

## **OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

THURSDAY, 8TH MARCH 2018, 6.30 PM  
COMMITTEE ROOM 1, TOWN HALL

### **AGENDA**

#### **APOLOGIES**

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <p>1     <b>MINUTES OF MEETING THURSDAY, 30 NOVEMBER 2017 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</b></p> <p>2     <b>DECLARATIONS OF ANY INTERESTS</b></p> <p>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.</p> <p>If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter.</p> | <p>(Pages 3 - 8)</p>   |
| <p>3     <b>PERFORMANCE FOCUS - BUSINESS, DEVELOPMENT AND GROWTH</b></p> <p>To consider the report of the Director (Policy and Governance).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>(Pages 9 - 14)</p>  |
| <p>4     <b>CHORLEY COUNCIL PERFORMANCE MONITORING REPORT - QUARTER THREE 2017/18</b></p> <p>To consider the report of the Director (Policy and Governance) which was presented at the meeting of the Executive Cabinet on 15 February by the Executive Member (Resources).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>(Pages 15 - 32)</p> |
| <p>5     <b>ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                        |

GARY HALL  
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Matthew Lynch, June Molyneaux, Greg Morgan and Alistair Morwood.

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or [chorley.gov.uk](http://chorley.gov.uk)

Meeting contact Ruth Rimmington on 01257 515118 or email [ruth.rimmington@chorley.gov.uk](mailto:ruth.rimmington@chorley.gov.uk)

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**MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL****MEETING DATE Thursday, 30 November 2017****MEMBERS PRESENT:** Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Matthew Lynch, June Molyneaux, Greg Morgan and Alistair Morwood**OFFICERS:** Rebecca Huddleston (Director (Policy and Governance)), Andrew Daniels (Communications and Events Manager), Kate Howcroft (Policy Officer) and Cathryn Filbin (Democratic and Member Services Officer)**17.OSP.43 Minutes of meeting Thursday, 21 September 2017 of Overview and Scrutiny Performance Panel****AGREED – That the minutes of the Overview and Scrutiny Performance Panel held on 21 September 2017 be confirmed as a correct record.****17.OSP.44 Declarations of Any Interests**

There were no declarations of any interest received.

**17.OSP.45 Performance Focus**

The Performance Panel received a report from the Director of Policy and Governance which provided information on the events being delivered by the Council's Communications and Events Team.

The Council's events programme aims to –

- Bring people together
- Increase the borough's profile locally and nationally
- Encourage people to live and work in the borough
- Provide engaging activities for residents improve and /promote health and wellbeing (Chorley Grand Prix)
- support local businesses

It was reported that Chorley Council had gained an excellent reputation for organising and delivering events. Since 2009, the Council's events delivery had significantly increased from two annual events (Picnic in the Park and the Christmas lights switch on), to a yearlong programme of activities designed for people of all ages.

As part of their work, the Communications and Events Team was also responsible for internal and external communications including press enquires, social media, branding and website development.

### Events delivered in 2016/17

Members of the Performance Panel were presented with the following table which outlined information on events delivered over 2016 and 2017. It also provided attendance figures for each event, the amount of income generated were applicable, and the net cost.

Year	Month	Event	Last attendance figures	Income	Net cost (after income)
2017	April	What's your story, Chorley?	1,500		5,400
	April	Chorley Grand Prix	2,000+	£4,000	£36,000
	Summer months	Theatre in the Park x2	1,000	£5,000	£2,000
	June	Picnic in the Park	8,000		£15,000
	June	Taste of Chorley	1,000		£2,000
	October	Chorley Live	10,000	£15,000	£0
2016	July	Chorley Flower Show*	13,000	£62,108	£67,000
	November	Astley Park Bonfire and Fireworks*	5,000	£3,000	£14,000
	November	Christmas lights switch on	5,000	£3,000	£14,000
	November	Christmas pantomime	400	£900	£600
	December	Chorley's Santa Express	2,400	£17,000	£2,000
	December (throughout the month)	Christmas attraction	15,000	£40,000	£5,000
	<b>Total</b>		<b>61,300</b>	<b>£147,508</b>	<b>£161,337**</b>

\*2017 figures yet to be confirmed

\*\*Not reflective of total cost of 2017/18 events

It was reported that the Chorley Flower Show was the highest costing event held across the year, with the 2016 show costing in the region of £67,000 (net). Chorley Live was delivered at no net cost to the Council in 2017 due to the income generated from this event covering the outgoing cost of organising the event.

With regards to value for money or cost per attendance –

- Chorley Live shows the best value for money in terms of attendances at nil cost per visitor;
- Chorley Grand Prix was the highest cost event per attendee. However, it was difficult to quantify attendances for this event due to its nature, and the layout of the course. It was therefore considered that the actual attendance at the event held in 2017 was much higher than 2,000 people recorded in the table;
- Chorley Flower Show generated the highest income in 2016, of around £62,000.

## **Evaluation**

Following the delivery of events, customers are asked to complete a satisfaction survey.

The purpose of the evaluation is to gather information on the economic and social impact the event had on the borough as well as improving the event for the following year.

An example of this was provided in respect of the Chorley Flower Show 2017. A total of 283 people completed the feedback questionnaire following the Chorley Flower Show in 2017. It was reported that the majority of respondents spent between £11-£40 pounds whilst at the event, and £0-£10 outside the show. 84% of respondents indicated that they would attend the event the following year. Respondents were also asked to indicate their favourite part of the show.

Performance against the indicator 'number of event attendees' would be reported at quarter four 2017/18; however the performance so far had been positive with 40,500 events attendances against an annual target of 65,000.

## **Marketing**

It was reported that events are promoted and marketed by various means including the Council's website, Check out Chorley website, social media (Facebook and twitter) and the Council's What's Happening magazine published three times per year.

In addition to general advertising, targeted advertising also take place (eg Chorley Flower Show is advertised in horticultural magazines).

