

OVERVIEW AND SCRUTINY PERFORMANCE PANEL

THURSDAY, 19TH NOVEMBER 2020, 6.30 PM

THE LANCASTRIAN, TOWN HALL, CHORLEY AND VIA MICROSOFT TEAMS

AGENDA

APOLOGIES

- 1 **MINUTES OF MEETING THURSDAY, 8 OCTOBER 2020 OF OVERVIEW AND SCRUTINY PERFORMANCE PANEL**

(Pages 3 - 6)

- 2 **DECLARATIONS OF ANY INTERESTS**

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

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.

- 3 **PERFORMANCE FOCUS - POLICY AND GOVERNANCE**

(Pages 7 - 16)

To receive and consider the report of the Deputy Chief Executive

- 4 **QUARTER TWO PERFORMANCE REPORT 2020/21**

(Pages 17 - 34)

To receive and consider the report of the Deputy Chief Executive.

- 5 **ANY URGENT BUSINESS PREVIOUSLY AGREED WITH THE CHAIR**

GARY HALL
CHIEF EXECUTIVE

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), and Councillors Roy Lees, Christopher France, Alex Hilton, Marion Lowe, June Molyneaux and Peter Wilson.

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MINUTES OF	OVERVIEW AND SCRUTINY PERFORMANCE PANEL
MEETING DATE	Thursday, 8 October 2020
MEMBERS PRESENT:	Councillor John Walker (Chair), Councillor (Vice-Chair) and Councillors Roy Lees, Alex Hilton, Marion Lowe and June Molyneaux
OFFICERS:	Asim Khan (Director (Customer and Digital)), Matthew Pawlyszyn (Democratic and Member Services Officer), Nina Neisser and Rebecca Aziz-Brook (Transformation Programme Coordinator)
OTHER MEMBERS:	Councillor Adrian Lowe

20.OSP.33 Minutes of meeting Thursday, 5 March 2020 of Overview and Scrutiny Performance Panel

Decision – That the minutes of the Overview and Scrutiny Performance Panel held on 5 March 2020 be approved as a correct record for signature by the Chair.

20.OSP.34 Declarations of Any Interests

There were no declarations of interest received.

20.OSP.35 Performance Focus - Customer and Digital

The Chair welcomed Asim Khan, Director of Customer and Digital and Councillor Adrian Lowe, Executive Member for Customer, Advice and Streetscene Services to the meeting.

Asim Khan thanked members for the invitation to the Performance Panel and presented his report which provided contextual information with regards to the overall Directorate summary including the budget position, the key performance summary for 2020/21 and an update on key projects within the directorate.

The performance of the Customer and Digital directorate was last considered by the Overview and Scrutiny Performance Panel in June 2019. The Customer and Digital directorate portfolio included the following council service areas:

- Planning
 - Customer transformation
 - Streetscene
 - ICT

Members noted that due to Covid-19, the first quarter had been challenging but the council continued to transform and improve its services for residents. Under the circumstances, Quarter 1 was a good performance, which reflected the hard work and dedication of all officers who completed day to day service for the people of Chorley.

There had been significant investment into ICT in 2019 and 75% of the Digital Strategy had been delivered. This allowed the council to operate successfully during the Covid lockdown, with officers working from home and continuing to respond to demands for services.

Since the lifting of lockdown, Streetscene services have restarted by successfully delivering grass cutting, street sweeping and weed treatments as well as the installation of wildflower meadow sites. The service was exceeding targets for the first Quarter. There had also been an increase in fly tipping during lockdown, and the cases were being worked through with prosecutions intended.

Planning had outperformed their target in quarter one and following Member queries, it was advised that the success was due to a combination of factors which included the commitment of the officers, more demand to build homes, and efficiencies in staffing changes.

In response to a question by the Chair, Members were advised that the Council have committed to more green space, with more wildflower and wildlife corridors to support biodiversity and to provide more colour and greenery to the borough. These had been successful in the main, but the council was reviewing this constantly and addressing residents' concerns. Councillor Molyneaux reported that the wildflower meadows had been popular in her ward and she had received a lot of positive feedback from residents. It was suggested that notices be put in place to inform residents that the area had not been abandoned and that the growth was for the purpose of wildlife.

Members queried if the change in service of the bins was made by the Council or the contractor. It was explained that the service contractor was committed to undertake a review and alongside a third-party route optimisation provider came up with the best routes for efficiency.

Following further queries regarding precautions in place to mitigate any further issues relating to Covid-19, Members were reassured that the Council was well placed to respond to Covid-19 and the investment in ICT enabled communication with residents, Officers and Members. It was recognised, however, that the overall response was highly dependent on the national government position.

In response to a query from the Chair regarding the decrease in Council Tax collection, Members were advised that this was due to a combination of factors. The Council suspended recovery action during the first three months of the pandemic to assist those residents struggling financially which subsequently resulted in a decrease in collections compared to 2019.

Councillor Adrian Lowe thanked all the staff for their work during the Covid Crisis. He highlighted that the budget for Customer and Digital was underspending by £32k which created a 0.5% variance against the original cash budget. He reiterated that the council would adopt a business plan accordingly to Covid-19 throughout the winter period.

