

Overview and Scrutiny Performance Panel

Thursday, 24th June 2021, 6.30 pm

The Lancastrian, Town Hall, Microsoft Teams and [YouTube](#)

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Agenda

Important Information Regarding COVID-19

In response to the current government guidance surrounding the COVID-19 pandemic, this meeting will be held with hybrid measures in place.

Committee members must take part in person at the COVID-secure Town Hall, in accordance with regulations.

[Members of the public are kindly asked to watch the proceedings via a YouTube livestream by clicking here.](#)

Apologies

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|---|--|-----------------|
| 1 | Minutes of meeting Thursday, 4 March 2021 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 – Customer and Digital

To receive and consider the report of the Deputy Chief Executive (enclosed). | (Pages 7 - 16) |
| 4 | Quarter Four Performance Report 2020/21

To receive and consider the report of the Deputy Chief Executive (enclosed) | (Pages 17 - 34) |
| 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), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Julia Berry, James Nevett and Aidy Riggott.

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last-minute changes made by the Government about the use of the Public Works Loan Board for commercial investment had caused delay, but noted Chorley Council would not be impacted by the change as the Council's focus and investment took place within the Borough. The changes were aimed at authorities that made large scale investments outside their boundaries and across the country. It was hoped when released there were not considerable changes required to the document already drafted before going to Council.

Councillor Alistair Bradly addressed a question from Members about the bus station and potential funding from Lancashire County Council. Due to the current operational loss, a significant amount of time and money would be required to make the changes. It was proposed that for three to five years Chorley and the County Council made equal contributions. The response was negative from Lancashire County Council, and as a result Chorley would be unable to afford the cost alone. Disappointment was expressed about the lack of investment Chorley received by the County Council when compared to Preston.

Decision: The report was noted.

21.OSP.4 Business Planning Update

Victoria Willett, Shared Service Lead - Transformation and Partnerships summarised the Business Planning update.

15 business plans produced the previous year had been completed and the plans identified 189 projects,

- 33 were complete
- 118 were ongoing
- 11 had yet to start
- 27 were on hold

In September 2020, it was reported that Covid-19 and related implemented measures impacted the ability to deliver some projects, but most projects were able to move forward, either as they were, revised, or rescoped. There were several reasons that projects that were on hold or yet to start, these included the inability for the requirements to be progressed, that projects required physical or face to face involvement, or they were projects that would span several years.

Despite Covid-19, performance had been similar to the previous year.

It was expected that for the remainder of the year, virtual meetings would remain in place of face to face meetings and workshops, but the process for directors and service managers to deliver the projects remained the same.

In response to a query from Members about the leisure contract and an update on Active Nation seeking costs, Councillor Alistair Bradley said that Chorley Council did not believe that Active Nation had a claim, and that going forward, it would be likely that future Council contracts would include pandemic clauses.

Decision: The report was noted.

Chair

Date

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Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	24 June 2021

Performance Focus – Customer and Digital

Purpose of Report

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

- Overall directorate summary including budget position,
- Update on Shared Services.
- Key performance summary 2020/21,
- Update on Corporate Strategy projects,

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

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

Directorate Overview

4. Performance of the Customer and Digital directorate was last considered by the Overview and Scrutiny Performance Panel in October 2020. The Customer and Digital directorate oversee the delivery of key customer facing services including the use of digital solutions to drive innovation. The directorate includes:

- Customer Services,
- Neighbourhoods,
- Streetscene,
- ICT.

5. Since the last report to Overview and Scrutiny Performance Panel, the Planning service has been moved from the Customer and Digital directorate into the Planning and Development directorate, which focuses on delivering services that shape the local living environment.

6. Over the last year (2020/21) all the services under the customer and digital directorate have adapted extremely well to the unprecedented challenge of the Covid 19 pandemic. Despite the impact of the pandemic the directorate has delivered key pieces of work including the delivery of service improvements, corporate projects, and key strategies. Successes over the last 12 months include:
 - Delivery of the 'Spruce the Parks' project,
 - Mini meadows and wildlife corridors programme,
 - 5 Chorley parks retaining Green Flag status in 2020 (Withnell Linear Park Nature Reserve, Tatton Recreation Ground, Yarrow Valley Country Park, Coronation Recreation Ground, and Astley Park)
 - Astley Park receiving In Bloom recognition,
 - Replaced the refuse collection vehicle.
 - Support for the refresh of the Council Website.

7. The ICT service has been a key enabler in supporting staff to work remotely and committee meetings to take place virtually. The directorate has met the increased demand on the services and has maintained a high standard of performance throughout the pandemic.

