

Report of	Meeting	Date
Director of Policy and Governance	Full Council	20 November 2018

## **CHORLEY COUNCIL CORPORATE STRATEGY 2018/19 – 2020/21**

### **PURPOSE OF REPORT**

1. To seek approval for the refresh of the Corporate Strategy 2018/19 – 2020/21.

### **RECOMMENDATION(S)**

2. That the Corporate Strategy 2018/19 – 2020/21 be approved.

### **EXECUTIVE SUMMARY OF REPORT**

3. The report provides a summary of the performance of the Corporate Strategy in 2017/18 and the changes proposed as part of the Corporate Strategy refresh for 2018/19.
4. The Corporate Strategy for 2017/18 delivered improvements for core service provision such as streetscene services, neighbourhood working and housing, while driving key development projects through to completion to make improvements to services across the borough and transforming the way we operate to ensure the best provision for the residents of Chorley.
5. This year, the construction of Primrose Gardens, completion of the Youth Zone and the development of Market Walk provide tangible examples of activity by the council to boost the wider economy and ensure sustainable future provision for people of all ages in Chorley. As well as delivering on high profile large developments, the council has continued to improve the look and feel of neighbourhoods from across the borough with the agreement of 24 neighbourhood priorities to ensure that residents can be proud of their local area. People have been encouraged to be healthier and more active with 24,672 additional visitors to our leisure centres compared to the same time last year, including 4,271 additional older people. A housing strategy is being developed for the borough which brings together a number of priorities to ensure high quality, affordable and suitable housing.
6. For 2018/19 – 2020/21, the Corporate Strategy vision and long term outcomes have been refreshed to reinforce the council's commitment to supporting all residents in both rural and urban areas, and ensuring access to services via both traditional and digital channels.

7. Projects have been reviewed and refreshed to reinforce the direction of travel for the council, some projects will continue through 2018/19, driving large developments to completion such as Primrose Gardens and the Market Walk Extension, and a continuing to provide better services for our residents through improving streetscene services and delivery of a range of initiatives to encourage residents to develop their digital skills together with developing and improving online access to Council services. Provision of better services will also be reflected in the new projects including improvements to playing pitches and building community resilience alongside the delivery of the Digital Office Park and Housing Company which balances a more commercial approach to ensure the long term sustainability of council services with a commitment to addressing social housing needs across the borough.
  
8. 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 amended to reflect service changes or better reflect future priorities, two additional indicators have been included to complement new projects and one new indicator has been created to replace an existing measure.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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## 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 homes and 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 2018/19 – 2020/21 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:
  - a. Involving residents in improving their local area and equality of access for all;
  - b. Clean, safe and healthy homes and communities;
  - c. A strong local economy; and
  - d. An ambitious council that does more to meet the needs of residents and the local area.

## PERFORMANCE OF THE CORPORATE STRATEGY IN 2017/18

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 positive.
  
12. The Corporate Strategy for 2017/18 aimed to deliver improvements for core service provision such as streetscene services, neighbourhood working and housing, while

driving key development projects through to completion to get Chorley in the best social and economic position for the future.