The Chair thanked Asim Khan and Councillor Adrian Lowe for their attendance and thanked staff for all of their work during difficult circumstances.

Decision: That the Report be noted.

20.OSP.36 Progress Update Business Planning 2020/21

The Performance Panel considered a monitoring report from the Deputy Chief Executive which provided an update on the progress of the delivery of service level projects outlined in the service business plans. Rebecca Aziz-Brook, Transformation Programme Co-ordinator presented the report.

A review of 15 business plans produced earlier in the year had been completed based on the information provided within the MyProjects system as well as meetings with officers and managers across services. The plans identified an overall total of 190 projects and of those:

- 130 are ongoing (68.4%)
- 18 are complete (9.5%)
- 26 are on hold (13.7%)
- 16 are not started (8.4%)

Members noted that the majority of the projects across all service areas were ongoing. Most of these had identified completion dates for the end of the financial year or would continue to be delivered over the next year as they were linked to wider programmes of work. Highlights of the work included;

- Service recovery following the Covid-19 outbreak e.g. grass cutting, street sweeping, weed treatments
- Business Grant Scheme and Hardship Fund have been completed.
- An online tool to manage time credits has been commissioned
- Phase two of Making Tax Digital was finalised.
- Shared Services Phase 1 was delivered, including the successful creation of new shard Terms and Conditions and the completion of tailored development reviews with all shared services staff.

There were twelve projects that had been put on hold due to delays with decision making, funding issues and external factors delaying progress. Actions were in place to ensure delivery recommenced as soon as possible.

There were ten projects that had not been started, this was mainly due to having start dates that commence later in the year as they were dependent on other activities being completed first. It was anticipated that all projects were to be completed March 2021 and so there would be no detrimental impact on overall business improvement delivery.

Members praised the success of Chorley Live online. They queried the progress of King George V Playing field as well as the status of Primrose Gardens which was recorded as not started. It was agreed that an update would be provided to both Members and the contractors in relation to the playing fields and the status of

Primrose Gardens was in relation to the open days for new residents which due to social distancing measures meant that the process had been put on hold.

The Chair enquired about the increase of burials at Chorley and Adlington cemeteries, in particular, if there was an increase in demand or if there was a backlog. It was confirmed that contingency plans were in place due to Covid which had managed to keep this in the threshold meaning there had been no surge and demand was in line with previous years.

Decision: That the report be noted.

20.OSP.37 Any urgent business previously agreed with the Chair

There was no urgent business.

Chair

Date



Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	November 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 2020/21
- Key project update for 2020/21

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 January 2020.

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

- Governance
- 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 2020/21 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.

Shared services update

7. Since this directorate was last considered by Overview and Scrutiny Performance Panel, the Policy and Governance directorate has been part of Phase 1 of shared services, with Phase 1 of the extension to shared services agreed by both Chorley and South Ribble Councils in September 2019. A shared management team with shared service leads was implemented in January 2020. On 1 April 2020, the employment of staff within the new shared services was transferred between the councils, with Communications and Visitor Economy, and Legal and Democratic Services being employed by South Ribble, and Transformation and Partnerships, and Finance being employed by Chorley. The finance function is already shared with South Ribble.
8. To maximise the efficiencies and savings that shared services can offer, the new services have undergone a review to develop proposals for, as far as possible, single operating models within the shared functions to effectively provide services across both sovereign councils. Employees have also adopted the new terms and conditions agreed by the councils in July. The new structures are in the process of being implemented and the services will then deliver the agreed development plans.
9. The new shared services have started to work together and have benefited from the increased resilience offered by a larger, more diverse workforce, particularly when responding to the Covid-19 pandemic.
10. Policy and Governance directorate has led on delivering phase one of shared services and detail of the activity completed to become a shared service can be found below:
- Completion of a shared key performance framework – to harmonise the policy across both Councils and ensure that our approach to performance management remains robust and consistent so that we can successfully monitor and improve services.
 - Completion of a shared HR policy framework – to enable the shared team to have a framework within which consistent decisions are made.
 - Completion of a review of terms and conditions and the development of shared terms and conditions – to ensure everyone working in shared services would be on the same terms and conditions.
 - Completion of a shared pay and grade scheme and travel benefits – to ensure everyone working in shared services would be on a harmonised pay grade scheme with consistent travel benefits.

Financial position

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

Budget monitoring outturn	£
Original Cash Budget	4,740,000
Agreed changes	9,000
Current Cash Budget	4,479,000
Forecast outturn	4,589,000
Variance	(160,000)

Variance	3.5%
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12. The directorate budget is currently underspending by £160k, which has created a 3.5% variance against the original cash budget. The biggest underspends were in staffing which was due to stopping savings made as part of shared services and the events programme primarily the Chorley Flower Show this was due to the show being moved online other consequence up the COVID-19 pandemic which meant costs were significantly reduced due to operating this virtually.
13. The biggest income for this directorate was the recovery of shared services costs, hire of the Lancastrian suite and legal fees income.

Performance overview 2020/21

14. The below provides key performance information for the Policy and Governance directorate over 2020/21.
15. For key corporate projects, there are four projects that fall under the Policy and Governance directorate with all four of these performing on target for quarter two. Further detail can be found in the quarter two report which is being considered alongside this report.

