

Report of	Meeting	Date
Director Policy and Governance	Overview and Scrutiny Performance Panel	22 <sup>nd</sup> June 2017

## THE DELIVERY OF THE ORGANISATIONAL PLAN 2016/17 AND BUSINESS PLANNING 2017/18

### PURPOSE OF REPORT

- To review the delivery of the single organisational plan projects for 2016/17 and present the service business plans for 2017/18 delivery.

### RECOMMENDATION(S)

- That the report be considered by members of the Overview and Scrutiny Performance Panel.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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### CORPORATE PRIORITIES

- 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

- Initially implemented in 2013/14, the single organisational plan looked to draw together all key activity into a single programme with the aim of focusing the organisation on strategic priorities, encouraging ownership and accountability, increasing visibility and promoting cross-cutting working. This approach was adopted in 2016/17 and resulted in the single organisational plan for the last year which listed all priority projects to be delivered.
- The approach to business planning for 2017/18 has been changed resulting in the development of service level business plans for each service/ team rather than a single organisational plan.
- This approach has been introduced to establish a consistent process for business planning across the organisation with a focus on strategic priorities and organisational transformation including future business models. The new process looks to strengthen staff engagement with the business planning process and also increase awareness of service level risk and equality considerations.

## **DELIVERY OF THE ORGANISATIONAL PLAN 2016/17**

7. All projects within the 2016/17 organisational plan have been reviewed and are either:
  - Complete, or;
  - will be carried forward for delivery through service plans, Corporate Strategy or Transformation Strategy delivery
8. Overall, delivery of the projects has been excellent, with a wide variety of projects providing positive outcomes against the Council's Strategic Priorities, more detail on each project can be found at Appendix one.

## **BUSINESS PLANNING 2017/18**

9. A new approach has been undertaken for the business planning process this year whereby each Directorate was encouraged to carry out a dedicated business planning sessions on a service level basis. To enable managers to be able to undertake and facilitate these sessions, guidance was issues setting out a flexible framework for staff engagement. This included Director briefing sessions to guide more detailed service level planning.
10. Through this approach, each service identified on average 8-9 projects (including Corporate Strategy and Transformation Strategy projects) to be delivered over 2017/18. Some projects relate to specific phases of larger programmes of work spanning multiple years such as Market Walk Extension and Primrose Gardens. These projects will form the basis of the service delivery plan for the next year. A full list the projects approved by Senior Management Team in May 2017 can be found at Appendix two split down by service area.

## **MONITORING DELIVERY**

### Indicators

11. A revised list of local performance measures has been developed to support the delivery of the service plans for this year. The indicators have been selected to give an accurate picture of organisational performance, whilst ensuring ease of reporting.
12. The revised list of local indicators is in addition to the 32 corporate strategy indicators that were agreed on its approval and will be used to monitor progress against strategic priorities.
13. The final list of local indicators has been approved by Senior Management Team and performance against these measures will be reported from quarter one 2017/18 onwards.

### Projects

14. Corporate and Transformation Strategy projects will be monitored in line with the project management methodology using MyProjects and reporting to respective project boards, with the oversight of the Performance and Partnerships team.
15. All other projects recorded in service level business plans will follow the same approach however local managers and Directors will be responsible for enforcing monitoring through regular review and use of the MyProjects system to monitor performance in one to one's, team meetings and DMT's.

## IMPLICATIONS OF REPORT

16. 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

17. No comment

## COMMENTS OF THE MONITORING OFFICER

18. No comment

CHRIS SINNOTT  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Kate Cronin	5061	12.06.17	ORGPLAN 16/17 & BUS PLAN 17/18

