Chorley Council

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Economic Development and Public Service Reform)	Overview and Scrutiny Performance Panel	22nd September 2022

PROGRESS UPDATE BUSINESS PLANNING 22/23

Is this report confidential?	**No**
Is this decision key?	**No**

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with an update on the delivery of service level projects outlined in the business plans.

Recommendations to the Overview and Scrutiny Performance Panel

2. That the information contained within this report is discussed by the Overview and Scrutiny Panel with a view to review performance outlined in the business plans.

Reasons for recommendations

3. To ensure that the delivery of the service level projects is being effectively monitored, that progress is being sufficiently achieved, and that risk is being successfully addressed.

Other Options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any key items for decision.

Corporate Priorities

5. This report relates to the following corporate priorities: (please bold all those applicable):
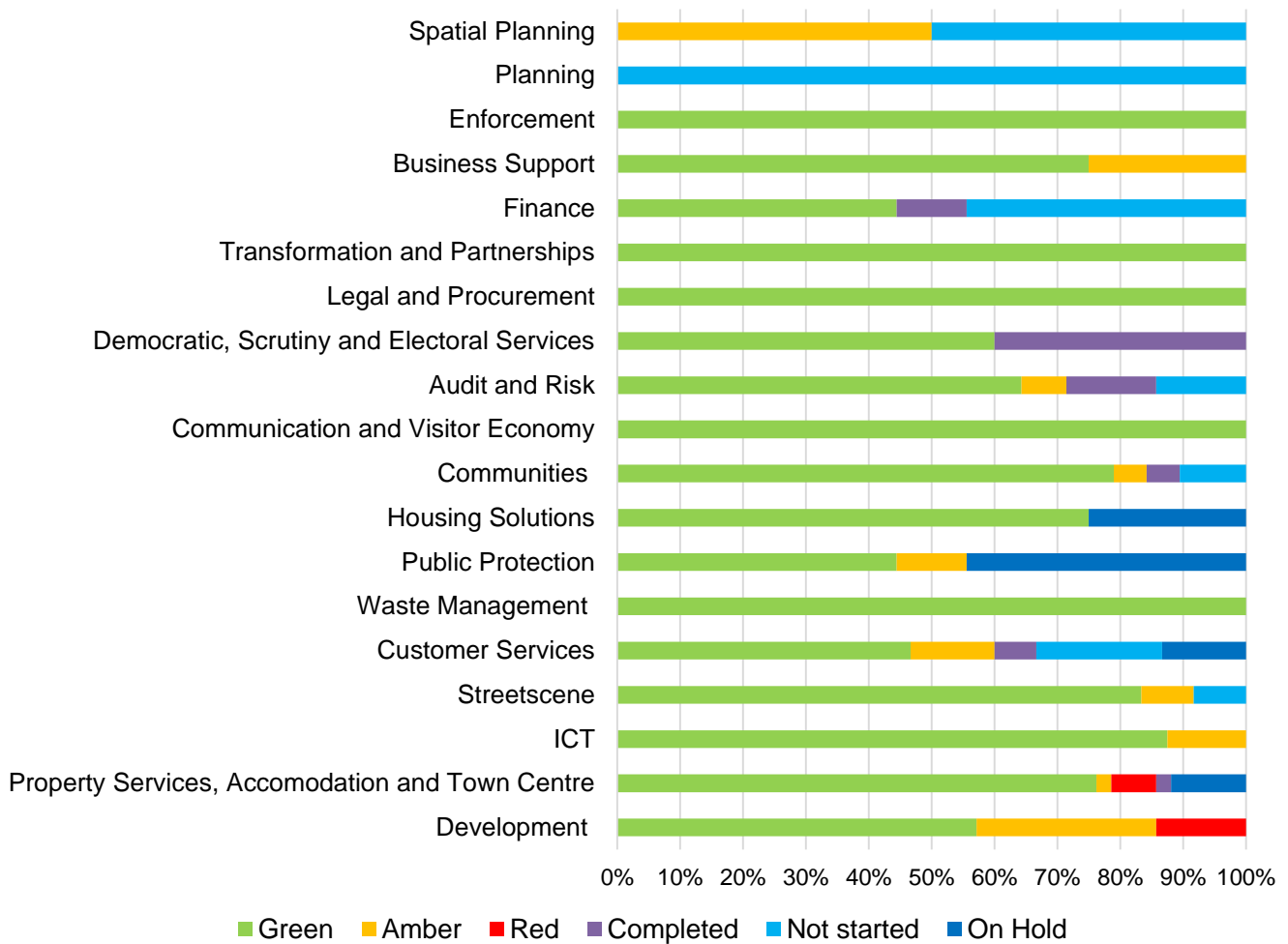
Involving residents in improving their local area and equality of access for all	A strong local economy
Clean, safe and healthy homes and communities	An ambitious council that does more to meet the needs of residents and the local area

Background to the report

6.   Each year the Council undertakes the business planning process where services identify the activity that they will be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process includes engagement with staff and teams and results in the creation of service level business plans.

