

Report of	Meeting	Date
Director of Policy and Governance	Full Council	21st November 2017

CHORLEY COUNCIL CORPORATE STRATEGY 2017/18-2019/20

PURPOSE OF REPORT

1. To seek approval for the refresh of the Corporate Strategy 2017/18 to 2019/20.

RECOMMENDATION(S)

2. That the Corporate strategy 2017/18-2018/19 be approved.

EXECUTIVE SUMMARY OF REPORT

3. The report provides a summary of the performance of the Corporate Strategy in 2016/17 and the changes proposed as part of the Corporate Strategy refresh for 2017/18.
4. The Corporate Strategy for 2016/17 delivered a wide range of activity towards achieving sustainable local growth and reform in the way that the council delivers services, realising benefits for residents across the borough. High profile projects to boost the wider economy and support future provision for people of all ages have now moved into a construction phase including the Youth Zone, Primrose Gardens and Market Walk development. More than 25,000 visitors have been attracted to Chorley through an award winning events programme and the new Check Out Chorley website which show cases the best of what Chorley has to offer. Residents are more engaged and involved in their local area with a 40% increase in volunteering hours and communities are more digitally enabled through the development of four new access points. People have been encouraged to be healthier and more active with 4346 additional visitors to our leisure centres compared to the same time last year, including over 600 more young people
5. For the 2017/18, the Corporate Strategy priorities and long term outcomes have been reviewed in light of the increasingly challenging national context, and refreshed to focus on meeting the fundamental needs of local residents, like health housing and jobs, while continuing to get Chorley in the best social and economic position for the future. The priority to deliver 'Clean, safe and healthy communities' has been amended to 'Clean safe and healthy homes and communities' to reflect a future emphasis on the provision and quality of housing across the borough. The remaining three priorities and all long term outcomes will be retained for 2017/18 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment. The presentation of the Corporate Strategy has also been refreshed with a new design to clearly set out the commitments of the council.
6. Projects have been reviewed and refreshed to reinforce the direction of travel for the council, driving large flagship schemes through to completion to achieve wider economic prosperity for all areas of the borough. A number of new projects are included to improve local provision including work to deliver priorities for housing and to deliver even better street services like bin emptying and grass cutting.

7. 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. Four indicators have been revised or removed because the factors determining performance have changed; two indicators have been updated to reflect a change in definition and two new measures have been included to provide an indication of progress against key strategies.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

8. This report relates to the following Strategic Objectives:

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

BACKGROUND

9. 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 2017/18 to 2019/20 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 2016/17

10. 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 positive.
11. The Corporate Strategy for 2016/17 aimed to deliver activity to achieve sustainable local growth and reform in the way that the council delivers its services to meet challenges in future years. This activity has delivered benefits for both the town centre and residents across the borough in our villages and rural areas.
12. Activity this year has moved a number of high profile projects into the construction phase to deliver high quality new facilities for residents of all ages. The structure of the Youth Zone is now in place and on track for completion in February 2018, creating a state of the art recreational centre for young people from across the borough. Building works have commenced on the Primrose Gardens retirement village to provide purpose built accommodation to support our older residents when they need it most.
13. Work to improve the town centre as part of ensuring a strong local economy has delivered improved gateway points at Steeley Lane and Theatre Walk to create a more attractive environment for shoppers, as well as improvements to Fazakerley Street. On site delivery has commenced to prepare for the Market Walk Extension including extensive drainage,

car park works and relocation of the market. More than 25,000 visitors have been attracted to Chorley through the new Check Out Chorley website and a highly successful events programme including delivery of the award winning Chorley Flower Show.