Shared Services

8. Phase two of the extension of Shared Services includes the implementation of shared Customer and ICT Services under a single shared Director. A joint Digital Strategy has now been developed and approved to set the future digital ambition for the council and direction for ICT services. The first phase of a review has been completed to put in place the management structures within ICT and the second phase will focus on aligning skills and capacity. A review of Customer Services is also nearing completion to develop a single operating model to deliver Customer and Revenues and Benefits Services for both Councils. The first phase of the review has included staff feedback and engagement with the aim of agreeing key principles and a management structure. The second phase of both reviews will progress towards approval and implementation before the end of the year ensuring excellent services that are fit for purpose for the future

Financial Position 2020/21

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2020/21 for the Customer and Digital Directorate:

Provisional Outturn 2020/21 – Customer and Digital	£
Original Cash Budget	6,051,880
Agreed changes	41,620
Amended Cash Budget	6,093,500
Current cash budget	6,093,500
Provisional outturn	5,807,797
Variance	285,703
Variance	4.7%

10. The biggest spend in this directorate is on staffing which is due to the directorate holding all front facing services and the waste contract.
11. The original cash budget has increased by £42k in 2020/21 due to the use of specific earmarked reserves, including the ICT reserve for purchase of members iPads and the Planning Appeals reserve.
12. The provisional outturn for Customer and Digital shows an underspend of £286k for 2020/21 giving a 4.7% variance against the original cash budget. The underspend has been generated predominantly from staff savings on vacant posts and from ICT underspends which will be carried forward for use in 2021/22.

Performance overview 2020/21

13. A three-colour symbol rating system is used for performance indicators to indicate status as shown in the table below:

	Performance is better than target		Worse than target but within threshold (5%)		Worse than target, outside threshold (5%)
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14. A summary of key performance information for each service within the Customer and Digital directorate over the year of 2020/21 is provided below:

Key Corporate Strategy Measures

15. The table below highlights the Key Corporate Strategy measures for Customer and Digital directorate:

		Target (20/21)	Q4 2020/21	Trend	
% of service requests received online (CD)	Bigger is better	35%	52.74%	Better than Q4 2019/20	
% of customers dissatisfied with the service they have received from the council (CD)	Smaller is better	20%	15.79%	Better than Q4 2019/20	

16. Of the indicators reported in the Corporate Strategy, all are performing better than target.

Customer Transformation

17. The below table outlines performance against a number of local indicators relating to the Customer Transformation service:

		Target (20/21)	Q4 2020/21	Trend	
Council tax collected	Bigger is better	97.88%	96.98%	Worse than Q4 2019/20	●
NNDR Collected	Bigger is better	98.44%	94.93%	Worse than Q4 2019/20	●
Average time taken to process new claims and change events	Smaller is better	3.72 Days	3.37Days	Better than Q4 2019/20	★
Number of missed collections per 100,000 collections of household waste	Smaller is better	30	43	Same as Q4 2019/20	▲

18. Of the performance indicators within the Customer Transformation service, one indicator is performing better than target, two indicators are performing worse than target but within the threshold, and one indicator is performing worse than target and outside the threshold.

19. The number of missed collections of household waste is performing worse than target for quarter four 2020/21 and has remained the same when compared to the same time last year. This indicator has been impacted by the pandemic as the amount of waste has increased significantly, resulting in additional pressures on the collection service and resources. It is expected that as Covid 19 restrictions ease the amount of waste should decrease and reduce the pressure on collection operations.

Streetscene

20. The below table outlines performance against a number of local indicators relating to the Streetscene service:

		Target (20/21)	Q4 2020/21	Trend	
% of litter bins emptied on time	Bigger is better	80%	87.69 %	Better than Q4 2019/20	★
% of street cleansing routes completed on time	Bigger is better	80%	89.20%	Better than Q4 2019/20	★
% of grounds maintenance service requests completed on time	Bigger is better	80%	90.8%	Better than Q4 2019/20	★
% of Streetscene service requests completed on time	Bigger is better	80%	96.2%	Worse than Q4 2019/20	★

21. Of the performance indicators within the Streetscene service, all are performing better than target.

ICT

22. The below table outlines performance against a number of local indicators relating to the ICT service:

		Target (20/21)	Q4 2020/21	Trend	
% ICT strategy projects rated green	Bigger is better	75%	90%	Better than Q4 2019/20	★

23. This performance indicator measures the percentage of projects (20) within the ICT Strategy 2017-2020, which have a project with the RAG status rated as green. This indicator performed better than target at quarter four 2020/21 and the trend has been consistently high when compared to past performance.

2020/21 Corporate Projects

24. There were two corporate projects under the Customer and Digital Directorate that were delivered in 2020/21, these are:

- Website Refresh Project,
- Making our Borough cleaner and more attractive.