## Appendix one – 2016/17 Organisational Plan - Position statement

### INVOLVING RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL

Project	Position end of 2016/17
Develop a new Buckshaw Community Centre	This project delivered The Lancaster Way Community Centre for Buckshaw Village. The community centre complements the village in providing a facility for local residents with state of the art sports facilities, a large hall and smaller meeting room available for hire, all for the benefit and use of the local community. The centre was opened in Spring 2017; it will be managed by the council in partnership with the local community to develop and design the service offer centre pending transition into community management.
Delivery of community action plans	<p>The Community Action plan project has provided focused projects in each of the local areas delivered in with partnership with local agencies to coordinate, integrate and deliver local changed based on need. Plans were developed and established in Clayton Brook, Astley Village, Chorley East and rural areas. Each of the CAP's has been evaluated and it has been found that positive outcomes have been achieved.</p> <p>Further work will be undertaken to consider how CAP's and neighbourhood priorities can combine to enhance community and neighbourhood working delivery in the future. This project will be carried over forward to the new Corporate Strategy (approved Nov 16) project 'Improve the look and feel of local neighbourhoods across the borough'.</p>
Explore and deliver the Westway Integrated Sports offer	<p>This project aimed to explore the options for an integrated sports offer at Westway and work this year has included preparation (such as relevant surveys being completed, a public consultation exercise being undertaken and pre- application meetings being held) for the next phase of the development.</p> <p>The project will provide enhanced sports facilities for Chorley including the delivery of enhanced playing pitches, an artificial grass pitch and events car parking at Westway playing fields. This project will be carried over for delivery through the new (2016) Corporate Strategy project 'Progress the delivery of the Westway integrated sports facility'.</p>
Increase connectivity with rural areas	<p>This project has involved a range of activity to ensure that rural areas of Chorley are connected to the wider borough including digital accessibility and awareness, transport and connectivity initiatives and subsidised transport solutions. Key achievements of the project include:</p> <ul style="list-style-type: none"> <li>• Successful and self-sustaining lunch clubs have been set up in Mawdesley, Croston and Eccleston. In addition, members from each of the clubs have attended a joint trip to Blackpool</li> <li>• The Council has stepped in to fund a number of local bus services due to end as a result of Lancashire County Council budget reductions to give time for more sustainable solutions to be established, ensuring that services have remained available for local residents.</li> <li>• Delivering digital access sessions for hard to reach groups; helping people to get online and do more online</li> </ul>

Support for Chorley's VCFS organisations	Over 2016/17 Chorley Council has provided support to a number of VCFS organisations such as Lancashire Citizens Advice Bureau, Homestart, Chorley Women's Centre, Age UK Lancashire, Chorley Street Pastors and The Arts Partnerships. This funding has allowed for the provision of key services to meet specific local needs including advice services, family support services, service to support vulnerable women, volunteering provision to support older people, community safety services and arts and employability programme for young people.
Provide support to food provision schemes	This project provides support to the Chorley Food Bank, Living Waters Store House. During the last quarter of this year, the foodbank continued to receive over 300 referrals for food parcels but also offered a range of additional support including cookery classes, benefits advice and basic numeracy and literacy sessions with the aim of helping individuals to be more self-sufficient and less reliant on food handouts. As a result, demand for food parcels has reduced compared to the same time last year.
Community development and volunteering (SPICE)	<p>Chorley Time Credits was first implemented as part of the 2012 Corporate Strategy to develop volunteering in the borough in partnership with SPICE. This year, the scheme has seen the following achievements:</p> <ul style="list-style-type: none"> <li>• 1980 new members</li> <li>• 64,763 hours given in Chorley by volunteers</li> <li>• 87 new groups</li> </ul> <p>A next stage six month plan has been developed outlining development work across the Council and 2017/18 will see work continuing to embed the use of Time Credits into all service areas.</p>
Delivery of neighbourhood preferred projects	22 neighbourhood priority projects have been completed this year with two being carried over to next year, delivering environmental and community development improvements to address issues that local communities consider important. Projects delivered this year have included a road safety and speed awareness scheme to improve pedestrian safety, restoration of Bretherton War Memorial, extension of the wild flower initiative in Hoghton, developing a scheme to deliver defibrillators at sites around Astley Village. 24 new projects have been identified for delivery over 2017/18 and will include the Orchard Gardens restoration project, HomeStart weekly sessions at Buttermere, Phase two of the Hoghton War Memorial refurbishment and the development of a Book Bench Trail. Updates on each of the projects will be delivered through the quarterly Neighbourhood Area meetings.
Digital access and inclusion	<p>Over 2016/17, digital access sessions have been delivered to encourage local residents to get online and do more online. This year has seen the delivery of a number of positive outcomes including;</p> <ul style="list-style-type: none"> <li>• 73 digital sessions have been delivered across a number of locations across the borough</li> <li>• 161 hours of learning have been delivered</li> <li>• A total of 144 learners have attended the sessions</li> <li>• A 44% increase of digital access points across the borough</li> </ul> <p>Digital access initiatives will continue to be delivered over 2017/18 through the work of the Council's Digital Inclusion Officer.</p>
Supporting communities to access grant funding	The Chorley 4 Community website continues to be well used. Registered users have been surveyed and a total of 89% said that they would use the database again, and 89% were satisfied with the functionality. 100% reported finding the database useful. The system will continue to be used as a tool to enable local third sector groups and organisations to search and apply for funding from a range of national and local sources.