14. Residents have been engaged and involved in their local area through a project to develop new ways of working with communities which completed an intensive period of consultation and engagement to better understand residents' views and priorities. Improving the look and feel of local neighbourhoods has continued to be a top priority; a further 24 neighbourhood preferred projects were identified and initiated across the borough including road safety in Western Parishes, installation of boundary markings for Heskin Village in Southern Parishes and family support sessions in Chorley Town West. To ensure easy access to high quality public services we have increased the number of digital access points and support sessions to ensure that residents from across the borough and its rural communities are well connected and equipped with the skills to get online. Courses and access points being developed in Hoghton, Mawdesley and Eccleston.
15. Activity to support clean, safe and healthy communities has been enhanced through the development of the Integrated Community Wellbeing service, led by Chorley Council with Lancashire Care Foundation Trust including the colocation of 150 staff from wellbeing focussed services at the Council's Union Street offices. This exciting new model promotes better wellbeing outcomes and will support access to sustainable health services for all residents in future years. Visits to council leisure centres continue to increase, with 4346 more visitors compared to the same time last year incorporating over 600 more young people. The number of long term empty properties has reduced by 11% and 36 more affordable homes have been delivered so far this year to achieve high quality, suitable housing.
16. As a council, we have continued to be ambitious in doing more to meet the needs of residents through making services more efficient with the number of service requests made online currently exceeding the target of 20%. The Chorley Public Service Reform Partnership is also leading the way in establishing new ways of working with wider partners to develop more integrated and locality focussed models that make best use of our people and buildings to deliver sustainable public services. Throughout the year we have worked hard to maintain critical public transport services for all areas of Chorley, working closely to develop sustainable proposals with key partners and local stakeholders.

PROJECT DELIVERY

17. The 2016/17 Corporate Strategy included a number of projects to progress ongoing large programmes of work, including the initiation of the construction or build phase for several high profile schemes. This activity will continue with work carried forward into 2017/18:
 - Deliver the Primrose Gardens retirement village for Chorley
 - Integrate public services through the Chorley Public Service Reform Programme
 - Deliver the Chorley Youth Zone
 - Deliver the Market Walk Extension
 - Improve the look and feel of local neighbourhoods across the borough
18. Five projects have been successfully completed or closed off with alternative delivery arrangements agreed:
 - Develop new ways of delivering services for communities
 - Deliver the enabling phase of Integrated Community Wellbeing Service
 - Deliver economic opportunities at Botany Bay
 - Progress the delivery of the Westway Integrated sports facility
 - Deliver a project to get people ready for work

19. Four projects are still in the delivery phase and will be progressed to conclusion in April 2018:
- Develop activity to promote Chorley as a visitor destination including Chorley Flower Show
 - Deliver street level improvements in the town centre
 - Deliver the Steeley Lane Gateway
 - Improve access to council services by making services more efficient
20. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to 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.

PERFORMANCE

21. The 2016/17 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, 71% of all indicators (including annual measures) have been reported 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 2017/18 – 2019/20

Vision and priorities

22. The vision for the Corporate Strategy 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’

23. The focus of the Corporate Strategy to date has been on delivering schemes and initiatives that achieve visible and tangible outcomes against corporate priorities.
24. The Corporate Strategy priorities and long term outcomes have been reviewed in light of the increasingly challenging national context, and refreshed to focus on meeting the fundamental needs of local residents, like health housing and jobs, while continuing to get Chorley in the best social and economic position for the future.
25. The priority to deliver ‘Clean, safe and health communities’ has been amended to ‘Clean safe and healthy homes and communities’ to reflect a future emphasis on the provision and quality of housing across the borough.
26. The remaining three priorities and all long term outcomes will be retained for 2017/18 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.
27. The presentation of the Corporate Strategy has also been refreshed with a new design to clearly set out the commitments of the council.

