

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Leader of the Council, Cabinet Member (Strategy and Reform))	Council	Wednesday, 24 November 2021

Is this report confidential?	No
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Is this decision key?	Not applicable
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Corporate Strategy Update 2021

Purpose of the Report

1. To seek approval for the refresh of the Corporate Strategy 2021/22 – 2023/24.

Recommendations to Council

2. That the Corporate Strategy 2021/22 – 2023/24 be approved.

Reasons for recommendations

3. To ensure that the Corporate Strategy reflects the needs of the borough and that council resources are directed towards key priorities.

Other options considered and rejected

4. The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

Executive summary

5. The Corporate Strategy is the key strategic document setting out the Council's vision and priorities. A full refresh was undertaken in October 2020 to ensure that the strategy remained fit for purpose and to reflect the challenges and opportunities resulting from the pandemic.
6. In line with the annual corporate planning cycle, a review of the strategy has been completed to assess overall progress and ensure that the strategy remains relevant. The strategy has been updated and is included at Appendix C.

7. The approved vision and four corporate priorities adopted last year have been retained to demonstrate a commitment to the values and principles under which the administration was elected:
 - An exemplary council,
 - Thriving communities,
 - A fair local economy that works for everyone,
 - Good homes, green spaces, well places.
8. This strategy builds on a year of significant progress to deliver the corporate priorities, while continuing to deliver excellent quality services, providing support to residents in response to the pandemic. The Corporate Strategy for 2020 delivered key outcomes including new affordable housing units, implementing the new community hub model, progress with Worden Hall and the Leyland Town Deal and establishing a joint partnership comprised of key partners for Chorley and South Ribble.
9. The programme of work and key projects have been refreshed to drive existing work into new phases and to incorporate new activity to address future priorities, contributing to the long-term strategic outcomes.
10. The performance indicators have also been reviewed and amended to ensure that they remain realistic yet ambitious.
11. Following approval of the updated Corporate Strategy for 2021, all council work should be aligned to ensure that resources and investment are targeted to key priorities. The resource requirements will be considered by full Council as part of the budget setting process.

Corporate priorities

12. The report relates to the following corporate priorities:

An exemplary council	Thriving communities
A fair local economy that works for everyone	Good homes, green spaces, healthy places

Background to the report

13. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the next three years. The strategy sets out the Council's vision, priorities, and long-term outcomes for 2021/22 – 2023/24 along with priority activity to be delivered through the corporate projects and measures of success for the year ahead.

Achievements in 2020/21

14. In the first year of the strategy progress has been excellent with several key achievements having been met.

Exemplary Council

15. The delivery of the annual governance statement action plan has ensured an open and transparent Council through a range of actions including a review of the constitution, a new Performance Management Framework, robust approach to managing Key Partnerships and Member training. Progress has also been achieved to support more sustainable and joined up public services, building on positive partnership working throughout the pandemic to develop new partnership models and structures. Best

practice has been gathered from the South Ribble Partnership to inform a new joint partnership with Chorley Public Service Reform Partnership. A joint strategy has been developed with clear priorities to improve outcomes for residents by bringing public services together in a way that makes sense, reducing duplication and making best use of collective resources.

16. Further shared services have been developed, including the implementation of a single shared management structure across both authorities, completion of phase one shared services and progression of phase two to develop shared Customer Services and ICT. Joint processes and policies have been put in place including a full review of the HR Policy Framework and Organisational Development programme. This will ensure that the Council can continue to deliver value for money, efficient and effective services to all residents with greater financial and operational resilience.

Thriving Communities

17. Community Hubs have been developed across the five neighbourhood areas of the borough with several key achievements throughout the year. The first tranche of the Boost Fund was delivered with over £20,000 awarded to several projects including Farington Lodge, Gregson Lane changing rooms and mental health awareness.
18. Responding to the needs of residents and building on a commitment to ensure all families can access food and supplies, the council has brought together a number of food banks across South Ribble and formed a network that helps to coordinate efforts and resources across the borough. All food banks in the network are now food registered providers, supporting residents when they need it most with critical supplies, assistance and advice.
19. A directory of mental health services for young people was developed and published onto the Council website, helping to raise awareness of the provision of mental health services both locally and nationally. Mental health first aid sessions have been delivered to 43 officers who are now Mental Health First Aiders. This is part of the project to support young people's mental health, developing essential knowledge and understanding that will be rolled out to wider partners so that younger people can be better supported in the places they attend including work and recreational activities.

