

Overview and Scrutiny Performance Panel

Thursday, 25th November 2021, 6.30 pm
Council Chamber, Town Hall, and YouTube

Agenda

Apologies

- | | | |
|---|--|-----------------|
| 1 | Minutes of meeting Thursday, 28 October 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 - Policy and Governance

To receive and consider the report of the Deputy Chief Executive. | (Pages 7 - 18) |
| 4 | Quarter Two Performance Monitoring Report

To receive and consider the report of the Deputy Chief Executive. | (Pages 19 - 36) |
| 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.

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or chorley.gov.uk

This page is intentionally left blank



Minutes of	Overview and Scrutiny Performance Panel
Meeting date	Thursday, 28 October 2021
Members present:	Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Julia Berry, and Aidy Riggott,
Officers:	Jonathan Noad (Director of Planning and Development), Howard Anthony (Performance & Partnerships Team Leader), Jon-James Martin (Performance and Transformation Officer), and Matthew Pawlyszyn (Democratic and Member Services Officer)
Apologies:	Councillor James Nevett
Other Members:	Councillors Alistair Bradley and Alistair Morwood

21.OSP.9 Minutes of meeting Thursday, 24 June 2021 of Overview and Scrutiny Performance Panel

Decision: The minutes were approved as a correct record.

21.OSP.10 Declarations of Any Interests

No declarations were made.

21.OSP.11 Planning and Development

The Overview and Scrutiny Performance Panel welcomed Councillor Bradley, Executive Leader, and Executive Member - Economic Development and Public Service Reform, Councillor Morwood, Executive Member - Planning and Development and Jonathan Noad, Director of Planning and Development.

Councillor Morwood highlighted areas of the report to Members.

There was an overspend of £56,000 due to the national shortage of building control officers. The Council hired from the private sector. Two separate unsuccessful attempts were made to recruit. The decision was made to focus on training officers internally with support provided by an external consultant. The expenditure towards the external consultant was deemed to be value for money. The two officers being trained were currently working at 50% and 75% while working towards levels 4 and 5

diplomas in building control. It was confirmed that despite lacking a named Enforcement Officer, enforcement continued.

The Council had been awarded the ISO 9001 Quality Assurance certification, and was seeking to gain a greater market share, which was 30% and overcome issues that had been caused by Covid-19.

The number of empty properties had decreased and was now below target.

Due to Covid-19, employment rates and the number of projected jobs created were below target.

Covid also impacted the business engagement service. Many businesses had struggled to maintain their position and survive.

Within the Enforcement Service, 100% of building control applications, both major and minor were decided within the time frame or granted extensions.

A correction was raised, paragraph 26, should read "*the work noted in the report impacts climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place*".

Councillor Bradley stressed that Covid had significantly impacted the economy during the time frame of the report and noted that many businesses focused on survival. Concurrently, the Council had a duty of care towards its staff and implemented 'working from home' and 'hybrid working' which impacted the efficiency of the Council.

It was emphasised that the shortage of staff was not unique to Chorley Council, councils and businesses across the country faced similar issues.

In response to a question from Members, it was confirmed that the employment target rate of 80% had been met, but had not been sustained for significant periods of time.

It was clarified that some targets were aspirational, and others were interventional.

Jonathan Noad explained to Members that he would return with a figure of planning applications that had agreed extensions, and to return with a figure of tree planting by ward.

It was highlighted that Planning and Development was two sovereign services at Chorley and South Ribble, but resilience had been shared when required.

A report that related to the Local Plan was to be presented at the next full Council meeting. The preferred option stage was expected in February 2022.

Over the duration of six months, the Council's Licensing enforcement had granted 102 premises licenses, 132 Temporary Event Notices, 61 Taxi Licenses, and 198 vehicle licenses.

Decision: The report was noted

21.OSP.12 Business Plans

The Committee welcomed Howard Anthony, Performance and Partnerships Team Leader to present the Business Plans across all departments of the Council and Shared Service developments since February 2021.

There were 15 Business plans containing 170 projects.

On page 19, a colour coded graph visualised progress of projects. A significant bar of Housing Solutions was red, but it was to be rectified with the appointment of the Housing Solutions Manager.

‘Accommodation, Property Services, and Town Centre Development’, was a large plan, and covered three separate services, the number of red projects did not reflect the volume of projects that the service was delivering.

For many projects in the red, the correlated factor was resources and capacity of certain teams.

Key actions to reduce the risk included the recruitment drive in ICT to fill shared and vacant positions. This would also decrease the skills gap and increase ICT capacity to support the delivery of projects.

There were additional issues with the Council taking control of the leisure facilities. The decision impacted the finance team, which caused a delay to their Business Plan. It was noted that all spending towards the leisure centre was budgeted and no additional resources were directed to the service. Time and effort costs were required to implement payment and related systems.

Members raised that they were concerned with ICT and recruitment. ICT was a key service that crucially related to other services. Councillor Bradley added that ICT was being restructured on the back of Shared Services.

It was acknowledged that alongside many businesses, the Council was short of staff at every level, and it was an amalgamation of Brexit, the pandemic, and changing lifestyles. There was a shortage of viable applicants, with increased wage demands of qualified applicants. There was the investment risk of training staff to the level which enabled them to leave for higher wages in the private sector.

It was clarified that Northgate were paid to digitised records, which was a long running programme.