Projects	RAG status
Develop Astley Hall and park as a visitor destination	GREEN
Refresh the Council's website	GREEN
Work with our partners to deliver sustainable public services	GREEN
Deliver shared Council services	GREEN

16. For key service level performance, overall there are 38 indicators that can be reported on for quarter two; 24 (63%) are performing on or above target, 3 (8%) are performing worse than target but within the threshold and 11 (29%) are performing below target.

Communications and Visitor Economy

17. For Communications and Visitor Economy is good, there are 7 indicators with 3 performing on or above target and 4 are performing below target.

		Target (20/21)	Q2 2020/21	Trend
Number of visitors to the Check Out Chorley Website	Bigger is better	4,967	2,748	Worse than Q2 2019/20 
Number of visitors to the Chorley Flower Show website	Bigger is better	136	114	Worse than Q2 2019/20 
Number of visitors to the Chorley Live website	Bigger is better	4,412	290	Worse than Q2 2019/20 
Number of visitors to Astley Hall	Bigger is better	21,500	0	Worse than Q2 2019/20 
Social media engagements	Bigger is better	58,553	118,394	Better than Q2 2019/20 
% of email open rates within the Attain System	Bigger is better	35%	48.13%	Better than Q2 2019/20 
Number of visitors to the Astley Hall and Park website	Bigger is better	2,020	3,104	Better than Q2 2019/20 

18. There is a total of 4 indicators which are off target for Communications and Visitor Economy which are related to visitors to events or attractions and website visitors for these events or attractions.
19. The number of visitors to Astley Hall for quarter two is at 0, this is because during quarter two the Hall was closed to visitors due to the national lockdown restrictions, therefore no visitors have been recorded.
20. The number of visitors to the Check Out Chorley website is lower than anticipated, this is due to the reduction in content being produced for the site due to the reduction in organised events and things to do around the borough due to COVID-19. The number of visitors to the Chorley Flower Show and Chorley Live websites are also lower than anticipated due to both events being delivered online, this meant there was less traffic on the websites as queries around ticketing, directions and the timings for the day were not required for an online event.

21. Performance for Shared Financial Services is good, there is 1 indicator to report on and is performing on or above target.

		Target (20/21)	Q2 2020/21	Trend	
Supplier Payment within 30 days	Bigger is better	95%	100%	Better than Q2 2019/20	

Governance

22. Performance for Governance is good, there are 11 indicators with 9 performing on or above target and 2 are performing below target.

		Target (20/21)	Q2 2020/21	Trend	
Number of external Lancastrian bookings	Bigger is better	45	0	Worse than Q2 2019/20	
Lancastrian revenue generated	Bigger is better	£8,000	£0	Worse than Q2 2019/20	
% first draft legal documents DRAFTED within 4 weeks of receipt (s106 agreements)	Bigger is better	95%	100%	No data	
% complaints to the MP responded to within 10 working days	Bigger is better	75%	91.045%	No data	

23. Performance for both the number of external Lancastrian bookings and Lancastrian revenue generated is lower than anticipated, this is due to any delivery in quarter two significantly affected by the pandemic with national lockdown restrictions during quarter two. Bookings at the Lancastrian and therefore takings also, were not possible due to the lockdown restrictions across the borough implemented by central government.

Transformation and Partnerships

24. There are 8 indicators in Transformation and Partnerships with 5 performing on or above target and 3 are performing below target.

	Target (20/21)	Q2 2020/21	Trend

Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.66Days	3Days	Better than Q2 2019/20	
% highlight reports received by the quarterly deadline	Bigger is better	85%	100%	No data	
% Corporate Strategy projects on track / delivered – council-wide	Bigger is better	90%	85%	Worse than Q1 2019/20	

25. The % Corporate Strategy projects on track / delivered – council-wide is performing slightly lower than target, this is due to the impact of the COVID-19 pandemic during quarter two. Parts of the organisation had been redeployed to co-ordinate the recovery response or project activity was unable to progress due to external contractors impacted by the associated lockdown and social distancing measures. Despite this only 2 corporate strategy projects are off track details of this can be found in the quarter two report.

Projects update – future corporate strategy delivery

26. The Policy and Governance directorate will be responsible for some high-profile projects as part of the 2020/21 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 proposed new projects set for next year can be found below:

Project Title	Scope for 2020/21
Undertake renovation works at Astley Hall	<p>This project will focus on the delivery of the museum shop and the construction phase at the Hall, which will include altering the render and the repair of windows as part of the renovation.</p> <p>The main focus of this project will be on the completing the museum shop and commencing the conservation works, the key elements will include:</p> <ul style="list-style-type: none"> • Work to be completed on museum shop – January 2021 • Work to start on site for Hall conservation works – January 2021 <ul style="list-style-type: none"> ◦ To remove the render and determine whether we restore brick frontage ◦ To remove and repair/replace windows ◦ To install new window frames ◦ Make internal and external changes for improving visitor route • Work to the Hall completed – July 2021

