

OVERVIEW AND SCRUTINY PERFORMANCE PANEL

THURSDAY, 30TH JANUARY 2020, 6.30 PM

COMMITTEE ROOM 1, TOWN HALL

AGENDA

APOLOGIES

- | | | |
|----------|---|------------------------|
| <p>1</p> | <p>MINUTES OF MEETING THURSDAY, 10 OCTOBER 2019 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL</p> | <p>(Pages 3 - 6)</p> |
| <p>2</p> | <p>DECLARATIONS OF ANY INTERESTS</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>3</p> | <p>PERFORMANCE FOCUS - POLICY AND GOVERNANCE</p> <p>To receive and consider the report of the Director (Policy and Governance).</p> | <p>(Pages 7 - 18)</p> |
| <p>4</p> | <p>QUARTER 2 PERFORMANCE REPORT 2019/20</p> <p>To consider and receive the report of the Director (Policy and Governance).</p> | <p>(Pages 19 - 34)</p> |
| <p>5</p> | <p>ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR</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 Christopher France, Alex Hilton, Marion Lowe and June Molyneaux.

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MINUTES OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL

MEETING DATE Thursday, 10 October 2019

MEMBERS PRESENT: Councillor John Walker (Chair), and Councillors June Molyneaux and Alex Hilton

OFFICERS: Chris Sinnott (Director (Early Intervention and Support)), Rebecca Aziz-Brook (Transformation Programme Coordinator) and Ruth Rimmington (Democratic and Member Services Team Leader)

APOLOGIES: Councillor Roy Lees, Gillian Sharples and Marion Lowe

OTHER MEMBERS: Councillor Julia Berry and Steve Holgate

19.OSP.21 Minutes of meeting Wednesday, 10 July 2019 of Overview and Scrutiny Performance Panel

Decision – That the minutes of the Overview and Scrutiny Performance Panel held on 10 July 2019 be approved as a correct record for signature by the Chair.

19.OSP.22 Declarations of Any Interests

There were no declarations of interest received.

19.OSP.23 Performance focus - Early Intervention and Support Context

The Chair, Councillor John Walker, welcomed Chris Sinnott, Director (Early Intervention and Support) to the meeting.

Rebecca Aziz-Brook, Transformation Programme Co-Ordinator, presented the report which provides contextual information with regards to the overall Directorate summary, the budget position and the key performance summary and key project update for 2019/20. The data within the report reflects the position in quarter one.

One of the key projects within the Directorate is to deliver a wholly owned company. A report was presented to the Council meeting in July and the project is now being progressed by Legal and the Commercial Services directorate. Members noted that staff will not TUPE over to the company and work undertaken for the company by Council employees will be recharged.

The other key project is to develop a framework for building community resilience and delivery of identified projects. The project is rated as Amber for quarter one due a delay in producing a draft of the community resilience framework. The delay to this was due to reduced capacity within the Health and Wellbeing team, as there were issues with back filling a post within the team.

There have been significant changes to the top team at the Lancashire Care NHS Foundation Trust which have impacted on the Integrated Community Wellbeing Service, but it is now the primary delivery vehicle for new ways of working developed through the Chorley Public Service Reform Partnership. To further embed early intervention and prevention, the service will focus on working more closely with GP's as new place based networks are established for the delivery of health and care services. Social prescribing is a non-clinical link worker who can highlight the services the Council can offer to residents. Members were pleased with this new service and the potential to track where people are within the different services.

Lancashire Care NHS Foundation Trust contribute £65 thousand pounds to be collocated within the Union Street. The aim of the Service was to better serve the residents of Chorley and this has been achieved, across services including housing. There are long term savings for health and social care. It is difficult to measure the success of the Service, but proposals for performance indicators will be brought back to Overview and Scrutiny.

Members queried the performance indicators in relation to Cotswold House. The % of voids are higher for quarter one and this has had a knock-on effect on the % of rent collected which is also lower than anticipated. This trend is due to multiple factors including; a reduction in the number of referrals coming into the service; tenants are moving on quicker due to new builds and the improved service provided by Calico (Accommodation Providing Service). Not all cases are suitable for Cotswold House and this will be monitored in the next quarter.

Members noted the recent press article in relation to food hygiene standards and the process for establishments to be reassessed. High risk establishments are inspected more frequently.

The indicators in relation to volunteering were discussed. Time credits have been in operation for around ten years and the organisation who run it have changed their approach recently. A review of the scheme will be undertaken, including how the many small community groups and the contribution they make within Chorley can be recognised.

There is a service level business plan relating to community centre management. Phase one reviewed the charges for bandings and phase two will review how best to manage each centre. This will be specific to each centre rather than a one size fits all approach and the Council will retain ownership of the building itself.

Decision – That the report be noted.

19.OSP.24 Progress Update Business Planning 2019/20

Rebecca Aziz-Brook, Transformation Programme Co-Ordinator, presented the report which set out the progress of delivery for the service level projects outlined in the service business plans.

A review of 15 business plans for 2019/20 has been completed based on the information provided within the MyProjects system and discussions with service leads. The plans identified an overall total of 141 projects and of those:

- 111 are ongoing (77.1%)

- 19 are complete (13.2%)
- 1 is closed (0.7%)
- 10 have not started (7.1)

All services were asked to complete a service level risk register during the business planning process. The key risks themes identified are around staff resources and capability, ICT facilities, operational demands, budget and funding provision and reputational damage.