7.   The business planning sessions were delivered in February 2022 with staff from across services, fostering staff engagement and utilising internal skills and experiences in order to capture non business as usual actions.

8.   Following this, all service level business plans were approved in June 2022. This paper gives an update on all the service level business plan projects for 2022/23 and outlines the progress of projects. It also sets out where projects are amber and red as well as the actions being taken to get these projects back on track.

Summary of project delivery

9.   A review of **15** business plans produced last year has been completed based on the information provided. The plans contain a total of 181 Projects and of those:

- **129** are rated as **Green** **(71.3%)**
- **12** are rated as **Amber** **(6.6%)**
- **4** are rated as **Red** **(2.2%)**
- **10** are considered **Completed** **(5.5%)**
- **12** are **On Hold** **(6.6%)**
- **14** have **not started** **(7.7%)**

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

A horizontal stacked bar chart titled by service area showing project status ratings. Categories listed top to bottom: Spatial Planning, Planning, Enforcement, Business Support, Finance, Transformation and Partnerships, Legal and Procurement, Democratic, Scrutiny and Electoral Services, Audit and Risk, Communication and Visitor Economy, Communities, Housing Solutions, Public Protection, Waste Management, Customer Services, Streetscene, ICT, Property Services, Accomodation and Town Centre, Development.

Legend: Green, Amber, Red, Completed, Not started, On Hold.

11. For those projects rated as amber and red a table has been prepared under the project focus outlining the reasoning behind the rating and the action being taken to get the projects back on track.

12. The majority of projects across all services are rated Green. The majority of plans are due to be completed by the end of the year or March 2023. Longer term pieces of work will be delivered in phases and may extend to future years.

Highlights of work rated green or completed since the last update include:

•   There have been further works to the Covered Market as part of the project to deliver town centre improvements. This includes the installation of floodlighting along the market's central aisle, to improve safety as well as to allow the space to become more versatile and compliment the creation of the 1498@The Markets seating area that will open in October ahead of Chorley Live. Works have now commenced to install height barriers at ten car parks in and around the town centre, which will improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark commenced to provide local people the opportunity to provide their feedback and shape the plans. Some of the proposals include increasing the number of disabled parking bays, installation of wildflower turn trees, cycle parking, and CCTV, to improve overall appearance and

accessibility of the site and contribute to the council's objectives for enhancing biodiversity.

- Astley Hall reopened in May 2022, completing two years of extensive renovations as a result of £1.3 million of investment. This major milestone was marked with a series of events, including food and drink stalls from local businesses as well as theatre performances and entertainment all related to different time periods of Astley Hall. As part of reopening the hall the council have tried to make it more self-sufficient and it now has an entrance fee. The new entrance fee will ensure the long-term sustainability of the Hall and support future investment and conservation. Since reopening, 1,917 tickets have been sold, generating £7,879 in revenue for the facility. Local residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the hall over the year and remain positively engaged in supporting the hall's future.

- The review and update of the by-election and member induction process has been completed in collaboration with the Member Support Working Group and was launched following the May 2022 elections. The update has incorporated feedback from previous inductees, with the induction process now including a number of sessions around the governance of the Council, services, and committees, as well as a world café getting to know you event, tour of Chorley, and the allocation of a Democratic Services Officer 'buddy' to help members settle in smoothly. New members will also now be provided with a detailed Member Induction Handbook to refer to and provided with additional support in using their I-pad and Mod.gov. The induction will be evaluated further by the Member Support Working Group in preparation for the May 2023 elections.