In response to a query by the Chair which related to the purchase of 9 bungalows, it was confirmed that the decision was made by Council due to the short supply of bungalows in the borough. It was expected that the coming months, matters that related to housing would improve, and a presentation was to be given to Councillors at the end of November.

Decision: The report was noted

Chair

Date

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	Thursday, 25 November 2021

Is this report confidential?	No
Is this decision key?	No

Performance Focus - Policy and Governance

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Policy and Governance Directorate. This includes:
 - a) An overall directorate summary and budget position,
 - b) An overview of performance over 2021/22,
 - c) An update on the Corporate Strategy projects.

Recommendations to the Overview and Scrutiny Performance Panel

2. That the information contained within this report is discussed by the Overview and Scrutiny Performance Panel to understand and monitor performance within the Policy and Governance directorate.

Reasons for recommendations

3. To ensure the effective monitoring of performance with the Policy and Governance Directorate and subsequent delivery of the Corporate Strategy and its strategic objectives.

Other options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any key items for decision.

Corporate priorities

5. The report relates to the following corporate priorities:

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

Background to the report

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. For quarter three, an update for Policy and Governance has been prepared. This directorate was last reviewed in November 2020. This is following its transition into a shared service with South Ribble Borough Council. The directorate includes the following four services:
- Communications and Visitor Economy,
 - Finance,
 - Governance,
 - Transformation and Partnerships.
7. This report presents an overview of the directorate's performance over 2021/22 as well as a breakdown of the financial position, corporate and service level indicator performance, and the progress of the Corporate Strategy projects as of quarter two 2021/22.

Directorate overview

8. The directorate has been performing well over 2021/22, with 27 (73%) of the 37 performance indicators performing on or above target for quarter two 2021/22. In terms of the 64 business plan projects under the directorate, 45 (70%) are rated as Green or Completed, 13 (20%) are rated Amber, 2 (3%) are classified as red, and 4 (6%) are considered Not Started. Additional information on the performance of service level projects was reported to the previous Overview and Scrutiny Performance Panel in October 2021 as part of the bi-annual business plan update.

Financial position 2021/22

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2021/22 for the Policy and Governance directorate:

Provisional Outturn 2021/22 – Policy and Governance	£
Original Cash Budget	4,440,830
Agreed changes	61,920
Current cash budget	4,502,750
Provisional outturn	4,532,620
Variance	29,870

Variance	0.7%
-----------------	-------------

10. The provisional outturn for Policy and Governance shows an overspend of £30k for 2021/22, giving a 0.7% variance against the cash budget. The biggest overspend within the directorate was on the Lancastrian event space. The pandemic has impacted the number of bookings for the Lancastrian and consequently the income received from the venue, resulting in an overspend. This is because there have been restrictions on large gatherings and events throughout 2020 and into 2021. Since the easing of restrictions, the number of bookings has steadily increased from quarter one and is on an upward trajectory, with eight external bookings hosted as of quarter two.

11. Across all services within Policy and Governance there has been an overspend on staffing, which remains the single biggest spend. At the time of setting the Council's revenue budget for 2021/22 the Government had announced a pay freeze for local government workers and as such, there was no provision for a pay award included within the estimates. However, in February 2021, the National Joint Council trade unions lodged a pay claim and negotiations with the National Employers have been ongoing until July when a final pay offer of 1.75% was made to the unions. Although the offer has not been accepted, the provisional forecast is based on the proposed 1.75% pay award, which would result in £37k in an additional staffing costs for the directorate.

Performance indicators

12. 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%)
---	-----------------------------------	---	---	---	---

13. A summary of key performance information for each service within the Policy and Governance directorate over the year of 2021/22 is provided below:

Corporate Strategy indicators

14. The table below highlights the Key Corporate Strategy measures for the directorate. For quarter two 2021/22, there are two corporate indicators that can be reported:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
CS IR 06 – Number of people who have successfully completed basic digital skills training	Bigger is better	200	122		Better than Q2 2020/21
CS SLE 04 – The % of 16-17 year olds who are not in education, employment, or training	Smaller is better	3%	1%		Better than Q2 2020/21

15. The number of people that have successfully completed basic digital skills training has improved considerably from the 42 in quarter one to 122 at the end of quarter two, which represents a 6000% increase from the two reported in the same period last year. Past pandemic restrictions have limited the ability to deliver face to face sessions within the community, which has had an impact on the number of people who have been supported during this financial year. Actions being delivered in order to increase the number of people completing digital skills training includes the relaunching of our previously successful Digital Champions Scheme as well as the preparation of communications to promote different learning options, recruit volunteers for the scheme, and generally inform residents of the potential benefits from learning to get online.

Local indicators: Communications and Visitor Economy

16. The table below outlines the indicator performance for the Communications and Visitor Economy Service:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
CVE 01 – Number of visitors to the Check Out Chorley website (IN MONTH)	Bigger is better	2748	7600		Better than Q2 2020/21
CVE 02 – % of email open rates within the Attain System	Bigger is better	35%	45.6%		Worse than Q2 2020/21
CVE 05 – Number of visitors to the Astley Hall and Park website (IN MONTH)	Bigger is better	3,104	6,852		Better than Q2 2020/21

CVE 07 – Number of visitors to the Chorley Live website (IN MONTH)	Bigger is better	4,412	1,500		Worse than Q2 2020/21
CVE 08 – Social media engagements	Bigger is better	118,394	86,912		Worse than Q2 2020/21

17. The 1,500 visitors to the Chorley Live website is below target and is lower than the 4,412 recorded in quarter two 2020/21. This is because Chorley Live was not hosted in September, with an alternative ‘Big Weekend’ event delivered instead. This was done temporarily in order to reduce the risk of transmitting Covid-19, with the usual weekend event taking place over one day instead of the usual several. Potential visitors have been directed to a new Big Weekend website, which was set up in order to provide information and guidance on the event.