A fair local economy that works for everyone

20. Providing support for businesses has been a top priority to mitigate the impact of the pandemic and ensure a strong recovery. The council processed 7,053 financial grants to businesses, totalling £34.9 million as part of a programme of support. In addition to the grants the council supported businesses with access to other available support services such as the Job Retention Scheme, BOOST and Lancashire's Business Growth Hub.
21. The borough is set to receive significant funding for improvements to Leyland Town Centre as part of the Town Deal Fund. The successful bid to the Town Deal fund has seen an offer of up to £25 million to regenerate and revitalise Leyland Town Centre. A Town Fund board has been brought together and plans for the development of the town centre including a business advice and skills hub has progressed with this project set to continue over the coming year.
22. The community wealth building programme has also made great progress with several achievements, which include:

- The opening of a credit union branch in Leyland in June 2021. This includes a three-year plan to grow and expand into the community, opening access to financial services for those who may find it difficult to access high street banking,
- The Council formally achieved Living Wage Accreditation, recognising that the Council as an employer chooses to pay staff above the government's minimum wage,
- Social Value Portal (SVP) has launched with the first tender issued in September 2021 as part of the social value policy.

Good homes, green spaces and healthy places

23. Raising awareness to help tackle climate change, the Council hosted a virtual event for 'World Environment Day'. The Facebook event reached 1,688 people and videos of the event content were shared on the Council's Facebook main page reaching a total of 11,500 people. The event shared useful information on the changes individuals can make to help tackle climate change as well as activity that is happening across the borough through the council and other groups in the community. By March 2021, the 'Reduce, Reuse, Recycle' campaign, resulted in a significant reduction of 75% in contaminated bins.
24. As part of the Council's own contribution to reducing its carbon footprint a new cycle storage facility was installed at Moss Side depot to encourage staff to use more environmentally friendly means of travel. Installation of solar panels to reduce its use of carbon and fossil fuel based energy.
25. The Council completed its first development of affordable homes, with nine affordable apartments delivered through the Tom Hanson House project. The completion of the first scheme provides a strong foundation for the Council moving forward to deliver a further 15 new quality affordable homes in Bamber Bridge and to continue with consultation on delivering an Extra Care scheme, progressing to the second stage of its design.

Project delivery 2020/2021

26. As well as delivering major schemes, the 2020/21 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. A summary of the existing projects, their status and whether they are carried forward or due to be completed is included at Appendix A.

Performance

27. The 2020/21 strategy included 24 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. These have been reported throughout the year in quarterly monitoring reports that have been presented to Cabinet and Overview and Scrutiny.

Development of the Corporate Strategy 2021/2022

28. Fifteen priority projects have been identified for delivery over the next 12-18 months as part of the Corporate Strategy including work to support thriving communities through the enhancement of community hubs and a programme of events and attractions to provide things to do and places to go. The Worden Hall complex will be completed as a flagship venue, more affordable housing will be developed, and the leisure centres will be revitalised through an extensive programme of improvement to ensure good homes, green spaces and healthy places.

29. Across the borough, the council will support residents and businesses with advice and support so that they can get back on their feet following the pandemic driving forward the principles of cooperation and community wealth building. We will also drive forward plans to transform the town and village centres to promote a strong and inclusive economy. The Council will continue its improvement journey by delivering the recommendations of the peer challenge and develop more effective working practices in response to the changing environment, continuing to support our staff development. We will also work more closely with partners to ensure that services make sense for residents and customers.
30. Addressing climate change is a major priority cutting across all of our projects, but we will also undertake specific work to improve our own assets and proactively encourage positive action across the borough by providing infrastructure and incentives.
31. The proposed key projects and an overview of what they will deliver is shown below:

Project	Description
An Exemplary Council	
Deliver the peer challenge action plan to ensure continued improvement	As part of our commitment to improvement, this project will put in place actions to respond to the recommendations made by the Local Government Association peer review.
Deliver the shared services development plan to build a more resilient organisation	A range of council services are now shared with Chorley Council. Each service has a development plan to establish strong processes and a positive working culture. This project will deliver the development plans.
Implement more efficient and effective working practices at the council through the Workplace Strategy	This project will deliver the Workplace Strategy and year one actions to improve the office environment and the way that staff work.
Deliver more joined up public services through working with our partners	This project will work with partners to join up services so that they make more sense for residents through better sharing of intelligence, more integrated structures and reduced duplication.
A fair local economy that works for everyone	
Deliver transformational regeneration projects including the Town Deal	This project will deliver the Town Deal but also include other regeneration plans for other local service centres
Support communities to access community cooperatives in South Ribble as part of growing a fair local economy	As part of Community Wealth Building, this project will identify with communities and test a community-led approach to accessing goods or services such as a food sharing network or an energy collective.