## A STRONG LOCAL ECONOMY

Project	Position end of 2016/17
Deliver the Market Walk extension	<p>The Market Walk project will improve the retail and leisure offer in the town centre providing benefits attracting national retailers and more visitors to Chorley. This will create growth and opportunities for the future, enabling the town centre to thrive over the coming years.</p> <p>Work has continued over 2016/17 with a focus on securing interest from prospective tenants to ensure that the project was given approval to progress. The project will continue to be delivered through the new Corporate Strategy project 'Deliver the extension to Market Walk' and will see the beginning of the build of the scheme, which is planned for completion in 2018.</p>
Develop a Botany masterplan	<p>This project developed the Botany Masterplan, supporting a key priority of the Economic Development Strategy by promoting and increasing levels of inward investment in Chorley. The masterplan will maximise the best use of employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs.</p> <p>This project will be taken forward through the new Corporate Strategy Project 'Deliver economic opportunities at Botany' which will deliver the masterplan.</p>
Improve the look and feel of the town centre	<p>This project aims to continue the public realm improvements in line with the town centre masterplan and Market Walk extension. The work contained within this project sits alongside the desire to improve the connectivity across the town centre, especially with the car parks and improving the gateways into the town to provide a cohesive town centre identity.</p> <p>The full town centre proposal was taken to Full Council in November 2016 where Members approved the adoption of the masterplan for consultation. This project will be taken forward through the new Corporate Strategy Project 'Deliver street level improvements in the town centre'.</p>
Develop Chorley's town and rural tourism economy	<p>The 'Check out Chorley' website has been launched successfully. This project has enabled the website's content to be improved, marketing the website through social media and collaborating with Botany Bay to promote Chorley as a destination for all. The 'Check out Chorley' website enables visitors or residents of Chorley to discover Chorley, providing information about things to do and events being held and provide inspiration for great days out.</p> <p>The promotion of Chorley as a visitor destination will continue through the delivery of the new Corporate Strategy project 'Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show'.</p>
Chorley BIG	<p>The Chorley BIG project has continued to provide a reward scheme to support the expansion of existing businesses, trading for over 6 months, who are creating or safeguarding jobs. This year the project has supported four Chorley Big Grants, totalling £35,830 which has seen a total of £478,257 of private sector investment and a total of 55 jobs forecasted. The projects will continue to be monitored in 2017/18 to ensure compliance with the grant requirements and ensure that outputs are met and the scheme will continue to be</p>

	open to existing businesses in the borough.
Business start-up grants and loans	<p>Work has continued to deliver the business start-up grants and loans scheme with the aim of assisting in the creation of new start-up businesses and help those without significant capital available to them to create sustainable businesses and ultimately generate more jobs in Chorley.</p> <p>A total of 76 grants and 49 loans have been agreed this year with the total number of business start up's falling within this year totalling 87 with the potential of around 1.46 jobs per start. The types of businesses supported this year include HR consultants, hairdressers, event planning, micro pubs and celebrations cakes, again contributing towards widening the array of small businesses across the borough. The scheme will continue to be delivered over 2017/18.</p>
Deliver the borough wide retail grants programme	In 2016/17 42 businesses have been supported and offered over £200,000 worth of grant support. Of these businesses 26 were existing, 12 were new and four were landlord applications. In total the grants helped to create 56 jobs and support £453,284 of private sector investment. The criteria for the grant will be changed moving into 2017/18 with the Shop Front Improvement Grant only being available for vacant properties in certain areas of the borough.
Deliver the Choose Chorley grants	This year one company has re-located to Chorley through the use of a Choose Chorley Grant, bringing with it a total of 25 jobs. There are a number of potential re-locations in the pipeline in the coming year, which will be supported and progressed through the Council's Employment Skills and Business Support Team over 2017/18.
Inward investment (Euxton Lane Digital Health)	This project focused on taking the inward investment function to the next stage including updating our inward investment plans as well as progressing the Digital Health Park at Euxton. This year has seen the scheme designed to RIBA stage 3, full planning permission granted, successful bid for ERDF with the scheme awarded over £4million. The site has been acquired by Chorley Council and a full design team appointed. The scheme will be progressed over 2017/18 and will include the procurement of a main contractor and construction commencing on site.
External funding officer grants Officer extension	This item related to funding to extend the Funding Officer post over 2016/17 with an Officer appointed in February 2017.
Deliver the Chorley Works programme	The Chorley Works project aims to support people into sustainable jobs, with particular targeting of those most affected by welfare reforms, The project provides participants with meaningful work placement opportunities and this year the scheme has seen 138 referrals. Through completion of the scheme, 12 people have gone on to secure paid employment this year.
Deliver the vulnerable families employment project	The Vulnerable Families Employment Project aims to facilitate access to training and employment with a focus on families with more complex barriers to work, helping to improve the lifestyle and overall wellbeing of the whole family. This year, the scheme has seen 12 people referred to the programme, with three of these individuals attending education or training and two individuals obtaining paid employment.
Furthering key employment sites	Work has progressed on a number of sites being brought forward over 2016/17 including the land at Great Knowley, Gale Moss and Botany Bay with planning applications due in the summer of 2017. With regard to land at Cowling Farm – the land swap has been concluded and a masterplan will be developed in conjunction with the HCA and Council over the summer. We are currently waiting on an update on the masterplan from