18. In order to improve the rate and quality of engagements we receive on our social media platforms, a review exercise has been launched to examine our digital content. This includes looking into the types and formats of the content we publish on social media and what time they are posted. This review will utilise google analytics software in order to make evidence-based improvements to the quality of our social media posts, which will have an impact on the rate of engagement. The indicator follows a pattern of underperformance since the start of the pandemic. As events are the main driver of our engagements on social media, the postponement of key events as a result of Covid-19, such as Chorley Live in September 2021, has meant that the rate of engagement has been lower than previous years.

Local indicators: Finance

19. The table below outlines the performance for the eight indicators for Finance that were due for reporting in quarter two:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
SFS 02 – 15 working days from period end closure to the distribution of finance reports	Bigger is better	100%	100%		No data recorded for Q2 2020/21
SFS 04 – Compliance with the Prudential Code	Bigger is better	100%	100%		Same as Q2 2020/21

SFS 05 – Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	100%	★	Better than Q2 2020/21
SFS 07 – Supplier Payment within 30 days (IN MONTH)	Bigger is better	99%	83.16	▲	Worse than Q2 2020/21
SFS 08 – % of supplier payments by electronic means	Bigger is better	97%	100%	★	Same as Q2 2020/21
SFS 09 – % of remittances to suppliers by electronic means	Bigger is better	95%	100%	★	Same as Q2 2020/21
SFS 10 – % of Financial Systems availability	Bigger is better	99.5%	99.94%	★	Worse than Q2 2020/21

20. In order to increase the number of supplier payments made within 30 days, further support and training has been offered to teams to ensure they are equipped with the skills necessary to process supplier payments as well as identify any potential barriers to timely completion.

Local indicators: Governance

21. The below table outlines performance against a number of local indicators relating to Governance. There are nine indicators that can be reported at quarter two, with eight performing on or above target and one performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
LD 01 – % of draft minutes circulated within 10 days	Bigger is better	95%	100%	★	Same as Q2 2020/21
LD 02 – % of authors uploading reports to Modgov	Bigger is better	90%	100%	★	Better than Q2 2020/21

LD 04 – % valid postal / proxy vote applications processed within 3 working days	Bigger is better	95%	100%	★	Same as Q2 2020/21
LD 10 – % of complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	82.51%	★	Worse than Q2 2020/21
LD 11 – % of complaints to the MP responded to in 10 working days	Bigger is better	75%	91.66%	★	Better than Q2 2020/21
LD 14 – file opened within 5 days	Bigger is better	90%	92.7	★	Worse than Q2 2020/21
LD 15 – % of draft legal documents drafted within 4 weeks of receipt (S106 agreements)	Bigger is better	100%	88%	▲	Worse than Q2 2020/21
LD 16 – prosecution / civil litigation files reviewed within one month of receipt	Bigger is better	90%	100%	★	Same as Q2 2020/21
LD 17 – % FOI (including EIR and DPA) requests responded to on time	Bigger is better	90%	93.51%	★	NEW for 2021/22

22. The percentage of new section 106 instructions that were sent to a case officer in the Planning Service within four weeks of receipt by the Legal Service has performed below target for quarter two 2021/22. This is as a result of capacity issues within the Legal Service, as an officer went on maternity leave during the quarter. Despite this, the indicator performed consistently on target at 100% over 2020/21 and in Q1 2021/22. To address the issue, a temporary locum solicitor is being recruited currently in order to increase capacity within the team whilst an additional permanent position is appointed following member approval over quarter four 2021/22 and quarter one 2022/23.

Local indicators: Transformation and Partnerships

23. The table below outlines the indicator performance for the Communications and Visitor Economy Service:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
TP 03 – Performance information provided by the quarterly deadline	Bigger is better	85%	76%		Better than Q2 2020/21
TP 04 – % of Corporate Strategy projects on track / delivered – council wide	Bigger is better	90%	92.3%		Better than Q2 2020/21
TP 15 – Number of FTE days lost per year through short term sickness absence	Smaller is better	1.21	1		Better than Q2 2020/21
TP 16 – Number of FTE days lost through long term sickness absence	Smaller is better	2.09	0.81		Better than Q2 2020/21
TP 17 – Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.33	1.8		Better than Q2 2020/21
TP18 – % absence review meetings organised within 15 working days	Bigger is better	95%	100%		No data recorded for Q2 2020/21
TP 22 – % highlight reports received by the quarterly deadline	Bigger is better	75%	77%		Worse than Q2 2020/21

TP 23 – % projects with up-to-date and complete documentation	Bigger is better	75%	92%	★	Same as Q2 2020/21
TP 24 – Number of projects supported by the PMO	No polarity	6	4	N/A	Lower than Q2 2020/21
TP 26 – % of service requests received online	Bigger is better	60%	44.26%	▲	NEW for 2021/22
TP 27 – Total visits to the Chorley Council Website	Bigger is better	200000	436121	★	NEW for 2021/22
TP 28 – % of service pages overdue	Smaller is better	15%	3.44%	★	NEW for 2021/22
TP 29 – % of service development actions on track	Bigger is better	70%	62.5%	▲	NEW for 2021/22