Project	Description
Support residents to recover from the pandemic with advice, support and key services	This project will provide a 'One Front Door' response for residents in need of support with debt, employability or housing by providing a single point of access to a range of council and partner services so that they don't have to go to lots of different places for help.
Thriving communities	
Develop the Youth Council to make sure the views of young people are represented	This project will take forward the work of the Youth Council with a programme of meetings and an action plan to increase democratic participation across young people.
Deliver Music in the Park 2022 and Queens Jubilee Celebrations	This project will deliver the event due to take place in 2022.
Review and enhance the community hubs as a primary way to work closely with residents	This project will deliver the community hub action plans and 'boost' fund to enable more to be achieved to meet local priorities. It will also deliver the review and evaluation of community hubs.
Develop the visitor offer in South Ribble.	Create a tourism strategy for South Ribble with a new campaign to promote the borough as we recover from the pandemic
Good homes, green spaces, healthy places	
Improve leisure facilities in South Ribble to improve wellbeing	This project will improve the current leisure services to provide a better offer and user experience to increase overall wellbeing. It will also launch the plans for a new leisure centre.
Deliver the new Worden Hall complex as a flagship venue	The new Worden Hall complex will be completed and opened in early 2022.
Lead action to address climate change for South Ribble	The council will lead activity to address climate change and encourage residents to make positive changes with specific actions including: <ul style="list-style-type: none"> - Decarbonisation of council assets - Electrification of the council vehicle fleet - Improving recycling
Deliver affordable homes	This project will deliver the affordable homes project at the McKenzie Arms and progress the development of the Extra Care facility

Measuring and Reporting Progress

32. The strategy includes 27 performance indicators that will be measured and reported against in order to demonstrate success and progress towards 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. A final list of Corporate Strategy measures for 2020/21 can be found at Appendix C.

33. Other measures will monitor the benefits delivered by projects (through project management), and a range of indicators will be included in service business plans to monitor the delivery of services at an operational level.

34. Four indicators have been added to the existing set of indicators to monitor more closely economic impacts on communities and access to financial support. This includes the following:

Indicator	Priority	Target	Reason
Number of new savers with Unify Credit Union in South Ribble (200, Annually)	A fair local economy that works for everyone	200 (Reported annually)	To measure effectiveness of support for the credit union reflecting take up of saving, promoting financial resilience.
Median earnings by residence	A fair local economy that works for everyone	Better than the national average. (Annually)	To monitor the average earnings for people who live in South Ribble as part of the levelling up agenda nationally and to track change.
The number of claimants as a proportion of resident population of area aged 16-64	Thriving Communities	Better than North West average (Quarterly)	To measure the impact of changes in the economy and monitor the outcomes for residents in South Ribble and respond as required.
The number of individuals who complete a health check (screening) by a member of the 62	Good homes, green spaces, healthy places	110 (Annually)	As part of the council's work on the Business Health Matters programme, the number of health screens provided by the council will be monitored.

35. Five indicators have been amended to reflect service changes or better align to future priorities. This includes the following:

Indicator	Priority	Target	Reason
Number of residents participating in activities delivered by the Council	Thriving Communities	400 (Annually)	This indicator has been extended from the opportunities created by the council through the communities team. An initial target is set to further baseline future years.
No. of meals provided to school age children through holiday hunger offer	Thriving Communities	No Target (Quarterly)	This indicator has been amended to reflect that it will measure demand on holiday hunger. There is no target but will be reported quarterly to indicate the demand and track trends.
Number of people who have successfully completed basic digital skills training	Thriving Communities	(300, Quarterly)	A target has been set to reflect overall objectives as part of improving digital inclusion.
Median workplace earnings in the borough will be better than the national average	A fair local economy that works for everyone	Better than the national average (Annually)	This indicator has been amended to compare against the national average, rather than the north west average. This is to monitor South Ribble's position in relation to the levelling up agenda nationally.