Members noted that the first residents will be moving into Primrose Gardens the following week. By the end of November there will be around 55 apartments occupied. The rent is affordable rent, but due to the nature of the facility and the services provided the rent will not be as low as a privately rented apartment.

The Strawberry Fields Digital Office Park development is now operational. Members noted the challenges relating to the access road.

The Members' Allowances Scheme is due to be reviewed by the Independent Remuneration Panel in the autumn.

The development of a new graduate recruitment scheme is intended to develop and retain high calibre officers in certain areas.

Decision – That the report be noted.

Chair

Date

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Report of	Meeting	Date
Director of Policy and Governance	Overview and Scrutiny Performance Panel	January 2020

PERFORMANCE FOCUS - POLICY AND GOVERNANCE

PURPOSE OF REPORT

1. To provide contextual information for the panel with regards to:

- Overall Directorate summary including budget position
- Key performance summary for 2019/20
- Key project update for 2019/20

RECOMMENDATION(S)

2. That the context and information contained within it be discussed at the Overview and Scrutiny Performance Panel, with a view to understanding performance in these areas.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

3. This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	✓

BACKGROUND

4. Performance of the Policy and Governance directorate was last considered by the Overview and Scrutiny Performance Panel in November 2018.

5. The Policy and Governance directorate incorporates a number of services:

- Legal and Democratic
- Shared Financial Services

- Transformation and Partnerships
 - Communications and Visitor Economy
6. The performance information set out below is up to date as of quarter two 2019/20 and includes information presented to Executive Cabinet as part of quarterly monitoring reports, as well as local indicators which are used by directors and service managers to monitor the performance of their services.

Directorate overview

7. Over the last year (2019/20) the Policy and Governance directorate has supported delivery of the corporate strategy through work to make improvements to Astley Hall and Park, continue to support people across the borough to be more digitally included and complete a review of our approach to partnership working.
8. There has also been successful delivery of service level business plan projects through the completion of a museum accreditation review to enable Astley Hall to remain accredited, the refresh of the transformation programme which continues to support a balanced MTFs, the delivery of the annual events programme and the provision of HR and Legal support for the completion of large scale projects such as Digital Office Park, Market Walk and Primrose Gardens.

Financial position

9. The below table outlines the latest budget monitoring outturn for Policy and Governance:

Budget monitoring outturn – December 2019	£
Original Cash Budget	4,401,000
Agreed changes	310,000
Current Cash Budget	4,711,000
Forecast outturn	4,629,000
Variance	82,000

Variance	1.7%
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10. The directorate budget is currently underspending by just under £82k, which has created a 1.7% variance against the original cash budget. The biggest underspend was in staffing this was due to an underspend of £50k as a result of sharing the Chief Executive post with South Ribble and an underspend of £40k from Shared Financial Services as a result of the vacant posts following the senior management restructure and review of the service.
11. The areas of the biggest overspend was for the Chorley Flower Show which was due to a lower than anticipated attendance over the weekend, particularly on the Sunday, as a result of very poor weather conditions which meant income from ticket sales was below target. In addition to this there were additional costs around the financial systems.

12. The biggest income for this directorate was the recovery of shared services costs, legal fees income and electoral registration funding. The directorate also oversees delivery of the Council’s Transformation Programme which has to date realised savings of £1.9m.

Performance overview 2019/20

13. The below provides key performance information for the Policy and Governance directorate over 2019/20. Overall, there are 40 indicators that can be reported on for quarter 2; 31 (78%) are performing on or above target, 3 (8%) are performing worse than target but within the threshold and 6 (14%) are performing below target.

Legal and Democratic

14. Performance for Legal and Democratic is good, there are 12 indicators with nine performing on or above target, 1 is performing worse than target but within the threshold and 2 are performing below target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
% first draft legal documents produced within 4 weeks of receipt (S106 agreements)	Bigger is better	95%	100%	80%		Worse than Q2 2018/19
Lancastrian revenue generated	Bigger is better	£8,000	£8,279.10	£7,425.60		Worse than Q2 2018/19
% of risks assessed using the new approach	Bigger is better	66%	20%	65%		Better than Q2 2018/19
% draft minutes circulated within 10 days	Bigger is better	95%	100%	100%		Same as Q2 2018/19

15. The % of first draft legal documents produced within 4 weeks of receipt experienced lower than anticipated performance due to an increase in demand in other areas of work and a lower number of S106 drafts being received this quarter. The Lancastrian revenue generated is also below target which as a result of being out of use during the election period.

Shared Financial Services

16. Performance for Shared Financial Services is good, there are 9 indicators with 6 performing on or above target, 2 are performing worse than target but within the threshold and 1 is performing below target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
15 working days from period end closure to the	Target value is	100%	100%	100%		Same as Q2 2018/19

distribution of financial reports	best					
Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	85.71%	90.63%		Better than Q2 2018/19
Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	98.94%	98.16%		Worse than Q2 2018/19

17. One indicator is performing worse than target which is the Statutory Grant Claims and Returns to be submitted on time this was due to one VAT return and two government financial returns being submitted a day late due to capacity.