The most popular way in which people heard about the Council's events was via Facebook and attendance at previous events. Facebook was recognised as a key tool to enable two-way communication between the Council and residents. Feedback received from visitors demonstrated Facebook's effectiveness.

## **Questions from the Performance Panel**

In response to questions raised by members, the Performance Panel were informed -

- The final cost for Chorley Flower Show 2017 would be known within the next two weeks.

- The costs detailed within the report did not include the staffing costs for Communications and Events Team, which would vary depending on which officers were delivering the event.
- It was expected that the revenue raised for the Christmas events for 2017 would not match those of the previous year. This was due to the events being scaled back as a result of the work taking place on the Market Walk extension.
- Feedback received from residents indicated that they considered the events good value, and provided a positive impression of Chorley.
- Although there was extensive advertising for the Council's events (60% of which is focused within the borough); it was recognised that some residents, particularly those living in the outlying rural areas, may not be aware of the Council's events. To address this matter, members of the Performance Panel suggested an alternative approach could include delivering leaflets to community hubs and via Parish Council newsletters
- Chorley Grand Prix had proved to be the highest cost per attendee. This was affected by a number of factors, including the weather. In 2017 the Council had appointed a company who specialised in gathering sponsorship. However, this had not proved successful, and the Council was being debriefed on their findings. One significant cost related to the Council's legal responsibilities in regards to road closures. The number of hours by Council officers attributed to this event was low in comparison to other events, as British Cycling organised a significant amount of the event.
- Chorley Live had been a huge success at nil cost to the Council. However it had attracted some criticism in that a number of the venues were considered too small to accommodate the number of attendees. It was recognised that this could discourage attendance in the future. To prevent this, the number of venues taking part in the event would need to increase. Due to the success of Chorley Live, with some businesses claiming that weekend as the most profitable throughout the whole year, it was considered that a similar event could be held at a different time of the year. However, the Council would not have the resources to organise more than one event per year, and businesses were being encouraged to work together to deliver a similar event.
- The panel discussed a number of options which could be considered to increase the revenue stream on Council run events. These include –
  - Extending Chorley Flower Show by a day, increasing the event to three days.
  - Increasing ticket prices and introducing a nominal entrance charge for those events which are currently free such as Astley Park Bonfire and fireworks. At present a donation can be made by attendees for this event, which are donated to the Mayor's charity. It was felt that a nominal admittance charge to cover the cost of the event would not be unreasonable.
  - Charging a fee for those businesses who were profiting from within the events boundaries (eg food stalls).

**AGREED –**

- **That the report be noted;**

- **That a costing exercise was carried out to establish the cost of officer time spent on each event.**

#### **17.OSP.46 Quarter 2 Performance Report 2017/18**

The Performance Panel considered a monitoring report from the Director of Policy and Governance which was presented at the Executive Cabinet on 3 November. The report set out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2017/18, 1 July to 30 September 2017.

Overall, performance of key projects was rated as good -

- 8 (57%) of projects were rated as green or complete
- 2 (14%) of projects were closed, the reasons for which had been included in the report
- 4 (29%) of projects were rated amber, action plans for which were detailed in the report.

Performance of the Corporate Strategy indicators and key service delivering measures was good with 58% of Corporate Strategy measures performing on or above target. 80% of key service delivery measures were performing on or above target or within the 5% threshold. Those indicators performing below target had action plans outlined in the report, including measures which would be put into place to improve performance.

During quarter 2, a residents' survey was conducted to gather residents' views about their satisfaction with the Council, local area and community involvement. Overall performance was good. Five of the nine indicators performed about target or within the 5% tolerance.

Four of the nine indicators performed below target;

- % of people who felt they could not influence decision making in their local area,
- satisfaction with street cleanliness,
- % of people who regularly participate in volunteering
- % of residents who felt that Chorley Council provided value for money.

However, this performance was on par or better than average compared to national trends for council satisfaction. It should also be considered in light of a particularly challenging local and national context.

Members of the Performance Panel questioned the purpose of the performance indicator 'Number of homelessness preventions and reliefs'. It was confirmed that the performance indicator was no longer going to be monitored through the Council's corporate strategy following the publication of the quarter four 2017/18 performance information and will instead be reviewed and measured locally within the relevant Council service.

**AGREED – That the report be noted.**

Chair

Date





Report of	Meeting	Date
Director (Policy and Governance)	Overview and Scrutiny Performance Panel	8 March 2018

## PERFORMANCE FOCUS: BUSINESS DEVELOPMENT AND GROWTH CONTEXT

### PURPOSE OF REPORT

- To provide contextual information and initial questions for focus to the panel for Business Development and Growth performance.

### RECOMMENDATION(S)

- That the context and questions be discussed at the Overview and Scrutiny performance panel, with a view to understanding performance.

Confidential report Please bold as appropriate	Yes	No

### CORPORATE PRIORITIES

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

### BACKGROUND

- In its terms of reference, the Overview and Scrutiny Performance Panel agreed that at each meeting, as well as considering performance reports, the panel have the opportunity to focus in on any specific area of service delivery. For the March 2018 meeting, the panel have selected Business Development and Growth Performance.
- Business Development and Growth Directorate performance was last considered by the panel in March 2017. The panel considered a number of elements of performance including the new structure and focus of the directorate, the economic development strategy and performance against a number of corporate strategy and key service indicators alongside key projects.
- The performance outlined within this paper refers to performance at quarter three 2017/18.

7. This report sets out contextual information to provide a general overview of performance and suggests some general questions to initiate further discussions. This will enable the panel and relevant officers to prepare in advance of the meeting.