24. The implementation of the new performance management system in September has impacted the percentage of performance information provided by the quarterly deadline, as officers have transitioned and adapted to the new system and data quality processes, causing a delay. To address this, six training sessions have been hosted to ensure staff are equipped with the skills and knowledge to use the system and a guidance document has been produced providing a step-by-step toolkit. Officers have also been sent reminders to enter performance information and engaged with in order to identify and address potential issues and answer questions. By end of quarter three, it is expected that every relevant officer should have been offered a training session and be able to input their data. An allowance has been provided at quarter two to allow for the switching systems and the subsequent implementation.
25. Of the service development actions, three (38%) of the eight actions have been classified as off track for delivery for quarter two. This is a result of capacity issues within the relevant teams. In order to address this, external resources has been arranged to support the completion of the actions, which are now scheduled to be completed in November 2021, with performance consequently projected to be on track for quarter three.

Projects

26. Under the Policy and Governance directorate there are a total of three Corporate Strategy projects, with two rated as green for quarter two 2021/22. These include:

- Deliver phase 2 of Shared Services,
- Undertake renovation works at Astley Hall,

27. One project was classified as completed for quarter two 2021/22. This includes:

- Work with our partners to deliver sustainable public services.

28. Delivery of the Corporate Strategy projects are monitored on a quarterly basis through the Quarterly Performance Report, which is presented to Executive Cabinet. The last update was provided in November 2021 covering quarter two performance. This report can be found under background documents. The next update will be presented in February 2022, which will cover quarter three performance.

29. Service level projects are monitored bi-annually. The last update was presented to the Overview and Scrutiny Performance Panel in October 2021. This report can find under background documents and includes Policy and Governance service level projects.

Corporate Strategy projects

30. In the table below, an update on the current Corporate Strategy project position for each corporate project under Policy and Governance can be found below:

Project	Rating (Q2 2021/22)	Update (Q2 2021/22)
Delivery of phase 2 of shared services	GREEN	The following has been completed: <ul style="list-style-type: none"> • Presented proposals for the review of the ICT Service to the Shared Services Joint Committee, • Commenced consultation on the proposals for the review of the ICT Service, • Started review of job descriptions and job evaluation for the proposed shared ICT Service, • Completed consultation on the shared Customer Services management structure, with the review approved through an Executive Member Decision, • Implemented the shared management structure in Customer Services, • Commenced the second stage of the Customer Services review, with information collected and reviewed in relation to current structures of each team and an activity directory exercise has been carried out to identify the tasks that each role is responsible for and the percentage of time spent on each activity.
Undertake renovation works at Astley Hall	GREEN	The following has been completed: <ul style="list-style-type: none"> • Completed the main works to the façade of the Hall, • Commenced instillation of lighting throughout the park,

		<ul style="list-style-type: none"> Produced a package of works for the internal decoration of the Hall and enhancement of the visitor experience.
Work with our partners to deliver sustainable public services	COMPLETED	<p>The following has been completed:</p> <ul style="list-style-type: none"> Formed and implemented the partnership’s governance structure. This includes an Executive Board consisting of senior decision makers from the key partners, Continued development of the Partnership Strategy based on the three priorities of locality model, data and intelligence, and economic reform, Drafted proposals for the first Annual Partnership Summit, Gained approval from the Executive Board for the Partnership Strategy and Annual Partnership Summit proposals.

31. As part of the Corporate Strategy 2021/22 to 2023/24, the following four projects have been proposed for future delivery. These projects will fall under the Policy and Governance directorate and were presented to Council in November 2021:

Project	Proposed scope (2022/23)
Deliver the Future Workplace Strategy	Deliver year 1 of the Future Workplace Strategy to ensure that our working practices and environments are fit for the future and meet the expectations of staff and customers
Join up public services by working with our partners through the Chorley and South Ribble Partnership	Embed the new joint Chorley and South Ribble Partnership to deliver better outcomes for residents by joining up the organisation and funding of public services so that they make sense and provide good value for residents.
Launch Astley Hall attraction and visitor experience	Completion of Astley Hall development works, including an improved visitor experience that will be opened and showcased to residents and visitors.

Climate change and air quality

32. The work noted in this report does not impact the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations are in place.

Equality and diversity

33. The material presented and discussed in this report has no direct implications on equality or diversity.

Risk

34. There are service level risk registers contained with the GRACE risk management system recording risk for the directorate. These are regularly monitored through Directorate Management Team, where risks are discussed, reviewed, and updated according to service needs and the current risk context.

Comments of the Statutory Finance Officer

35. Any financial implications from performance in 2021/22 has been captured in the budget monitoring process. The 2022/23 budget will include the necessary resources to deliver the proposed projects as outlined in the report.