Deliver year one of the shared digital strategy	<p>This project will focus on delivering year one of the shared digital strategy with South Ribble Council. The focus will be around enhancing digital provision for customers, the workforce, and residents in terms of access and inclusion.</p> <p>This will include developing a roadmap for each Council and an associated ICT plan which will outline the timescales for the delivery of the strategy and identify the resources requirements for ICT. The roadmap and resources to deliver the strategy should be developed by March 2021. Following this delivery will focus on delivering the year one elements of the strategy.</p>
Deliver phase 2 of Shared Services	<p>This project will focus on delivering phase 2 of Shared Services, which will include services such as ICT and Customer Services to further align sharing services with South Ribble towards a single operating model. This project will include the following:</p> <ul style="list-style-type: none"> • Consultation on the phase 2 business case • Detailed service reviews and development of resourcing proposals including staff engagement <p>Implementation of changes including support for organisational change and development.</p>
Work with our partners to deliver sustainable public services	<p>This project will build on work to date to increase collaboration with the South Ribble Partnership, aligning the two partnerships to achieve greater scale, influence, and efficiency.</p> <p>Two joint initiatives have been identified:</p> <ul style="list-style-type: none"> • Development of a shared intelligence platform to better integrate clinical and social data to support early intervention and prevention • Using learning from our response to COVID-19 to identify opportunities for further partnership integration, including shared systems and resources <p>The partnership will also continue to respond to the strategic changes across central Lancashire including health reforms, representing Chorley and South Ribble across the Integrated Care Partnership and Integrated Care System.</p>

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

IMPLICATIONS OF REPORT

28. 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

29. N/A

COMMENTS OF THE MONITORING OFFICER

30. N/A

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date
Rebecca Aziz-Brook	5348	06/11/20

Appendix A – service level indicators for Policy and Governance

Indicator name	Polarity	Target Value	Performance Value	Trend	Symbol
Communications and Visitor Economy					
Number of visitors to the Check Out Chorley Website	Bigger is better	4,967	2,748	Worse than Q2 2019/20	
Number of visitors to the Chorley Flower Show website	Bigger is better	136	114	Worse than Q2 2019/20	
Number of visitors to the Chorley Live website	Bigger is better	4,412	290	Worse than Q2 2019/20	
Number of visitors to Astley Hall	Bigger is better	21,500	0	Worse than Q2 2019/20	
Social media engagements	Bigger is better	58,553	118,394	Better than Q2 2019/20	
% of email open rates within the Attain System	Bigger is better	35%	48.13%	Better than Q2 2019/20	
Number of visitors to the Astley Hall and Park website	Bigger is better	2,020	3,104	Better than Q2 2019/20	
Transformation and Partnerships					
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.66Days	3Days	Better than Q2 2019/20	
% highlight reports received by the quarterly deadline	Bigger is better	85%	100%	No data – new indicator	
% Corporate Strategy projects on track / delivered – council-wide	Bigger is better	90%	85%	Worse than Q2 2019/20	
% Pls on PMS with written procedures	Bigger is better	100%	94%	Worse than Q2 2019/20	
% staff completing mandatory Emerge training - GDPR	Bigger is better	80%	94.9%	No data – new indicator	
% staff completing mandatory Emerge training - Adult Safeguarding	Bigger is better	80%	95.05%	No data – new indicator	
% staff completing mandatory Emerge training - Child Safeguarding	Bigger is better	80%	96%	No data – new indicator	
% staff completing mandatory Emerge training - PREVENT	Bigger is better	80%	96.4%	No data – new indicator	
Finance					

Supplier Payment within 30 days (CUMULATIVE)	Bigger is better	99%	100%	Better than Q2 2019/20	
Legal and Democratic					
% draft minutes circulated within 10 days	Bigger is better	95%	100%	Same as Q2 2019/20	
% of authors uploading reports to Modgov	Bigger is better	90%	92%	Worse than Q2 2019/20	
% postal/proxy vote applications processed within 3 working days	Bigger is better	0%	100%	No data – new indicator	
Number of external Lancastrian bookings	Bigger is better	45	0	Worse than Q2 2019/20	
Lancastrian revenue generated	Bigger is better	£8000	£0	Worse than Q2 2019/20	
Number of INTERNAL Lancastrian bookings	Bigger is better	0	24	No data – new indicator	
% complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	89.189%	Worse than Q2 2019/20	
% complaints to the MP responded to within 10 working days	Bigger is better	75%	91.045%	Worse than Q2 2019/20	
% files opened within 5 days	Bigger is better	90%	96.23%	Worse than Q2 2019/20	
% first draft legal documents DRAFTED within 4 weeks of receipt (s106 agreements)	Bigger is better	95%	100%	No data – new indicator	
% prosecution / civil litigation files reviewed within one month of receipt	Bigger is better	90%	100%	Same as Q2 2019/20	



Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member (Resources))	Executive Cabinet	12 November 2020

QUARTER TWO PERFORMANCE REPORT 2020/21

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 2020/21, 1 July to 30 September 2020.

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 2020/21. Performance is assessed based on the delivery of key projects and measures outlined within the 2019 Corporate Strategy, along with key service delivery measures for individual services.
4. The overall performance of key projects is excellent with 85% of the projects rated as green and 15% currently rated as amber; there are two action plans for the amber projects which are contained within this report.
5. Performance of the Corporate Strategy indicators and key service delivery measures is good with 67% of Corporate Strategy measures and 86% 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.

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)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. None.

