	The Buckshaw Community centre build is now nearing its completion. The build of the centre will see the delivery of a new facility built specifically for Buckshaw Village; the centre compliments the village in providing a facility which has state of the art sports facilities and facilities which can be hired for community use. The centre will ultimately be transferred into community ownership as per the Council's policy after a transition period with Chorley Council still retaining some caretaking facilities.
Delivery of Community Action Plans	Following the initial period of delivery, an evaluation of all Community Action Plans and associated outcomes was undertaken at the end of Year 1 to understand learning and impact. All CAPs have now been assigned to a Director to guide, lead, and implement each of the plans agreed by Executive Cabinet earlier on this year, alongside lead members with individual officers from a range of Chorley Council services supporting practical project delivery. Community action planning will be taken forward along with the enhancement of existing neighbourhood working arrangements through the 2016/17 Corporate Strategy project, 'Improve the look and feel of local neighbourhoods across the borough'.
Explore and deliver the Westway integrated sports offer	This project will contribute towards the development of new sports facilities for Chorley through the transformation of Westway playing fields in Astley Village. This phase of the project is on track and has seen the first phase of proposals be taken as far as public consultation. The next phase of the project will be taken forward through the 2016/17 Corporate Strategy Project 'Progress the delivery of the Westway integrated sports facility' and will include interpreting the outcomes of the public consultation and planning application development and approval.
Increase connectivity with rural areas	Over this year, the project has delivered 42 access sessions, 85 hours in total. 32 Visitors to Union Street have been supported to set up email addresses and use council systems on a one to one basis. Two self - serve points have been installed so residents can access useful online services at council offices, along with support being given to help people to set up and use email account, use the councils website and move to paperless billing. Chorley Council has continued to subsidise bus routes in Chorley to ensure that they are retained for the use of local residents, alongside exploring community transport initiatives. This project is due to complete and the end of March 2017.
Deliver improvement to Astley Walled Garden	This project is complete. The Glass House has been built in the Walled Garden and was unveiled by Joe Swift at the Chorley Flower Show in June. The Glass House has been a great success and has proved a very popular attraction with thousands of people passing over it that weekend. Since then, it has continued to receive very good feedback and new additions to the planting scheme such as the lemon trees are now in place. It is also being used for educational visits from schools and is open to visitors every day.
Deliver improved CCTV provision	This project has continued the up-grade of the Council's CCTV infrastructure. The vast majority of the installation including upgrade of the CCTV control room and replacement of all cameras to HD has now been completed. It is envisaged that the project, including quality checking of all equipment will be completed within quarter three of this financial year.
Progress the delivery of Friday Street (Chorley East) health centre	This project is to develop a new health centre in Chorley East (Friday Street). To date, the project is currently off track due to lack delays in the decision making process by NHS England to confirm the progression of the project and subsequent funding arrangements.
Deliver the Extra Care Scheme	At the end of quarter two, the project has seen the completion of further design and consultation work and has gained Full Council approval, including approval to change the name of the scheme to Primrose Gardens Retirement Village. This development will be progressed through the 2016/17 Corporate Strategy project 'Deliver the Primrose Gardens Extra Care facility for Chorley' which will see the construction of the facility, with the estimated start date on site being around February 2017.