Transformation and Partnerships

18. There are 15 indicators in Transformation and Partnerships with 9 performing on or above target, 1 is performing worse than target but within the threshold and 3 are performing below target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
% return to work interview conducted within 5 days	Bigger is better	95%	No data	56.25%		No data (new indicator)
% Performance information provided by quarterly deadline	Bigger is better	85%	93%	74%		Worse than Q2 2018/19
Number of FTE days lost per year through short term sickness absence (organisation wide)	Smaller is better	1.45 days	1.45 days	1.84 days		Worse than Q2 2018/19
% booked places on training courses	Bigger is better	90%	90%	97%		Better than Q2 2018/19
% Corporate Strategy projects on track/delivered – council-wide	Bigger is better	90%	83%	92%		Better than Q2 2018/19

19. There are three indicators performing below target and all of these indicators capture information from across all services within the organisation.

20. The % performance information provided by quarterly deadline is performing lower than target, this is due to a reduction in the timely submission of performance information by services and may be attributed to change in roles for many staff around the Senior Management Restructure during quarter two. The % return to work interviews conducted within 5 days is performing lower than target and

managers will be reminded of the importance of conducting timely return to work interviews.

- 21. In addition to this, the indicator which captures short term sickness absence across the whole organisation is performing lower than anticipated which is due to an increase in absences around flu and infections over the winter period.

Communications and Visitor Economy

- 22. Performance for Communications and Visitor Economy is very good, there are 3 indicators with all performing on or above target.

		Target (19/20)	Q2 2018/19	Q2 2019/20		
Number of visitors to Check Out Chorley	Bigger is better	4,316	4,316	4,967	★	Better than Q2 2018/19
Number of visitors to Astley Hall	Bigger is better	21,500	21,577	26,464	★	Better than Q2 2018/19
% of email open rates within the Attain System	Bigger is better	35%	51.29%	40.89%	★	Worse than Q2 2018/19

Projects update – corporate strategy delivery

- 23. The Policy and Governance Directorate is responsible for delivering a number of the Council’s key strategic projects and an update on quarter two performance for the corporate strategy projects can be found in the quarter two performance report.
- 24. The Policy and Governance directorate will be responsible for some high-profile projects as part of next year’s corporate strategy delivery. Good progress is already being made on these projects as part of business as usual and an update on the current position and objectives of the new projects set for next year can be found below:

Project Title	Scope for 2019/20
Undertake renovation works at Astley Hall	This project will deliver vital improvements to maintain the structural integrity and safety of the Hall, as well as transforming the visitor experience to ensure a sustainable long-term future for the facility with associated benefits for tourism and the local economy.
Refresh the council’s website	This project will deliver a fit-for-purpose and future proof website with the aim to increase digitalisation of council services customers are able, and prefer, to access efficient services online. Delivery will focus on the approach to content management, reviewing single sign on, preparing content and the setup of the website and testing. In addition, this will also include digitalising services which are currently not online.

<p>Deliver shared council services</p>	<p>This project will aim to deliver the first phase of the extension of shared services between Chorley and South Ribble Borough. The work will involve the implementation of the new shared services, the transformation of their operating models and the development of a scope and business case for Phase 2 of the extension.</p>
<p>Work with our partners to deliver sustainable public services</p>	<p>This project will implement the findings of the review of partnership working including any changes to the Chorley Public Service Reform Partnership and development of new models to ensure that our approach remains fit for purpose.</p>
<p>Deliver a project to support Chorley Councils commitment to the green agenda</p>	<p>This project will progress the recommended actions that come out of the Overview and Scrutiny green agenda task group and will deliver a specific project to reflect the council's commitment to leading the way and supporting residents to be more environmentally conscious.</p>

25. Reporting on these projects will begin in quarter four as part of the quarterly performance reporting to Executive Cabinet.

IMPLICATIONS OF REPORT

26. 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	x	Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

27. N/A

COMMENTS OF THE MONITORING OFFICER

28. N/A

CHRIS SINNOTT
DIRECTOR OF POLICY AND GOVERNANCE

There are no background papers to this report.

Report Author	Ext	Date
Rebecca Aziz-Brook	5348	20/01/20

Appendix A – corporate and service level indicators for Policy and Governance

Indicator name	Polarity	Target Value	Performance Value	Symbol	Trend
Corporate Strategy					
The Number of SOA's in the worst 10%	Smaller is better	3	3	★	No data
Number of people who have successfully completed digital skills training	Bigger is better	150	385	★	Better than Q2 2018/19
Number of visits to Astley Hall and Park complex	Bigger is better	20000	38737	★	Better than Q2 2018/19
Communications and Visitor Economy					
Number of visitors to Check Out Chorley	Bigger is better	4316	4967	★	Better than Q2 2018/19
% of email open rates within the Attain System	Bigger is better	35%	40.89%	★	Worse than Q2 2018/19
Number of visitors to Astley Hall	Bigger is better	21500	26464	★	Better than Q2 2018/19
Transformation and Partnerships					
% Performance information provided by quarterly deadline	Bigger is better	85%	74%	▲	Worse than Q2 2018/19
% Corporate Strategy projects on track/delivered – council-wide	Bigger is better	90%	92%	★	Better than Q2 2018/19
% minutes of the public service reform board published in 10 working days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% Satisfaction with relevance of OD sessions	Bigger is better	95%	100%	★	Better than Q2 2018/19
% booked places on training courses	Bigger is better	90%	97%	★	Better than Q2 2018/19
% staff completing mandatory Emerge training - GDPR	Bigger is better	80%	80%	★	No data
% staff completing mandatory Emerge training – Adult Safeguarding	Bigger is better	80%	79%	●	No data
% staff completing mandatory Emerge training – Child Safeguarding	Bigger is better	80%	80%	★	No data
Number of FTE days lost per year through short term sickness absence	Smaller is better	1.45 days	1.84 days	▲	Worse than Q2 2018/19
Number of FTE days lost through long term sickness absence	Smaller is better	3.17 days	1.81 days	★	Better than Q2 2018/19

Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	4.62 days	3.66 days	★	Better than Q2 2018/19
% absence review meetings organised with 15 working days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% return to work interview conducted within 5 days	Bigger is better	95%	56.25%	▲	No data
Finance					
15 working days from period end closure to the distribution of financial reports	Target value is best	100%	100%	★	Same as Q2 2018/19
Year end statutory accounts to contain no material errors and have an unqualified audit opinion	Target value is best	0	0	★	No data
Compliance with the Prudential Code	Bigger is better	100%	100%	★	Same as Q2 2018/19
Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	90.63%	▲	Better than Q2 2018/19
Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	98.16%	●	Worse than Q2 2018/19
Supplier Payment with 30 days (IN MONTH)	Bigger is better	99%	99.04%	★	Better than Q2 2018/19
% supplier payments by electronic means	Bigger is better	97%	100%	★	Same as Q2 2018/19
% of remittances to suppliers by electronic means	Bigger is better	95%	100%	★	Same as Q2 2018/19
% of Financial Systems availability	Bigger is better	99.5%	99.5633%	★	Worse than Q2 2018/19
Legal and Democratic					
% decision notices published for Executive Cabinet and Planning Committee within 2 working days	Bigger is better	100%	100%	★	Same as Q2 2018/19
% draft minutes circulated within 10 days	Bigger is better	95%	100%	★	Same as Q2 2018/19
% of authors uploading reports to Modgov	Bigger is better	90%	100%	★	Better than Q2 2018/19
Number of external Lancastrian bookings	Bigger is better	45	46	★	Worse than Q2 2018/19
Lancashire revenue generated	Bigger is better	£8,000	£7425.60	▲	Worse than Q2 2018/19

% complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	97%	★	No data
Number of RIDDOR incidents	Smaller is better	2	2	★	Worse than Q2 2018/19
Number of near misses reported and acted upon	Bigger is better	21	26	★	Better than Q2 2018/19
% of risks assessed using the new approach	Bigger is better	66%	65%	●	Better than Q2 2018/19
% files opened within 5 days	Bigger is better	90%	98.2%	★	Better than Q2 2018/19
% first draft legal documents produced within 4 weeks of receipt (S106 agreements)	Bigger is better	95%	80%	▲	Worse than Q2 2018/19
% prosecution / civil litigation files reviewed within one month of receipt	Bigger is better	90%	100%	★	No data

Appendix B – all service level business plan projects for Policy and Governance

Project	Status
Communications and Visitor Economy	
Delivering and improving events programme	Ongoing
Development of digital communications	Ongoing
Communications support for major projects (Primrose Gardens, Strawberry Fields, Markey Walk)	Ongoing
Delivering Internal communications plan	Ongoing
Supporting the creation of a new corporate website	Ongoing
Supporting the 2020 all out elections	Not started
Delivering the improvements to Astley Hall and Park	Ongoing
Events and exhibition development linked to new spaces	Ongoing
Museum accreditation review	Complete
Applications for funding (arts council, tapestries, match funding for future HFL bids, paintings review)	Ongoing
Astley Hall buildings review and maintenance	Ongoing
Transformation and Partnerships	
Core funding review- large commissions	Not started
Meals on Wheels re-tender	Ongoing
Consultations- review of tools and approach	Ongoing
Equality – refresh of objectives for 2020 including consultation with relevant bodies	Ongoing
Transformation Programme refresh	Complete
OD Strategy	Ongoing
External Website refresh	Ongoing
Accommodation review	Ongoing
Review of approach to partnership working	Ongoing
Peer review	Ongoing
HR	
Update all HR policies & procedures with all associated documents / forms	Ongoing
Update all aspects of employer branding related to all aspects of the HR service	Not started
Support change projects within the organisation as required including management restructure, SFO	Ongoing
Support opening of Digital Office Park & Primrose Gardens	Complete
Revise recruitment, retention & succession planning processes and develop new graduate recruitment scheme	Not started
Support the development of the proposed Housing Company	Closed
Pensions re-enrolment	Complete
Ongoing updates for GDPR	Ongoing
National fraud initiative	Not started
Democratic	
Supporting additional meetings to help deliver the transformation agenda: Market Walk Steering Group, Chorley Integrated Wellbeing Service – ESG, Shared Services Joint Committee, Public Services Transformation WG	Ongoing
Member Development: Member Development Programme for 2018/19 to include Emerge opportunities and ensure that Members are fully informed	Ongoing