Comments of the Monitoring Officer

36. No comment.

Background documents

37. The following documents are key background items for this report:

- [Business Plan Progress Update 2021/22](#)
- [Quarter Two Performance Monitoring Report 2021/22](#)
- [Revenue and Capital Budget Monitoring](#)

Appendices

38. There are no appendices that accompany this report.

Report Author:	Email:	Telephone:	Date:
Jon-James Martin (Performance and Policy Officer)	Jon-James.Martin@chorley.gov.uk	01257515151	16/11/2021

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Executive Member (Resources))	Executive Cabinet and Overview and Scrutiny Performance Panel	Thursday, 11 November 2021, and Thursday 25 November 2021

Is this report confidential?	No
------------------------------	----

Is this decision key?	No
-----------------------	----

Quarter Two Performance Monitoring Report 2021/22

Purpose of the 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 2021/22, covering the 1 July 2021 to 30 September 2021.

Recommendations to Cabinet

2. That the report be noted

Reasons for recommendations

3. To ensure the effective monitoring of the Council's performance and delivery of the Corporate Strategy.

Other options considered and rejected

4. No other options have been considered.

Executive summary

5. This report sets out performance against the Corporate Strategy and key service delivery measures for the second quarter of 2021/22. 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.
6. The overall performance of key projects is excellent, with 11 (85%) of projects rated green, 1 (8%) rated amber, and 1 (8%) classified as completed. Action plans for those projects rated amber are contained within this report.

- 7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 10 (67%) performing on or above target, or within the 5% threshold. 5 (33%) are performing below target and outside of the 5% threshold.
- 8. Performance against the agreed measures remains positive, with the Council continuing to work proactively to support local residents and communities. Where indicators are performing below target, action plans are in place to improve performance.

Corporate priorities

- 9. The report relates to the following corporate priorities: (please bold all those applicable):

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

Background to the report

- 10. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects which focus on delivering the Council’s four priorities.
- 11. The Corporate Strategy was approved by Council in November 2020 and identifies thirteen corporate projects. The projects have a focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
- 12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council’s ambitions.

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



The long-term outcomes for this priority are:

- Residents who take pride in where they live and their achievements,
- Residents who are 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

13. As part of the work to build resilience within communities and addressing the issue of Holiday Hunger, the Holiday Activity Food Programme was delivered to approximately 1,160 young people that were eligible for free school meals. Those accessing the programme were able to make use of a holiday club type scheme as well as food provision, with activity sessions delivered in collaboration with the Inspire Youth Zone and the Chorley Schools Partnership. Moreover, the council has been successful in securing additional funding to improve wellbeing, including a grant to enhance the Better Health, Better Self weight management programme that will focus on promoting active lifestyles and nutrition. Further grants are also being progressed to finance additional employability support in Chorley as part of the employability action plan. If successful, the grant will go towards recruiting two Employment Advisors and a Youth Hub Coordinator at the Inspire Youth Zone to provide bespoke one-to-one support for unemployed young people and direct them to employment opportunities and services.
14. The project to develop Astley Hall and Park as a visitor destination has continued to deliver key project milestones in the quarter, with the completion of the main restoration works to the front façade of the Hall ahead of it being showcased at the G7 Speakers Conference in September. 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 two, work commenced to install lighting through the park's main walkways. This will enhance the visitor experience and improve feelings of safety. A package of works was also developed for the internal decoration of the hall and enhancement of the visitor experience, with works commencing to repair the cottage roof. This will further secure the structural integrity of the Hall.
15. Progress has been made against the Shared Digital Strategy programme of work for Year 1. Continuing with improving the use of digital technology to drive efficiency over quarter two, a document management system was implemented for the Planning Service, providing improvements to digital security as well as efficiencies in the way the service operates. A review of the processes for both Planning and Building Control has also commenced to identify where existing work flows can be automated to drive improvements in efficiency as well as to support the alignment and adoption of best practice. Furthermore, the implementation of SharePoint commenced. The system enables users to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Throughout the quarter, weekly drop-in sessions have been delivered to develop the skills of teams and users as the system is further rolled out.

Performance of Key Projects



16. There are three key projects included in the 2020 Corporate Strategy under this priority.

17. Two projects are rated as green, meaning they are progressing according to timescale and plan:

- Deliver a programme of community resilience building work,
- Undertake renovation works at Astley Hall.

18. One project is rated amber:

- Implement year 1 of the Shared Digital Strategy.

Project Title		Project Status
Implement year 1 of the Shared Digital Strategy		AMBER
Explanation	<p>The Digital Strategy is a complex project requiring significant resource both financially and in terms of skills to deliver our future ambitions.</p> <p>The principle reason for an amber rating is due to existing gaps within the ICT service, which has had an impact on the delivery of the strategy. The consultation period for the restructure within ICT was extended to provide greater opportunity for staff to provide feedback, although the structure was recently finalised.</p> <p>The financial implications of some of the future workstreams are yet to be fully costed and scoped. Therefore, there is a risk to the existing budget and potential for a need to increase the overall financial allocation to the programme. The budget is being closely tracked to identify and address new revenue and capital budget requirements.</p> <p>Despite this, those actions that could be delivered with the current resources and skill base have progressed well and are being prioritised, with 69% of actions either in progress or complete. Significant progress being made in some areas of the project, such as in the digitisation of records and the alignment of telephony across Chorley and South Ribble.</p>	
Action Required	<p>As part of the ICT shared services restructure, recruitment to the vacant posts will be conducted during quarter three. This should resolve the capacity issues that have affected the delivery of the project.</p> <p>A full cost exercise is taking place to identify hardware as well as additional capacity costs.</p>	

Performance of Corporate Strategy Measures



19. At the end of quarter two, one indicator can be reported under this priority. The full outturn information for the performance indicators is included at Appendix A.