Website Refresh Project

25. The Customer and Digital Directorate has supported with the technical implementation aspects of the delivery of the Councils website refresh. The aim of the Website Refresh project is to transform the Council website, improving the quality of the interactions with customers by providing accessible and easy to use online services. The refresh will provide a future proof platform that can be modified to the Councils future needs and where content can be easily updated and managed.

26. The website refresh project had experienced some delays in relation to Covid 19, which had impacted on the procurement process and awarding of the contract. The project completed in line with its revised timelines and within budget.

27. The project has achieved the following objectives:

- Refresh the website to deliver a website that is easy to use, accessible and secure for all,
- Website to be service based with new content and an improved customer journey and experience,
- Implement a content approval process to ensure content across the site is consistent, well managed and up to date,
- Create a website that is mobile responsive to different screen sizes and devices.
- Fully accessibility compliant with accessibility standards and guidelines.

Making our borough cleaner and more attractive

28. The aim of the 'Making our borough cleaner and more attractive' project is to make the borough cleaner and more attractive through targeted improvements, as part of an intelligence led campaign to ensure that residents can have pride in their neighbourhoods and local area. Delivery will include environmental improvements, such as increasing the number of wildflowers in the borough, enhanced street cleansing to address specific areas, general clean up activity through the Spruce the Parks programme and improvements such as resurfacing and repairing footpaths. The project will support the Council's green agenda by taking a sustainable approach to managing open spaces.
29. The project has experienced some delays as a result of Covid 19 and the lockdown restrictions. However, at the end of quarter four the projects objectives have been achieved, with the exception of the route optimisation of the refuse collection vehicle (RCV). The optimised routes for litter bins have been provided and user acceptance testing (UAT) of the software will continue with a phased implementation. Revised routes will be tested as part of the optimisation process.
30. The budget for the regular operating costs has been managed within the existing budget of the Streetscene service.

2021/22 Corporate Projects

31. There are two corporate projects under the Customer and Digital Directorate that are to commence in 2021/22, these are:
- Extend the borough wide programme of improvements to street services
 - Deliver year one of the shared digital strategy

Extend the borough wide programme of improvements to street services

32. This project aims to extend the borough wide programme of improvements to street services through the implementation of key changes to technology to deliver an intelligence led service that aims to deliver a more efficient and modern service to support clean and safe streets across the borough. The project will deliver the following objectives:
- Deliver environmental improvements to support the Councils green agenda, through the expansion of the mini meadows and improvement of wildlife corridors.
 - Deliver intelligence led service improvements to ensure effective management of the service through digital systems and asset monitoring.
 - Scoping and development of the refreshed Streetscene modernisation strategy.

Deliver year one of the shared digital strategy

33. The creation of a single operating model through Shared Services across South Ribble and Chorley Council will ensure that there is the alignment of technology and working practices to enable the delivery of the joint Digital Strategy and the ICT Strategy. The Joint Digital Strategy 2021/22 to 2023/24 defines the Councils' ambitions to further develop our use of digital, technology and data to improve services and deliver better outcomes for our customers. The strategy focuses on harnessing the potential of new technologies such as artificial intelligence and machine learning, whilst maximising the use of existing technologies to provide a customer focused approach to service delivery.

34. The strategy focuses on four key themes to address the corporate priorities of each sovereign council:

- **Work** (Digital Councils) - Utilising technology and business intelligence to become smarter, more efficient workplaces,
- **Place** (Digital Boroughs) - Together with our partners, we will proactively work to ensure that everyone in the borough has the right infrastructure, skills, and support to be able to make the best use of new technology,
- **People** (Digital Services) - Transforming relationships with our communities and businesses by providing an online experience so good that people will prefer to use digital channels and can do so unaided,
- **Data and Intelligence** - A key cross-cutting theme of the strategy is a specific focus on data and intelligence which will enable an open and transparent culture towards information, driving intelligence led decision making.

Implications of Report

35. 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

36. N/A

Comments of the Monitoring Officer

37. N/A

Chris Sinnott
Deputy Chief Executive

Report Author	Contact	Date
Michael Johnson	michael.johnson@chorley.gov.uk	01 June 2021

There are no background papers to this report.

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member (Resources))	Executive Cabinet	17/06/2021

Quarter Four 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 fourth quarter of 2020/21, covering the 1st January to 31st March 2021.

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 fourth quarter of 2020/21. Performance is assessed based on the delivery of key projects and measures outlined within the 2020 Corporate Strategy, along with key service delivery measures for individual services.
4. The overall performance of key projects is good, with 84% of the projects rated as green, 8% rated as not started, and 8% rated as amber. Action plans for those projects rated as amber are contained within this report.
5. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 50% of Corporate Strategy measures and 75% of key service delivery measures performing on or above target, or within the 5% threshold. Given the current challenges and environment the Council is operating in, performance against the agreed measures remains positive, with the Council continuing to work proactively to improve the position for local residents and communities. Where indicators are performing below target, action plans are in place to improve performance, which are presented in the report. The performance is reflective of national performance trends.

