

Report of	Meeting	Date
Performance and Partnerships	Overview and Scrutiny Performance Panel	21 March 2019

PROGRESS UPDATE BUSINESS PLANNING 18/19

PURPOSE OF REPORT

1. To provide an update on the progress of delivery for the service level projects outlined in the service business plans.

RECOMMENDATION(S)

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

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. 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

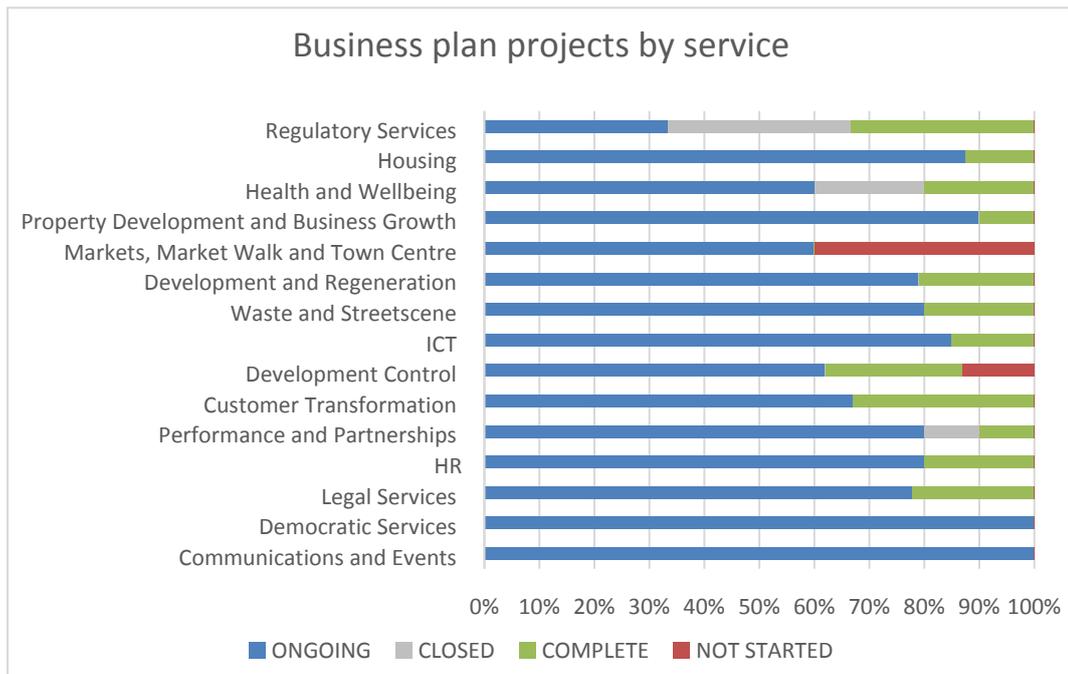
4. The business planning approach and process for 18/19 was agreed at SMT on 31 January 2018, it was agreed that a similar approach would be taken to 17/18 including engagement with staff, the production of a plan on a page per service and monitoring/reporting through the MyProjects system.
5. All service level business plans were approved by SMT on the 20 June 2018 and all service level projects are now recorded and managed on the MyProjects system.
6. This paper gives an update on all the service level business plan projects for 18/19 and an update on the business planning approach going forward for 19/20.

POSITION UPDATE FOR 2018/19 BUSINESS PLANNING PROJECTS

7. A review of 16 business plans produced last year has been completed based on the information provided within the MyProjects system. The plans identified an overall total of 133 projects and of those:

- 105 are ongoing (79%)
- 21 are complete (16%)
- 4 are closed (3%)
- 3 have not started (2%)

8. The graph below provides an overview status by service. There is a full list of projects and status by directorate at Appendix A.



9. As can be seen from the graph above, the majority of the projects across all service areas are ongoing. Most of these have identified completion dates for the end of this financial year or will continue to be delivered over the next year as they are linked to wider programmes of work. Below are some highlights of work completed so far:

- Successful re-procurement of the waste management contract.
- A review of the council tax local discounts and exemptions policy was undertaken to potentially encourage more long-term empty properties in the borough to be brought back into use.
- The Attendance Policy has been reviewed and a new version has been approved which outlines an improved and simpler process to manage absenteeism.
- A review of community centre fees and charges to determine sustainable future delivery models for the community centres.
- A new ICT staffing structure has been appointed to which provides a more fit for purpose structure.
- The Garden of Reflection was delivered which commemorates 100 years since the end of WW1 and provides a covered performance area with seating and a stone carving of a soldier.
- A review of two contracts within Regulatory Services has been completed to identify the best value and appropriate provision of services.