CORPORATE PRIORITIES

8. 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

9. 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.
10. The Corporate Strategy was approved by Council in November 2019. It includes 13 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
11. 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 all 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

12. Work to deliver a programme of community resilience building has progressed with a focus on community recovery as a consequence of the COVID-19 pandemic through revised community action plans. This quarter, action plans focusing on food poverty and holiday hunger have been delivered including making funding available for community groups to apply for, which has enabled 300 families to be supported - equating to 617 children and 527 parcels. In addition, supermarket vouchers were also distributed to families in need. The Communities Team has established a food poverty working group which ensures that all food provision and food bank support is coordinated and supports residents across the Borough. Good progress has also been made on other action plans that will support residents in key areas such as employability, voluntary sector support, financial insecurity and health, diet and physical activity with all plans on schedule. All of these action plans have been revised to reflect the areas of support that are most needed and will deliver activity that supports the long-term outcome of equality of access for all.
13. Excellent progress has been made on the refresh of the Council's website this quarter with the contract now awarded for a shared Content Management Solution (CMS) with South Ribble Borough Council, although each council will have its own separate website. The CMS solution has now been implemented and handed over to Chorley Council to build and populate content on the site. Work this quarter has focused on making sure the information on the website is relevant and up to date, with around 70% of the service content now populated on the site. Key work has been undertaken to ensure the website is accessible and easy to use with the 'Recite Me' accessibility tool being implemented on the site. This tool reads aloud text on the page, translates (and reads for certain languages), changes text colour for those who are visually impaired, increases text size, acts as a magnifying glass and zooms in if needed – all supporting people being able to access the information on the site in a way that is best for them. In addition to this, internal testing and usability assessments have taken place this quarter and an accessibility audit has been booked on the MyAccount solution to make sure everyone who needs to can use the service. The development of the current website will enable residents to access more online and facilitate better access to high quality public services online.
14. This quarter good progress has been made towards developing Astley Hall and Park as a visitor destination. Following some COVID-19 related delays in the previous quarter, the programme has been revised and agreed for the delivery of the work with new timescales agreed and will see a completion date of July 2021. An application for listed building consent is under consideration and will be determined next quarter. A tender has been developed and is now out for consideration for the main works to the Hall, which will include the removal of the render, installation of new windows and window frames, some ancillary work around

creating a new access and changes to the interior visitor route. Work has commenced on the museum shop construction and good progress has been made on determining the merchandise that is to be sold in the shop. This project will transform the visitor experience at Astley as well as deliver vital improvements to maintain the structural integrity and safety of the Hall to ensure a sustainable long-term future for the facility, with associated benefits for tourism, the local economy and improved accessibility.

Performance of Key Projects



15. There are three key projects included in the 2019/20 Corporate Strategy under this priority, and at the end of quarter two overall performance is excellent.
16. Three projects are rated as green, meaning they are progressing according to timescale and plan:
 - Developing Astley Hall and Park as a visitor destination
 - Refresh the Council's website
 - Deliver a programme of community resilience building work

Performance of Corporate Strategy Measures



17. At the end of quarter two it is possible to report on one of the nine corporate performance indicators under this priority.
18. This indicator is performing worse than target and outside the 5% threshold:

	Performance Indicator	Target	Performance
Reason below target	<p>Number of people who have successfully completed digital skills training</p> <p>The lower than anticipated performance is due to the outbreak of the COVID-19 pandemic which has meant that the delivery of digital skills training has not been possible during quarter two due to social distancing measures and restrictions that have been put in place. Alternative options have been considered; however, the training typically targets those with little or no existing digital skills and often limited access to devices therefore delivering these sessions remotely would not have been possible. There is currently an online course taking place across Preston, South Ribble and Chorley, with two residents from Chorley who have taken part.</p> <p>Those residents having difficulty accessing services online during the pandemic have been signposted to national schemes that are being provided through the Chorley Together Hub, which has enabled family members to provide online assistance to those in need.</p>	200	2
Action required	<p>The focus of digital inclusion work has been to work in partnership with members of the Communities team to support work that will inform a longer-term approach to digital inclusion throughout the pandemic recovery period, with opportunities for more targeted support, such as recruiting digital volunteers to support family and friends to get online. This will continue through quarter three.</p> <p>Digital inclusion has been identified as a key theme and area for development as part of the COVID-19 response and recovery. Digital access and inclusion are essential to council accessibility and will be further enhanced through the refresh of the council website, which is due to go live early next year and the delivery of year one element of the shared digital strategy commencing next year.</p>		
Trend:	At quarter two 2019/20 performance was higher at 114 against a target of 100, which was 52% above target.		