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 2020 and identifies thirteen corporate projects. The projects have 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 THREE

12. Work to implement the community resilience locality action plans has progressed well over quarter four. These plans focus on community recovery as a consequence of the Covid-19 and seek to build confidence so that residents and communities can support themselves and know where to access help if they need it. This aims to improve health and wellbeing and reduce the demand for public services in the long term. This quarter, a review of the 2019/20 Community Resilience Locality Plans was conducted to identify what elements have been delivered, with ongoing actions being incorporated into the plans for 2021/22. Elements identified as delivered include the project to give parents the tools to provide regular and affordable healthy meals for their families. This has established a working group with local foodbanks and emergency food providers. This will provide a key network to share intelligence and foster partnership working in order to improve food provision and access, with plans currently in development to establish a cooking club for parents to learn how to make budget friendly and nutritional meals. Several work streams associated with the action plans remain ongoing, including the Essential Grant Scheme, which is supporting residents in financial hardship. Work to deliver our own digital inclusion programme continues, aiming to support residents in enhancing their digital skills.
13. Renovation works to Astley Hall have continued to progress over the quarter. This project seeks to increase residents' pride in where they live and to build a strong local economy by providing a high-quality leisure and tourist facility. In quarter four, the old render was removed from the exterior of building and the exposed brickwork was cleaned and repaired. This revealed additional works that need to be done to preserve the integrity of the structure, including strapping and re-rendering to some areas. The cost of the additional works are contained within the contingencies of the original budget. The front windows were removed from the hall, with new ones currently being crafted by a local contractor. The procurement process to find a contractor to conduct the lighting works at the Hall has also commenced. The scaffolding to the façade of the Hall should be removed in time to provide a focal point for the annual Chorley Flower show and reveal the restored brickwork.

Performance of Key Projects



- 14. There are three key projects included in the 2020 Corporate Strategy under this priority.
- 15. One project is rated as green, meaning they are progressing according to timescale and plan:
 - Deliver a programme of community resilience building work
- 16. One project is rated amber:
 - Undertake renovation works at Astley Hall

Project Title		Project Status
Undertake renovation works at Astley Hall		AMBER
Explanation	<p>This project seeks to deliver renovation works to Astley Hall as well as create a museum shop to further develop the facility as a tourist and leisure attraction, with associated benefits to the local economy and local pride.</p> <p>The project has progressed well over the quarter, with key renovation works being conducted, such as the removal of render from the building. However, conservation work on the exterior of the Hall has revealed additional works that need to be done in order to preserve the integrity of the Hall’s structure. This includes sections of the brick that have had to be strapped and re-rendered, which has caused the project to be a week behind schedule.</p> <p>These additional works were considered as a risk in previous highlight reports and are being monitored by the project manager. Costs incurred by the additional works have been accounted for by the contingency fund. Therefore, the project remains within budget.</p>	
Action Required	<p>An exception report will be completed in quarter one in order to account for the additional works, the resulting delay, and its implications on the project timeline. Nevertheless, the main works are still scheduled to be completed in July 2020. Additionally, a detailed programme for the internal works to the hall and the associated cost will be produced over quarter one to establish the project’s timeline.</p>	

- 17. One project has not started. This means that it has not yet commenced, with the project scheduled to be delivered from quarter one onwards following the shared services review of ICT:
 - Implement Year 1 of the Shared Digital Strategy.

Performance of Corporate Strategy Measures



- 18. At the end of quarter four, one indicator can be reported under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 19. One indicator is performing better than target:
 - % of the population with NVQ level 3 and above.