- The Apprenticeship Programme has been delivered with five apprentices recruited and a training and development programme in progress.
- Developed a lettings procedure and process for the Digital Office Park.
- A review of the Regulatory Services Team to ensure effective and efficient delivery of statutory functions and contribution to the development of the Integrated Community Wellbeing Service.

10. 2% of projects have not yet started and are listed below with the relevant service:

- Review 'Scheme of Delegation' – Development Control
- Future of Chorley Town Centre including developing a vision, consultation & a re-refresh of 2016 masterplan document – Markets, Market Walk and Town Centre
- Review of car park strategy including electric vehicle strategy – Markets, Market Walk and Town Centre

11. The majority of these projects are lower priority and can therefore be rescheduled with no detrimental impact on overall business improvement delivery. It is expected that some of these will be delivered by March 2019 and some relate to larger programmes of work which will continue over the next year and timescales have been reviewed and re-scoped.

12. All services were asked to consider risk during the business planning process by populating a service level risk register on the GRACE system. All services now have a populated risk register in place to record and manage risk around the service level business plan projects. The key risks themes are around recruitment and resourcing, ICT dependencies, health and safety and increasing demand for services.

Approach for business planning 19/20

13. It is proposed that the approach for 19/20 should follow a similar format to last year's approach. The key elements will include:

- Director briefing
- Service level planning sessions
- Completion of a plan on a page template
- Service level risk assessment
- Equality review
- Local/service level indicator review
- Collation of the plans and final presentation
- Population of the MyProjects system

14. There are some areas we would look to improve through this year's process and so there will be greater focus on developing these as part of the process. These areas are detailed in the table below:

Area for improvement	Action
Staff and team engagement	<ul style="list-style-type: none"> • More specific guidance on the format of the planning session will be given • Teams encouraged to take time away from the office, ideally allocating a half-day session • Services to revisit their business plan on at least a

	quarterly basis
Skills analysis	<ul style="list-style-type: none"> Skills needed to be identified by staff and skills shortages identified

15. Business plan monitoring statements will continue to be provided to the Overview and Scrutiny Performance Panel twice a year to provide Members with an opportunity to review service level activity and apply a level of scrutiny in terms of progress and outcomes. An update on service level risk registers will also be provided as part of this report.

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 Governance	

COMMENTS OF THE STATUTORY FINANCE OFFICER

17. No comments

COMMENTS OF THE MONITORING OFFICER

18. No comments

REBECCA HUDDLESTON
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	14.02.2019	Business development and growth context paper

Appendix A – List of all business plan projects by directorate

POLICY AND GOVERNANCE

Project	Status
Communications and Events	
Develop Astley Hall and Park	Ongoing
Developing a new offer for weddings and conferences at Astley Hall and Coach House	Ongoing
Accreditation from the Arts Council for Astley Hall	Ongoing
Communications of the town centre improvements (includes parking, Market Walk extension, Primrose Gardens and Youth Zone)	Ongoing
Deliver the Chorley Markets marketing plan	Ongoing
Delivery of the events programme (includes improvements and developments for 2019)	Ongoing
Roll out of social media access across the organisation (for internal and external comms)	Ongoing
Delivery of the internal communications plan	Ongoing
Support for the digital strategy work and development of digital communications channels	Ongoing
Review of branding – to look at all sub-brands we have and review what is still required and what isn't	Ongoing
Democratic Services	
Supporting additional meetings to help deliver the transformation agenda: Chorley Integrated Wellbeing Service – ESG, Public Services Transformation WG, Shared Services Joint Committee, Digital Office Park	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed about organisational change. Other sessions to include GDPR, Primrose Gardens, Electoral Review	Ongoing
Embed reports management and roll out Executive Member Decisions, Senior Management Team and Leaders Brief	Ongoing
Corporate Support – delivery of tailored support in response to senior management and organisational change	Ongoing
Electoral review of the borough ward boundaries in line with the requirements of the Local Government Boundary Commission for England.	Ongoing
Review of Council meeting rooms booking system and arrangements	Ongoing
Maintenance/facilities review	Ongoing
Lancastrian AV review	Ongoing
Legal Services	
Market Walk Extension: Advising on contractual issues and supporting documentation and liaising with external Solicitors.	Ongoing
Primrose Gardens: Advising on contractual issues and supporting documentation.	Ongoing
Astley Hall 2020 Works: Advising on contract documentation and/or supporting Economic Regeneration to advise external Solicitors.	Ongoing
Digital Office Park: Advising on contractual and supporting documentation.	Ongoing
GDPR Compliance – Advising departments to become GDPR compliant, reviewing and advising on contracts and Policies in line with the Data Protection Act 2018 and GDPR.	Ongoing
Waste Management Contract Re-Tender: Advising on procurement and contractual issues.	Complete
Consideration of a new work flow system to administer the Freedom of information requests	Ongoing
IKEN Cedar Development. Identifying budget, staff resources and efficiencies in workflows.	Ongoing
Online legal resources contract review, procurement and award	Complete