**PERFORMANCE CONTEXT**

8. At the performance panel meeting in March 2017, the panel discussed a number of elements of Business Development and Growth performance including the review of staffing resources within the Directorate to establish the skill set and expertise available to ensure all staff were appropriately assigned.
9. The restructure of the Business Development and Growth Directorate was considered by Executive Cabinet in December 2017 where approval was granted for the proposed structure for consultation. The Business Development and Growth directorate is key to delivering the councils priority of a strong local economy and the aim of the restructure is to develop a fit for purpose structure which will have the right skills and capacity to deliver existing services and drive forward economic growth.

Performance Indicators

10. The below table outlines performance against a number of local indicators relating to employment and business support:

		Target (17/18)	Q3 2015/16	Q3 2016/17	Q3 2017/18	
New businesses established with support from Chorley Council	Bigger is better	45	80	67	48	★
New businesses established and sustained for 24 months	Bigger is better	89%	93.41%	92.7%	93.26%	★
Floorspace improved/created (Sq ft) (Chorley BIG)	Bigger is better	3900 Sq Ft	24513 Sq Ft	3652 Sq Ft	3744 Sq Ft	●
Number businesses advised (Existing)	Bigger is better	49	65	49	49	★
Client satisfaction (Start-up)	Bigger is better	90%	97.12%	96.59%	96.84%	★
Client satisfaction (Existing)	Bigger is better	90%	91.14%	96.51%	97.25%	★
Number of referrals into the Chorley Works Placement Programme		75	216	75	127	★

11. Performance in relation to new businesses established, sustained and advised by the Council including client satisfaction is strong, with the majority of related measures rated green and showing similar performance compared to the same time last year.

- 12. Indicators for new businesses established with support from the council is showing slightly worse performance than the same period last year (Q.3 2016/17) although continues to meet 2017/18 targets.
- 13. The number of referrals into the Chorley works programme has seen a 69% increase at quarter 3 2017/18, compared to the same period last year.
- 14. Floor space improved/created was off target for quarter 3 2017/18, although remains within 5% threshold. This indicator is measured based on Chorley BIG (Business Improvement for Growth) grants and is reliant on grants coming forward from businesses.
- 15. There are a number of Business Development and Growth Corporate Strategy indicators, performance against these indicators can be seen below:

		Target	Q3 2015/16	Q3 2016/17	Q3 2017/18	
Number of jobs created through targeted interventions	Bigger is better	112	137	133	75	▲
Town centre visits (Market Walk)	Bigger is better	232,497	30,223*	-	417,849	★
Number of projected jobs created through inward investment	Bigger is better	40	47	0	0	▲
% of 16-17 year olds who are not in education, employment or training	Smaller is better	4.6%	Not comparable – 15/16 data is for 16-18 year olds	Not comparable – 16/17 data is for 16-18 year olds	2.1%	★
Number of affordable homes delivered	Bigger is better	75	357	60	100	★

\*data collected in a different format to 2017/18

- 16. Two of the Corporate Strategy indicators were performing off target at quarter three – the number of jobs created by council interventions and the number of jobs created through inward investment. More detail on the reasons for this can be found within the quarter three performance Monitoring report but underperformance is mainly due to the lack of grant applications for the councils grant schemes resulting in less than anticipated number of jobs created.
- 17. All other Corporate Strategy indicators were performing above target with the number of town centre visits (Market Walk only) performing well above target, demonstrating a positive outcome despite continued work on the Market Walk development.

18. It is worth noting that the indicator relating to town centre visits has been removed from the new Corporate Strategy (which will be monitored over 2018/19) as a more robust delivery method is going to be developed and baselined over the next 12 months in line with town centre developments.

**Key projects**

19. The Business Development and Growth Directorate is responsible for delivering a number of the Council’s key strategic projects. A quarter three project status for each of the projects can be found below:

Project	Q3 status	Detail
Progress the delivery of the Westway Integrated sports facility	CLOSED	Extensive work was undertaken with key community stakeholders involved in the development of an integrated sports facility at Westway. However, due to complex interdependencies within the project and conditions linked to planning, funding and partnership arrangements the project has been closed. The delivery of the facility will now be re-scoped.
Deliver the Primrose Gardens Retirement Village for Chorley	GREEN	Project is on track and progressing according to timescale and plan to complete in March 2019.
Deliver economic opportunities at Botany	COMPLETE	<p>This project is now complete and has delivered the masterplan. The masterplan will promote and increase inward investment within Chorley.</p> <p>Further work will be undertaken to bring forward sites for development through the 2017 Corporate Strategy project ‘Bring forward key sites for development’.</p>
Deliver a project to get people ready for work (Chorley Futures)	CLOSED	<p>This project set out to deliver the Chorley Futures scheme which aimed to support people with multiple and complex barriers to participate to address these issues and move closer to the job market and therefore job opportunities</p> <p>The project was dependent on 60% European Social Funding being secured in order for it to progress. The project team received confirmation of the pending decision regarding this external funding and a notification of rejection was received from the Department of Work and Pensions (DWP) to inform the Chorley Futures project that the funds would not be awarded.</p> <p>The lack of additional funding was deemed of significant impact the deliverability of the project within the original scope and was therefore closed.</p> <p>Alternative options for delivery will be progressed</p>