Projects

28. Project activity in 2017/18 has been designed to reinforce the future direction of travel for the Council, with an emphasis on core service provision such as street services, improving neighbourhoods and housing, while driving key development projects through to completion to get Chorley in the best social and economic position for the future.
29. We will continue to ensure that all residents are able to access high quality public services and take an active part in their community through new projects to increase digital inclusion by developing more access points, skills sessions and reviewing the council website. We will also work closely with partners and key stakeholders to increase access to sustainable public transport routes such as buses to support connectivity across the borough and rural villages.
30. To support clean safe and healthy homes and communities, we will bring together a number of priorities for housing across the borough to increase the supply of affordable homes, manage development and ensure high standards across private and social rented sectors. We will also undertake a borough wide programme of improvements to street services to deliver more efficient, high quality services.
31. A number of large, high profile projects will move into the final stages of construction or completion in 2018 to create high quality new facilities benefitting residents from across the borough including the Youth Zone and Market Walk which are due to complete in 2018 and Primrose Gardens retirement village due for completion in 2019.
32. The local economic benefits of this activity will be further enhanced by activity to bring forward key sites for development to encourage inward investment, support local economic growth and future job creation. We will also deliver a project to support key groups back into work by overcoming barriers to employment such as skills and opportunities. Local visitor attractions will be enhanced through the development of Astley Hall and park including improvements to events infrastructure.
33. We will continue to address the challenges ahead for public services and future organisational sustainability through the work of the Chorley Public Service Reform Partnership to embed tried and tested new ways of working with our partners. As an organisation we will look to transform the way the council delivers services to achieve a financially sustainable and operationally efficient organisation that can continue to meeting the needs of local residents including work to increase income generation activity and further develop the Chorley Community Wellbeing Service.
34. 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.

35. The key proposed projects for 2017/18 and an overview of what they will deliver is shown below:

Project Title	Description
Involving residents in improving their local area and equality of access for all	
Improve the look and feel of local neighbourhoods across the borough	<p>This project will be a continuation of the 2016 Corporate Strategy project which aimed to evaluate our approach to both neighbourhood working and Community Action Planning across the borough.</p> <p>The 2017 project will bring together best practise in terms of neighbourhood preferred projects and evidence led, needs based community action planning. This approach will be woven into current neighbourhood working principles.</p> <p>The project will see strong links with the Integrated Community Wellbeing Team, drawing on our wider knowledge of the specific issues facing our communities and ensuring that this is incorporated into any neighbourhood projects within an area.</p>
Develop Astley Hall and park as a visitor destination	<p>Astley Hall and park are key elements of the Chorley tourism offer. This project will look to further enhance the park and hall as destination attractions and make improvements to infrastructure to support future ambitions.</p> <p>The project will include activity to:</p> <ul style="list-style-type: none"> • Develop an exciting and diverse events programme for Astley • Promote the venue as one able to host a range of local and regional events • Deliver the Garden of Reflection in the walled garden • Improve events infrastructure including drainage works • Deliver improvements to the Hallgate car park <p>If successful, this project will include the initial phases of delivery of the Heritage Lottery Fund bid.</p>
Support people from across the borough to be digitally included	<p>This project will include delivery of year one elements of the digital strategy, with a specific focus on digital inclusion and supporting residents from across the borough to access services online by:</p> <ul style="list-style-type: none"> • Delivering digital hubs • Digital skills sessions and training • Reviewing and refreshing the council website <p>The project will closely link with the delivery of the ICT strategy and will work towards achieving the aims of the Digital Strategy by enabling more people to access council and other services online.</p>
Clean, safe and healthy homes and communities	
Deliver the Primrose Gardens retirement village	<p>This project will continue the build phase of the Primrose Gardens retirement village, with the facility planned to be completed for handover by the end of March 19. The project will include physical construction, establishing arrangements for operational management and developing plans for marketing and launch.</p>
Deliver the Youth Zone	<p>This project will be a continuation of the work delivered in the 2016 Corporate Strategy to deliver a state of the art youth zone within Chorley which will provide facilities for young people from across the borough including access to relevant support and advice.</p>