Deliver the Market Walk extension	This project has achieved key objectives for 2015/16, gaining Full Council approval of the scheme and budget in September following extensive work to secure prospective tenants for 79% of the development. The aim is to start work on the construction of the extension in the new year, to create a new leisure and retail offer for the town centre incorporating cinema, big name retailers and restaurants. This project will be progressed into the 2016/17 Corporate Strategy Project, 'Deliver the extension to Market Walk'.
Develop a Botany Masterplan	The project is on track to deliver the Botany Masterplan this year. The next phase will look to begin delivery of the masterplan and this will be taken forward through the 2016/17 Corporate Strategy Project, 'Deliver economic opportunities at Botany'. This project will provide important inward investment opportunities through optimising the geographic and strategic position of the site and working with Landowners to bring development sites forward so that investors view Chorley as a forward thinking borough and a place they want to locate their business.
Town centre public realm improvements-improve the look and feel of the town centre	A full public realm masterplan document has been produced and parts of the public realm proposal have been approved at Full Council alongside Market Walk development in September. The full proposal is being taken to Full Council in November for Members to approve adoption of the full masterplan for consultation. The project will be taken forward through the 2016 Corporate Strategy project, 'Deliver street level improvements in the town centre '.
Develop Chorley's town and rural tourism economy	Figures released by Marketing Lancashire (2015) show that visitor numbers have increased for Chorley by 2.2% year on year and that a total of £167.7 million was generated within the local economy through visitor and tourism expenditure (an increase of 4.3% year on year). The 'Check out Chorley' website has been launched successfully and continues to be developed between April and September 2016, the website has attracted 11,445 users generating 34,017 page views. The Chorley tourism group has been progressed and a marketing plan developed for the next twelve months. Elements of this project will be progressed through the 2016 Corporate Strategy project 'Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show'.
Reform Public Services in Chorley	This Chorley Public Service Reform partnership has delivered new and innovative ways of working differently including a collaboration hub which brought together public service partners to deliver services from a single base in Chorley. Work has also been commissioned to understand how to increase resilience amongst residents as well as closer working with primary care in Chorley through a joint multi-disciplinary team. Future work planned for year two of the partnership includes a focus on integrated provider partnerships, developing new forms and functions of provider organisations to enable them to formalise new ways of working together. This project will continue to be delivered through the 2016/17 Corporate Strategy Project 'Integrate public services through the Chorley Public Service Reform Partnership'.
Progress the delivery of the Chorley Youth Zone	The project is currently on track and will see the appointment of the contractor in the near future. The next stage of the project which will be taken forward through the 2016 Corporate Strategy Project, 'Deliver the Chorley Youth Zone' will be construction to include client fit out, staffing and operational occupation and handover.
Review the way the Council operates and make changes	This project has resulted in the production of the Future Governance Models report and the outcomes of the Senior Management Review. The review and change element of the project will be taken forward through the implementation of the Council's Transformation Strategy.
Deliver the skills framework	The Chorley Skills Board has been established and has met twice and the action plan has been agreed. Year one projects have also been identified and stakeholders engaged. This is year one of a three year project and will continue to be delivered and monitored through the delivery of the organisational plan.

Appendix B – Corporate Strategy 2016

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	20%
% 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	11%
A strong local economy	
Town centre visits	310,000
Median workplace earnings in the borough	Better than the North West average
Overall employment rate	80%
Number of projected jobs created through targeted interventions	150
Number of projected jobs created through inward investment	60
% of working age people on out of work benefits	Better than the National average
The % of 16-17 year olds who are not in education, employment or training (NEET)	TBC%
Growth in business rate base	1%
The number of employment sites being brought forward.	2
% increase in visitor numbers	2.5%
% of businesses ceasing to trade	Better than the North West average
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	180
An ambitious council that does more to meet the needs of residents and the local area	
% Households living in fuel poverty	Better than the North West average
% 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	20%
% of customers dissatisfied with the service they have received from the council	Less than 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

Corporate Strategy

Chorley
will have



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



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



A strong local economy

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



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

We will
deliver

- Progress delivery of the Westway integrated sport facility
- Improve the look and feel of local neighbourhoods across the borough
- Develop new ways to deliver services with communities

- Deliver the Primrose Gardens Retirement Village for Chorley
- Deliver the enabling phase of integrated Community Wellbeing
- Deliver a project to get people ready for work

- Deliver the Steeley Lane Gateway project
- Deliver economic opportunities at Botany
- Deliver street level improvements in the town centre
- Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show
- Deliver the extension to Market Walk

- Improve access to council services by making service more efficient
- Integrate public services through the Chorley Public Reform Partnership
- Deliver the Chorley Youth Zone

How we will
measure progress

- 85% people satisfied with their neighbourhood as a place to live
- 25% people who regularly participate in volunteering
- 20% increase in volunteering hours earned
- 25% people who feel they cannot influence decision making in their local area
- Less than 3 SOAs in the worst 10%
- 57% population with NVQ level 3 or above
- 11% increase in digital access points across the borough

- 65% satisfaction with street cleanliness
- 90% population feeling safe during the day
- 70% population feeling safe at night
- 1,000,000 visits to Council leisure centres
- 20,000 young people taking part in 'Get Up and Go' activities
- 75% population satisfied with parks and open spaces
- 200 affordable homes delivered by March 2018
- 800 homelessness preventions and reliefs
- Less than 180 long term empty properties in the borough

- 310,000 town centre visits
- Workplace earnings better than North West average
- Overall employment rate greater than 80%
- 150 projected jobs created through targeted interventions
- 60 projected jobs created through inward investment
- % working age people on out of work benefits lower than the national average
- XX% 16-17 year olds who are NEET (not in education, employment or training)
- 1% growth in business rate base
- 2 employment sites brought forward
- 2.5% increase in visitor numbers
- % businesses ceasing to trade lower than the North West

- % households living in fuel poverty lower than the North West average
- 65% residents satisfied with the way the council runs things
- 55% residents who feel that Chorley Council provide value for money
- 20% service requests received online
- Less than 20% customers dissatisfied with the service they received from the council