		<p>through the new corporate strategy project 'deliver a borough wide programme to help people overcome barriers to employment'.</p>
<p>Market Walk</p>	<p style="text-align: center;"><b>RED</b></p>	<p>Work progressed in quarter three to finalise Phase 1 and commence Phase 2 works; however, in November it was agreed that further enabling works would be suspended and no further progress would be made on Phase 2 of the project. This was due to the failure of Marks and Spencer to sign the completed Agreement for Lease. Therefore, due to this the Council did not have authority to proceed onto Phase 2 of this project.</p> <p><b>N.B</b> This project was considered at Full Council in January 2018 and the decision was taken to progress the option to commission a partial redesign of the layout to increase flexibility in lettings and then to continue the build at the earliest opportunity.</p> <p>This project will continue to be delivered through the 2017 Corporate Strategy.</p>
<p>Deliver Street level improvements</p>	<p style="text-align: center;"><b>AMBER</b></p>	<p>Quarter three saw Hollinshead Street car park completed including completion of the snagging and the one way system reversed through implementing new signage and line marking. The project was rated as amber due to a number of elements of its delivery experiencing some delays including:</p> <ul style="list-style-type: none"> <li>• Finding suitable alternative accommodation for Gala Bingo and United Reform Church to enable their sites to be progressed</li> <li>• Officer time and resource being diverted to support other major projects such as Market Walk</li> </ul>
<p>Deliver the Steeley Lane Gateway project</p>	<p style="text-align: center;"><b>AMBER</b></p>	<p>All of the year one elements around Fazakerley Street are now complete and the procurement of CCTV has commenced. However there continue to be delays with a number of elements of the project meaning that it was rated amber at Q3 2017/18. The key issues are outlined below:</p> <ul style="list-style-type: none"> <li>• There have been further delays with the elements around the bus station, which have now been deferred further until March 2018 to avoid clashes with the Youth Zone development</li> <li>• The Fazakerley Street remedial works are still required and this has been agreed to be delivered in March 2018</li> <li>• Year 2 subway elements need to be progressed with Network/Northern Rail alongside station</li> </ul>

		improvements
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10. More detail on each of the projects can be found within the Quarter three 2017/18 performance report, provided as a separate agenda item.

**Questions**

11. The following provides some suggested questions to initiate discussions of the panel:

- a) Please provide an overall update on current performance for this Directorate
- b) Please provide an update on performance of each of the projects including actions to address red and amber ratings
- c) How are risks and dependencies within the large town centre projects being managed?
- d) Please provide an update regarding the Business Development and Growth directorate restructure, including detail on any temporary staffing arrangements
- e) Please provide an update on the refresh of the Economic Strategy

**IMPLICATIONS OF REPORT**

12. 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**

13. No comments

**COMMENTS OF THE MONITORING OFFICER**

14. No comments

REBECCA HUDDLESTON  
DIRECTOR POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Kate Howcroft	5061	27/02/2018	Business Development and Growth performance context

Report of	Meeting	Date
Director of Policy and Governance (Introduced by the Executive Member for Resources)	Executive Cabinet	15 <sup>th</sup> February 2018

## CHORLEY COUNCIL PERFORMANCE MONITORING – THIRD QUARTER 2017/18

### PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2017/18, 1 October – 31 December 2017.

### RECOMMENDATION(S)

2. That the report be noted.

### EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy and key service delivery measures for the third quarter of 2017/18, 1 October – 31 December 2017. Performance is assessed based on the delivery of key projects and against the measures in the 2016/17 Corporate Strategy along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with eleven (78%) of the projects rated as green, complete or closed. Two (14%) projects are currently rated amber and one (8%) is currently rated red; actions plans for each of these projects are contained within this report.
5. This is the final time that the 2016/17 Corporate Strategy projects will be reported to Executive Cabinet. Those projects that are not yet complete will either be carried over for delivery through the 2017/18 Corporate Strategy as planned, are due to complete in quarter four or will continue to be delivered through business as usual activity. More detail can be found at Appendix C.
6. Performance of the Corporate Strategy indicators and key service delivery measures is also good. 83% of Corporate Strategy measures are performing on or above target or within the 5% threshold and 80% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance.

<b>Confidential report</b> Please bold as appropriate	Yes	No
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<b>Key Decision?</b> Please bold as appropriate	Yes	No
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**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

- 7. To facilitate the on-going analysis and management of the Council’s performance in delivering the Corporate Strategy.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

- 8. None.

**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 is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council’s four priorities.
- 11. The Corporate Strategy was approved by Council in November 2016. It includes 14 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
- 12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council’s ambitions.
- 13. Performance of the projects from the new Corporate Strategy approved by Council in November 2017 will be reported formally from the beginning of quarter four.





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

### The long term outcomes for this priority are:

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

### ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

14. The project to develop new ways to deliver services for communities was completed in quarter two. This project aimed to understand and develop new approaches to delivering services within communities to support new models of working alongside residents and the third sector. The project delivered a final report and tool kit which set out approaches to build capacity within communities. This will now be taken forward by the Early Intervention and Prevention directorate as part of developing new ways of working to ensure residents are involved in improving their local area. To further support resident's involvement in taking an active part in their community, there has been a 25% increase in the number of volunteering hours earned this quarter.
15. The project to improve the look and feel of local neighbourhoods across the borough is now complete. Through the neighbourhood working approach, communities and the council joined together to understand local priorities and identify areas for improvement. Each of the eight neighbourhood working areas agreed a number of key projects which are now being delivered to make communities safer, healthier and more attractive places to live. Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.
16. To support easy access to high quality public services and residents taking an active part in their community, this quarter there have been more people supported to get online, with 11 different courses delivered and a total of 177 hours support provided to 82 learners. These courses are provided on a continuous weekly basis or a set 6 week course across several different venues. In addition to this, there have been residents attending the Citizens Advice Digital Help sessions. These sessions provide residents with digital support to help those that need it to navigate the web and gain access to benefits or other services via the Internet. The drop in sessions have been successful in helping people with disability blue badge applications, universal credit applications, universal job matches, housing applications and job searches by providing 1-1 training in digital skills.