	LCC and Eric Wright. The Land swap has been concluded for the land east of Wigan Road and the masterplan is now in progress.
Deliver the Chorley Flower Show	Thousands of people enjoyed a weekend of dazzling displays as the Chorley Flower Show flourished in its second year. Around 13,000 visitors from across the North West came to see the country's top exhibitors put on amazing displays, supporting local businesses and raising the profile of Chorley as a visitor destination.
Deliver the Chorley Grand Prix – British Cycling	The Chorley Grand Prix took place on Easter Saturday 15 April as part of the council's annual events programme. The event was extremely popular, with spectators with many lining the course right across the borough. This year's event had a fantastic response from attendees, residents, traders and council staff, with around 2,000 people visiting the cycle village on the day.
Chorley Council employment support fund with Runshaw College	The employment Support scheme with Runshaw College has continued to help young people into apprenticeships by reducing some of the barriers to apprentice take up. Over the life of the project a total of 43 applications were made for funding support, resulting in 37 agreed funding interventions for things such as equipment (24), travel assistance (3) work clothing (12) and training fees (4). A total of 15 young people who were NEET (Not in Education, Employment or Training) have been supported by the fund.
Develop a transport plan for Chorley	Work over this year has seen the project being scoped and developed. A plan for the borough will begin to be commissioned in 2017/18.
Deliver the Steeley lane/ Gateway project	The Steeley Lane Gateway project has been progressed over 2016/17 with work delivered including new fences being erected, artwork being installed at Steely Lane, and enhancements to the railway progressed creating a more attractive area and improving connectivity with the town centre. The delivery of this project is continuing through the Corporate Strategy Project 'Deliver the Steeley Lane Gateway' which will see the completion of further elements of the project.
School place projections	This project aimed to look at the latest projections for school places in Chorley. This included an analysis of potential shortfalls and how they may be addressed together with an overview of the existing systems/processes used in delivering school places. A report has been produced which outlined Chorley School numbers and demographics. This information will be assessed and analysed and will feed into the CIL Review.

## CLEAN, SAFE AND HEALTHY COMMUNITIES

Project	Position end of 2016/17
Deliver improvements to Astley Walled Garden	<p>This project delivered a new Victorian style Glass House in Astley Park and further developments including pathways to link the Glass House to other areas of the park and providing the internal furniture, fittings and water storage.</p> <p>The Glass House has been built to create a more authentic experience of the Walled Garden and to provide an enhanced recreational and educational visitor experience. It also provides additional internal space for growing plants and community food initiatives. The Glass House was unveiled to the public as the show piece of the Chorley Flower Show on Saturday 31 July 2016 with very positive comments received from members of the public. It will now be promoted as a key attraction within the park as part of a diverse borough-wide visitor offer.</p>