19. 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

20. This quarter good progress has been made on the project to progress improvements to Tatton recreation ground and the surrounding area. A contractor to progress the design and build of the scheme has been appointed and a full planning application for the site has been submitted. A contractor has also been appointed to demolish the bus depot in anticipation of this work commencing in the next quarter. The design team meetings have continued this quarter with the intention of signing off a design for Executive Cabinet approval. Once completed, this development will provide vital facilities for residents including improved health provision and open spaces, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.
21. The project to improve play and community spaces across the borough and provide high quality play areas, parks and open spaces in both urban and rural locations has progressed well this quarter. At the Westway Sports Campus works to create a pavilion and grass pitch have started on site. Tree works have been completed at the Twin Lakes Playing Field; this has involved tree removal works to facilitate installation of the drainage works, which will improve chainage of the field. The play areas have been completed at The Meadows and Broom Close, enhancing play facilities for local people. At Great Knowley the lighting has been improved, which has enabled improved safety and visibility at the site. In addition to this, £30,000 of external funding has been secured for the Lodge Bank play area, which will be used for the installation of new play equipment. All of these improvements will provide high quality play areas, parks and open spaces in both urban and rural locations across the borough.
22. Work to implement the Housing Strategy action plan has continued during quarter two. Activity to review the project resourcing and timescales for this project has been completed and a housing strategy activity management tracker has been created as a tool for engaging with project action leads to keep track of progress. Within the action plan there was an action to investigate the impact of Airbnb on the assured and longer-term tenancy market in Chorley. A research piece was undertaken on the prevalence of Airbnb in Chorley and its impact and concluded that there are no significant issues at present although Officers will continue to monitor trends, national policy and legislation with regards to the regulation of private sector housing across the borough. The Affordable Warmth programme is scheduled to go live during quarter three along with further work to digitise processes around the Disabled Facilities Grant and the social prescribing service.

Performance of Key Projects



23. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter two overall performance is excellent.
24. All three projects are rated as green, meaning they are progressing according to timescale and plan:
- Progress improvements to Tatton recreation ground and surrounding area
 - Improve play and community spaces across the borough
 - Implement the Housing Strategy action plan

Performance of Corporate Strategy Measures



25. At the end of the second quarter, it is possible to report on four of the nine corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A
26. One indicator is performing better than target:
- Number of volunteer community groups supported to improve by the Council
27. Two indicators are performing below target but within threshold:
- Number of long-term empty properties in the borough
 - Household waste sent for reuse, recycling, or composting
28. One indicator is performing below target, and outside the 5% threshold:

	Performance Indicator	Target	Performance
▲	The number of affordable homes delivered	50	20
Reason below target	<p>The number of affordable homes delivered</p> <p>There are a number of reasons for the lower than anticipated performance, some of which are unlikely to be overcome in the short term given the complexity of how housing development is brought about generally and how affordable housing is funded and delivered. These include:</p> <ul style="list-style-type: none"> • Slight delays to starts on site due to the COVID-19 pandemic. • Changes to the national affordable housing funding framework in recent years which has led to Registered Providers delivering less in Chorley as criteria linked to affordability levels were introduced by Government to target funding (however this is now changed following quarter two end). 		

	<p>There are a number of actions which are currently being undertaken to address this:</p> <ul style="list-style-type: none"> • The council is taking a proactive approach to increasing affordable housing by developing and implementing a plan to deliver additional council owned units to meet demand within the borough. • The council are developing affordable housing as a Registered Provider in their own right, and following the success of Primrose Gardens, there are plans for further schemes. • Registered Providers are being re-engaged to ensure that any remaining housing allocations that have not come forward are considered as 100% affordable housing schemes. • Any planning applications for housing over the threshold for affordable contribution which claim viability issues and seek a lower/zero affordable housing contribution are being vigorously challenged. • As part of routine Housing Land Monitoring, developers are regularly engaged with on allocated sites to track progress and understand the pipeline of delivery. • A new Local Plan is also underway, and this will bring a new supply of housing land allocations and include a review of affordable housing policies to ensure we are developing what is needed and maximising developer contributions. • A Preferred Provider Framework is being established which will enable the management of the supply of section 106 funded affordable housing, and will ensure that only selected Registered Providers with a strategic relationship to the council and the borough provide new units.
Trend:	At quarter two 2019/20 performance was 62 (24% above target).

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

29. The project to deliver improvements to the town centre aims to enhance the retail and visitor experience to ensure it remains an attractive and vibrant commercial hub. Due to the impact of COVID-19, the scope of this project is currently being reviewed and rescoped and timescales re-aligned to reflect the work that will still be able to be undertaken over the next year. This quarter some elements of the original project have been delivered, including progress on the scoping of market improvements, which will contribute towards enhancing the retail offer in Chorley and making it more attractive to visitors to the town as well as seeing improvements for local residents and their shopping experience.
30. The project to develop a business plan for the wholly owned company has made good progress over the quarter and is back on track following revised timescales. During quarter two, the draft investment strategy was completed. This document provides a framework to set the parameters for future investment and identify where existing assets can be better utilised to generate income and opportunities for investment in land and property. The project will look to finalise the strategy for approval and implement it alongside the development of the business plan during the next quarter.
31. The project to bring forward employment land at Alker Lane is progressing well. This quarter, an application for full planning permission for the site was submitted to progress the construction element of the project. A business case for obtaining 'getting building funding' for the site has been prepared and submitted and the procurement of structural and mechanical and electrical engineers has been completed; all of which will contribute to the progression of the site and moving this project closer to the construction stage. Officers continue to progress discussions with United Utilities to relocate the water mains that currently restrict the development of the site, and an optimum route for the mains has been agreed.

Performance of Key Projects



32. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter two overall performance is good.