### Performance of Key Projects



17. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
18. One project was closed at quarter one and will be progressed outside of the Corporate Strategy programme:
  - Progress delivery of the Westway integrated sports facility
19. One project was completed in quarter two and key outcomes are outlined above:
  - Develop new ways to deliver services for communities
20. One project was completed this quarter and key outcomes of the project are outlined below:
  - Improve the look and feel of local neighbourhoods across the borough

Project Title	Project Status
<b>Improve the look and feel of local neighbourhoods across the borough</b>	<b>COMPLETE</b>
<p>This project aimed to engage with local communities to understand priorities and deliver improvements in each of the eight neighbourhood working areas.</p> <p>Meetings were held with each area to identify three priorities for delivery which were then costed and approved by Members for delivery. A lead officer and lead elected member or parish representative was identified for each project with delivery progressed throughout the year.</p> <p>Key projects have included delivering sessions with Homestart to support residents in Chorley Town West and working with partners to create new footpaths in Western parishes.</p> <p>Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.</p>	

**Performance of Corporate Strategy Measures**

The image shows three performance indicators:
 

- A green star with the number '1' inside, next to a green-bordered box containing the text 'Performance is better than target'.
- A blue circle with the number '0' inside, next to a blue-bordered box containing the text 'Worse than target but within threshold'.
- A red triangle with the number '0' inside, next to a red-bordered box containing the text 'Worse than target, outside threshold'.

21. At the end of the third quarter, it is possible to report on one of seven performance indicators under this priority. This indicator is performing on or better than target:
  - % increase in the number of volunteering hours earned
22. The full outturn information for the performance indicators is included at Appendix A.



## Clean, Safe and Healthy Communities

### The long term outcomes for this priority are:

- 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

### ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

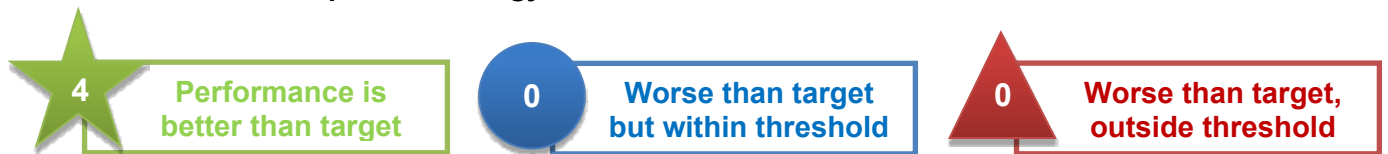
23. The project to deliver purpose built accommodation to support older residents in Chorley through the Primrose Gardens Retirement Village is on track and progressing well. The construction aspects of delivery are on track with the operational part of delivery progressing further this quarter including reviewing options for the commercial kitchen layout and initial proposals for exterior landscaping works. A public consultation meeting was held this quarter to engage and inform the public of progress, with positive feedback received regarding the public realm proposals. Updates to stakeholders continue to be communicated by newsletter and social media. The delivery of Primrose Gardens in March 2019 will result in the provision of purpose built accommodation to support older residents in Chorley.
24. The enabling phase of the Integrated Community Wellbeing was completed in quarter one. This project aimed to bring together Lancashire Care Foundation and Chorley Council to create an Integrated Community Wellbeing Service. This project engaged staff, service users, partners and other stakeholders in the development and design of the new service, conducted a review and redesign of office accommodation at Union Street office and included the physical collocation of over 150 staff at the Union Street office. The evaluation approach, senior management structure and partnership agreement have also been established. The new service promotes early intervention and prevention to support better health and wellbeing outcomes for our residents and stronger, more resilient communities. It also supports public sector reform objectives and a more sustainable position for public services in future.
25. Residents have been encouraged to be healthier this quarter with the number of visitors to Council leisure centres continuing to increase, with 870,084 visitors at the end of this quarter compared to 852,528 the same time last year. To support the long term outcome of the provision of high quality, affordable and suitable housing for the residents of Chorley, there were 100 affordable homes delivered this quarter, which compares to 60 for quarter three 2016/17.

**Performance of Key Projects**



- 26. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
- 27. One project was rated as green, meaning it is progressing according to timescale and plan:
  - Deliver the Primrose Gardens Retirement Village for Chorley
- 28. One project has been completed in quarter one and the key outcomes are outlined above:
  - Deliver the enabling phase of Integrated Community Wellbeing
- 29. One project has been closed and the key reasons are detailed within the quarter two performance report:
  - Deliver a project to get people ready for work (Chorley Futures)

**Performance of Corporate Strategy Measures**



- 30. At the end of the third quarter, it is possible to report on four of the nine key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 31. Four of these indicators are performing on or better than target:
  - The number of visits to Council leisure centres
  - The number of young people taking part in ‘Get Up and Go’ activities
  - Number of affordable homes delivered
  - Number of long term empty properties in the borough



## A strong local economy

### The long term outcomes for this priority are:

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

### ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

32. There has been a continued focus this quarter on developing and improving the content of the Check Out Chorley website with more blogs, seasonal articles and a dedicated Christmas page to further inform residents and visitors about great days out, events, exhibitions and attractions in Chorley. During this quarter, there were 15,642 visitors to the Check Out Chorley website, which is an 80% increase compared to last quarter. There has been continued development and production work on a promotional visitor video which will showcase Chorley as a visitor destination to be released in quarter four.
33. The delivery of the 2017 events programme has continued with the delivery of Chorley Live and Astley Park Bonfire and Fireworks which attracted 16,000 visitors in total. Chorley Live exceeded last year's visitor numbers, attracting 10,000 visitors with 30 venues playing host to a variety of local artists and performers with 240 performances across the town centre. In addition, the Christmas events were delivered including the Christmas lights switch on, Chorley's Santa Express and the Helter Skelter and fairground rides on Fazakerley Street. The Christmas lights switch opened the towns Christmas events which was hosted by Anthony Cotton and included live performances from local acts. All of these events highlighted Chorley as a visitor destination and contributed to a vibrant town centre.
34. The project to deliver economic opportunities at Botany was completed in quarter four 2016/17 with delivery of the masterplan. The masterplan will promote and increase inward investment within Chorley. This will maximise the best use of employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project. This will continue to enable access to high quality employment opportunities and further strengthen and expand the business sector in Chorley.