Project focus

Red projects

13. There are **4** projects rated as **Red** and are considered off track. These include:

Service	Project
Commercial and Property	
Property Services, Accommodation & Town Centre	Estates and property workflow management using Tech Forge as main management software
	Deliver a bus stop improvement scheme
	Digitising service processes
Development	Open the Tatton Gardens Extra Care development and community facilities

14. Resourcing and procurement has been the principal reason for the delays in this set of projects. Dependencies on procurement exercises have extended the original planned timelines, but these extensions ensure that the council continues to meet its obligation with regarding procurement and securing value for money. As the procurement exercises complete, it is expected that the projects will move back to green and the timeline reprofiled. Addressing the issue of capacity and vacancies impacting on the delivery of projects, recruitment has been undertaken and four positions have been filled. This will ensure that the projects will be back on track between the months of October and November 2022 and complete as planned in March 2023.

15. The ICT plan is extensive and work is prioritised to reflect organisational issues and demands. This includes Property Services, Accommodation & Town Centre, and Development services. The digitalising of service processes is currently rated red as it requires support from ICT which has now been identified with the ICT plan. Additional capacity has now been identified in ICT with new posts now appointed to, ensuring that action can proceed as planned. Additional support in software developing and cyber security are the next areas that ICT is trying to recruit, with two additional roles expected to be filled in the coming months.

16. The development of Tatton Gardens Extra Care community facilities project has been rated red as there are ongoing delays and increasing costs. This is as a result of the increase over and above the professional sum allowed for the highway contractor claims. Delays to the overall timescales of the project have been impacted over the course of the project due to an earlier delay at the site and most recently due to the delays of programming power to the site as a result of testing and commissioning programme. The council is taking a robust approach to managing contractor claims.

Amber projects

17. There are **12** projects that are rated as **Amber** and are considered slightly off track. There are many individual reasons for some of these projects being classified as Amber, but the main themes throughout are primarily delays, capacity, and lack of resources leading to time restraints. The projects include:

Service	Project
Commercial and Property	
Development	Bengal Street
	Buckshaw Parkway – Additional Parking feasibility study
Property Services, Accommodation & Town Centre	Review frameworks contractor tender renewals – align with South Ribble
Communities	
Communities	Review of external communications tools to raise awareness of support available in communities
Public Protection	Public Health: Implement a Public Health Funeral Policy
Customer and Digital	
Customer Services	Implementation of new Customer Care Policy
	Review garden waste subscriptions
Streetscene	Procurement for replacement Small Panel Vans
ICT	Implement a new helpdesk solution
Planning and Development	
Spatial Planning	Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process
Policy and Governance	
Audit and Risk	To put forward a business case for the future management of business continuity.
Business Support	Choose Chorley Events

18. The reason for some projects being affected by delays in most cases is due to the lack of capacity. To address this, where possible additional support has been identified and assigned. This includes through the appointment of several new members of staff across directorates in order to address project specific needs. The majority of the amber projects affected by capacity are now on the way to being back on track in the next quarters. Projects such as implementing a new helpdesk solution will be greatly supported by this increase in capacity as well as those projects reliant on ICT support following the successful recruitment to several vacancies.

19. A number of projects have been impacted by prioritisation, where immediate business needs have been prioritised over the delivery of selected business plan projects. This as a result has led to time schedules being very hard to reach or incredibly tight for the council to meet. To account for these time frames, newly acquired resources have been allocated to help support these projects. Where this is not possible or where there have been extenuating circumstances, time scales have been extended to account for it. This was the case for the Review of Garden Waste subscriptions in Customer Services which was initially due for September 2022 but upcoming service improvements that are expected in December 2022 have caused this project to continue into 2023/24.

Climate change and air quality

20. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

21. There are elements within the service level business plans that will have a positive impact on equality and diversity. This includes the development of the Equality Scheme, which will support us in further fulfilling our duties as a local authority under the Equality Act 2010.

Risk

22. As outlined in the report, the key risk to the delivery of the business plans is capacity and resources. This risk continues to be monitored closely and timescales have been reconfigured accordingly. The key actions to address this risk are outlined below:

   a) Within the ICT Service, the majority of ICT posts are now recruited, and all will be in post by September. Following this there will be an upskilling development plan started to get them up to speed. In addition to this 2/3 temporary roles have been filled to support the roll out of new kit. It is hard to recruit in positions such as

software developers and cyber security, but these positions are next to be addressed.

b) To address vacancies across other teams, services will be working in collaboration with HR to actively recruit and promote positions. This includes the drafting of job descriptions. Positions within Property services have also been filled recently in order to address possible risks due to resourcing.

c) Some projects remain dependent on the support of third parties for their delivery. For these projects, partners will continue to be closely engaged with in order identify and tackle barriers to delivery and achieve outcomes. Where delays have been identified, timescales have been reviewed and stakeholders have been engaged with accordingly.