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 THREE

20. Work to implement the Homelessness and Rough Sleeping Strategy action plan has commenced during quarter four. This project aims to improve support around mental health, substance abuse, and budgeting as well as address housing stock imbalances and strengthen support for those in the private rental sector. This will have associated benefits to the quality of accommodation in the borough as well as support the reduction of health inequalities. During the quarter, the actions in the strategy have been reviewed to identify which remain relevant in relation to the Covid-19. This review has resulted in the timescales for the project being brought forward as the pandemic has meant that the support infrastructure that would have been created through the project has already been developed. This includes the creation of multi-disciplinary teams, which have brought together leads from across the local government and health sector. Work towards developing a community based approach to tenant rights has progressed over the quarter, with a webpage being developed to present up-to-date information, advice, and support services for tenants at risk of homelessness. This aims to increase awareness of tenant rights in the private sector.
21. The project to improve play and community spaces across the borough has progressed well this quarter. At the Westway Sports Campus, the installation of the grass and artificial pitches has continued and the construction of the sports pavilion was finalised. When completed, the facility will provide a wide range of quality recreational activities, which will support our residents to live active and healthy lives. The designs for King George V Playing Fields were agreed with the lead member. The improvements will include a changing facility, kiosk space, and a foyer . Planning permission for the works will be submitted in quarter one, with works scheduled to be completed in late 2021. Green engineering works have been completed at Carr Brook Linear Park, with consent obtained to create a natural flood management scheme. Onsite works have commenced at Longfield Avenue, with new play equipment and safety surfacing installed and orchard trees and edible fruit bushes planted. For Wigan Lane Playing Fields, a design team has been appointed to plan potential improvement works with final designs scheduled to be finalised in quarter one. Together, all of these improvements promote clean, safe and healthy communities in both rural and urban locations, where residents can access high quality park, play areas and open spaces.
22. The project to deliver an extra care scheme and community facilities at Tatton has made excellent progress over the quarter. The project will provide high quality, affordable and suitable housing, a GP surgery, a pharmacy, a community café, and a community centre when completed. In quarter four, the design team have continued to progress with stage five of the development. This includes the remediation works that have been completed ahead of construction, with a report being submitted to the relevant authorities for sign off. The vibro piling has been completed, which is the process of stabilising the ground to allow for the foundations to be constructed. The pre-commencement conditions for the superstructure have also been submitted for approval. Following a public inquiry, approval was granted for the stopping up of Silverdale Road, which will allow for the project to progress according to the original designs.

Performance of Key Projects



- 23. There are three key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter three overall performance is excellent.
- 24. All three projects are rated as green, meaning they are progressing according to timescale and plan:
 - Implement the Homelessness and Rough Sleeping Strategy action plan,
 - Improve play and community spaces across the borough,
 - Progress improvements to Tatton recreation ground and surrounding area.

Performance of Corporate Strategy Measures



- 25. At the end of the fourth quarter, it is possible to report on five of the nine corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A
- 26. Two indicators are performing better than target:
 - Number of volunteer community groups supported to improve by the Council,
 - Number of parks, open spaces, and playing pitches improved linked to strategy delivery.
- 27. One indicator is performing slightly below target, but within the 5% tolerance threshold:
 - Percentage of household waste sent for reuse, recycling or composting.
- 28. Two indicators are performing below target, and outside the 5% threshold:

Performance Indicator		Target	Performance
	The number of long-term empty properties in the borough	150	165
Reason below target	Within the last seven months, two properties have been empty for two years and therefore count towards the empty property number. These properties are divided into flats and so account for 24 of the 160 empty properties, despite, in real terms, being only two properties.		
Action required	A lot of the work related to bringing empty properties back into use hinges on the lifting of national restrictions related to Covid, which has had an impact on building work. Work is currently being progressed relating to one of the two properties already identified to get the property back into use, which has 17 flats contained within it and would result in a 10.6% improvement in current performance. Timescales for the delivery of this has not yet been agreed as negotiations with the owner remain ongoing. Work continues with the other property but progress on this is slow. This is because the owner plans to dispose of the property but has not yet received any interest. For those properties that have been vacant for an extended period of time, additional council tax is charged incrementally. This will act as an incentive for those who own long-term empty properties into getting them back into use.		
Trend:	Performance is worse than the figure recorded in quarter four 2019/20 (144) and quarter four 2018/19 (146).		

Performance Indicator		Target	Performance
	The number of affordable homes delivered	100	47
Reason below target	<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. This includes slight delays to starts on housing sites due to the Covid-19 pandemic. In addition, the majority of housing sites allocated under the Local Plan for 2010/26 have already been developed. This means there is limited land supply available until a new Local Plan is adopted, which will allocate a number of new development sites to meet our housing requirements.</p>		
Action required	<p>There are a number of actions that being undertaken to address the performance:</p> <ul style="list-style-type: none"> • The council are developing affordable housing as a Registered Provider in their own right, including extra care schemes such as at Tatton. • 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. • Engage with Homes England to understand the new Affordable Homes Programme and what is available to Registered Providers • 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:	<p>Performance is worse than the figure recorded in quarter four 2019/20 (122) and quarter four 2018/19 (202).</p>		