about organisational change. Other sessions to include Office 365 / Windows 10, Child Sexual Exploitation, Equality and Diversity, Personal Resilience and Emotional Wellbeing	
Completion of Personal Development Plans for all Members	Ongoing
Appointment of second Independent Person for Governance Committee and a new member of the Independent Remuneration Panel	Ongoing
Review of Members' Allowances with the Independent Remuneration Panel	Not Started
Review of Council Chamber furniture and technology – to be complete by May 2020	Ongoing
Implement the officer decision module on modern.gov	Ongoing
Local Democracy events: "Question Time @ Runshaw" and "Your Chorley Your Council" with primary schools	Ongoing
Corporate Support	
Tailored support in response to senior management/organisational change	Ongoing
Support meetings to help deliver the Corporate Strategy and transformation agenda	Ongoing
Appoint FOI Co-Ordinator and Executive Assistant	Ongoing
Embed reports management on mod.gov	Ongoing
Roll out Executive Member Decisions released on the system	Ongoing

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Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member (Resources))	Executive Cabinet	14 November 2019

QUARTER 2 PERFORMANCE REPORT 2019/20

PURPOSE OF REPORT

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2019/20, 1 July to 30 September 2019.

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 second quarter of 2019/20, 1 July to 30 September 2019. Performance is assessed based on the delivery of key projects and measures outlined within the 2018 Corporate Strategy, along with key service delivery measures for individual services.
4. Overall, performance of key projects is excellent, with 11 (92%) of the projects now rated as green or complete and one (8%) project currently rated as amber with the action plan for this project contained within this report.
5. Performance of the Corporate Strategy indicators and key service delivery measures is also excellent with 100% of Corporate Strategy measures and 88% of key service delivery measures performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures to improve performance
6. In addition, this quarter the 2019 Indices of Multiple Deprivation (IMD) update was released by the Ministry of Housing Communities and Local Government. The overall message for Chorley is positive with the borough now less deprived than it was in 2015. There are now three rather than four neighbourhoods in the 10% most deprived areas in England. A summary of the results is contained within this report.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? 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 2018. It includes 12 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



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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

13. During quarter two good progress has been made to develop Astley Hall and Park as a visitor destination with a total of 20,027 visits made to Astley Hall and Complex this quarter. A project team has now been established for the Astley works with the project manager, a conservation expert, appointed and an overview of the work plan produced; the next step will be to confirm timescales. Progress during the next quarter will include the submission of the planning application for the lighting scheme following the completion of the bat survey, finalisation of the improvement work plan with detailed timescales, applying for listed building consent, tendering work packages for the development work, as well as the production of a timetable for improvements to Ackhurst Lodge.
14. This quarter we have enabled even more people to get online with an impressive 271 people from across the borough completing basic digital skills training. The popularity and usage of the four Chorley Council digital hubs (Buttermere, Tatton, Lancaster Way and Clayton Brook) has increased significantly with 381 visits in quarter two compared to 54 in quarter one; support primarily relates to Universal Credit. Work to review and refresh the Council’s website has progressed, with user research and usability testing taking place with both internal and external users to help inform the design and make the site more intuitive. Chorley Council and South Ribble Council are working together to procure a joint content management system solution which will bring economic advantages to both authorities. Young people have been further engaged in digital skills with Holy Cross High School now running the IDEA (Inspiring Digital Enterprise Award) programme throughout the school, to encourage young people to learn new skills for future employment prospects in digital jobs.
15. Good progress has been made for the project to Develop a Framework for Building Community Resilience. The framework has now been finalised and considered by senior officers and the Executive Member. The outcomes of the research conducted as part of the framework identified communities for focus and key themes such as managing key life challenges and the onset of challenging health conditions. During the next quarter work will continue with the roll out plan for the framework being developed and deployed which will enable communities to support themselves and have the potential for better health and wellbeing outcomes, as well as reducing demand for public services over the long term.

Performance of Key Projects



16. There are three key projects included in the 2018 Corporate Strategy under this priority, and at the end of quarter two overall performance is good.
17. All three projects are rated as green, meaning they are progressing according to timescale and plan:
 - Develop Astley Hall and Park as a visitor destination
 - Support people from across the borough to be digitally included
 - Develop a framework for building community resilience and delivery of identified projects

Performance of Corporate Strategy Measures



18. At the end of the second quarter, it is possible to report on three of the nine corporate performance indicators under this priority.
19. All three indicators are performing better than target:
 - Number of SOAs in the worst 10% nationally
 - Number of people who have successfully completed basic digital skills training
 - Number of visits to Astley Hall Park and Complex
20. The full outturn information for the performance indicators is included at Appendix A.