	<p>The 2017 corporate strategy project will see the final elements of delivery being completed, with the completion of the build planned for February 2018. Including delivery of the internal elements of the building, decoration and flooring, all designed to ensure the building is fit for purpose.</p>
<p>Develop a strategy for housing in Chorley and implement a programme of work</p>	<p>This project will bring together a number of priorities for housing across the borough as part of a single plan or strategy. Priorities include:</p> <ol style="list-style-type: none"> 1. Improving standards and ensuring quality housing provision across social and private rented sectors. 2. Working with partners to increase the supply, choice and quality of affordable homes. 3. Supporting economic growth and managing development across the borough. 4. Further developing a business model for a council led housing company. <p>The project will work with key stakeholders to develop a housing strategy, including a delivery plan, to address key priorities and implement a programme of work in Chorley.</p>
<p>A strong local economy</p>	
<p>Bring forward key sites for development</p>	<p>This project will undertake activity to bring forward key sites for commercial development to encourage inward investment, support local economic growth and support future job creation. The project will include work to:</p> <ul style="list-style-type: none"> • assess and identify the most feasible sites to bring forward • develop master plans for the sites • commence activity to deliver the plans
<p>Deliver the Market Walk Extension</p>	<p>This project is a continuation of the current project to deliver the Market Walk Extension and will progress commercial and build activity towards final completion by Christmas 2018.</p>
<p>Deliver a borough wide programme to help people overcome barriers to employment</p>	<p>This project will deliver a project to support target groups back into employment through offering a range of measures to address barriers to employment. This may include one to one case work support, employer liaison and placement finding.</p>
<p>An ambitious council that does more to meet the needs of residents and the local area</p>	
<p>Transform the way the council delivers services</p>	<p>This project will look to transform the way in which the council delivers services to achieve a financially sustainable and operationally efficient organisation that can continue to meet the needs of local residents through quality services. Examples of key activity will include:</p> <ul style="list-style-type: none"> • Development of shared services with other organisations • Income generation activity • Delivery of phase one of the Chorley Community Wellbeing Service. <p>The initiatives above will be implemented as part of a wider programme of organisational transformation to be delivered over the next 3 years.</p>
<p>Deliver a borough wide programme of improvements to street services</p>	<p>This project will review current working practises and identify opportunities for improvement as part of the 3 year Streetscene Modernisation Strategy. The strategy aims to deliver a more efficient, high quality service and includes better use of technology to support new ways of working.</p> <p>This project will include work to:</p>

	<ul style="list-style-type: none"> • Review street bin emptying across the borough and implement improvements • Review street cleaning across the borough and implement improvements • Deliver an improved grass cutting service across the borough
Integrate public services through the Chorley Public Service Reform Partnership	<p>This project will deliver year three of the Chorley Public Service Reform Partnership Strategy</p> <p>As part of activity in year two of the programme, integrated working concepts and principles such as co-location and multi agency information sharing were developed into more formal ways of working.</p> <p>Year three of the programme will embed this activity as part of business as usual locally. It will also aim to influence and shape wider regional strategies and pieces of work towards achieving a more sustainable system of public services.</p>

MEASURING PROGRESS

36. The strategy includes 28 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 and targets have been reviewed and updated to ensure that they remain challenging to reflect council ambition.
37. Four indicators have been revised or removed because the factors determining performance have changed and will now be monitored using an alternative collection method or local measure to provide a baseline for this year. This includes indicators for housing preventions and reliefs, town centre visits, the number of employment sites brought forward and percentage of businesses ceasing to trade.
38. Two new indicators have been included to reflect the council's commitment to digital inclusion and skills and to provide a more robust measure of job creation.
39. Six measures have been updated to reflect changes to their definition or amendments to targets as a result of current performance.
40. 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 2017/18 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	11% (annual target)	44%	5	This indicator is measured annually with 11% representing an increase of one digital access point. It is suggested that this measure changes to the number of additional digital access points for residents across the borough. This measure will be changed to record the number of digital access points rather than the percentage, with a target of 5 additional access points.