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 THREE

29. The project to bring forward employment land at Alker Lane has made good progress this quarter, with the submission of the application for the discharge of pre-commencement planning conditions. These conditions have been met, with work on site scheduled to commence in quarter one. Contractors have been appointed to conduct works, including a designer and builder, project manager, and quantitative surveyor. The water main diversion works on site have been completed and agreement was reached with the owners of the neighbouring site regarding drainage connections. Officers continue dialogue with parties regarding the acquisition of the land to the north of the railway bridge the possible acquisition of additional land adjacent to the site. This acquisition would bring forward the proposed construction of pedestrian and cycle connection between Buckshaw Village and Euxton Lane. Once complete, the development will provide essential commercial buildings to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.
30. Progress has been achieved over quarter four with the project to deliver improvements to the town centre. Works to the covered market have continued, with the completion of the external render and decoration as well as the installation of the rainwater goods and UPC soffit along the roof of the building. The upgrade of the market and trader signage and the market walkways and awnings commenced in the quarter, with agreement reached on the new entrance and toilet designs. The roof repairs and the stripping out of the existing toilets has also commenced in the quarter. Work towards the creation of a Civic Square has progressed, with the completion of a refurbishment and demolition survey and the completion of soft stripping and demolition of the main units on the site. The work delivered as part of this project will ensure that the town centre remains a vibrant commercial hub that can accommodate the businesses of today and tomorrow by transforming the visitor experience and facilities, supporting a strong local economy.
31. The project to bring forward the site at Bengal Street has progressed well. This project seeks to produce plans to transform the site into mixed-use and develop residential, community, and light industrial facilities, which will accommodate the ambitions of the local economy and provide additional employment opportunities. Over quarter four, a technical works survey of the site was completed, with a master planning exercise conducted to take into account the identified constraints and opportunities of the site, producing a viability report presenting the options for development. Negotiations have also commenced with the owners of the site adjacent to the Bengal Street Depot in order to acquire additional land for the project. These negotiations are scheduled to conclude in quarter one.

Performance of Key Projects



- 32. There are three key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter two overall performance is excellent.
- 33. All three projects are rated as green, meaning they are progressing according to timescale and plan:
 - Bring forward employment land at Alker Lane,
 - Deliver improvements to the town centre,
 - Bring forward site at Bengal Street.

Performance of Corporate Strategy Measures



- 34. At the end of the third quarter, it is possible to report on four of the seven corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
- 35. One indicator is performing better than target:
 - The number of jobs created through Chorley Council support or intervention.
- 36. Three indicators are performing worse than target and outside the 5% threshold:

Performance Indicator		Target	Performance
	Overall employment rate	80%	74.6%
Reason below target	<p>The employment rate in Chorley is currently below the target of 80%. The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018, at which time the employment rate in Chorley was 14.5 percentage points above the North West average and the highest rate amongst all North West Local Authorities.</p> <p>The current rate now brings it back down to within the average regional and national levels. The results of this quarter are an improvement on the previous quarter in which Chorley fell below both the regional and national average for employment. There has been some growth in the current figures with Chorley increasing from 72.4% in the previous quarter. This now takes Chorley above the level of the North West which is only 74.2% but below the National level at 75.4%.</p>		
Action required	<p>A number of support measures are being focusing on employment. This includes Job Matching in partnership with Job Centre Plus and referrals to providers of the Kickstart scheme. The Business Engagement team have been undertaking a number of ongoing activities throughout the year 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.</p> <p>Officers have also been administering Covid-19 government grant schemes to support businesses financially, which will help to retain jobs and stem some of the impact COVID-19 has had economically. The Council’s Communities team has been working to support residents into employment by working with the VCFS to support the recruitment of unemployed residents into viable volunteering opportunities. They</p>		

	have developed a Chorley Employment Taskforce which allows intelligence gathering, networking and the sharing of best practice. A directory of employment support services has also been developed and is available to residents and published on the council website. In addition, a new Employment Community Recovery plan is in development for 2021/2022.
Trend:	Performance is worse than the figure recorded in quarter four 2019/20 (77.3%) and quarter four 2018/19 (87.8%).

	Performance Indicator	Target	Performance
	The % of 16-17 year olds who are not in education, employment or training	3%	3.5%
Reason below target	The suspected reason for the figure is the impact of Covid-19 and the ongoing restrictions and closures of workplaces as part of national measures. A similar increase can be seen in neighbouring South Ribble, which demonstrates that this is not necessarily an issue peculiar to Chorley. The overall Lancashire figure is 3%, which is the highest since 2018/19 when compared with the same time that reporting year.		
Action required	Guidance for businesses on the Kickstart programme has been developed, which will enable them to independently access the scheme, which provides funding to employers to create new job placements for 16 to 24 year olds who are at risk of long term unemployment. An Employment Taskforce for Chorley has also been established in order to tackle the issue of unemployment in the area, bringing together 23 key partners to discuss employment opportunities, challenges faced by employers, and how the Council can provide support. The indicator will continue to be monitored as restrictions are relaxed and workplaces begin to reopen as well as resuming of in person teaching universities.		
Trend:	Performance is worse than the figure recorded in quarter four 2019/20 (2.7%) and quarter four 2018/19 (2.9%).		