Comments of the statutory finance officer

23. There are no direct financial implications arising from this report. Finance comments are provided within the relevant reports on individual items included in the Business Plan as they come forward.

Comments of the monitoring officer

24. The data in the report are relevant to an assessment of whether the Council is broadly complying with the pervasive best value duty contained in the Local Government Act 1999.

Background documents

25. There are no background documents to this report.

Appendices

26. The following appendices are included with this report:

- Appendix A - Overall Business Plan Project Status

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Appendix A – List of all business plan projects by directorate – updated August 2022

COMMERCIAL AND PROPERTY

Project	Status
Development	
Bengal Street	Amber
Strawberry Meadows Business Park and Alker Lane cycleway	Green
Open the Tatton Gardens Extra Care development and community facilities	Red
Shady Lane (Housing)	Green
Cowling Farm	Green
Buckshaw Parkway – Additional Parking feasibility study	Amber
Property Services, Accommodation & Town Centre	
Deliver improvements to the Covered Market	Green
"Digitisation of property files" Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing. "	On Hold
Deliver the Action plan to bring Strawberry Fields into profitability & develop meeting room hire	Green
Strawberry Fields office sub-divisions	Green
Deliver Capital Improvement Schemes to Chorley Leisure Centres	Green
Develop improvements to Brinscall Baths	Green
Review frameworks contractor tender renewals – align with South Ribble	Amber
Open Tatton Gardens Extra Care facility	Red
Asset Review – maintain, develop or dispose	Green
Flood defence work to the River Chor in Astley Park	On Hold
Estates and property workflow management using Tech Forge as main management software	Red
Undertake Encroachment & Mapping Surveys	On Hold
Deliver the King George V pavilion	Green
Flood defence work to Earlsway, Euxton	On Hold
Develop the Market Food Court operation	Green
Deliver Queens Road car park Improvements	Green
Relocate the CCTV Suite from the police station to Strawberry Fields	Green
Security and Concierge Tender	Green
Strawberry Meadows – marketing and letting of new sites	Green
Town Centre Improvements – Shopfronts improvement scheme	Green
New housing stock improvements (Refugee Programme) upon acquisition	Green
Deliver a bus stop improvement scheme	Red

Develop & progress plans for a Multi-Storey car park to serve Strawberry Fields and Chorley Hospital	Green
Acquire Refugee properties	Green
Promote a Community Orchard at Cotswold House	Complete
Review of Primrose Car Park EV Provision	Green
Car Park Strategy refresh	Green
Develop use of Primrose conference facilities	On Hold
Digitalising service processes	Red
Promote opening of Café/Bistro to residents of Primrose Gardens	On Hold
Refurbish the space above Iceland to lettable space	Green
Ackhurst Lodge refurbishment	Green
Decarbonisation of the Town Hall in Conjunction with the Workplace Strategy works	Green
Evaluate a rent management system for housing stock	Green
Reconfigure the Market Walk Management Suite	Green
Improve the booking system for room hire in community centres ((incl. installation of automated door locks)	Green
Integrate the Tatton Community Centre with Extra Care facility	Green
Develop a residential Caretaker Service	Green
Tender for parking enforcement and cash collection contract	Green
Bringing development schemes in to use: Prepare for a smooth transition	Green
To promote the opening of the commercial facilities for community and Tatton residents	Green
Open Tatton Gardens and process new tenancies	Green

CUSTOMER AND DIGITAL

Project	Status
ICT	
Replace the ICT network across both Councils (Workplace Strategy)	Green
Implement a new helpdesk solution	Amber
Continue to progress completion of projects within the Shared Digital Strategy 2020-2023	Green
Continue the consolidation of software across Authorities making the best use of technology (Digital Strategy)	Green
Continue with the renewal and expansion of the CCTV infrastructure.	Green
Continue to improve the security of both Councils infrastructure estate, increasing the awareness of Cyber Security.	Green
Replace mobile devices across authorities (Workplace Strategy)	Green