Number of people who have successfully completed basic digital skills training	NA	New	Baseline	This would be a new indicator to measure the digital inclusion strand of the Digital Strategy 2017-2020. The measure would record a baseline for 2018/19.
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A strong local economy

Indicator Name	Current Target Value	Current Performance Value	Proposed new target	Comment
Number of projected jobs created through Council intervention	N/A	New	150	This new measure will combine two existing measures for jobs created through targeted interventions and inward investment (as a result of local grant schemes) to provide a more robust measure of job creation.
Growth in business rate base	1%	Reported Annually	TBC	The methodology and target for this indicator will be review to ensure a robust and reliable measure.
Town centre visits	310,000 (annual target)	397,529	Remove	More robust delivery method to be developed and baselined over the next 12 months in line with town centre development.
Number of employment sites brought forward	2	Reported annually	Remove	To be progressed through the new Corporate Strategy project to bring forward sites for development.
% of businesses ceasing to trade	Lower than NW average	Reported annually	Remove	Data no longer published.

Clean, safe and healthy homes and communities

Indicator Name	Current Target Value	Current Performance Value	Proposed target	Comment
Number of young people taking part in 'Get Up and Go' activities	20,000 (annual target)	9,408	20,000	This indicator has been amended to take into consideration all health and wellbeing opportunities provided by the council and will be revised to 'Number of young people supported through council health and wellbeing opportunities'.
Number of long term empty properties	180	155	170	The target has been amended to 170 to reflect a continued commitment to reduce the number of long term empty properties across the borough.
Number of affordable homes delivered	50 (200 over 2 years)	36	100	Target has been amended from 200 homes over two years to 100 homes across the year to ensure a continued commitment to delivering affordable homes across the borough.
Number of homelessness preventions and reliefs	400 (800 annual target)	295	Remove	New more robust measure to be developed and baselined through local service delivery in light of national policy changes that will impact the way performance is measured.

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 target	Comment
% service requests received online	20%	25.46%	25%	Performance against this target has continually improved. This target has been increased to be more challenging and to reflect the future digital priorities of the Council.

IMPLICATIONS OF REPORT

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

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

COMMENTS OF THE STATUTORY FINANCE OFFICER

42. 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 2018/19 budget process and adjustments made to the projects as required.

COMMENTS OF THE MONITORING OFFICER

43. No comments.

COMMENTS OF DIRECTOR POLICY AND GOVERNANCE

44. 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.

REBECCA HUDDLESTON
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Victoria Willett	5248	08/11/17	***

Appendix A – 2016/17 Corporate Strategy projects position statement

Corporate Strategy Projects 2016/17	Position
INVOLVING RESIDENTS IN THE LOCAL AREA AND EQUALITY OF ACCESS FOR ALL	
Progress the delivery of the Westway integrated sports facility	Extensive work was undertaken with key community stakeholders involved in the development of an integrated sports facility at Westway. However, due to complex interdependencies within the project and conditions linked to planning, funding and partnership arrangements, the project has been closed. The delivery of the facility will now be re-scoped.
Improve the look and feel of local neighbourhoods across the borough	This project will deliver neighbourhood priority projects. All neighbourhood projects have been agreed and an update provided at neighbourhood meetings in summer 17. Updates are now being developed for each individual project including funding approval where necessary. Work to improve the look and feel of neighbourhoods across the borough will form a Corporate Strategy project for 2017/18, demonstrating the Council's commitment to improving local places and spaces.
Develop new ways to deliver services with communities	<p>This project aimed to understand and develop new approaches to delivering services within communities to support new models of working alongside residents and the third sector.</p> <p>The Chorley Public Service Reform Partnership commissioned SPICE to undertake a project to carry out intensive engagement with local communities to better understand their needs, motivations and expectations of public services.</p> <p>The project delivered a final report and tool kit, setting out approaches to building capacity within communities. The report has been reviewed and approved by the Chorley Public Service Reform Executive and will now be taken forward by the Early Intervention and Prevention directorate as part of developing new ways of working.</p>
CLEAN, SAFE AND HEALTHY COMMUNITIES	
Deliver the Primrose Gardens Retirement Village for Chorley	The project to deliver the Primrose Gardens Retirement Village is on track with the construction work underway this quarter. The majority of work completed this quarter has focused on commencing the foundation works including the excavation of the site, establishing ground improvement works and conducting piling works to provide a suitable stable foundation for construction. The delivery of Primrose Gardens will result in the provision of purpose built accommodation to support older residents in Chorley. The project will be taken forward as a Corporate Strategy project for 2017/18 with completion anticipated in March 2019.
Deliver the enabling phase of the Integrated Community Wellbeing project	This project is now complete and has achieved its aim of bringing Lancashire Care Foundation Trust and Chorley Council together to create an Integrated Community Wellbeing Service. The development phase (phase one) of the Integrated Community Wellbeing Service will be monitored through the new Corporate Strategy project to transform the way the council delivers services.