	Performance Indicator	Target	Performance
	Median workplace earnings better than the North West average	£559.60	£498
Reason below target	The figure is currently below the average of £559.60 for the region, with Chorley ranking eighth out of the fourteen local authorities in Lancashire. Since 1997, the median workplace earnings for Chorley has been lower than the regional and UK averages, however, the area has also achieved wage growth in line with the averages and has consistently demonstrated an upward trajectory of 76%.		
Action required	The council continues to support and invest in the local economy in order to increase high quality employment opportunities in the borough. This includes the project to develop business units at Alker Lane, which will attract and retain businesses. In addition, we have continued to work with our partners to bring forward office and industrial developments and market vacant sites, such as at Botany Bay and the Buckshaw Office Village. The council's own development, Strawberry Fields, aims to attract and incubate high value businesses who employ high earning skilled staff. We have a programme of grant support available for growing businesses to		

	incentivise growth and job creation. The council is also supporting those who are unemployed with return to the workplace schemes.
Trend:	Performance is better than the figure recorded in quarter four 2019/20 (£495.60) and quarter four 2018/19 (£488.60), which were both below 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 THREE

37. Over quarter four, the project to deliver Shared Services Phase 2 has progressed well, with key project milestones met. This includes the implementation of the Shared Chief Executive and Shared Director roles, which has been supported by organisational wide communications and organisational development activities. New shared management arrangements have also been established, with a new Shared Senior Management Team meeting weekly and a new Leadership Team meeting monthly. Phase 2 will involve the sharing of customer and ICT services with South Ribble Borough Council, which will improve resilience, capacity, and efficiency across each authority. A desk based review identifying key priorities and objectives for the ICT service was conducted. This has informed the service review and development of high level proposals for the future shared ICT service. Alongside this work, staff engagement activities within ICT have been delivered, including workshops, question and answer exercises, and group calls between teams. This will ensure staff continue to be involved in the process and that there is transparency. The initial proposals for the ICT service review were presented to the Shared Services Joint Committee and were signed off via an Executive Member Decision.
38. The project to extend the borough wide programme of improvements to Streetscene services has made good progress over quarter four. This project aims to implement key changes to technology to support an intelligence led and efficient Streetscene service that can deliver environmental improvements across the borough. This quarter, the mechanical sweeping schedule was implemented using Alloy technology and software testing has continued for tree plotting, grass cutting, and car park inspections, with options for improvements and issues being reported to the supplier for rectification. Training has also been delivered to support staff in using the new technology. In addition, new weed treatments have been trialled using a quad bike for herbicide application. This is part of the initiative to reduce the use of glyphosate, which is part of traditional weed treatments and can be damaging to the environment. The wildlife corridors have been prepared as part of the Mini-Meadows Programme, with an additional 33,000 bulbs and 11,000 bedding plants installed at high profile places across the borough.
39. The project to deliver sustainable public services has made significant progress over quarter four. This project seeks to ensure that our partnership working model continues to be fit for purpose by increasing collaboration with the South Ribble Partnership, aligning the two to achieve greater scale, influence, and efficiencies. A joint partnership workshop was held and well attended by all partners to identify key priorities that will underpin the development of a high-level strategy for the future partnership. These priorities include health and wellbeing, employment and economic recovery, data sharing and analysis, developing a sustainable partnership network, and partnership resources, delivery models, and integration.
40. The council has continued its commitment to the green agenda, with the successful appointment of a Climate Change Co-ordinator. The role will provide key support and direction in ensuring that the council achieves its ambition of operating sustainably and tackling climate change. Over quarter four, a Carbon Production Assessment of the Council's

assets was commenced. This is a county wide evaluation that is being delivered in partnership with the charity North West Energy Hub and will quantify the Council’s carbon production and identify potential remediation options. The implementation of the Overview and Scrutiny for the Green Agenda Action Plan continues. This includes the development of a communication and engagement campaign to promote the green agenda. Wider elements of the project are progressing well, including the continued development of the Clean Air Strategy, which is due to go out to public consultation in quarter one. A ten year tree planting strategy has been produced to coordinate the planting of trees and hedgerows across the borough going forward. A Councillor lead Climate Change Working Group was also established to provide direction and oversight for the project.

Performance of Key Projects



- 41. There are four key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter two overall performance is very good.
- 42. Four of the projects are rated as green, meaning they are progressing according to timescale and plan:
 - Deliver phase 2 of Shared Services,
 - Extend the borough wide programme of improvements to street services,
 - Work with our partners to deliver sustainable public services.
 - Deliver a project to support Chorley Council’s commitment to the green agenda.