Replace end point devices for officers (Workplace Strategy)	Green
Streetscene	
Procurement for replacement Small Panel Vans	Amber
Review of weed control processes with a view to minimizing glyphosate usage whilst delivering a high level of service	Green
Mini meadows and wildlife corridors program	Green
Deliver Street Level Improvements to Ensure Cleaner, Greener Streets and Neighbourhoods across the Borough	Green
Increased use of technology including Intelligence led service improvements	Green
Options appraisal for crime and grime enforcement	Not Started
Astley Park Improvements	Green
Collaborate with Highways England to replace fencing in between M61 and Orchard Driver POS	Green
Procurement for replacement ride on mowers	Green
Replacement for mechanical sweepers	Green
Tree planting (Planting on Council Sites)	Green
Maintenance of shelter belts (Small woodland between roads and residential estates)	Green
Customer Services	
Deliver an even better customer experience and increase access to services for everyone	Green
Conclude Shared Services single operating model	On Hold
Implementation of new Customer Care Policy	Amber
Implement new telephony solution	On Hold
Review garden waste subscriptions	Amber
Review of allpay contract	Complete
Single Person Discount Review	Not Started
Review long term empty property checks	Not Started
Review of all policies	Green
Implement Virtual Mailroom	Green
Digitisation of paper-based records	Green
Staff development & training plan	Green
Review website content and online forms	Not Started
Distribution of £150 Council Tax Rebate & Discretionary Fund	Green
Review of all customer documentation	Green
Waste Management	
Deliver Fleet Strategy	Green
Town Centre Recycling trial extension	Green
Alternative fuel (HVO) trial extension	Green

Publish a new Recycling Strategy	Green

Communities

Project	Status
Public Protection	
Public Health: Implement a Public Health Funeral Policy	Amber
Anti Social Behaviour: Implementation of a Public Space Protection Order to prevent the use of portable BBQs and fires at Rivington	Green
Pest Control: Implementation of a new or improved shared Common Mobile Platform for the shared Pest Control service	Green
Air Quality: Joint CBC/SRBC Case Study and Awareness Campaign relating to Particulate Matter and Monitoring	Green
Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure	On Hold
Service: Review of the district Boundaries and officer areas	Green
Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices	On Hold
Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups	On Hold
Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings	On Hold
Communities	
Conduct review of partnership arrangement with Youth Zone	Complete
Develop targeted Time Credit process to support vulnerable residents at a local level to benefit themselves and others (CIA)	Not Started
Review of external communications tools to raise awareness of support available in communities	Amber
To undertake a review of commissioned services and provide recommendations for future service delivery which addresses the changing demands in communities (IA)	Green
Review of Neighbourhood Working with focus on performance management and reporting	Green
To develop and deliver an action plan to increase access to digital devices and offer more digital skills training tailored to different needs across the borough (CIA)	Green
Pilot Project for Occupational Therapy presence within Communities service (CIA)	Not Started
Deliver additional COMF funded grant programme that supports community organisations to provide services which address the issues faced because of Covid and aids recovery (CIA)	Green
Deliver practical support funding to support isolation impacts of Covid and monitor outputs and outcomes (CIA)	Green
Develop options on Digital systems to capture direct referrals from residents and partners to support case management and data reporting	Green
Pilot and evaluate community-based sessions to target awareness around specific health needs, utilising community assets (CIA)	Not Started
Deliver agreed tasks as detailed in the green agenda delivery plan	Green

Deliver Government funded financial support grants (HSF)	**Green**
Establish and implement a series of processes to safely manage and support Ukraine nationals and sponsors on the HFU scheme	**Green**
Carry out Private Sector Housing Assistance policy review (IA)	**Green**
Deliver phase two of VCFSE network development	**Green**
Implement stage 2 of HIA team transition towards digital communication and engagement with residents (IA)	**Green**
Evaluate the enhanced ESOL provision	**Green**
Deliver Budget Investments projects	**Green**
Housing Solutions	
Review structure and CBL processing function within the service	**Green**
Completion of Scrutiny review of Select Move and related review of common allocations policy	**Green**
Deliver the Homelessness and Rough Sleeping strategy	**On Hold**
Review of service alongside specialist housing consultant (including commissioned services, required services not commissioned as well as internal processes, partnership working and best practice).	**Green**