33. Two projects are rated as green, meaning they are progressing according to timescale and plan:
- Bring forward employment land at Alker Lane
 - Develop the business plan for the wholly owned company
34. One project is rated amber which is an early warning sign of delays within the project:
- Deliver improvements to the town centre

Project Title		Project Status
Deliver improvements to the town centre		AMBER
Explanation	<p>This project has been rated Amber for the following reasons:</p> <p>There has been a shift in direction for the town centre following COVID-19, with the focus on the re-opening of the high street, business recovery and making the high street COVID-19 secure. This has meant elements of this project, such as delivering property and shop front improvements, are currently under review.</p> <p>There have been delays to the overall programme, primarily due to the associated complications of COVID-19. The COVID-19 lockdown delayed the creation of an action plan for the covered market improvements by approximately two months. This is likely to have a knock-on effect to the delivery of the proposed improvements.</p> <p>This quarter, good progress has been made on the scoping of the market improvements and the other elements of this project are currently being reviewed or renegotiated. This quarter has also involved re profiling some of the timescales.</p>	
Action Required	<p>Work will continue in quarter three to progress the elements of this project that remain viable. For the other elements that are being reviewed or renegotiated, due to the shift in focus for the town centre towards recovery from the pandemic and making the town centre COVID-19 secure, we will continue to review our priorities for the town centre over the next six months as part of work in quarter three. This will also form part of refreshing and repurposing of all our corporate projects as part of the corporate strategy refresh.</p>	

Performance of Corporate Strategy Measures



35. At the end of the second quarter, it is possible to report on two of the seven corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A
36. One indicator is performing better than target:
- The number of jobs created through Chorley Council support or intervention

37. One indicator is performing worse than target and outside the 5% threshold:

Performance Indicator		Target	Performance		
Reason below target	<p>Overall employment rate</p> <p>The Employment Rate in Chorley is currently slightly below the target of 80%. The rate has been steadily decreasing over the past two years; from a peak of 87.9% for the period Jul 2017-Jun 2018, to 74.1% for the period Jul 2019-Jun 2020. Given the current COVID-19 situation and its effect on employment and the economy, the rate of employment is likely to have had some impact on the figure we see for quarter two. This rate is similar to both the employment rate in the North West and England, which are 75.2% and 76.2% respectively, therefore we have not seen a particularly adverse effect in Chorley compared to the North West and England.</p>			80%	74.1%
Action required	<p>A number of support measures are being undertaken with those who have lost their employment including Job Matching in partnership with Job Centre Plus and provisional support for the Kickstart scheme, a government backed employment scheme linked to the COVID-19 economic situation.</p> <p>The Business Engagement team are undertaking a number of ongoing activities as part of its COVID-19 business recovery plan including training and support webinars for sectors in distress and financial health checks for business impacted by COVID-19, which will help to retain jobs and stem some of the impact COVID-19 has had economically. Over £20million pounds has also been distributed in COVID-19 grant funds to support businesses and related employment.</p> <p>All of this work will continue in quarter three to ensure that residents and businesses are supported during this recovery phase.</p>				
Trend:	At quarter two 2019/20 performance was higher at 82.3% (2.9% above target).				

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

38. The project to deliver shared services with South Ribble Council has seen a significant amount of work delivered during quarter two. Key actions to enable effective shared services delivery have been completed, including implementing shared systems access which has enabled staff from both organisations to access files and programs key to shared services delivery. Office spaces are now available to be used by staff from both organisations according to the COVID-19 arrangements set out for each building. The updated shared services agreement has been approved by both councils and agreement has also been secured for the shared pay and grade scheme and travel benefits, which will see shared service staff move to the same terms and conditions for both schemes. The restructure element of the phase one service reviews is now complete with the new structures to be implemented from November. These new structures will provide more resilience, opportunities to improve services, and better value for money for residents.
39. During quarter two, progress has been made towards making our borough cleaner and more attractive, which seeks to further enhance Chorley as a great place to live, work and visit. The testing of the mobile solution for scheduled work for street sweeping, tree plotting and inspection, grass cutting and car park inspections has continued this quarter to ensure the mobile solution developed is accurate and efficient. The mobile solution will enable more targeted and intelligence led delivery across these service elements to make our borough cleaner. This quarter has also seen the completion of the Spruce the Parks programme, including the installation of roundabout at Canal Basin Whittle-le-Woods, the installation of roundabout at Redwing Chorley, and erecting a fence at Grey Heights View Chorley; all of which included targeting the smaller parks and open spaces across the borough to make local improvements.
40. The project to deliver sustainable public services aims to build on work to date to ensure that the partnership working model continues to be fit for purpose to deliver the ambitions of the wider system. The project will implement the recommendations found as part of the review of partnership working including assessing the terms of reference, exploring opportunities to work collaboratively with South Ribble Partnership and developing shared values and behaviours for public services. In quarter two, a task and finish exercise was undertaken to review the learning from the COVID-19 crisis to inform future transformation and to help inform any potential future COVID-19 outbreaks. In July, the Partnership Executive met to review the findings and agreed that the three key themes to be prioritised are mental health, employability and economic recovery and winter planning. A full intelligence profile was also commissioned and produced by the council to draw together clinical and social data sets as a basis for partnership collaboration. The profile and findings have been shared with all partner organisations and the Integrated Care Partnership (ICP) to inform system wide transformation.