13. Work has continued to deliver the Market Walk Extension and associated works in the town centre as part of ensuring a strong local economy. Work has progressed to develop more car parking within the town centre, which includes an additional 27 spaces on the former Oak House site, a further 96 additional spaces on the new Friday Street decked car park and 35 new parking spaces on Park Road. The works have now commenced on the build which is on track to be completed and opened by Christmas 2019, all of which will contribute to a vibrant town centre.
14. Although unemployment in the borough remains below the regional average, work has been undertaken in the Integrated Community Wellbeing service to develop a new pathway to support residents into work. Alongside this, a series of courses have been designed and developed to address targeted support for adults with low literacy, low level mental wellbeing and to develop social skills.
15. Local communities have been involved in improving their local area through the delivery of 24 neighbourhood priority projects. Examples of these projects include a children's reading scheme in Chorley Town West, creation of a community orchard in Coppull and improvements to footpaths in Astley Village. To ensure easy access to high quality public services we have increased the number of digital access points from 17 to 27, which include new ones in the rural area of Mawdsley and Charnock Richard. Free digital training and support sessions have been provided to residents from across the borough, which has included; new digital skills sessions at Clayton Brook and Charnock Richard, the creation of code clubs for children, a Digital Inclusion and Employability course at Cotswold Supported Housing and online safety courses delivered in partnership with Lancashire Constabulary and Google Garage.
16. As a council we have continued to support clean, safe and healthy communities. The Council has supported the charity OnSide to develop the Youth Zone in Chorley which opened in May 2018. The facility encompasses a wide variety of activities including sport, fitness, dance, arts, music and arts and crafts. The Youth Zone provides purpose built facilities including a climbing wall, basement kick pitch, boxing facilities and a two court sports hall for young people from right across the borough and beyond. It has been an overwhelming success, achieving its annual target membership within the first two months of opening.
17. A housing strategy is being developed which brings together a number of priorities for housing across the borough to ensure high quality, affordable and suitable housing for the residents of Chorley. Work has also continued in the last 12 months to deliver purpose built accommodation to support our older residents, with the Primrose Gardens extra care scheme on track to be completed by March 2019. There have been more affordable homes delivered this quarter compared to the same period last year, with 119 homes delivered supporting the long term outcome of high quality affordable and suitable housing. Visits to the Council leisure centres continue to increase with 24,672 more visitors this year compared to last including an additional 4,271 older people.
18. This year's delivery has continued to support our goal of being ambitious in doing more to meet the needs of residents. We have continued to transform the way the council delivers services, ensuring the council is able to meet future challenges and demands. This year, delivery has included a review of the waste contract saving the Council over £1million per year, reshaping of services such as Housing Solutions and Health and

Wellbeing teams to respond to legislative changes and new ways of working as well the continued delivery of the Integrated Community Wellbeing service; all of which contribute to delivering services that are more sustainable and efficient.

19. This year a review of street sweeping and litter bin schedules has been delivered to understand current working practices and identify areas for improvement; and an improved grass cutting service has been delivered with 94% of scheduled work completed on time. The Chorley Public Service Reform Partnership has continued to successfully deliver integrated public services with 11 services meeting on a regular basis to support vulnerable residents and since April 2017 the collocated multi-agency hub has managed 188 cases.

## **PROJECT DELIVERY**

20. The 2017/18 Corporate Strategy included a number of projects which focused on improving core service provision, while also driving key development projects. This activity will continue and therefore it is proposed that these seven projects are carried forward into 2018/19 - 2020/21 Corporate Strategy:
  - Deliver the Primrose Gardens retirement village
  - Deliver the Market Walk Extension
  - Develop Astley Hall and park as a visitor destination
  - Support people from across the borough to be digitally included
  - Bring forward key sites for development
  - Transform the way the council delivers services
  - Deliver a borough wide programme of improvements to street services
21. Four projects are still in the delivery phase and will be progressed to conclusion by April 2019, and are therefore not included as projects within the updated strategy:
  - Improve the look and feel of local neighbourhoods across the borough
  - Develop a Housing Strategy
  - Deliver a borough wide programme to help people overcome barriers to employment
  - Integrate public service through the Chorley Public Service Reform Partnership
22. One project has been successfully completed:
  - Deliver the Youth Zone
23. 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**

24. The 2017/18 strategy also included 28 key measures to make it possible to monitor progress towards achieving the priorities and long term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the Council. At the end of quarter two, three indicators were performing below target and these have action plans outlined which will be put into place to ensure improved performance. Further detail on performance is available in the quarter two monitoring report which was presented to Executive Cabinet in November.

## **DEVELOPMENT OF THE CORPORATE STRATEGY 2018/19**

### **Vision and priorities**

25. The vision for the Corporate Strategy has been amended slightly to better reflect our commitment to working across the whole borough, 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, whether in rural or urban areas, to reach their full potential through working in partnership to deliver services that achieve the best outcomes for local people and protect vulnerable people’

26. The Corporate Strategy priorities will be retained for 2018/19 to reflect a continued commitment to the priorities under which the administration were elected, ensuring the long term impact of strategic activity and investment.