Human Resources	
Health & Safety and HR support to Primrose Gardens and Market Walk	Ongoing
Health & Safety and HR Support on the Waste Contract	Complete
Support Organisational change – restructures, shared services, working patterns, terms and conditions	Ongoing
OD Strategy – review of last 12 month delivery against priorities and set new priorities for 2018-20	Ongoing
Development of Emerge Content – further development of system including consideration of resources needed to support, uploading more courses, keeping current eLearning modules updated, full utilisation of system for all service and professional training	Ongoing
DP – develop and roll out of the new PDP	Ongoing
Recruitment process review	Ongoing
Staffing headcount reconciliation	Ongoing
Attendance Policy - consultation, communication, training, review	Complete
Review of HR policies	Ongoing
Performance and Partnerships	
Delivery of Year 3 of the Public Sector Reform Executive key workstreams, including leadership development, shared intelligence and economic reform, including supporting PMO function	Ongoing
GDPR Support, including ensuring council compliance with regulations, in particular in relation to consultation and customer satisfaction	Ongoing
Challenge Fund bid submission, fibre broadband initiative	Ongoing
Support the delivery of the Transformation Strategy, through appraisal and challenge of key corporate projects and 19/20 budget	Ongoing
Deliver equality actions and refresh - and improve processes, and refresh including IIA's, supporting ongoing training for staff.	Ongoing
Undertake commissions, develop or support business cases, for annual or bespoke initiatives, bus provision, meals on wheels, refernet, utility co.	Ongoing
Support the review of single front office, including existing provision, and preparation of recommendations for savings	Complete
Review of consultation undertaken throughout the year, including methodologies, data-gathering and evaluation, considering GDPR - with recommendations	Closed
Planning and supporting the role of Worksmart across the Council	Ongoing
Support people from across the borough to be digitally included	Ongoing
Shared Financial Services	
Review of Management Accountancy Processes	Ongoing
Income Generation Strategy	Ongoing

CUSTOMER AND DIGITAL

Project	Status
Customer Transformation	
Review the CTS Scheme	Ongoing
Implement EAS DWP Portal	Ongoing
Universal Credit Full Service implementation	Ongoing
Implement VEP (Verification of Earnings & Pensions)	Complete
Implement Remaining Capita Software Modules	Ongoing
Pilot Business Rates NFI	Ongoing
Progress Staff Development Programme 2018/19	Ongoing
Review Empty Property Inspection Data & BI	Complete
Review Council Tax Local Discounts & Exemptions Policy	Complete
Development Control	
Review 'Scheme of Delegation'	Not Started

Review Householder Pre-application Process	Complete
Review Free Applications	Complete
Review TPO Process	Ongoing
Review Practice & Procedure Advice Notes	Ongoing
Deliver Bank Hall Project	Ongoing
Progress Work Smart Principles & New Technology	Ongoing
Review Resourcing Arrangements	Ongoing
ICT	
Deliver Critical and High Projects Defined within the ICT Strategy 2017/20. Consideration of medium/low priorities.	Ongoing
Deliver Critical and High Projects defined within the Digital Strategy 2017/20	Ongoing
Deliver Digital Aspects of the Streetscene Modernisation Strategy 2017/20	Ongoing
Support Delivery of New Waste Contract Technology.	Ongoing
Apply for LFTN funding to Support Dark Fibre Network	Ongoing
Review Proposals for Renewal and Expansion of CCTV Infrastructure	Ongoing
Complete Appointments to ICT Structure	Complete
Waste and Streetscene	
Procure New Waste & Recycling Collection Contract	Complete
Mobilise New Waste & Recycling Collection Contract	Ongoing
Deliver a Borough Wide Programme of Improvements to Street Services	Ongoing
Deliver P2 Improvements to Chorley Cemetery	Ongoing
Submit Chorley in Bloom & Green Flag Awards	Complete
Progress Audit Recommendations for Tree Inspections	Ongoing
Progress Implementation of Y2 Streetscene Modernisation Strategy 2017/20	Ongoing
Implement Health & Safety Audit Action Plan	Ongoing
Neighbourhood Projects (10)	Ongoing
Progress Bengal St Depot Improvements	Ongoing