Clean, Safe and Healthy Homes and 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 in both urban and rural locations

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

21. The project to develop a wholly owned company has progressed well during this quarter with the approval by full Council to progress the formation of the company. This quarter a tender process was undertaken to secure detailed legal and financial advice which will facilitate the documents required for the establishment of the wholly owned company to be prepared and completed as part of the work to be conducted next quarter.
22. The project to provide improvements to playing pitches in the borough has progressed well during quarter two, with activity at Kem Mill Lane, King George playing fields and Wigan Lane to deliver high quality play areas, parks and open spaces in both urban and rural locations. The car park on Kem Mill Lane has been completed which will provide 10 car parking spaces to facilitate more visitors and reduce parking in residential areas, this will come into use once the grass has established and the access road from the highway has been completed by LCC. A business case and sports development plan for Wigan Lane has begun which will scope out the works for this site. Whilst the architectural and lead design services have been commissioned to take forward the design of the new sports changing and community facility at King George V playing fields, with a final outline design developed.
23. The project to deliver the Primrose Gardens retirement village has completed during quarter two. Work to complete this project has included the final snagging works as part of the building work undertaken and staff recruitment has been finalised. This project has delivered 65 modern and accessible apartments, a fully equipped dance studio, a comfortable shared quiet lounge, a high-quality café, and a hairdressers and beauty salon for those aged 55 and over enabling reduced health inequalities and residents having access to the provision high quality, affordable and suitable housing in the borough.

Performance of Key Projects



24. There are three key projects included in the 2018 Corporate Strategy under this priority, and at the end of quarter two overall performance is good.
25. Two of the three projects are rated as green, meaning they are progressing according to timescale and plan:
 - Develop a wholly owned Company
 - Deliver improvements to the playing pitches in the borough

26. One project is now complete and the key outcomes of the project are outlined below:

Project Title	Project Status
Deliver the Primrose Garden retirement village	COMPLETE
Explanation	<p>The aim of this project was to deliver an Extra Care Scheme 'Primrose Gardens Retirement Village' for Chorley, providing accommodation for those aged 55 and over which is ideally located whilst providing a unique, modern space for residents to enable them to live independently, integrate with the local community and gain access to support and care when needed.</p> <p>Primrose Gardens was constructed and handed over to the Council by the developers in 2018/19, and residents will now have the benefit of living independently in a stylish apartment whilst having 24-hour access to care and support.</p> <p>Primrose Gardens includes; 65 modern and accessible apartments, a fully equipped dance studio, a comfortable shared quiet lounge, a high-quality café, and a hairdressers and beauty salon.</p> <p>All the apartments have been designed to be dementia friendly and have been built to Homes England standards. The accommodation incorporates the 10 HAPPI principles (Housing our Ageing Population Panel for Innovation), these include generous internal space standards, plenty of natural light in the home and in circulation spaces, balconies and outdoor space, adaptability and 'care aware' design, circulation spaces that encourage interaction, shared facilities and community hubs, plants, trees and natural environment, high levels of energy efficiency, extra storage for belongings and bicycles, and shared external areas that give priority to pedestrians.</p> <p>This project contributes to the delivery of our priorities by ensuring that residents will have reduced health inequalities whilst providing high quality, affordable and suitable housing.</p>

Performance of Corporate Strategy Measures

4 Performance is better than target

0 Worse than target but within threshold

0 Worse than target, outside threshold

27. At the end of the second quarter, it is possible to report on four of the eight corporate performance indicators under this priority.

28. All four indicators are performing better than target:

- Number of visits to Council's leisure centres
- Number of community groups supported and developed by Chorley Council
- Number of affordable homes delivered
- Number of long term empty properties in the borough

29. The full outturn information for the performance indicators is included at Appendix A.



A strong local economy

The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

30. During this quarter Strawberry Fields, the Digital Office Park, has successfully become operational and opened its doors to the business community. This quarter the majority of work was focused on the internal fit out elements; the furniture has now been procured and installed. As well as all audio-visual equipment, the IT network has been installed and is fully operational and the internal building signage is in place, with the external directional signage expected to be installed during the next quarter. Good progress has been made with the lettings with one business now successfully moved into the Digital Hub with another two set to move in at the beginning of quarter three. More tenants will follow later in the quarter once legal agreements have been finalised with tenants. There are temporary access road arrangements in place, this is whilst traffic management works to the access road are completed and signed off by the Highways department. In the interim Traffic Management Plans are in place to allow traffic to flow into and along Euxton Lane safely and it is expected that the traffic management works will complete within the next quarter.
31. Market Walk has now certified as practically complete, with a list of snagging items and outstanding works currently being rectified. The handover with Reel cinema took place during this quarter, and the fit out for the cinema has commenced. Marks and Spencers have also taken handover of their unit with the fit out taking place during quarter three. The Agreement for Lease for Unit 7 is signed with Escape and the tenant's contractors will commence fitting out the unit in the next quarter. Reel Cinema, Marks and Spencers, and Escape are all hoping to open for trading towards the end of the next quarter.
32. The project to bring forward key sites for development has made progress this quarter. For the Alker Lane site, a business case has been developed as part of the application for growth funding and a feasibility study has been conducted on the site to assess the viability of the site. For the Cowling Farm site, the council has undertaken independent technical review works on the employment site which has included a review of earthworks and drainage and masterplan options were received in quarter two which will inform further progression of the site. For the Shady Lane site, a contractor has been appointed to produce a site investigation which will determine the ground risk and remediation of the site.