### Performance of Key Projects



35. There are five key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of quarter three:
36. At the end of quarter three, one project was rated green, meaning it is progressing according to timescale and plan:

- Develop activity to promote Chorley as a visitor destination including the Chorley Flow Show

37. One project has been completed in quarter four:

- Deliver economic opportunities at Botany

38. Two projects are currently rated as amber which is an early warning that there may be a problem with projects and more detail on this can be found below:

Project Title		Project Status
<b>Deliver the Steeley Lane Gateway Project</b>		<b>AMBER</b>
<b>Explanation</b>	<p>All of the year one elements around Fazakerley Street are now complete and the procurement of CCTV has commenced. However there continue to be delays with a number of elements of the project meaning that it is currently rated amber. The key issues are outlined below:</p> <ul style="list-style-type: none"> <li>- There have been further delays with the elements around the bus station, which have now been deferred further until March 2018 to avoid clashes with the Youth Zone development</li> <li>- The Fazakerley Street remedial works are still required and this has been agreed to be delivered in March 2018</li> <li>- Year 2 subway elements need to be progressed with Network/Northern Rail alongside station improvements</li> </ul>	
<b>Action Required</b>	<p>Delivery over the next quarter will see the new CCTV procurement finalised and the planning permission obtained. Liaisons with Network/Northern Rail will continue to determine funding for station accessibility.</p>	

Project Title		Project Status
<b>Deliver Street level improvements in the town centre</b>		<b>AMBER</b>
<b>Explanation</b>	<p>There has been progress this quarter with work to Hollinshead Street car park now complete, including completion of the snagging and the one way system reversed through implementing new signage and line marking. 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>- Finding suitable alternative accommodation for Gala Bingo and United Reform Church to enable their sites to be progressed</li> <li>- Officer time and resource being diverted to support other major projects such as Market Walk</li> </ul>	
<b>Action Required</b>	<p>To address the issues highlighted above, work planned to be delivered over the next quarter will include:</p> <ul style="list-style-type: none"> <li>- Continued dialogue with Gala Bingo and United Reformed Church over potential sites for relocation</li> <li>- Following the Full Council decision on Market Walk (January 2018), a</li> </ul>	

	review of the public realm schemes and phasing will be conducted
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39. One project is currently rated as red, which indicators more serious problems such as falling behind schedule or exceeding budgets:

Project Title		Project Status
<b>Market Walk Extension</b>		<b>RED</b>
<b>Explanation</b>	Work progressed in quarter three to finalise Phase 1 and commence Phase 2 works; however, in November it was agreed that further enabling works would be suspended and no further progress would be made on Phase 2 of the project. This was due to the failure of Marks and Spencer to sign the completed Agreement for Lease. Therefore, due to this the Council does not have authority to proceed onto Phase 2 of this project.	
<b>Action Required</b>	In response to the delay in progress, it has been agreed that an Options Appraisal is to be prepared. This will set out different options for how to proceed with the Market Walk extension. The Options Appraisal will be put forward for consideration and decision of Full Council in January.	

40. One project has been completed and key outcomes are outlined above:

- Deliver economic opportunities at Botany

**Performance of Corporate Strategy Measures**



41. At the end of the third quarter, it is possible to report on four of the eleven key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.

42. Two indicators are performing on or better than target:

- % 16 – 17 year olds who are NEET (not in education, employment or training)
- Overall employment rate

43. Two indicators are performing below target, outside of the 5% tolerance threshold:

- The number of projected jobs created through targeted interventions
- The number of projected jobs created through inward investment

Performance Indicator		Target	Performance
	The number of projected jobs created through targeted interventions	112	75



<p><b>Reason below target</b></p>	<p>This indicator is a combined potential job creation total for the retail grants programme which includes the Starting in Business grant programme, Chorley BIG and Chorley Works.</p> <p>During this quarter, there was only one grant application approved through Chorley BIG with five jobs being forecasted to be created. Therefore due to the lack of grant applications, there has been a less than anticipated number of jobs created.</p> <p>The changes to the criteria for the retail grant programme and the reduction in the amount of start-up funding available may have also had an impact on the number of applications received.</p>
<p><b>Action required</b></p>	<p>The Chorley BIG grant will continue to be promoted as part of the targeted interventions, with seven enquiries being received this quarter. All of the Council's funding programmes will continue to be clearly identified on both the Council's website and the Choose Chorley website. The programmes are also discussed with businesses either at networking events or in 1:1 meetings.</p>
<p><b>Trend:</b></p>	<p>↓ Performance at quarter three 2016/17 was 133 against a target of 96. Out turn this quarter is 75 against a target of 112, therefore performance is worse than quarter three last year.</p>

Performance Indicator		Target	Performance
<p>▲</p>	<p>The number of projected jobs created through inward investment</p>	<p>40</p>	<p>0</p>
<p><b>Reason below target</b></p>	<p>This indicator measures jobs created through working with inward investors under the 'Welcome Grant' and as part of the Chorley Employment Charter process.</p> <p>During the third quarter, no grant applications have been received. Despite this, grant enquiries continue to be received with three grant enquiries received this quarter. Therefore, due to the lack of grant applications this quarter, there have been no new jobs created through targeted investment this quarter.</p>		
<p><b>Action required</b></p>	<p>The Choose Chorley grant will continue to be promoted as part of the inward investment offer. The next quarter will see a number of exhibition and networking opportunities such as the Lancashire Expo and Chorley Council's Annual Choose Chorley Network. The latter will be part of the Lancashire Business Festival month and this programme will include high profile marketing.</p>		
<p><b>Trend:</b></p>	<p>➔ Performance at quarter three 2016/17 was 0 against a target of 11. Out turn this quarter is 0 against a target of 40, therefore performance is the same as quarter three last year.</p>		