Performance of Corporate Strategy Measures



- 43. At the end of the third quarter, it is possible to report on two of the five corporate performance indicators under this priority.
- 44. 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
- 45. The full outturn information for the performance indicators is included at Appendix A.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

46. 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 third quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.



47. 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,
- Processing of other planning applications,
- Average working days per employee (FTE) per year lost through sickness absence.

48. One indicator is performing slightly below target, but within the 5% tolerance threshold:

- % Council Tax collected.

49. Two indicators are 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
	Town Centre vacancy rate	8%	10.3%
Reason below target	There have been a number of business that have had to close as a result of the pandemic, increasing from the 9.7% recorded in quarter three. In comparison with other areas the figures for Chorley remain relatively low, and the latest report from October 2020 shows that the North West rate was 12.5%, and the National rate 11.3%.		
Action required	Promotional activities will continue to be delivered in order to advertise Chorley as a good place to do business. Investment in the town centre, such as the Covered Market and Civic Square, will further bolster Chorley’s position as a vibrant commercial and business hub. In addition, empty properties owned by Chorley Council are being promoted through To Let signs and all enquiries are being passed to the letting agent.		
Trend:	Performance is worse than the figure recorded in quarter four 2019/20 (9.3%).		

Performance Indicator		Target	Performance
	Number of missed collections per 100,000 collections of household waste	30	47
Reason below target	The Covid-19 has continued to affect the volume of waste and recycling, which has increased significantly during the pandemic. This has placed additional pressures on collection services and resources, with temporary agency staff required to complete rounds and regular crews reallocated to complete alternative rounds. This has led to crews that are unfamiliar collection routes and incidences of missed collections. The provider of collection services has also struggled with retaining and recruiting HGV drivers due to high demand and competition within the industry.		
Action required	The impact of the pandemic on the volume of domestic waste should decrease as restrictions are eased. This will reduce the pressure on operations and collection services. The provider of collection services continues to monitor performance, with underperformance being addressed at the crew level in order to reduce the number of missed collections. Contractual performance penalties also continue to be enforced for underperformance, which will further act as an incentive to improve performance and achieve the target.		
Trend:	Performance is worse than the figure recorded in quarter four 2019/20 (43) and quarter four 2018/19 (40), which were also below target.		

Implications of report

50. 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	

Comments of the Statutory Finance Officer

51. N/A.

Comments of the Monitoring Officer

52. Achievement of targets in the Corporate Strategy and key performance indicators is a self-imposed standard and there are no statutory duties directly engaged except the best value duty in for example performance of waste collection services.

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

Report Author	Ext	Date
Jon-James Martin	5061	20/05/2021

Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target
 ● Worse than target but within threshold
 ▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend ¹
% service requests received online	Bigger is better	35%	52.74%	★	Better than Q4 19/20
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	15.79%	★	Worse than Q4 19/20
Number of volunteer community groups supported to improve by the Council	Bigger is better	75	105	★	Worse than Q4 19/20
Number of affordable homes delivered	Bigger is better	100	47	▲	Worse than Q4 19/20
Number of long-term empty properties in the borough	Smaller is better	150	165	▲	Worse than Q4 19/20
Number of parks, open spaces, and playing pitches improved linked to strategy delivery	Bigger is better	12	19	▲	Worse than Q4 19/20
% of the population with NVQ level 3 and above	Bigger is better	57%	58.1%	★	Worse than Q4 19/20
Household waste sent for reuse, recycling or composting	Bigger is better	43.7%	42.8%²	●	Worse than Q3 19/20
Overall employment rate	Bigger is better	80%	74.6%	▲	Worse than Q4 19/20
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	120	366	★	Worse than Q4 19/20
The % of 16-17 year olds who are not in education, employment or training	Smaller is better	3.0%	3.5%	▲	Worse than Q4 19/20
Median Workplace Earnings better than	Bigger is better	£559.6	£498	▲	Better than Q4 19/20

¹Trend shown is for change from Quarter 4 2019/20.

² This is the confirmed quarter three 2020/21 data as there is always a delay in the reporting of this indicator due to receipt of third-party information. Therefore, due to the timescales for this report a provisional figure for quarter three 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 3	Symbol	Trend ¹
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.72 days	3.37 days	★	Better than Q4 19/20
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q4 19/20
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	94%	★	Worse than Q4 19/20
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Same as Q4 19/20
Number of missed collections per 100,000 collections of household waste	Smaller is better	30	43	▲	Same as Q4 19/20
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	7.63	3.15	★	Better than Q4 19/20
Town Centre Vacancy Rate	Smaller is better	8%	10.3%	▲	Worse than Q4 19/20
% Council Tax collected	Bigger is better	97.88%	96.98%	●	Worse than Q4 19/20