20. One indicator is performing below target, and outside the 5% threshold:

Performance Indicator		Target	Performance
	The number of people who have successfully completed basic digital skills training	200	122
Reason below target	Performance in this quarter has improved compared to earlier in the year. However, past restrictions have limited the ability to deliver face to face sessions within the community and had an impact on the number of people who have been supported during this financial year. Digital inclusion is a key theme within the Community Recovery plans and therefore some provision has been maintained via alternative formats, including through the digital buddies scheme.		
Action required	Digital inclusion and supporting people to gain skills in new technology is included in the community recovery plans. Further work will be undertaken in the coming quarters to establish the best way to deliver training on digital skills.		
Trend:	This indicator has seen a significant improvement compared to both the previous quarter and year. In quarter one 2021/22, it was reported as 32 against a target of 100. In quarter two 2020/21, it was reported as two.		

Clean, safe and healthy homes and communities



The long-term outcomes for this priority are:

- Clean and safe streets,
- Reduced health inequalities,
- A wide range of quality recreational activities,
- High quality, affordable and suitable housing,
- High quality play areas, parks and open spaces in both urban and rural locations.

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

21. Work to implement the Homelessness and Rough Sleeping Strategy has continued to make progress over the quarter. 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. In quarter two, a review was conducted into the pathways in place between Regulatory Services and Housing Solutions. This has resulted in information sharing between the two teams, which will allow for data on no fault evictions following repair requests and complaints to be better captured, quantified and addressed. A communications plan was created, covering October 2021 to September 2022, that will share information on tenant rights and support for those at risk of homelessness.
22. The project to improve play and community spaces across the borough has advanced over the quarter, with the delivery of key improvement schemes. This includes:
- Completion of works at Jubilee Way. This has involved the installation of new play equipment and safety surfacing, significantly improving the facilities on the site.
 - Installation of new play equipment and safety at the Middlewood Close Play Area, replacing the original climbing frame with a greater range of equipment, including a spinner, swings and a slide,
 - Regrading of the football pitches and installation of drainage at Kem Mill Lane and Twin Lakes Playing Fields,
 - Opening of the new pavilion at the West Way Sports Campus. This is now being used by partner organisations. The new venue will facilitate a wide range of recreational activities, which will support our residents to live active and healthy lives,
 - Planning permission was granted for works at the King George V Playing Fields, with the tender processes commencing for contractors to deliver the improvement scheme. When completed, the improvements will include a new changing facility that will house a kiosk and foyer space for refreshments.
 - Approval of planning conditions was gained for natural improvements to the Carr Brook Linear Park. This will include a Flood Management Scheme to protect the surrounding environment and properties. A 'Love My River' programme is planned to be launched alongside this to promote volunteering and engagement with the natural environment.
23. The project to deliver an extra care scheme and community facilities at Tatton has continued, with the installation of the steel framework, fitting of the external doors, and laying of concrete on all floors of the building. Alongside this, the installation of the roof and brickwork also commenced as well as works to the inside of the structure. This

includes the installation of internal partitions and ceilings. There was a minor fire on the site caused by trespassers in the quarter. However, the damage was limited, with security reviewed and strengthened to prevent future break-ins. When completed, the development will provide vital amenities for local residents, including improved health provision through a new GP surgery, pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. This project is scheduled to be completed in July 2022.

Performance of Key Projects



24. There are three key projects included in the 2020 Corporate Strategy under this priority.

25. 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



26. 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

27. Two indicators are performing better than target:

- Number of volunteer community groups supported to improve by the Council,
- The number of long-term empty properties in the borough.

28. One indicator is performing worse than target but within the 5% threshold:

- % of household waste sent for reuse, recycling or composting (Q1 confirmed data).

29. One indicator is performing below target, and outside the 5% threshold:

Performance Indicator	Target	Performance
-----------------------	--------	-------------

▲	The number of affordable homes delivered	39	50
Reason below target	<p>As reported in previous quarters, this indicator remains off-track. The reasons for this are similar to those set out earlier in the year and include there being slight delays to construction due to the COVID-19 pandemic.</p> <p>Additionally, the majority of housing allocations having already been developed and there is limited housing land supply available until the new Local Plan is adopted, which will allocate a number of new housing allocations to meet our housing requirement. The current Local Plan covers the period between 2010 and 2026. Also, fewer small site opportunities for Registered Provider led and 100% affordable housing development.</p>		
Action required	<p>A new Local Plan is being prepared, 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. The Council continues to develop affordable housing where opportunities arise across the borough. Any planning applications for housing over the threshold for affordable contribution that claim viability issues and seek a lower/zero affordable housing contribution are being vigorously challenged.</p> <p>As part of routine Housing Land Monitoring, developers are regularly engaged with on allocated sites to track progress and understand the pipeline of delivery. There is also engagement with Homes England to understand the new Affordable Homes Programme and what is available to Registered Providers in Chorley.</p>		
Trend:	<p>This indicator is performing better than Q2 2020/21, where there were 20 affordable homes delivered, and worse than Q2 2019/2021, where 62 affordable homes were delivered.</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 TWO