27. The long term outcomes have been refreshed to highlight the Council’s continued commitment to delivery across the borough, inclusive of urban and rural locations, and to ensure residents have access to high quality public services via a variety of channels, inclusive of face to face and online. The proposed priorities and long term outcomes for the Council are:

- A strong local economy:
- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough

Clean safe and healthy homes and communities:

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

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

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

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 our rural and urban areas

### **Projects**

28. Project activity in 2018/19 has been designed to reinforce the future direction of travel for the Council with an emphasis on; housing, better service provision for our residents, building a strong business sector and a more commercial approach to ensure the long term sustainability of council services.

29. To support clean safe and healthy homes and communities, we will start the process of setting up a housing company which will bring together a number of priorities for housing across the borough to increase the supply of clean and safe homes and to in the long term deliver a sustainable income stream for the Council to support wider service delivery. We will also deliver improvements to playing pitches across the borough to provide high quality recreational spaces.
30. We will continue to ensure that all residents are able to access high quality public services through projects to increase digital inclusion by developing more access points so that people can get online, delivering more digital skills and training sessions and reviewing the council website. We will also change and improve the way we work with residents and local community groups, encouraging them to take an active part in their community and to build community resilience.
31. A number of large, high profile projects will move into the final stages of construction in 2019 to create high quality new facilities benefitting residents from across the borough including Primrose Gardens retirement village due for completion in March 2019 and the Market Walk Extension which is due to complete in December 2019.
32. Work will also continue to develop Astley Hall and Park and position it to be one of the top visitor attractions in the North West and be a key part of Chorley's tourism offer.
33. The local economic benefits will be further enhanced by activity to bring forward key sites for development to encourage inward investment and the delivery of the Digital Office Park, both of which will support local economic growth, contribute to a strong and expanding business sector and future job creation.
34. We will continue to be an ambitious council and 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. To achieve this we will work to increase income generation activity, explore options for shared services inclusive of other alternative delivery models and review, improve and develop more efficient ways of working as well as ensuring the Council's workforce is fit for purpose and supported through change.
35. A copy of the refreshed Corporate Strategy is attached as Appendix C.
36. The key proposed projects for 2018/19 and an overview of what they will deliver is shown below:

Project Title	Description
<b>Involving residents in improving their local area and equality of access for all</b>	
<b>Develop Astley Hall and park as a visitor destination</b>	<p>This project will be a continuation of the 2017 Corporate Strategy project to ensure Astley Hall and Park remains a key Chorley visitor destination and will focus on further improvements to Astley Hall and Park including the installation of a lighting scheme and dog wash facilities.</p> <p>The scope of other improvements will be dependent on the outcome of the Heritage Lottery Fund bid submission which will be known in December 2018.</p>