Policy and Governance

Project Status	Status
Communication and Visitor Economy	
Re-opening of Astley Hall	**Green**
Relaunch South Ribble Museum and develop plan for future use	**Green**
Deliver the internal communications strategy, including new intranet	**Green**
Deliver the 2022 events programme across Chorley and South Ribble	**Green**
Taking on the operation of Worden Hall as it re-opens (SRBC)	**Green**
Audit and Risk	
To re-launch "Connect" the insurance engineering inspections portal and o ensure officers are suitable trained and able to interrogate the system to ensure inspection of all and applicable equipment is inspected.	**Complete**
To implement a robust monitoring system to identify obsolete / equipment which should be taken out of use.	**Complete**
Develop the use of IDEA within the Audit and Risk Service.	**Green**
To develop the Council's approach to fraud following the assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	**Green**
To put forward a business case for the future management of business continuity.	**Amber**
To establish a forward plan of testing to ensure plans are robust, encompass all council activity and are fit for purpose.	**Not Started**
Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.	**Not Started**

To undertake a review of the Council's policies and processes and align where appropriate.	**Green**
Fully implement the Claim Control (Claim and accident) automated system for managing claims including development of detailed procedures for all aspects of the service.	**Green**
To establish a strategic plan for the on-going review and update of all emergency plans for both councils including a new Town Centre Evacuation Plan.	**Green**
To develop a training and testing schedule	**Green**
Populate the Health and Safety dedicated area on the Learning Hub with appropriate courses.	**Green**
Develop a suite of reports to identify high risk areas / claims and trends.	**Green**
Prepare and participate in the PSIAS peer review for the IA service.	**Green**
Democratic, Scrutiny & Electoral Services	
Complete and implement the Independent Renumeration Panel review of Member allowances	**Complete**
Member induction at Chorley and by-election in South Ribble May 2022	**Complete**
Exploration of joint district council Health Scrutiny	**Green**
Develop Chorley 'In the Know' e-zine relaunch and development of South Ribble Cllr CONNECT Member portal	**Green**
Review of Civic and Mayoral support, including succession planning	**Complete**
Prepare for all-out council elections in South Ribble for 2023 (SRBC).	**Green**
Procurement of specialist secure printing contract	**Green**
Implementation of corporate admin process review	**Green**
Develop support offer for Leadership Team	**Green**
Delivery of council elections in Chorley and by-election in South Ribble, including new Payroll provider (SRBC / CBC).	**Complete**
Legal and Procurement	
Introduce a new Code of Conduct	**Green**
Revise and Update Contract Procedure Rules	**Green**
Complete the restructure in Legal and Procurement Services	**Green**
The introduction of IKEN, For the sake of clarity IKEN is a case management system.	**Green**
Transformation and Partnerships	
Refresh the economic development strategy	**Green**
Join up public services by working with our partners through the Chorley and South Ribble Partnership	**Green**
Develop performance and programme management systems	**Green**
Deliver the Future Workplace Strategy	**Green**
Re-tender of Meals on Wheels	**Green**
Deliver the transformation programmes for both councils	**Green**
Deliver Shared Services Phase 3	**Green**
Develop and implement the People Strategy	**Green**

Deliver HR Transformation Phase 2	**Green**
Implement shared terms and conditions	**Green**
Support insourcing activity (leisure / waste)	**Green**
Finance	
COVID-19 grants and funding – reconciliation, monitoring and audit of the various grants and funds provided to comply with central government conditions.	**Green**
Review of Special Expenses at CBC	**Not Started**
Review of Financial Standing Orders and Financial Procedures across both councils	**Not Started**
Review of financial processes and procedures across all areas of the team, to streamline and improve efficiency, effectiveness, levels of internal control and to maximise the use of the resources available.	**Not Started**
Production of Statement of Accounts for 5 companies and production of consolidated, group accounts for each of the councils,	**Green**
Business Case development – development and roll-out of a standardised Business Case incorporating Treasury and CIPFA Guidance	**Green**
Review of Intranet/website	**Not Started**
Procurement of a new/upgraded Finance System and commencement of implementation	**Green**
Training for Budget Holders	**Complete**

Planning and Development

Project Status	
Business Support	
Business Support post Covid	**Green**
Choose Chorley Events	**Amber**
Marketing – Business events / property / DC / Choose Chorley	**Green**
Digital Creative	**Green**
Enforcement	
Produce and publish an Environmental Crime Enforcement Policy	**Green**
Produce and publish a Mobile Homes fit and proper policy	**Green**
Planning	
Validation Checklist	**Not Started**
Spatial Planning	
Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process	**Amber**
Biodiversity and Net Gain Implementation	**Not Started**