<p>Deliver a project to get people ready for work</p>	<p>The project has been notified that a rejection has been received from the Department for Work and Pensions to inform them that the ESIF fund will not be awarded.</p> <p>Potential alternative options for project delivery are currently being considered and will be progressed through the new Corporate Strategy project to deliver activity to support key target groups back into employment.</p>
<p>A STRONG LOCAL ECONOMY</p>	
<p>Deliver the Steeley Lane Gateway Project</p>	<p>This project aimed to improve gateway areas within the town centre. Year one elements including improving paving around East Way and Seymour Street and improvements to Theatre Walk are now complete. Work around Fazakerley Street is also now complete</p> <p>The project will continue through the delivery of the 2016/17 Corporate Strategy and will be progressed to conclusion in April 2018.</p>
<p>Deliver street level improvements</p>	<p>This project was to deliver public realm improvements in line with Market Walk extension project including revamp of shopping streets and wider public areas to improve pedestrian experience and provide a consistent town centre identity. This phase of the project focused on beginning the delivery of the masterplan with relocation of existing sites, including preparing for consultation with local stakeholders on future phases.</p> <p>The project will continue through the delivery of the 2016/17 Corporate Strategy and will be progressed to conclusion in April 2018.</p>
<p>Deliver economic opportunities at Botany</p>	<p>This project is now complete and has delivered the masterplan. The masterplan will promote and increase inward investment within Chorley. Further work will be undertaken to bring forward sites for development through the 2017/18 Corporate Strategy project.</p>
<p>Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show</p>	<p>This project aimed to build on work undertaken in recent years to promote Chorley as a visitor destination to include development of website to showcase Chorley attractions, continuing improvements to Astley Hall and Park and the events programme including the Chorley Flower Show.</p> <p>The Check Out Chorley website continues to be promoted, a 12 month marketing plan has been developed and the Chorley Flower Show has been held and was a great success with over 15,000 people attending over the weekend.</p>
<p>Deliver the Market Walk extension</p>	<p>The project was to continue the delivery phase of the project to extend Market Walk to accommodate a cinema, restaurants and retailers, moving work into the construction phase.</p> <p>Despite some delays to negotiations with clients and the implementation of the short term car parking strategy the project continues to be on track to deliver the new extension ready for Christmas opening 2018. Preparatory works have been undertaken and construction has now commenced on site with the build on track for completion by December 2018.</p>

AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA	
<p>Improve access to council services by making services more efficient</p>	<p>The WorkSmart programme looked to achieve a step change in the way the Council operates to enable it to meet increasing customer expectations. The project also included the delivery of digital inclusion initiatives to enable people to get online and do more online to enhance their access to public services.</p> <p>Activity is currently on track and future work planned includes the delivery of more efficient office environments across the council, the review of existing applications, the implementation of voice over IP and the development of an information sharing framework.</p>
<p>Integrate public services through the Chorley Public Service Reform Partnership</p>	<p>The delivery of year two of the public service reform partnership is on track and making good progress with the completion of the whole project on track for October 18.</p> <p>Once the evaluation of year 2 delivery has been completed work will be scoped for year 3 delivery this is likely to include moving new ways of working into operational delivery and a focus on influencing transformation across central Lancashire. This activity will be delivered through the 2017/18 Corporate Strategy project.</p>
<p>Youth Zone</p>	<p>The delivery of the Youth Zone is progressing well with the construction phase well underway and the project on schedule for completion in February 18.</p> <p>Work planned for future delivery includes moving the construction phase towards the interior of the building including internal walls and partitions and decoration, flooring etc. The Corporate Strategy project for 2017/18 will see the final completion and opening of the Youth Zone facility.</p>