Deliver improved CCTV provision	This project has seen an upgrade of the CCTV control room and replacement of all cameras to HD across the borough. The updated system will provide better quality images and full digital recording availability for images captured. This will support police in crime detection and provision of evidence
Progress the delivery of Friday Street Health Centre	This project is to develop a new health centre in Chorley East (Friday Street).The current project is on hold because the process for gaining approval from NHS England for new health facilities required that Friday Street underwent a further consideration as part of a review by the Clinical Commissioning Group to gain approval from NHS England and access to finance via the Estates and Technology Fund. The project team are in regular dialogue and continue to work to ensure that Friday Street Health Centre is recognised as a high priority by the Clinical Commissioning Group to gain approval from the NHS.
Deliver the Extra Care Scheme	This project will see the delivery of an Extra Care Scheme for Chorley which will increase the affordable housing offer in the borough, provide more housing options for older people. Work over 2016/17 has included ensuring the funding for the scheme is in place, the undertaking of further design and consultation work and securing full planning permission, all of which has been vital to ensure that the delivery of the scheme progresses. The schemes name has been approved and will be 'Primrose Gardens Retirement Village'. This project will be carried forward for delivery through the new Corporate Strategy Project 'Deliver the Primrose Gardens Retirement Village for Chorley'. This will deliver apartments for older people in Chorley town centre providing purpose built accommodation to support older residents alongside a flexible community space.
Police Community Support Officers	This project provides funding towards the provision of Police Community Support Officers (PCSO's) Early Action Team in the borough. This year the team has supported a number of initiatives including the Cadets and schools projects. The positive work of the team has continued supporting vulnerable people to improve their outcomes, providing beneficial interventions at an early stage and preventing escalations into more serious situations.
Deliver the free swimming programme	The Free Swimming programme has been available to those aged 16 years and under over the school holiday period. The scheme has promoted the use of local leisure centres, seeing a 7% increase in the number of junior attendances in July and August of 2016, when compared to the same months in 2015 and in total 3099 young people participated in free swimming activity this year. The scheme aims to provide healthy activities for young people, encouraging them to be active and healthy and providing a positive activity for them to undertake during the school holidays.
Replacement of CBC's control orders with Public Space Protection Orders	This project was developed in response to new legislation contained within the Anti-Social Behaviour, Crime and Policing Act 2014 and was aimed to replace all existing Chorley Council Control Orders with Public Space Protection Orders. The project will see the new orders put out for public consultation in May 2017 for public feedback and opinion.
Empty Homes – enforcement action and communications	This project sought to continue the successful work that Chorley has undertaken across previous years to reduce the number of empty residential properties in the borough. This year the number of long term empty properties has improved from 175 properties in June 2016 to 161 properties in March 2017. Reducing the number of long term empty properties is important as it helps to reduce the risk of crime and anti-social behaviour across the borough. Work to reduce the number of long term empty properties across Chorley will continue over 2017/18.

Provide a mediation service for ASB case resolution	This project continued to provide funding for an anti-social behaviour mediation service for parties with the aim of mediating specific anti – social behaviour issues to find solutions and prevent escalation. Work this year has continued with a number of anti-social behaviour complaints being dealt with and resolutions being reached between parties through specialist mediation techniques.
North West in Bloom	Northwest in Bloom aims to transform spaces and place, enhance natural environment, bring communities together, build skills and confidence of the participant and help to improve their health and wellbeing. This year has seen a significant amount of work taking place including the update to the floral display the corner of Union Street into a community vegetable garden. The planting schemes this year have again improved adding more sustainable planting. The best kept garden competition has grown again seeing over one hundred entries, work with local schools has also continued.
16/17 young person's drop in centre	This project provided a drop in service for those aged 16 and 17 years at risk of becoming homeless. This year 113 young people accessed the service of which they were either assisted into accommodation (40), made their own arrangements or had no further contact (62) returned home (8) or the outcome is still pending(3). This service will continue to be delivered over 2017/18.
Play, Open space and playing pitch strategy	Over the last year, a number of elements within the Play, Open Space and Playing Pitch Strategy have been delivered including Improvements to Waterford Close Play Area in Heath Charnock, adoption, refurbishment and improvement of Amber Drive Play Area in Chorley, Installation of a new toddler play area at Buttermere Green in Chorley, refurbishment of Langton Close Play Area in Eccleston and phase 1 refurbishment of the toddler play area at Wymott Park in Ulnes Walton. A number of improvements contained within the strategy are planned for 2017/18, with some elements already delivered.
Astley 2020	This project has continued to provide improvements to Astley Hall and Gardens this year, both protecting and enhancing the local facility for residents and visitors alike. Work this year has included conservation work to specific rooms within the house and has also seen the existing tennis court phase 1 refurbishment completed which has seen the courts improved both in facilities and vehicular access. Further work is planned to improve pedestrian access to the courts as part of a phase 2 refurbishment.
Provide an accommodation finding service for non-priority households	This project commissions a service which assists non- priority households to access rented properties following referrals for the Chorley Council Housing Team. This year the service has seen 188 referrals from The Chorley Council Housing Options Team of which over 45% were either housed or found their own solutions.
Deliver the Big Wood Works	This project was originally scoped in 2009 and was to provide footpath and access improvements to link through from Yarrow Valley (Big Wood) behind Lancashire College to Ackhurst College in Astley Park. The scope of this project has now changed and been agreed By Executive Decision which has seen the approval to change the location of spend on improvement works to the Big Wood access Improvement Project and will now see this work being undertaken amongst a variety of improvements to local woodland areas.
Yarrow Valley Car Park	The Council has invested In the parking facilities at Yarrow Valley Car Park to repair potholes, tidy the vegetation and increase the capacity of the car park by a third, having room for 130 vehicles. Over 2016/17 work continued to prepare for the works and included a procurement process for the contractor to begin the works. Work is due to begin on the development in March 2017 with an estimated completion date of June 2017.

## AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND LOCAL AREA

Project	Position end of 2016/17
Reform public services in Chorley	<p>This project is focused on delivering the work plan of the Chorley Public Service Reform Partnership. The delivery of this project looks to transform the way public services are delivered locally and to explore public service integration, particularly around vulnerability and health and wellbeing. This year the partnership tested out innovative new ways of integrated working including:</p> <ul style="list-style-type: none"> <li>• A collaboration hub in Chorley inner-East bringing together a range of services to work together from a single base</li> <li>• A range of cross sector events to raise awareness of partner services</li> <li>• Intensive work to build relationships with primary care and a pilot project to support better outcomes for frequent attenders to primary care across 4 GP practices</li> <li>• An intensive review of community potential in Chorley commissioned by the partnership and delivered by SPICE.</li> <li>• Development of information sharing agreements to support multi agency working</li> <li>• Planning for the development of a co-located service hub to be based at Chorley fire station</li> </ul> <p>An Executive of senior partner representatives and an Implementation Group of officer leads continue to meet bi-monthly to drive forward public service reform. A full evaluation of activity to date was carried out in October 2016 which has informed the next phase of work and also the development and objectives of the Chorley Integrated Community Wellbeing Service. This project will continue through the new Corporate Strategy project 'Integrate public services through the Chorley Public Service Reform Partnership.</p>
Progress the delivery of the Chorley Youth Zone	<p>The Youth Zone will provide a purpose built facility for Chorley's young people aged 8-19 years and up to the age of 25 with disabilities. The Zone will be a safe environment where young people can raise their aspirations, grow in confidence and engage in healthy activities. There are over 15,000 young people aged 8-19 years who live in Chorley whom this development will benefit. The Youth Zone project has progressed significantly over the last year, with the scheme now fully developed and funded and demolition works have commenced on site. This has enabled the construction element of the project which will continue to be taken forward through the new Corporate Strategy project 'Deliver the Youth Zone'.</p>

Implement the Transformation Strategy	<p>This project implemented key actions contained within the Transformation Strategy to ensure that our organisation is best placed to meet future financial and organisational challenges, including effective leadership and governance structures, key actions achieved include:</p> <ul style="list-style-type: none"> <li>• Development of models and agreement of proposals for the governance arrangements and structures to support the Integrated Community Wellbeing service</li> <li>• Implementation of a changed senior management structure and subsequent structural change for the organisation</li> <li>• Development of a new organisational development plan, identifying skill requirements including for a new management team, frontline workers and partnership working. Including the implementation of training schemes to meet identified organisational need.</li> <li>• The progression of the Transformation Strategy to embed key principles and deliver a series of enabling projects overseen by the Transformation Team</li> </ul>
Deliver the Skills Framework	<p>This project commenced the delivery of a three year action plan to respond to the supply and demand issues in the labour market, opportunities and challenges identified in the recently commissioned Chorley Skills Framework. The Chorley Skills Framework will help to drive the skills agenda forward, supporting local businesses to access the workforce they need to support change and growth and ensure that residents are equipped with the skills required by employers. The skills Board was established and met twice with an action plan agreed. This work will continue into business as usual for the Employment, Skills and Business Support Team.</p>
Deliver the employee health scheme	<p>This project saw the continuation of Health Cash Plan funded by the Council. The Council pays a fixed contribution per employee which then enables employees to claim back the cost of a range of medical treatments. This year, saw a total of 478 claims against the scheme totalling £18,817 worth of treatments. The scheme will continue to be open to employees over 2017/18.</p>
Additional events at Astley Hall and Park	<p>The total number of visitors to Astley Hall and Park this year was 70,539 (not including general visitors to the park, visitors to third party sporting events or visits to the Café). This year has been a great success in terms of events with all planned events across the year taking place including Heritage open days and Lancashire Day, Astley Illuminated and the Chorley Flower Show.</p>
Disabled and dementia online venue access guides	<p>2016/17 saw the delivery of year two of this three year project with work over this year seeing a launch event for the online guides in Chorley in April 2016. The launch event was a great success with a number of organisations around Chorley attending to find out more information and show their support. Work has continued on refreshing and ensuring the access guides are up to date and five new venues have been added to the guides across Chorley. The next year will see this project move into its final year of delivery.</p>
Implement the Single Front Office	<p>The single front office has now been implemented and has seen many improvements to the Council's customer service function including a staffing review and restructure of relevant services, an intensive mentoring and training programme, business improvements and a comprehensive review of processes, policies and procedures.</p>
Deliver year 3 of the ICT strategy	<p>This year saw the delivery of year three of the ICT strategy providing work to ensure our organisations ICT infrastructure is robust and can support our future work. This year also saw the development of a new ICT strategy which sets out a clear plan of work which will enable the Council's ICT infrastructure to support the organisation in moving forward. The new strategy was due to be released early in the financial year 2017/18.</p>