Indicator	Priority	Target	Reason
The number of wellbeing sessions delivered by the Active Health team	Good homes, green spaces, healthy places	Baseline 2021/22, (Quarterly)	This indicator has been rescoped from the number of young people's physical activity courses delivered. This now covers the changes to service focused on wellbeing activities delivered to all ages.
The number of people who are prevented from becoming homeless or have had their homelessness relieved	Good homes, green spaces, healthy places	No Target (Quarterly)	This indicator has been amended to reflect that it is used to measure demand on homelessness services and where this has either been prevented or relieved. There is no target but will be reported quarterly to indicate the level of demand and track trends.

Climate change and air quality

36. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Council's 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

37. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services and opportunities.
38. The strategy sets out the ambitions and strategic objectives to be met over the next 12 months. As each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

Risk

39. The council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the corporate strategy, the main risks will be related to resourcing and finance, the potential for further disruption due to the pandemic and external forces within the economy and communities. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

Comments of the Statutory Finance Officer

40. The budget, including the Medium Term Financial Strategy, will be approved in February 2022 and will support the delivery of the Corporate Strategy.

Comments of the Monitoring Officer

41. There are no issues of concern from a Monitoring Officer perspective.

42. The report notes the improvements that have already been made to the governance environment in the council via implementing the AGS Action Plan. Clearly though this process of improvement needs to continue.

Background documents

There are no background papers to this report

Appendices

Appendix A – Summary of Corporate Strategy Projects 2020/2021

Appendix B – Equality Impact Assessment

Appendix C – Corporate Strategy 2021/22 – 2023/24

Report Author:	Email:	Telephone:	Date:
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Appendix A – Summary of Corporate Strategy Projects 2020/2021

An Exemplary Council			
Project	Status Q2	Position Statement (Q2)	Completion Date
Deliver the Annual Governance Statement Action Plan	Completed	The Annual Governance Statement (AGS) action plan project has been completed with all key milestones being delivered. The project has delivered an updated constitution; refreshed governance, performance management and human resources policies; a consistent approach to community engagement and consultation through the Consultation Framework and Community Engagement Strategy; and a robust approach to managing strategic contracts and partnerships through the Partnership Framework. Overall, the actions in place will ensure that the council is a transparent, accountable organisation with an improved governance culture and environment.	Completed September 2021
Transform the way the council operates	Green	<p>The Phase 2 extension of Shared Services between Chorley and South Ribble commenced in November 2020, with the approval of proposals for a Shared Senior Management Team, Shared ICT, and Shared Customer Services and Revenue & Benefits services.</p> <p>The shared Directors and shared senior management team were established in January 2021, following which the reviews for the ICT and Customer Services teams began. Informal consultation, engagement with staff and the union, and a desktop evaluation of the services, led to proposals for the management of the ICT service to be presented for formal consultation in March 2021, and implementation in April and May. The second stage of the review included proposals for a shared structure for the rest of the service, which were presented in August 2021, with implementation of the full shared service in November. Proposals for the Customer Services and Revenue & Benefits management team, alongside the shared model for customer services, were presented for formal consultation in June 2021, with implementation of the new shared roles in September and October. Proposals for the rest of the service structure are due to be presented in November, with implementation expected in January 2022.</p>	This project will be completed by March 2022 and move in to the next phase.
Work with partners to design and deliver better public service	Completed	The programme of activity to work with partners to design and deliver better public services has now completed. On 15 September, the newly established Chorley and South Ribble Partnership met for the first time, with new governance arrangements, a defined strategy and action plan. The strategy had been developed over a period of nine months, and represents a consensus across partners on where there should be a collective focus. The	Completed September 2021

Appendix A – Summary of Corporate Strategy Projects 2020/2021

An Exemplary Council			
Project	Status Q2	Position Statement (Q2)	Completion Date
		<p>Partnership will be developing with partners a locality model which shapes the way services work with each other as well as continuing to build on the benefits of sharing data to improve performance and the application of resources. The first major piece of work being undertaken is a summit in November 2021 on the economy which will see a number of key leaders and experts brought together to identify the recommendations that the Partnership should take forward to support the economy as it recovers from the impact of the pandemic.</p>	
Deliver year one of the joint digital strategy	Amber	<p>Whilst the project has completed a number of sub-projects within the strategy, there have been challenges with resourcing and capacity which has delayed overall the timeline for the programme. There are existing vacancies within the ICT service across both authorities resulting in gaps in the essential skills and knowledge required to support the delivery of the Joint Digital Strategy. The recruitment to these vacant posts was expected to take place in quarter two, however this has been delayed due to the extension of the formal consultation period of the shared service ICT review.</p> <p>A full costing exercise is to be undertaken to identify any additional capacity costs. The year one action plan for the Joint Digital Strategy is to be reprofiled as a result of the above and is expected to be complete in February 2022. This will ensure successful delivery of the Joint Digital Strategy as planned in March 2024.</p>	Subject to reprogramming but expected to complete by March 2024