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



**The long term outcomes for this priority are:**

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

**ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE**

44. The Work Smart programme, which aims to improve access to council services by making services more efficient, is on track. Improvements to working environments to encourage smarter working and optimise office space have now been completed for two council services, with plans approved to progress this work for two more service areas in the next quarter. A building survey has been completed and from this a feasibility options paper has been drafted which presents the different options for making better use of the office space in the Town Hall. Progress has been made to further develop plans for making improvements to the current ICT systems, such as back scanning, redevelopment of the Council intranet and extending corporate systems.
45. The delivery of the project to integrate public services through the Chorley Public Service Reform Partnership was completed in quarter three. This project was to deliver year two of the Chorley Public Service Reform Programme which aims to integrate and reconfigure public services in Chorley to provide the best outcomes for residents. Services are now working together in new, innovative settings including a collocated service hub at Chorley Fire Station, and the work of the Partnership has been recognised as leading the way for Central Lancashire. A more detailed update on the outcomes and next steps is provided below.
46. The delivery of the Youth Zone has made good progress in quarter three. Work has continued to manage any minor delays and it is expected that the Youth Zone will be delivered as scheduled in early 2018. Work has continued on the construction of the Youth Zone with the works to erect the external shell of the building now complete and a lift has been installed. In addition to this, the interior spaces of the building have now been fitted out, ensuring that the interior space is suitable for occupation and the service connections have been installed. It is anticipated that the build should be completed to hand over by the end of the next quarter, providing a state of the art facility for young people from across the borough.
47. During quarter three, there continues to be an increase in the percentage of service requests received online. This quarter 25.54% of all service requests received online compared to 21% for the same time last year, this continues to enable residents to easily access services online and meet the needs of residents. To support the ambition of consulting with residents and continually striving to improve, there has been a decrease in customer dissatisfaction compared to quarter two and there continues to be less than 20% of customers dissatisfied with the service they receive from the council. In addition to this, the percentage of households living in fuel poverty remains lower than the North West average as set out in the Corporate Strategy 2016/17, with 9.8% compared to the North West average of 11.2%.

**Performance of Key Projects**



- 48. There are three key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the third quarter overall performance is good.
- 49. Two projects are currently rated as green, meaning it is progressing according to timescale and plan:
  - WorkSmart Programme
  - Deliver the Youth Zone
- 50. At the end of the third quarter, one project has been completed and the key outcomes are detailed below:
  - Integrate public services through the Chorley Public Service Reform Partnership

Project Title	Project Status
<b>Integrate public services through the Chorley Public Service Reform Partnership</b>	<b>COMPLETE</b>
<p>The delivery of year two of the Chorley Public Service Reform Programme is now complete. This project aimed to provide an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing.</p> <p>This year the project has: delivered a colocated service delivery hub based at the community fire station; delivered innovative work with primary care through establishing a joint pilot service to understand and address frequent flyers; and the development of a new Integrated Community Wellbeing Service with a focus on early intervention and prevention.</p> <p>The partnership has demonstrated that reform and new ways of working can achieve benefits for individuals and cost savings for public services with potential savings of almost £700,000 identified between April and October 2017 through working differently. The learning and outcomes from this work will inform the development of a delivery plan to be approved by the Partnership in the next quarter.</p>	

**Performance of Corporate Strategy Measures**



- 51. At the end of the third quarter, it is possible to report on three of the five key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 52. Three of these indicators are performing on or better than target:
  - % service requests received online
  - % customers dissatisfied with the service they received from the Council
  - % of households living in fuel poverty

**PERFORMANCE OF KEY SERVICE DELIVERY MEASURES**

53. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the third quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.

54. Six of the Key Service delivery measures are performing on or above target:

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
- Processing of planning applications as measured against targets for ‘major’ application types
- Processing planning applications as measure against targets for ‘minor’ application types
- Processing of planning applications as measured against targets for ‘other’ applications types
- Number of households living in Temporary Accommodation
- Vacant Town Centre Floor Space

55. Performance this quarter for the average time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit is good. The average time taken to process has reduced significantly from 7.14 days in quarter three last year to 5.49 days this quarter.

56. Two indicators are performing slightly below target, but within the 5% tolerance threshold:

- Supplier Payment within 30 days
- % Council Tax collected

57. Two indicators are performing below target at the of end quarter three:

- Average working days per employee (FTE) per year lost through sickness absence
- Number of missed collections per 100,000 collections of household waste

58. The reasons for areas of underperformance are listed in the table below:

Performance Indicator		Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	5.625 days	5.92 days
<b>Reason below target</b>	The lower than anticipated performance this quarter is due to number of days lost in quarter two to short term sickness, which was double the number of days lost in quarter two 2016/17. This quarter, there were 77 occasions of short term sickness absence with totalled 211.55 days lost. The number of short term days lost this quarter is comparable to previous performance. Long term sickness absence this quarter is within target. Therefore it is the cases of short term absence in the previous quarter that has contributed to this quarter’s performance being off target.		

<p><b>Action required</b></p>	<p>Work next quarter will include delivering the actions outlined in the Staff Sickness Absence Review presented at the Overview and Scrutiny Task Group including training refreshers, consulting with staff for feedback and review of performance measures. Work will also involve developing an Emotional Wellbeing Policy.</p> <p>In addition, the procedure for managing short term absence in the attendance policy will continue to be followed. This includes conducting timely return to work interviews and identifying any issues. Absence meetings will be held where triggers are met – offering supporting interventions and issuing any sanctions where necessary, consideration of reasonable adjustments for disability cases and medical capability hearing if short-term absences persist. Conduct early intervention welfare for employees absent with stress/anxiety.</p>
<p><b>Trend:</b></p>	<p>↓ Performance at quarter three 2016/17 was 5.69 days against a target of 5.25 days. Out turn this quarter is 5.92 days against a target of 5.625 days, therefore performance is worse than quarter three last year. The implementation of the new time management system has ensured 2017/18 statistics are more accurate, this should be taken into consideration when comparing data to previous years.</p>