<p><b>Support people from across the borough to be digitally included</b></p>	<p>This project will be a continuation of the 2017 Corporate Strategy project. This project will focus on digital inclusion, lifelong digital learning and supporting and increasing the use of Council online services by:</p> <ul style="list-style-type: none"> <li>• Providing free digital skills sessions and training right across the borough;</li> <li>• Delivering digital events for young people and adults to encourage them to learn and develop their digital skills and engaging local digital businesses to get involved;</li> <li>• Reviewing and refreshing the council website.</li> </ul>
<p><b>Develop a framework for building community resilience and delivery of identified projects (NEW)</b></p>	<p>This project will develop a clear framework to build resilience in our communities, right across our borough. The project will include work to:</p> <ul style="list-style-type: none"> <li>• Develop an evidence led framework for how we understand communities and co-designing/co-producing responses to build resilience;</li> <li>• Undertake testing within the community to improve resilience;</li> <li>• Develop longer term plans based upon test findings.</li> </ul>
<p><b>Clean, safe and healthy homes and communities</b></p>	
<p><b>Deliver the Primrose Gardens retirement village</b></p>	<p>This project will continue the delivery of Primrose Gardens retirement village; this will deliver a purpose built accommodation to support our older residents including 65 modern and accessible apartments, a high quality café and a fully equipped dance studio.</p> <p>The facility is planned to be completed for handover by the end of March 2019. The project will include completion of internal fit out and car park, commence client hand over and deliver the marketing and launch of the village.</p>
<p><b>Deliver improvements to the playing pitches in the borough (NEW)</b></p>	<p>This project will deliver improvements to playing pitches across the borough as part of the Parks, Open Space and Play Pitch Strategy. Work will include improving drainage, delivery of new changing facilities, improved pathways and increased parking capacity. This will be across the following playing pitches in the borough:</p> <ul style="list-style-type: none"> <li>• King George V Playing Pitches, Adlington &amp; Anderton</li> <li>• Jubilee Playing Fields, Adlington &amp; Anderton</li> <li>• Wigan Lane Playing Pitch, Chorley South East</li> <li>• Kem Mill Lane Playing Pitch, Clayton-le-Woods &amp; Whittle-le-Woods</li> </ul>
<p><b>Deliver the Housing Company (NEW)</b></p>	<p>Following the decision by full Council in September to develop a housing company, this project will involve:</p> <ul style="list-style-type: none"> <li>• Development of a full business case setting out proposals for the governance structure for the company;</li> <li>• Development of a property acquisition strategy;</li> <li>• Acquisition of the first properties.</li> </ul>

## A strong local economy

<p><b>Bring forward key sites for development</b></p>	<p>This project is a continuation of the existing project and will continue to undertake activity to bring forward key sites for commercial development to encourage inward investment, support local economic growth, future job creation, and deliver a sustainable income stream to the Council. The project will include work to:</p> <ul style="list-style-type: none"> <li>• Secure planning permission for sites;</li> <li>• Develop and deliver disposal options;</li> <li>• Identify development partners and implement plans.</li> </ul>
<p><b>Deliver the Market Walk Extension</b></p>	<p>This project is a continuation of the current project to deliver the Market Walk Extension, which will attract more visitors to our town centre and boost the local economy through this retail and leisure extension.</p> <p>Over the next year the main focus of work will be the build and securing further tenants, with the new development expected to be opened by Christmas 2019.</p>
<p><b>Deliver the Digital Office Park (NEW)</b></p>	<p>The Digital Office Park will provide state of the art digital office accommodation for digital businesses, putting Chorley and Lancashire at the centre of the expanding digital economy. This project will focus on:</p> <ul style="list-style-type: none"> <li>• Practical completion of the build by early May 2019;</li> <li>• Operational delivery from late May 2019;</li> <li>• Delivery of the business support programme.</li> </ul> <p>The business support programme will support enterprises that are operating primarily within the digital sector and those operating within the defined LEP sectors that can demonstrate a digital focus to their business.</p>

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

<p><b>Transform the way the council delivers services</b></p>	<p>This project will be a continuation of the 2017 Corporate Strategy project; it will continue to transform the way we deliver services more sustainably and efficiently, ensuring that the organisation can continue to meet the needs of local residents through quality services. This project will involve:</p> <ul style="list-style-type: none"> <li>• Development of shared services with other organisations;</li> <li>• Income generation activity;</li> <li>• Support the delivery of the council's Medium Term Financial Strategy and Organisational Development Strategy.</li> </ul> <p>The key activity within this project will be delivered as part of the wider Transformation Programme which will deliver organisation transformation over the next two years.</p>
<p><b>Deliver a borough wide programme of improvements to street services</b></p>	<p>This project will be a continuation of the 2017 Corporate Strategy project, it will see delivery shifting from reviewing current working practices to the implementation of improvements across street bin emptying and street cleaning, including delivery an improved grass cutting service across the borough.</p>