## Appendix two – service identified projects

ALL PROJECTS		
Directorate	Service	Projects
Business, Development and Growth	Development and Regeneration	Primrose Gardens Retirement living
		Westway Sports facility
		Coronation Community Space
		Astley 2020 –Garden of Reflection, lighting and events infrastructure
		Tatton Community Space
		Yarrow Valley car park
		Gypsy and Traveller local plan
		Employment Land Review
		Establishment of team and delivery of major employment sites
	Employment Skills and Business Support	Deliver The Strawberry Fields Digital Hub
		Develop Evolutive shared CRM system with Growth Lancashire
		Deliver Year 1 Chorley Skills Framework Action Plan
		Establish Chorley Futures
		Refresh Economic Development Strategy
		Develop Investor Development Service (Establishing 'Team Chorley', in-depth relationship building with businesses, promoting the Choose Chorley brand campaign, liaison with developers/commercial letting agents)
	Land and Property	Acquisition of land at Water Street and Friday Street, and lease arrangement with United Reform Church
		Union Street offices
		Arley St/Apex House Staff Car Park
		Support the Market Walk extension
		Support the delivery of the Youth Zone
		Identify and support income generation schemes – digital office park, HCA land sites, e-pims
		OPE 6

	Market Walk Markets Town Centre	Deliver Street level improvements to the town centre
		Deliver the extension to Market Walk
		Deliver the Steeley Lane Gateway Project
		Deliver the 2016-18 Car Park strategy
		Deliver improvements to the covered market
		Deliver Markets Service Improvements
Early Intervention	Regulatory services	Food Standards Agency Audit
		Licensing review project – review of the processing, policies and enforcement for all licenses issued by the council
		Food hygiene and sampling pro-active inspections and advice
		Air Quality Local Management Project – compliance with air quality objectives
		Empty/ nuisance properties project
		Housing Standards
		Environmental Permitting Regime
		Infectious Disease Prevention Project
		Licensing Policy Review and policy setting
	Housing Options and Cotswold House	Homeless reduction bill 2016/17
		16/17 year old protocol
		Changes in supported accommodation
		Digital inclusion at Cotswold
		Utilise new activity/ training rooms following the phase 6 refurbishment
		Accommodation finding service
	Health and Wellbeing	Review of the functionality associated with community centre delivery and management to increase efficiencies
		Implementation of the revised Private Sector Housing Assistance Policy
		Buttermere Development Project
		Review the functionality of the Health and Wellbeing team to ensure it is correctly resourced to deliver priorities
		Support the delivery of Community Action Plans and Neighbourhood Priorities
		Review of young people’s school holiday and evening delivery programme to ensure partnership working is maximised to increase capacity, efficiency and community connectivity
		Map and review accessibility and availability of activity and opportunities for adults in the community