30. The project to bring forward employment land at Alker Lane has progressed well over the quarter, with the continuation of onsite works. Once complete, the development will provide essential commercial buildings, supporting economic growth in the borough by promoting inward investment. In quarter two, installation of the steel framework at three of the four commercial blocks was completed following the continuation of vibro piling in preparation for the foundations. Dialogue with parties regarding the acquisition of the land adjacent to the development site has also continued. This acquisition would bring forward the proposed construction of pedestrian and cycle connection between Buckshaw Village and Euxton Lane. The drainage works and the instillation of cladding on the building commenced, with the construction of access road continuing.
31. Progress has been achieved over quarter two with the project to deliver improvements to the town centre. Works to the covered market have continued, with the completion of the toilet refurbishment and removal of temporary toilets. The steelwork to support the new entrance was erected and new market signage was installed. In preparation for the creation of an indoor seating area in the covered market, shuttering and timber cladding was installed. Works to the Civic Square has also progressed, with the completion of the demolition of the former bingo hall, commencement of site grading, and progression of proposals for a temporary car park. 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.
32. 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 two, explorations into the wider development opportunities surrounding the site continued along with discussions with the owner of the neighbouring site around its possible acquisition. In conjunction with this, a project scope has been prepared ahead of the appointment of an architect to consider a leisure option for the neighbouring site. The project plan and schedule has been updated to account for this to ensure effecting monitoring and tangible delivery for the project.

Performance of Key Projects



33. There are three key projects included in the 2020 Corporate Strategy under this priority.

34. Three projects are rated as green, meaning they are progressing according to timescale and plan:

- Deliver improvements to the town centre,
- Bring forward site at Bengal Street,
- Bring forward employment land at Alker Lane.

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. Two indicators are performing worse than target and outside the 5% threshold:

Performance Indicator		Target	Performance
	Number of projected jobs created through Chorley Council support or intervention	100	48
Reason below target	Fewer new jobs are being created due to current trading conditions and economic landscape as a result of the pandemic. Many businesses are currently safeguarding jobs or creating fewer positions as conditions impact on operations and growth plans. Additionally, the Business Engagement Service have been prioritising supporting businesses to survive and manage the effects of the pandemic. Despite the government covid-19 restrictions having now mostly been lifted, other labour shortage and inflationary pressures are bearing down on businesses, which is likely to continue subduing growth activity.		
Action required	In quarter three, work by the team will be redirected towards business growth such as proactively advising on and administering growth relating grants, which have a direct impact on job creation in the borough. This includes the Chorley Big Grant, Chose Chorley Grant, and Shop Front Grant. The service will also work towards supporting businesses grow digitally through tailored webinars.		
Trend:	Performance is worse than quarter two 2020/21 (287) and quarter two 2019/20 (199).		

Performance Indicator	Target	Performance
-----------------------	--------	-------------

▲	Overall employment rate	80%	74.4%
Reason below target	The employment rate is below the target of 80%, however, is in line with national (74.4%) and above regional trends (73.1%). 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.		
Action required	<p>A number of support measures are being undertaken with those who have lost their employment. This includes 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 Service are also 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. This will help to retain existing jobs. The service has 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.</p> <p>A Community Recovery Action plan has been created to specifically focus on employment. A Employment Task Force has been created to bring partners together to tackle unemployment, produced a directory of employment related services available on the website, gained funding from the Department of Work and Pensions to delivery a Youth Hub Employment project, based within Inspire youth Zone and partially funded by the council, and created guidance materials for businesses on the Kickstart scheme and how to get involved independently.</p>		
Trend:	Performance is better than quarter two 2020/21 (74.1%) but worse than quarter two 2019/20 (82.3%).		

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

37. Over quarter two, the project to deliver Shared Services Phase 2 has continue to progress. The consultation on the proposed shared customer services management structure was completed. These proposals were approved through an Executive Member Decision and implemented. The second stage of the customer services review commenced, which will seek to implement a shared team structure for the two authorities. As part of this, information was collected on the current structures of each team and an activity directory exercise was carried out to identify the tasks that each role is responsible for and the percentage of time spent on each activity. The proposals for the review of the ICT service were presented to the Shared Services Joint Committee and the consultation on the proposals commenced. Alongside this, an exercise was started reviewing the job descriptions for the proposed ICT shared service.
38. The project to extend the borough wide programme of improvements to Streetscene Services made good progress in its delivery during the quarter. This project aims to implement key changes to technology to support an efficient Streetscene service that can deliver environmental improvements across the borough. The phased replacement of old devices continued, which will ensure that officers are equipped with the tools to support the ambitions of the service. User acceptance training on new software for playground inspects as well as vehicle and machinery checks was conducted, ensuring that the software is fit-for-purpose and can rolled out for wider use. The mechanical sweeping schedules are now fully operational using Alloy technology, providing an intelligence led street cleaning service. The installed wildflower successfully flowered, with lessons learned noted to inform the scheme in the future. Using this, 18 meadow and 10 wildflower sites have been identified for seeding in 2022.
39. The project to deliver sustainable public services was completed. This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership. This will allow us to achieve greater scale, influence, and efficiencies in our partnership work. In quarter two, the partnership's governance structure was established and implemented. This now consists of an Executive Board made up of senior decision makers from our key partners that meet three times annually. As part of their first session, the Executive Board approved the Partnership Strategy to provide direction, ambition, and focus for the partnership. The key priorities identified in the strategy include data and intelligence, economic reform and working towards a locality model that organises support and services in a way that makes sense for residents and achieves longer term sustainability. Plans are in place for the first Annual Partnership Summit, which will be hosted in November 2021 and focus on Economic Reform.