	This work is part of the 3 year Streetscene Modernisation Strategy which aims to deliver a more efficient, high quality service and includes better use of technology to support new ways of working.
<b>Deliver a review of our approach to partnership working (NEW)</b>	<p>We are nearing the end of the Chorley Public Service Reform's three year strategy and delivery plan, therefore this new project will include:</p> <ul style="list-style-type: none"> <li>• A review of the Public Service Reform Partnership, highlighting the achievements that have been made by the partnership;</li> <li>• Reviewing and engaging with our partners to consider the best approach to continuing partnership working;</li> <li>• Further strengthen partnership working in Chorley and also more widely within Central Lancashire.</li> </ul> <p>The scope will also incorporate and consider other partnerships which the Council is involved in.</p>

## MEASURING PROGRESS

37. The strategy includes 31 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.
38. Four indicators have targets amended to reflect service changes or better reflect future priorities. This includes indicators for service requests received online, volunteering hours earned, number of people completing digital skills training, and the percentage of 16-17 year olds who are not in education, employment or training.
39. Two additional indicators that are currently local indicators have been included to complement new projects and reflect the council's commitment to increasing visits to the Town Centre and Astley Hall and Park and to the delivery of the Parks, Open Spaces and Playing Pitches Strategy.
40. One new indicator has been created to replace an existing measure covering young people's health and wellbeing opportunities and this will better reflect future priorities for the Health and Wellbeing provision, following the opening of the Youth Zone and the changes to how we deliver services such as providing more targeted interventions.
41. Current performance is based on the most recent available performance which is from quarter two. The measures 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 (Q2)	Proposed target	Comment
% increase in number of volunteering hours earned	20%	26.4%	<b>25%</b>	It is proposed that this target to be amended to 25% to remain challenging and to reflect current positive performance and our continued commitment to increase

				volunteering across the borough.
Number of people who have successfully completed basic digital skills training	Baseline	160	<b>300</b>	It is proposed that the target for this indicator is set at 300 to remain challenging and to reflect a continued commitment to increase digital inclusion.
Number of visits to Astley Hall and Park complex <b>(NEW)</b>	80,000	36,124	<b>80,000</b>	This is currently measured as a local measure. It is proposed that this become a new corporate strategy measure to capture the trend in visitor numbers to the Astley Hall complex alongside the improvements being made as part of the corporate strategy project. It is suggested the target for this indicator remains at a challenging 80,000 visits for the next 12 months while further improvements are implemented.

### A strong local economy

Indicator Name	Current Target Value	Current Performance Value (Q2)	Proposed target	Comment
The % of 16-17 year olds who are not in education, employment or training (NEET)	4.6%	0.9%	<b>3%</b>	The performance of this indicator fluctuates throughout the year, with quarter two often performing significantly better than target, due to September seeing an influx of young people into education and employment. It is proposed that this target to be amended to 3% to ensure it remains challenging.

### Clean, safe and healthy homes and communities

Indicator Name	Current Target Value	Current Performance Value (Q2)	Proposed target	Comment
Number of parks, open spaces and playing pitches improved linked to strategy delivery <b>(NEW)</b>	8	N/A	<b>8</b>	This is currently measured as a local measure annually. It is proposed that this become a new corporate strategy measure to capture the improvements made to parks, open spaces and playing pitches and the delivery of the strategy. It is suggested the target for this indicator remain to ensure it remains challenging.

The number of community groups supported or developed by the council <b>(NEW)</b>	N/A	<b>NEW</b>	<b>75</b>	This new measure will replace the number of young people supported through Council health and wellbeing. This will measure the number of community groups supported or developed by the council, this will include provision of advice sessions and facilitating groups to operate more effectively or sustainably. This is to better reflect future priorities for the Health and Wellbeing provision, following the opening of the Youth Zone and the changes to how we deliver services such as providing more targeted interventions.
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An ambitious Council that does more to meet the needs of residents and the local area				
Indicator Name	Current Target Value	Current Performance Value (Q2)	Proposed target	Comment
% of service requests received online	25%	30.4%	<b>35%</b>	It is proposed that this target to be amended to 30% to remain challenging and to reflect a continued commitment to residents accessing services online.