BUSINESS, DEVELOPMENT AND GROWTH

Project	Status
Development and Regeneration	
Deliver Primrose Gardens	Ongoing
Deliver the Garden of Reflection as part of the Corporate Strategy Project Develop Astley Hall and Park as a visitor destination	Complete
Progress Westway Sports Campus	Ongoing
Deliver Harpers & Coronation Rec improvements	Complete
Progress King George V Improvements	Ongoing
Implement Central Lancs Local Plan Team and Commence the programme	Ongoing
Implement Exacom Software for Planning Obligations	Ongoing
Proactively manage the affordable housing programme	Ongoing
Assessment of Impact on service area/resources due to policy proposals within MHCLG consultation 'Supporting Housing through Developer Contributions' and NPPF2	Ongoing
Delivering team wide Website improvement – true signposting and clarity of information for Planning Policy / CIL / S106/POS.	Ongoing
Implement Agent Liaison Meetings	Complete
Manage the evidence based programme for the local plan	Ongoing
Yarrow Meadows - master plan delivery	Ongoing
Delivery of the open space strategy action plan	Ongoing
Markets, Market Walk and Town Centre	
Deliver the Market Walk extension & associated works / increased parking provision	Ongoing
Future of Chorley Town Centre including developing a vision, consultation & a re-fresh of 2016 masterplan document	Not Started
Review of car park strategy including electric vehicle strategy	Not

	Started
Major contracts renewal in 18/19 – NSL / Securitas / Shop Mobility / Christmas Lights & Facilities Management for Market Walk	Ongoing
Town Centre Events / 3 rd party events (gazebo hire) i.e. Christmas attraction /Taste of Chorley / Canal Fest/ Adlington Carnival	Ongoing
Property Development and Business Growth	
Bring forward key sites for Development	Ongoing
Deliver the Strawberry Fields Digital Hub	Ongoing
Develop a Chorley Economic Development Strategy	Ongoing
Develop a Lettings Procedure/Process for the Digital Office Hub	Complete
Develop a Business Engagement Strategy	Ongoing
Deliver the One Public Estate Project	Ongoing
Support Delivery of the Market Walk Extension	Ongoing
Re-tender the Council's facilities management contracts	Ongoing
Review of Garage sites and agree a retention, disposal and maintenance programme and associated rent review	Ongoing
Produce an asset Management Plan	Ongoing

EARLY INTERVENTION AND SUPPORT

Project	Status
Health and Wellbeing	
Review of Leisure Contract	Ongoing
Review of Community Centre management processes and ICT development opportunities	Ongoing
Review of community centres fees, charges and future delivery models	Complete
Implementation of new team structure and focus on community resilience	Ongoing
Deliver Phase 2 of Time Credits transition plan	Closed
Transition of delivery of GUAG / RUAG, development of associated MOU and Comm's agreement which recognises the broad young people's offer in Chorley	Ongoing
Review and develop more relevant PI's and evaluation processes	Ongoing
Continue to support the development of the ICWS and deliver tasks allocated to the team including the Pathway development projects initiated in 2017	Complete
Deliver the new process for neighbourhood working and deliver all priorities	Ongoing
Deliver the employability review and new targeted focus plan	Closed
Housing	
Develop an empowering and legislative compliant housing service, solution focused approach in line with Homelessness Reduction Act 2017	Ongoing
Develop a mobile support service to include support provided to residents at Cotswold Support Housing and in customer homes with the delivery of personalised housing plans in line with the Homelessness Reduction Act 2017	Ongoing
Develop and implement the operational model for Primrose Gardens Extra Care Scheme	Ongoing
Strengthening of interventions in preparation for the introduction of Universal Credit (full digital service)	Complete
Review current and develop new protocols to strengthen pathways for persons with particular needs, for example, persons released from prison, victims of domestic abuse. Working with partners in anticipation of the introduction of the "duty to refer".	Ongoing
Implement the recommendations of the housing pathway work	Ongoing
To contribute towards and support the development of the housing strategy	Ongoing
Support the development of a housing strategy for the borough	Ongoing
Regulatory Services	
Review of roles, responsibilities and resources within the new Regulatory Services Team to ensure effective and efficient delivery of statutory functions and contribution to the development of the Integrated Community Wellbeing Service. This will include: - Review of the structure of the team	Complete

- Review of the approach to promoting public health and protection	
Review of Pest Control Contract and services	Closed
Review of Stray dog provision and kennelling contract	Ongoing