40. Work to deliver initial decarbonisation efforts and community engagement has made progress in quarter two. This project aims to improve the Council’s performance in relation to the environment and climate change whilst engaging with local communities. The development of the climate change communications plan was continued in the quarter, with a new climate change webpage developed to promote our green activities. The event plan for October and November was approved, which aims to raise our profile and promote information on green issues through five separate events. Numbers for the tree give away were established, that will see over 1,000 trees and hedgerow given away to local residents over quarter three. The carbon calculations of all direct council assets are now complete and opportunities have been identified for Chorley Town Hall. We have also completed an innovative six week trial using hydro treated vegetable oil as fuel for council vehicles providing an alternative to fossil fuels. This trial concluded a positive environmental impact if the fuel was rolled out council wide. The findings from the trial will be reviewed in quarter three and reported to members in order to determine whether to use the fuel on a permanent basis going forward.

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. Two of the projects are rated as green, meaning they are progressing according to timescale and plan:

- Extend the borough wide programme of improvements to street services,
- Deliver a project to support Chorley Council’s commitment to the green agenda,
- Deliver phase 2 of Shared Services.

43. One project has been classified as completed, indicating it has delivered its milestones:

- Work with our partners to deliver sustainable public services.

Performance of Corporate Strategy Measures



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

45. Both indicators are performing better than target:

- % of service requests received online,
- % customers dissatisfied with the service they have received from the council.

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 six 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.



47. Five of the Key Service delivery measures are performing on or above target:

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit,
- Council Tax Collected,
- Processing of major planning applications,
- Processing of minor planning applications,
- Average working days per employee (FTE) per year lost through sickness absence.

48. One indicator is performing below target at the end of quarter two and the reasons for areas of underperformance are listed in the tables below:

Performance Indicator		Target	Performance
	Town Centre vacancy rate	8%	10.6%
Reason below target	<p>There have been a couple of new business moving into the town, which is reflected in the improved performance from the previous quarter. However, there remains some vacant premises.</p> <p>Overall, this figure is moving in a positive trajectory and is predicted to continue to improve in the following quarter. This is because properties that have been recorded as vacant for quarter two have gained tenants, which will be reflected in the quarter three figures.</p>		
Action required	<p>We will continue to promote Chorley as a good place to do business and investing in the market and Market Walk to keep a vibrant town centre. This includes promotional activity on social media where we will marketing existing businesses and their services to emphasis Chorley as a thriving business centre and commercial hub.</p> <p>A number of council owned sites have leases commencing in October and further improvement is expected in the next quarter in the run up to Christmas. This will significantly improve the figure. In addition to this, we will proactively promote vacancies in the town centre.</p>		
Trend:	<p>Performance has improved from the 11.9% reported in the previous quarter and is similar to the 10.5% reported in quarter two 2020/21.</p>		

Climate change and air quality

49. The work noted in this report does not impact the climate change and sustainability targets of the Council's Green Agenda and all environmental considerations are in place.

Equality and diversity

50. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh and each individual project will have its own equality impact assessment which are being revised and reassessed during quarter three.

Risk

51. Risk registers are completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.

52. In considering the risk to the overall corporate strategy programme, the number of green rated projects provides a positive outlook and confidence in delivery. Proactive management of risks around budgets and the impact of Covid recovery remain a focus of the programme board when reviewing progress each quarter.

Comments of the Statutory Finance Officer

53. The delivery of Corporate Priority Projects are supported by budgets included within the Medium Term Financial Strategy.

Comments of the Monitoring Officer

54. 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.

Background documents

Corporate Strategy 2020/21

Appendices

Appendix A: Performance of Corporate Strategy Key Measures

Appendix B: Performance of Key Service Delivery Measures

Report Author:	Email:	Telephone:	Date:
Jon-James Martin	Jon-James.Martin@chorley.gov.uk	01257 515151	22/10/2021

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 2	Symbol	Trend ¹
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	14.9%	★	Worse than Q2 20/21
% of service requests received online	Bigger is better	35%	53.17%	★	Better than Q2 20/21
Number of volunteer community groups supported to improve by the Council	Bigger is better	37	61	★	Worse than Q2 20/21
Number of affordable homes delivered	Bigger is better	50	39	▲	Better than Q2 20/21
Number of long term empty properties in the borough	Smaller is better	150	149	★	Better than Q2 20/21
% of household waste sent for reuse, recycling or composting	Bigger is better	48.5%	46.3% ²	●	Better than Q1 20/21
Number of people who have successfully completed basic digital skills training	Bigger is better	200	122	▲	Better than Q2 20/21
Overall employment rate	Bigger is better	80%	74.4%	▲	Better than Q2 20/21
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	100	25	▲	Worse than Q2 20/21

² This is the confirmed quarter one 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 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 ¹
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.9 days	3.75 days	★	Better than Q2 20/21
% Council Tax collected	Bigger is better	54.46%	55.1%	★	Better than Q2 20/21
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	★	Same as Q2 20/21
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	100%	★	Same as Q2 20/21
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	3.33	1.8	★	Better than Q2 20/21
Town Centre Vacancy Rate	Smaller is better	8%	10.6%	▲	Worse than Q2 20/21