#### IMPLICATIONS OF REPORT

42. 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 OFFICE

43. 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 2019/20 budget process and adjustments made to the projects as required.

#### COMMENTS OF THE MONITORING OFFICER

44. No comment.

## COMMENTS OF DIRECTOR POLICY AND GOVERNANCE

45. 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.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Rebecca Aziz-Brook	5348	07/11/18	Council Corporate Strategy

## Appendix A – Summary of 2017/18 Corporate Strategy Projects

Corporate Strategy Projects 2017/18	Status (Q2)	Position statement (Q2)	Completion date
<b>Involving residents in the local area and equality of access for all</b>			
Develop Astley Hall and park as a visitor destination	<b>GREEN</b>	This project is on track, with work complete including the Garden of Reflection, improvements to the Hallgate car park which has created 20 additional spaces and the submission of the Heritage Lottery Funding bid.	The deliverables outlined within the scope of this project will complete by March 2019.
Improve the look and feel of local neighbourhoods across the borough	<b>GREEN</b>	This project is currently on track, work has included a review of the management process for the neighbourhood priorities, new process has been agreed which aims to ensure neighbourhood priorities are clearer and regular monitoring takes place, including scheduled updates through InTheKnow. Progress has also been made to improve the format of the long term empty properties reports for each neighbourhood priority.	The deliverables outlined within the scope of this project will complete by March 2019.
Support people from across the borough to be digitally included	<b>GREEN</b>	There has been good progress made for this project, in Q2 the Citizens Advice Digital Help Centres have supported 109 residents on a 1-2-1 basis with specific queries and 51 residents have attended Digital Skills training sessions. Digital volunteers have now started working at AgeUK and progress has been made to enable broadband provision for Wheelton Village Hall.	The existing scope of works will complete by March 2019.
<b>Clean, safe and healthy homes and communities</b>			
Deliver the Primrose Gardens retirement village	<b>GREEN</b>	This project is on track and it is expected that the project will complete in March 2019. During this quarter the roof has been fitted, the ground and first floor windows have	Project will complete in March 2019.

		been fitted, all ground floor apartments have been plastered and the show apartment is on track for completion by the 22 October. The operational elements are also on track; and good progress has been made this quarter with the procurement of the furniture and fittings, the allocations process and the co-ordination of the show apartment viewings.	
Deliver the Youth Zone	<b>COMPLETE</b>	This project is now complete. The Youth Zone provides world class facilities for young people in Chorley, enhancing Chorley's youth offer providing high quality, diversionary and support activities for young people in Chorley.	Project completed May 2018.
Develop a Housing Strategy	<b>GREEN</b>	The timescales for this project have been revised. This quarter an evidence base has been developed to ensure the strategy is evidence led and a draft of the housing strategy has been produced which has included engagement sessions with the Executive Member for Housing.	The deliverables outlined within the scope of this project will complete by March 2019.
<b>A strong local economy</b>			
Deliver a borough wide programme to help people overcome barriers to employment	<b>GREEN</b>	This project is currently on track with a new pathway from the Integrated Community Wellbeing Service to support people into employment has been developed and courses developed to address the gaps in provision for employment across the borough.	The deliverables outlined within the scope of this project will complete by March 2019.
Bring forward key sites for development	<b>GREEN</b>	The project 'bring forward key sites for development' comprises of three separate development sites with their own project timescales and deliverables. For quarter two good progress has been made across all three sites, The site investigations have concluded for the Alker Lane, work has progressed with the master planning for Cowling Farm	The deliverables outlined within the scope of this project will complete by March 2019.