Appendix B – Corporate Strategy Measures 2017/18

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%
% of people who feel they cannot influence decision making in their local area	25%
% increase in number of volunteering hours earned	20%
The number of SOA's in the worst 10%	3
% population with NVQ level 3 or above	57%
Increase in number of digital access points for residents across the borough	5
NEW - Number of people who have successfully completed basic digital skills training	BASELINE
Clean, safe and healthy home and 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 annual target
Number of young people supported through council health and wellbeing opportunities	20,000 annual target
% of population satisfied with parks and open spaces	80%
Number of affordable homes delivered	100
Number of long term empty properties in the borough	170
A strong local economy	
Overall employment rate	80%
Number of projected jobs created through Chorley Council support or intervention.	Annual target of 120
% of working age people on out of work benefits	Better than the National Average
Growth in business rate base	TBC
Median workplace earnings in the borough	Better than the NW Average
% increase in visitor numbers	2%

The % of 16-17 year olds who are not in education, employment or training (NEET)	4.6%
An ambitious council that does more to meet the needs of residents and the local area.	
% Households living in fuel poverty	Better than the NW 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	25%
% of customers dissatisfied with the service they have received from the council	20%

Corporate Strategy 2017

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

We will:

- Transform the way the council delivers services
- Deliver a borough wide programme of improvements to street services
- Integrate public services through the Chorley Public Service Reform Partnership



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

We will:

- Improve the look and feel of local neighbourhoods across the borough
- Develop Astley Hall and park as a visitor destination
- Support people from across the borough to be digitally included



A strong local economy

We will:

- Bring forward key sites for development
- Deliver the Market Walk Extension
- Deliver a borough wide programme to help people overcome barriers to employment



Clean, safe and healthy homes and communities

We will:

- Deliver the Primrose Gardens retirement village
- Deliver the Youth Zone
- Develop a strategy for housing in Chorley and implement a programme of work



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.

Chorley will have:

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

How we will measure progress:

- % of households living in fuel poverty is better than North West average
- 70% residents satisfied with the way the council runs things
- 60% residents feel that Chorley Council provide value for money
- 25% of service requests received online
- Less than 20% of customers dissatisfied with the service they have received from the council



Chorley will have:

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

How we will measure progress:

- 85% people satisfied with their neighbourhood as a place to live
 - 25% of people who regularly participate in volunteering
 - 25% of people who feel they cannot influence decision making in their local area
 - 20% increase in number of volunteering hours earned
 - Less than 3 SOA's in the worst 10%
 - 57% population with NVQ level 3 or above
 - Increase of 5 digital access points for residents across the borough
- Number of people who have successfully completed basic digital skills training (baseline)



Chorley will have:

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

How we will measure progress:

- Overall employment rate greater than 80%
- 120 jobs created through Chorley Council support or intervention
- % of working age people on out of work benefits better than national average
- 4.6% of 16-17 year olds who are not in education, employment or training (NEET)
- % growth in business rate base
- Median workplace earnings in the borough better than North West average
- 2% increase in visitor numbers



Chorley will have:

- 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

How we will measure progress:

- 70% satisfaction with street cleanliness
- 90% of the population feeling safe during the day
 - 70% of the population feeling safe at night
 - 1,000,000 visits to Council's leisure centres
- 20,000 young people supported through council health and wellbeing opportunities
- 80% of population satisfied with parks and open spaces
 - 100 affordable homes delivered
- Less than 170 long term empty properties in the borough