Performance Indicator		Target	Performance
<p>▲</p>	<p>Number of missed collections per 100,000 collections of household waste</p>	<p>49</p>	<p>125</p>
<p><b>Reason below target</b></p>	<p>The reasons behind the lower than anticipated performance this quarter includes issues around the Christmas period collections and staffing. There were changes to the regular collection dates over the Christmas period, which were communicated to residents, however there is the potential that there was a lack of clarity around collection dates with some residents presenting their bins on the incorrect collection date.</p> <p>In addition to this, Veolia are experiencing staffing issues in terms of both recruiting and retaining staff. In particular, there is a shortage of HGV drivers nationally and this is affecting supervision due to supervisors carrying out operational duties.</p>		
<p><b>Action required</b></p>	<p>Work will continue with Veolia to improve performance. Veolia will provide an action plan which will detail how they will improve their current performance going forward and Chorley Council will continue to use contractual financial penalties in order to improve Veolia’s performance. The procedures around communicating any future seasonal changes to collection times will be reviewed to ensure residents are presenting their bins on the nominated collection day.</p>		
<p><b>Trend:</b></p>	<p>↓ Performance at quarter three 2016/17 was 53 against a target of 49. Out turn this quarter is 125 against a target of 49, therefore performance is worse than quarter three last year.</p>		

**IMPLICATIONS OF REPORT**

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

<p>Finance</p>		<p>Customer Services</p>	
<p>Human Resources</p>		<p>Equality and Diversity</p>	

Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	


REBECCA HUDDLESTON  
 DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	22/01/2018	Chorley council performance monitoring report Q3

**Appendix A: Performance of Corporate Strategy Key Measures**

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend
% increase in the number of volunteering hours earned	Bigger is better	20%	<b>25%</b>	★	Worse than Q3 16/17
Overall employment rate	Bigger is better	80%	<b>81.4%</b>	★	Better than Q3 16/17
Number of projected jobs created through targeted interventions	Bigger is better	112	<b>75</b>	▲	Worse than Q3 16/17
Number of projected jobs created through inward investment	Bigger is better	40	<b>0</b>	▲	Same as Q3 16/17
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	4.6%	<b>2.1%</b>	★	Better than Q3 16/17
The number of visits to Council's leisure centres	Bigger is better	750,000	<b>870,084</b>	★	Better than Q3 16/17
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	15,000	<b>15,059</b>	★	Worse than Q3 16/17
Number of affordable homes delivered	Bigger is better	75	<b>100</b>	★	Better than Q3 16/17
Number of long term empty properties in the borough	Smaller is better	180	<b>157</b>	★	Worse than Q3 16/17
% service requests received online	Bigger is better	20%	<b>25.54%</b>	★	Better than Q3 16/17
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	<b>19.31%</b>	★	Worse than Q3 16/17
% of households living in fuel poverty	Smaller is better	11.2%	<b>9.8%</b>	★	Worse than Q3 16/17

Trend shown is for change from Quarter 3 2016/17.

**Appendix B: Performance of key service delivery measures**

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	6.4 days	<b>5.49 days</b>	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	<b>100%</b>	★	Same as Q3 16/17
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	<b>100%</b>	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	<b>100%</b>	★	Better than Q3 16/17
Number of households living in Temporary Accommodation	Smaller is better	15	<b>12</b>	★	Same as Q3 16/17
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	<b>125</b>	▲	Worse than Q3 16/17
Supplier Payment within 30 days	Bigger is better	99%	<b>98.66%</b>	●	Better than Q3 16/17
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	5.625 days	<b>5.92 days</b>	▲	Worse than Q3 16/17
Vacant Town Centre Floor Space	Smaller is better	6%	<b>4.34%</b>	★	Worse than Q3 16/17
% Council Tax collected	Bigger is better	83.36%	<b>83.23%</b>	●	Worse than Q3 16/17

Trend shown is comparison to Quarter 3 2016/17.

**APPENDIX C: Status of the 2016/17 Corporate Strategy projects**

<b>Project</b>	<b>Summary</b>
Progress the delivery of the Westway Integrated Sports facility	This project will now be re-scoped and will continue through business as usual work.
Improve the look and feel of local neighbourhoods across the borough	This project will be carried over for delivery through the new Corporate Strategy project 'Improve the look and feel of local neighbourhoods across the borough'.
Develop new ways to deliver services with communities	The project delivered a final report and tool kit, setting out approaches to building capacity within communities and will now be taken forward by the Early Intervention and Prevention directorate as part of business as usual.
Deliver the Primrose Gardens Retirement Village	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Primrose Gardens Retirement Village' with completion anticipated in March 2019.
Deliver the enabling phase of the Integrated Community Wellbeing Service	The development phase (Phase One) of the Integrated Community Wellbeing Service will be monitored through the new Corporate Strategy project 'Transform the way the council delivers services'.
Deliver a project to get people ready for work	The potential alternative options for project delivery are currently being considered and this project will be carried over for delivery through the new Corporate Strategy project 'Deliver a borough wide programme to help people overcome barriers to employment'.
Deliver the Steeley Lane Gateway Project	This project is due to complete in quarter four and work will continue as part of the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver economic opportunities at Botany	This project is now complete. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project 'Bring forward key sites for development'.
Deliver Street level improvements in the town centre	This project is due to complete in quarter four and work will continue through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver activity to promote Chorley as a visitor destination including the Chorley Flower Show	This project is due to complete in quarter four and will continue through business as usual work.
Deliver the extension to Market Walk	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Improve access to Council services by making services more efficient - Worksmart	This project is due to complete in quarter four and will continue through business as usual work.
Integrate public services through the Chorley Public Service Reform Partnership	This project will be carried over for delivery through the new Corporate Strategy project 'Integrate public services through the Chorley Public Service Reform Partnership'.
Deliver the Youth Zone	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Youth Zone'.