41. The council has continued its commitment to the green agenda with the completion of roadmap to carbon neutrality report to inform future decision making and work has commenced on developing the tree planting strategy for the borough, which will see the coordination of the planting of trees and hedgerows across the borough. The recruitment process for the Shared Climate Change post has commenced, with the role expected to be appointed to in the next quarter and a dedicated communications lead has been assigned to the project to support with raising the profile of the green initiatives. Both of these roles will be dedicated to the Council's commitment to further the green agenda and tackle climate change.

Performance of Key Projects



42. There are four key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter two overall performance is very good.
43. Three of the projects are rated as green, meaning they are progressing according to timescale and plan:
- Make our borough cleaner and more attractive including wildflower meadows
 - Work with our partners to deliver sustainable public services
 - Deliver shared council services
44. One project is rated amber which is an early warning that things may be falling behind schedule:
- Deliver a project to support Chorley Council's commitment to the green agenda

Project Title	Project Status
Deliver a project to support Chorley Council's commitment to the green agenda	AMBER
Explanation	The project supporting the council's commitment to the green agenda is looking to capitalise on significant opportunities to improve performance in relation to climate change. A range of activity has been progressed in recent months including establishing a carbon footprint baseline, green roadmap and tree strategy however the ambitious action plan requires dedicated project coordination to oversee the extensive programme and substantial budget investment made available. A post has now been scoped and approved to be recruited to imminently. There is also ongoing impact of COVID-19 on partners involved in the project which has limited their capacity to support some specific elements.

Action Required	The recruitment of the dedicated shared climate change co-ordinator is in progress and it is anticipated this will be completed in quarter three. Following this appointment there will be dedicated full time resource to drive this project forward at pace.
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Performance of Corporate Strategy Measures



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

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

48. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are seven 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.



49. Four 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
 - Average working days per employee (FTE) per year lost through sickness absence
50. Two indicators are performing slightly below target, but within the 5% tolerance threshold:
- % Council Tax collected
 - Processing of other planning applications
51. One indicator is performing below target at the end of quarter two and the reasons for areas of underperformance are listed in the table below:

	Performance Indicator	Target	Performance
Reason below target	Town Centre vacancy rate	8%	10.5%
Action required	<p>During the last quarter a further nine vacant properties were added to the list, which has seen performance fall from 8.4% in quarter one to 10.5% in quarter two. These properties include closures that were due to national decisions and the impact of footfall and changing consumer habits, as well as the Market Walk Extension vacant properties which have now been added. In comparison with other areas the figures for Chorley remain relatively low.</p> <p>During the next quarter performance should see an improvement due to work commencing on the demolition of the old Gala Bingo site, with those three vacant units no longer included.</p> <p>We also continue to promote Chorley as a good place to do business, investing in the market and Market Walk to preserve a vibrant town centre. Empty properties that belong to Chorley Council currently display a To Let sign in the window and any enquiries received are promptly passed on to the letting agent. Grants continue to be offered for vacant units and to improve the general town centre environment.</p> <p>In addition, the creation of a specific Lettings Coordinator post has been approved and should be in place by quarter four. Although this role is primarily for new commercial lets out of the town centre, they will also be tasked with re-letting the council voids in the town centre by managing listings on the Right Move Commercial site.</p>		

Trend:	At quarter two 2019/20 performance was 8.3 (3.75% below target).
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IMPLICATIONS OF REPORT

52. 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

53. N/A

COMMENTS OF THE MONITORING OFFICER

54. N/A

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

Report Author	Ext	Date
Louise Wingfield / Kate Howcroft	5061	15 Oct 2020

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 ¹
% service requests received online	Bigger is better	35%	52.8%		Better than Q2 19/20
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	14.87%		Worse than Q2 19/20
Number of volunteer community groups supported to improve by the Council	Bigger is better	37	76		Better than Q2 19/20
Number of affordable homes delivered	Bigger is better	50	20		Worse than Q2 19/20
Number of long-term empty properties in the borough	Smaller is better	150	156		Worse than Q2 19/20
Household waste sent for reuse, recycling or composting	Bigger is better	49.3%	48.5% ²		Worse than Q1 19/20
Number of people who have successfully completed basic digital skills training	Bigger is better	200	2		Worse than Q2 19/20
Overall employment rate	Bigger is better	80%	74.1%		Worse than Q2 19/20
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	60	287		Better than Q2 19/20

¹Trend shown is for change from Quarter 2 2019/20

² This is the confirmed quarter one 2019/20 data as there is always a delay in the reporting of this indicator due to receipt of third-party information, and therefore due to the timescales for this report a provisional figure for quarter two is not available at this time.

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 2	Symbol	Trend ³
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	4.14 days	4.00 days	★	Better than Q2 19/20
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q2 19/20
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Same as Q2 19/20
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	78%	●	Worse than Q2 19/20
Town Centre Vacancy Rate	Smaller is better	8%	10.5%	▲	Worse than Q2 19/20
% Council Tax collected	Bigger is better	55.7%	54.46%	●	Worse than Q2 19/20
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.66Days	3Days	★	Better than Q2 19/20