		Map and prioritise health and Wellbeing priority focus areas to enable the development of a short and mid-term project plan
	Neighbourhoods	<p>Community Safety Partnership – delivery of action plan and campaigns with partners</p> <p>Public Space Protection Order consultation and implementation</p> <p>Clean, safe and healthy communities – skip days, community clean ups, dog fouling campaigns</p> <p>Responsible animal ownership – early intervention &amp; prevention project</p> <p>Review of stray dog service</p> <p>PIVOT hub early intervention project based at Chorley Fire Station</p> <p>Neighbourhood priority project</p> <p>Development and expansion of mediation projects</p> <p>Prevent project</p>
Policy and Governance	Legal Services	<p>Digital Park</p> <p>Primrose Gardens</p> <p>Market Walk Extension</p> <p>Shared ownership leases/introductory tenancies at Primrose Gardens in 2018</p> <p>Leases to prospective tenants at Digital Park Euxton</p> <p>Public Space protection orders</p> <p>Future acquisitions of land/disposals</p>

	Democratic Services	Supporting additional meetings to help deliver the transformation agenda
		Staff secondments to South Ribble Council
		Member development
		Modern.gov development
		Succession planning for the elections/ IER team
		Elections and IER service improvement
		Civic and cleaning staff work pattern changes to accommodate ICWBS
		Support a significant increase in Lancastrian bookings
	Corporate Support	
	Human Resources	Delivery of the OD strategy
		HR support to new governance models – shared services/restructures
		HR support to the Integrated Community Wellbeing Service
		HR support to the implementation of the Digital Strategy
		Investment projects H&S i.e Market Walk extension, Primrose Gardens
	Communications and Events	Deliver the events programme for 2017 including the Chorley Flower Show and plan the 2018 programme
		Forward plan for Astley – includes bringing together several pieces of work and will supersede the Astley 2020 document
		Submission of Heritage Lottery Bid relating to improvements at Astley Hall
		Communication of town centre projects
		Delivery of the Check Out Chorley campaign year three
		Communication of the waste collection changes
		Implement a new internal communications strategy
	Performance and Partnerships	Integrate public services through the Chorley Public Service Reform Partnership
		Refresh the Business Planning and Performance Management Frameworks – update documentation
		Evaluation of year 2 and planning for year 3 of the Public Service Reform Programme
		Coordinate Chorley Council response to external changes including LCC Transformation Strategy
		Review and refresh of the MyProjects system – reporting, documentation, training, user consultation/awareness
		Support the delivery of the Transformation Strategy
		Deliver equality actions and improve processes, including IIA's
Undertake the 2017 Residents Survey		

Customer Transformation	Building Control	Fee changes as Building control are self-financing and should have the capacity to advise clients
		Promotion of service
		Use of building notices vs full planning submissions
		IT and website improvements – the revisions to the website and online facility need to be rolled out
		Plan checking via screens rather than paper
	Development Control	Website upgrades
		Scheme of delegation update
		Free applications – especially tree applications and the way these are handled
		Request for trees to be TPO'd – establish a clear process and authority
		Provision of a duty officer service
	Customer Transformation	Appeals- electronic process
		Improve productivity and performance
		Complete the SFO Training programme (generic and specialist +1)
		Carry out a review of licensing and implement recommendations
		Improve access to council services by making services more efficient (Worksmart)
		Develop and deliver a new digital/customer strategy
		Develop and implement a clear programme of academy updates/upgrades
		Carry out a review of enforcement services
		Develop a comprehensive set of written procedures for the service
		Telephony contract renewal
	Review of enforcement services	
	ICT	Infrastructure upgrades (data centre, Wifi, ISP, DR, client hardware)
		Mobile phone – implementation of MDM and roll out of new handsets
		Microsoft upgrades (Windows, Office, Exchange, Skype, System Centre, EMS, OMS0
		PSN including pen test
		Security – 2 factor, desktop antivirus, ISP
		Implement new applications (MyShare, booking system, cemeteries, FOI)
		Replace Sharepoint – new intranet, website and e-forms
Review MyAccount, CRM and My Work		
Hybrid mail		
Implementation of key functionality for IDOX mobile, EXACOM, IApply, development monitoring, consultee access, SNN, dangerous structures		

		Improve the quality of the data within the NLPG
		Improve and expand our data warehouses
	Waste and Steetscene	Improving and reporting performance for Streetscene scheduled work
		New waste contract
		Changes to waste collections
		Vehicle and fleet maintenance
		Streetscene modernisation strategy implementation year 1
		Chorley in Bloom and supporting other events in the borough
		Neighbourhood Projects
		Integration of Neighbourhood Officers in the team