		and for the land east of the A49 work has been ongoing to review the land use options.	
Market Walk Extension	<b>AMBER</b>	<p>The programme of works to deliver the Market Walk extension is on track and is progressing as planned. This project has been rated as Amber for quarter two due to:</p> <ul style="list-style-type: none"> <li>• A tight programme of works with many overlapping associated enabling works; this includes works on Friday Street car park, Brunswick Street, Clifford Street crossing and the PALS memorial. It is crucial that these associated enabling works are delivered to schedule to ensure the successful delivery of the Market Walk Extension.</li> <li>• The final cost plan has not yet been agreed.</li> </ul>	Build activity complete in September 2019.
<b>An ambitious council that does more to meet the needs of residents and the local area</b>			
Deliver a borough wide programme of improvements to street services	<b>AMBER</b>	<p>Work has progressed this quarter; grass cutting performance over the season was excellent with 94% of scheduled work completed on time and the litter bin route has been uploaded on iPads. The project is currently rated as amber due to a number of elements of its delivery experiencing some delays including:</p> <ul style="list-style-type: none"> <li>• Reduction in staffing has resulted in day to day business as usual tasks having to take priority over the project deliverables</li> <li>• An objective of this project is to review the current working practices around street sweeping. Due to ongoing breakdowns with the small street sweepers</li> </ul>	The deliverables outlined within the scope of this project will complete by March 2019.

		there has been a delay in the review and implementation of improvements to current working practices	
Integrate public service through the Chorley Public Service Reform Partnership	<b>GREEN</b>	This project is currently on track, work is progressing well seven project mandates have been developed to deliver the seven workstreams for the delivery phase and these are all progressing as planned and the locality model continues to support integrated working.	The deliverables outlined within the scope of this project will complete by March 2019.
Transform the way the council delivers services	<b>GREEN</b>	This project is currently on track with good progress made; the scoping of the review of facilities management across the organisation, the commissioning of an options appraisal and stock condition survey to support the review of the leisure contract, and exploration of options for potential income generation.	The deliverables outlined within the scope of this project will complete by March 2019.

## Appendix B – Corporate Strategy Measures 2018/19

Indicator Name	Target Value
<b>Involving residents in improving their local area and equality of access for all</b>	
% 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	25%
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
Number of people who have successfully completed basic digital skills training	300
Number of visits to Astley Hall and Park complex	80,000
<b>Clean, safe and healthy home and communities</b>	
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
The number of community groups supported or developed by the council	75
% 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
Number of parks, open spaces and playing pitches improved linked to strategy delivery	8

<b>A strong local economy</b>	
Overall employment rate	80%
Number of projected jobs created through Chorley Council support or intervention	120
% of working age people on out of work benefits	Better than the National Average
Growth in business rate base	1%
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)	3%
Town Centre Visits	3,000,000
<b>An ambitious council that does more to meet the needs of residents and the local area.</b>	
% 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	35%
% of customers dissatisfied with the service they have received from the council	20%

# Corporate Strategy 2018

## 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
- Deliver a review of our approach to partnership working



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

### We will:

- Develop Astley Hall and park as a visitor destination
- Support people from across the borough to be digitally included
- Develop a framework for building community resilience and delivery of identified projects



## A strong local economy

### We will:

- Bring forward key sites for development
- Deliver the Market Walk extension
- Deliver the Digital Office Park



## Clean, safe and healthy homes and communities

### We will:

- Deliver the Housing Company
- Deliver improvements to the playing pitches in the borough
- Deliver the Primrose Gardens retirement village



Our vision:

### Chorley will have:

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around our rural and urban 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
- 35% 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 local and wider community
- Easy access to high quality public services, both face to face and online



### 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
  - 25% 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
  - 300 people who have successfully completed basic digital skills training
  - 80,000 visits to Astley Hall and Park complex

**MAKING IT HAPPEN IN Chorley**

### Chorley will have:

- A vibrant town centre and villages
- A strong and expanding business sector across the whole of the borough
- Access to high quality employment and education opportunities across the borough



### 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
- 3% 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
- 3,000,000 town centre visits

### 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 in both urban and rural locations



### 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
- 75 number of community groups supported or developed by the council
- 80% of population satisfied with parks and open spaces
  - 100 affordable homes delivered
- Less than 170 long term empty properties in the borough
  - 8 parks, open spaces and playing pitches improved linked to strategy delivery