Performance of Key Projects



- 33. There are three key projects included in the 2018 Corporate Strategy under this priority, and at the end of quarter two overall performance is good.
- 34. Two projects are rated as green, meaning they are progressing according to timescale and plan:
 - Deliver the Market Walk extension
 - Deliver the Digital Office Park
- 35. One project is rated as amber which is an early warning that there may be a problem with the project and more detailed information on this can be found below:

Project Title		Project Status
Bring forward key sites for development		AMBER
Explanation	This project has been rated as amber which is due to a variety of issues across all three sites. For Alker Lane, during quarter two there remained on site constraints such as issues with the location of water mains, some ecological constraints and issues around the release of covenants. All of these are causing delays in works to progress the site further. For the Cowling Farm site there are ongoing issues with an adjacent site which has meant options around the allocation of the land needed more time to be reviewed than anticipated. For Shady Lane the discussions with developers around the allocation of the site have experienced some unanticipated delays during quarter two.	
Action Required	Across all three sites work will continue to be progressed in quarter three, for Alker Lane the council will seek Full Council approval for the finances to progress the scheme further, work closely with United Utilities to solve the water main issues and procure a dedicated project manager and contractor to progress the project. Negotiations to release the covenants will also continue during quarter three. For Cowling Farm options for the site will be considered by members at Executive Cabinet in November and the technical works on site will be finalised. For Shady Lane, work towards the reopening of discussions with potential developers will be progressed.	

Performance of Corporate Strategy Measures



- 36. At the end of the second quarter, it is possible to report on two of the seven corporate performance indicators under this priority.
- 37. Both indicators are performing better than target:
 - Overall employment rate
 - Number of projected jobs created through Chorley Council support or intervention
- 38. The full outturn information for the performance indicators is included at Appendix A.

An ambitious Council that does more to meet the needs of 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 our rural and urban areas

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

39. The council continues to improve and transform services with approval granted by council in September to extend the sharing of services with South Ribble Council. This will increase resilience by bringing key organisational functions together and improve efficiency to ensure the longer-term sustainability of vital services for local residents. During the next quarter the transformation programme will be refreshed to align the savings and organisational change programme to achieve objective for 20/21 and beyond.
40. Good progress has been made on the project to deliver a borough wide programme of improvements to street services. Work has included a team of officers from both Streetscene and ICT collecting and verifying data about assets and scheduling data to support the implementation of Yotta, the new route optimisation software. This software will enable better management of the borough assets to ensure the work to keep the borough clean is more efficient and effective. Four new sweeping vehicles have been procured and are now in use this quarter, these will increase the frequency of sweeping schedules which will help to keep the borough clean. During the next quarter the phased implementation of the new software system will continue, with user acceptance testing for additional services taking place.
41. The project to review our approach to partnership working continues to progress well. This will evaluate the future priorities for public service reform to ensure a fit for purpose approach to partnership working including effective governance, representation and resourcing. The timeline for collating findings and recommendations has been rescheduled to allow for feedback from the recent LGA peer review to be incorporated. This quarter work has been focussed on undertaking 1-2-1 meetings with all public service reform partners to discuss strategic direction. The next phase will see the draft findings and priorities discussed at the next Public Service Reform Partnership Executive meeting in November.

Performance of Key Projects



42. There are three key projects included in the 2018 Corporate Strategy under this priority, and at the end of quarter two overall performance is good.
43. All three projects are rated as green, meaning they are progressing according to timescale and plan:

- Transform the way the council delivers services
- Deliver a borough wide programme of improvements to street services
- Deliver a review of our approach to partnership working

Performance of Corporate Strategy Measures



44. At the end of the second quarter, it is possible to report on two of the five corporate performance indicators under this priority.
45. Two indicator is performing better than target:
 - Percentage of customers dissatisfied with the service they have received from the council
 - Percentage of service requests received online
46. The full outturn information for the performance indicators is included at Appendix A.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

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



48. Five 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 major planning applications
 - Processing of minor planning applications
 - Processing of other planning applications
 - Average working days per employee (FTE) per year lost through sickness absence
49. Two of the Key Service delivery measures were performing worse than target but within threshold:
- Town Centre vacancy rate
 - % Council Tax collected
50. One indicator is performing below target at the end of quarter two and the reason for areas of underperformance are listed in the table below:

Performance Indicator		Target	Performance
	Number of missed collections per 100,000 collections of household waste	30	60
Reason below target	<p>In quarter two, missed bin performance is below target. Although there is an improvement from the previous quarter, the performance remains below the target of 30 per 100,000, which was reduced from 49 under the previous contract with Veolia. In quarter one, FCC were granted a grace period, as is typical with a new contract of its nature and size, which allowed them a 3-month period free from performance related penalties in order to accommodate the transition. As of July 2019, the grace period has ended.</p> <p>Concerns were raised with FCC about missed bin performance, and in response FCC have suggested that the below-target performance relates in a large part to the delay to the waste collection round changes that had been planned for September (i.e. day changes for some residents) in order to optimise efficiency. These changes will now not take place until the New Year at the earliest, so FCC continue to operate what they regard as inefficient rounds which continues to place pressure on their service delivery and ambition to achieve the agreed targets.</p> <p>In addition, FCC employ a large amount of temporary agency staff in order to fulfil the new contract, and due to training / experience this may be having an adverse effect on performance.</p>		