Thriving Communities			
Project	Status Q2	Position Statement (Q2)	Completion Date
Establish South Ribble Together Hubs	Green	<p>The Community Hubs have been established. The hub action plans are being delivered and monitored, with regular hub planning meetings and hub chair briefings. Over the past 12 months, the project has developed a food bank network, providing resources and bringing together a collection of independent foodbanks to better coordinate activities across all areas of the borough. Each hub area has established its own Facebook presence and newsletters. In addition to delivering a range of projects and events such as South Ribble in Bloom, the project delivered the first tranche of the Hubs Boost Fund. To further develop the autonomous nature of the hubs workshops will take place with Cabinet, Community Hub Chairs and Vice Chairs to discuss and agree the terms of reference for each hub area in quarter three. A report is to be presented to Cabinet in November 2021, which will review the achievements and progress of the Community Hubs over the last twelve months.</p>	This project will complete and move forward in to the next phase.

Appendix A – Summary of Corporate Strategy Projects 2020/2021

Thriving Communities				
Project	Status Q2	Position Statement (Q2)	Completion Date	
Establish a Youth Council	Green	The Youth Council programme has moved forward with the commission of Shoutout UK, a young people's advocacy service that builds political literacy skills with young people to provide support and confidence to take part in the Youth Council. The commission includes a national look to politics and the political system, local politics (e.g. voting/local issues), developing public speaking, debating exercises and future engagement and development programme.	This project will continue in to the 2021/2022 programme of corporate strategy projects	
		Shoutout UK are delivering sessions for up to 30 young people, who will design and create the structure of the Youth Council which will be delivered as part of the planned programme in January 2022. The recruitment of the 30 young people commenced in September via active engagement with two schools and through the use of social media.		
Deliver a mental health support programme for young people	Green	The first year has been focused on scoping and defining a clear set of actions to promote support for mental health, targeted at younger people. The initial part of the years activities resulted in publishing on the council's website a directory of services and support.	This project will continue as part of the Communities Business Plan in 2022/2023	
		Latterly an accredited Mental Health First Aider training course has been delivered through Lancashire Mind, which has been completed by 48 members of staff at South Ribble Council. Those employees were identified as individuals that are more likely to meet young people who may be vulnerable. This intensive course provides officers with the skills and knowledge to recognise mental health needs, support young people with empathy and understand how to direct individuals to the appropriate professional support. As the programme moves forward partners will be engaged to roll out further the mental health first aider scheme.		

A fair local economy that works for everyone				
Project	Status Q2	Position Statement (Q2)	Completion Date	
Implement the community wealth building action plan	Green	The Community Wealth Building programme has developed its action plan and a number of key achievements have been made. Within the year the Credit Union branch in Leyland was opened by Unify Credit Union and a three year plan to develop its sustainability has been started. The Council has also formally achieved the Living Wage Accreditation which recognises employers that chose to pay staff above the government's minimum wage. To help the council monitor the impact of social value, the Social Value Portal (SVP) has now been implemented to measure the council's procurement outcomes and the benefits to the community. Going forward the draft social value portal policy has been developed and shared with stakeholders and is now waiting on their feedback.	This project will be completed by March 2022.	