<p>Action required</p>	<p>In accordance with the contract, the grace period has now ended. Consequently, financial deductions are now being made from their monthly contract payments for failing to meet agreed standards, therefore there is a financial incentive for FCC to improve performance.</p> <p>FCC are also currently recruiting more permanent staff, in order to reduce their reliance on temporary agency staff.</p>
<p>Trend:</p>	<p>Performance at quarter two 2018/19 was 42, therefore 2019/20 has seen a decline in performance.</p>

INDICES OF MULTIPLE DEPRIVATION 2019

- 51. The corporate strategy indicator which measures the number of SOAs in the worst 10% has been included in quarter two, following the release of the 2019 English Indices of Deprivation on 26 September 2019 by the MHCLG. The figures were published down to the lower level super output area.
- 52. The Index of Multiple Deprivation is an overall measure of deprivation constructed by combining seven domains of deprivation; Income, Employment, Education, Health, Crime, Barriers to Housing and Services, and Living Environment
- 53. LSOAs (Lower Super Output Areas) are small areas designed to be of a similar population size, with an average of 1,500 residents or 650 households. There are 32,844 Lower Super Output areas in England. They were produced by the Office for National Statistics for the reporting of small area statistics.
- 54. Chorley now has 8 LSOA’s in the bottom 20% for multiple deprivation, with only 3 of these in the bottom 10%, compared with 8 and 4 respectively in 2015.
- 55. This table provides more information on those LSOA’s that fall in the bottom 20%:

Ward	Super output area	2019		2015		Trend
		Rank ¹	Decile ²	Rank	Decile	
Clayton-le-Woods North	Clayton Brook North East	2,451	1	2,280	1	➔
Chorley North East	Botany Bay/Coltsfoot Drive Area, Chorley	2,838	1	4,439	2	⬇
Chorley East	Area Between Stump Lane & Lyons Lane, Chorley	3,115	1	2,991	1	➔
Chorley South East	East of Pall Mall/West of Pilling Lane Area, Chorley	4,033	2	3,568	2	➔
Chorley South West	Moor Road North/Eaves Green Road Area, Chorley	4,373	2	3,006	1	⬆
Chorley South East	Chorley Town Centre East	4,421	2	3,128	1	⬆
Clayton-le-Woods North	Clayton Brook North West	5,141	2	4,560	2	➔
Coppull	Coppull Central	6,153	2	6,857	3	⬇

¹ where 1 is most deprived

² where 1 is most deprived 10% of LSOAs

- 56. There have also been some changes to which of the seven domains of deprivation are contributing towards areas in Chorley becoming more or less deprived. Crime appears to be much less of a contributing factor than in 2015, whereas barriers to housing and services, education, and employment are now more of a contributing factor.
- 57. In 2019, there are now 11 areas in the bottom 20% for Employment, compared with 10 areas in 2015, there are now 7 areas in the bottom 20% for Education, compared with 6 in 2015, and there are now 4 areas in the bottom 20% for Barriers to Housing and Services, compared with 3 areas in 2015.

- 58. 2019 has seen an improvement in Health deprivation (14 in the worst 20% compared with 17 in 2015) and Living Environment (5 in the worst 20% compared with 7 in 2015).
- 59. Chorley's overall rank of district councils is 177 which is a slight improvement on the 2015 rank of 175, Chorley remains the ninth (out of 12) most deprived district in Lancashire.

IMPLICATIONS OF REPORT

- 60. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

CHRIS SINNOTT
 DIRECTOR OF POLICY AND GOVERNANCE

Report Author	Ext	Date
Louise Wingfield/Rebecca Aziz-Brook	5061	1 November 2019

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 2	Symbol	Trend ³
Number of people who have successfully completed basic digital skills training	Bigger is better	150	385	★	Better than Q2 18/19
Number of visits to Astley Hall Park and Complex	Bigger is better	20,000	38,737	★	Better than Q2 18/19
The number of visits to Council's leisure centres	Bigger is better	500,000	612,038	★	Better than Q2 18/19
Number of community groups supported and developed by the Council	Bigger is better	37	60	★	New for 2019
Number of affordable homes delivered	Bigger is better	50	62	★	Better than Q2 18/19
Number of long-term empty properties in the borough	Smaller is better	170	140	★	Same as Q2 18/19
Overall employment rate	Bigger is better	80%	82.3%	★	Worse than Q2 18/19
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	60	199	★	Better than Q2 18/19
% service requests received online	Bigger is better	35%	40.09%	★	Better than Q2 18/19
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	12.79%	★	Better than Q2 17/18 ⁴

³Trend shown is for change from Quarter 2 2018/19.

⁴ Not collected in 2018/19 due to GDPR implementation

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 1	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	4.67 days	4.14 days	★	Better than Q2 18/19
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q2 18/19
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Same as Q2 18/19
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Same as Q2 18/19
Number of missed collections per 100,000 collections of household waste	Smaller is better	30	60	▲	Worse than Q2 18/19
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	4.62 days	3.66 days	★	Better than Q2 18/19
Town Centre Vacancy Rate	Smaller is better	8%	8.3%	●	Not comparable data
% Council Tax collected	Bigger is better	55.95%	55.7%	●	Worse than Q2 18/19

Trend shown is for change from Quarter 2 2018/19.