Appendix A – Summary of Corporate Strategy Projects 2020/2021

A fair local economy that works for everyone			
Project	Status Q2	Position Statement (Q2)	Completion Date
Deliver year 1 of the Town Deal	Green	Following the development of a Town Deal board and a successful submission to government, Leyland Town Deal has been allocated £25 million to develop the town centre area. To access this funding consultants are working with the council to develop the detailed business cases all three key delivery areas, which are town centre transformation, improvements to the market and the development of 'Base 2 Business' hub.	This project will continue in to the 2021/2022 programme of corporate strategy projects
		Stakeholder engagement and consultations events are to take place next quarter to develop the project brief. The submission of the business cases to the funding body is programmed for submission in March 2022.	
Establish a business support programme	Green	A grant scheme has been developed to respond to the needs of local businesses, to enhance the overall support available to local business through the national programme of business support. The council received further funding from Central Government, a total of £706k having met key targets over the past year as part of the national grants programme provided throughout the Covid pandemic. The Additional Restrictions Grant (ARG3) tranche of government funding has been amalgamated with the allocation of £150k as part of the corporate strategy project to support businesses. The support that will be provided includes mental health support, recruitment, bringing empty properties back in to use, sector skills (e.g. hospitality and care), start-up grants and summer grants for market traders. Approval for grant criteria and authority to spend has taken place through an Executive Member Decision.	This project will be completed by March 2022.

Good homes, green spaces, healthy places			
Project	Status Q2	Position Statement (Q2)	Completion Date
Deliver a project to support the green agenda	Green	The green agenda has many streams of work across its plan. Within the year works have progressed to install and commission four charging points with the installation process anticipated to be completed during quarter three 2021/22.	This project will continue in to the 2021/2022 programme of

Appendix A – Summary of Corporate Strategy Projects 2020/2021

Good homes, green spaces, healthy places			
Project	Status Q2	Position Statement (Q2)	Completion Date
		<p>Raising awareness to help tackle climate change, the Council hosted a virtual event for 'World Environment Day'. The Facebook event reached 1,688 people and videos of the event content were shared on the Council's Facebook main page reaching a joint total of 11,500 people</p> <p>There have been a series of improvements to outdoor paths and cycle networks which include:</p> <ul style="list-style-type: none"> • Leyland Loop Moss side connection • Tarn wood compete • Shruggs wood compete <p>Solar installations at the Civic have been completed and a cycle storage facility at Moss Side depot.</p>	corporate strategy projects
Deliver a leisure improvement project	Green	<p>Works to the leisure centres have included health and safety works as well as general improvement and upgrades. As part of the work decarbonisation plans have been developed, which will support the council in significantly reducing its carbon footprint whilst ensuring it provides good quality leisure facilities.</p>	This project will continue in to the 2021/2022 programme of corporate strategy projects
		<p>The decarbonation grant applications totaling £3.4 million for projects such as solar panels, replacement of boilers where possible, window insulation and the installation of an energy management systems at all four of the council owned leisure centres has been completed and will be submitted to the funding body in quarter three.</p> <p>Further improvements works are to begin shortly following the awarding of contracts for the Tennis Centre car park extension and the painting and cladding work for the leisure centres is to commence on site in quarter three.</p>	
Bring Worden Hall back into use	Green	The development to bring Worden Hall back into use as a flexible community and event space has progressed with a contractor being appointed to deliver the project.	This project will continue in to the 2021/2022 programme of

Appendix A – Summary of Corporate Strategy Projects 2020/2021

Good homes, green spaces, healthy places			
Project	Status Q2	Position Statement (Q2)	Completion Date
		<p>The refurbishment works began on site in August and a public drop-in engagement event has been held at Worden Hall with 30 people attending. The event gave the public the opportunity review and ask questions about the refurbishment plans.</p> <p>Completed refurbishment works to the buildings include, the outbuilding and the old conservatory have been demolished under the supervision of an archaeologist; the infill of the old basement has also been completed to allow for the foundations for the new lift shaft and toilet block to be installed. Further refurbishment works will be undertaken to the hall's windows, roof, drainage, lift shaft, toilets and new plant room buildings.</p>	corporate strategy projects
Commence building of affordable homes within the borough	Green	<p>Within the year, affordable housing units have been delivered following the opening of Tom Hanson House. Further progress has been made with the two remaining schemes.</p> <p>A contractor has been appointed for the development of the McKenzie Arms, and work on site is to commence together with submission to Homes England for funding as part of the Affordable Homes Programme. The McKenzie Arms development will provide 15 new quality affordable homes in Bamber Bridge.</p> <p>The Extra Care scheme will provide apartments and extra care and support for older residents and at the same time allowing them to live independent lives as part of the local community. The Extra Care scheme has moved forward with a team of consultants being appointed to deliver a feasibility study and initial options appraisals. Cabinet has approved the use of the land on West Paddock next to the Civic Centre for the proposed Extra Care facility. Looking ahead to next quarter. A public consultation is to commence for the Extra Care scheme and work will begin to progress stage two of the design.</p>	This project will continue in to the 2021/2022 programme of corporate strategy projects