

## Overview and Scrutiny Performance Panel

Thursday, 22nd September 2022, 6.30 pm  
Council Chamber, Town Hall, and [YouTube](#)

### Agenda

#### Apologies

- |   |  |                 |
|---|--|-----------------|
| 1 | <b>Minutes of meeting Wednesday, 27 July 2022 of Overview and Scrutiny Performance Panel</b>   | (Pages 3 - 6)   |
| 2 | <b>Declarations of Any Interests</b><br><br>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.<br><br>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 | <b>Performance Focus: Commercial and Property</b><br><br>To receive and consider the report of the Deputy Chief Executive.   | (Pages 7 - 18)  |
| 4 | <b>Business Plan Progress Update</b><br><br>To receive and consider the report of the Deputy Chief Executive.  | (Pages 19 - 34) |
| 5 | <b>Any urgent business previously agreed with the Chair</b>  |                 |

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, James Nevett, Michelle Le Marinel and Arjun Singh.

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<b>Minutes of</b>	<b>Overview and Scrutiny Performance Panel</b>
<b>Meeting date</b>	<b>Wednesday, 27 July 2022</b>
<b>Committee Members present:</b>	Councillor John Walker (Chair), and Councillors Sarah Ainsworth, Michelle Le Marinel and Arjun Singh
<b>Other Members</b>	Councillor Adrian Lowe - Executive Member (Customer, Streetscene and Environment)
<b>Officers:</b>	Asim Khan (Director (Customer and Digital) Shared Services), Howard Anthony (Interim Service Lead Performance and Partnerships), Michael Johnson (Policy Officer (Engagement)), and Matthew Pawlyszyn (Democratic and Member Services Officer)
<b>Apologies:</b>	Councillor Roy Lees

A video recording of the public session of this meeting is available to view on [YouTube here](#)

**1 Minutes of meeting Thursday, 10 March 2022 of Overview and Scrutiny Performance Panel**

**Decision: The minutes were approved as a correct record.**

**2 Declarations of Any Interests**

No interests were declared.

**3 Performance Focus: Customer and Digital**

Executive Member for Customer, Streetscene and Environment, Councillor Adrian Lowe presented the Performance Focus: Customer and Digital Report that provided an overall summary, budget position, key performance measures and an update on the corporate strategies relevant to the directorate.

The Customer and Digital directorate covered Neighborhoods, Streetscene and Waste Services, and the shared services of ICT and Customer Services.

Three quarters of the corporate service level performance measures were performing at or above target at the end of quarter four.

Of 8 business plan projects, five have been completed, and three were amber. The reason for the amber was a result of the challenges faced by ICT and customer services with the next phase of shared services and number of vacant positions.

Street cleaning and ground maintenance targets were increased from the previous year due to the performance of the team.

Work was identified and completed towards two corporate strategy objectives. Extending improvement to street services and improvements to deliver a better customer service providing greener, cleaner streets and neighborhoods.

Issues were acknowledged with customer services and the contact centre, but efforts were underway to correct and improve the service provided.

The new Members of the council on the Committee praised the support provided by ICT during and since their new member induction.

It was explained that the wait times and abandonment rates for users calling 515151 was due to the impact of the restructure and the vacant posts.

Covid-19 did not cause a decrease in staff, however had been impacted with the ongoing difficulty to recruit staff. Customer Services were also required to resolve requests that related additional delegated responsibilities from central government, an example was the £150 Council Tax rebate. Residents were encouraged to complete the application online, but many would chase up their applications over the phone. 90% of eligible residents have received their rebate, the remainder was primarily those that did not pay council tax by direct debit.

As part of the Shared Services, customer services operated across both Chorley and South Ribble, this allowed for greater flexibility to share resources and capacity to allow both organisations to meet and achieve their targets.

Within the directorate, 12 apprenticeships were created, and recruitment was ongoing.

Financially, the directorate had 1.6% variance in the budget.

The grey bin subscription service increased in cost from £30 a year to £32.50 a year, with earnings estimated at £815,000 for the year. The latest figures suggested that the subscription generated £812,000 and was on track to meet the estimated figure. This subscription was budgeted for and was essential to make up the one-million-pound shortfall from the County Council. Without the subscription service, significant cuts to the service and would have been required.

Union Street remained open but was briefly closed during the pandemic upon government advice and currently operated on both a pop in service and appointment service for customers.

Plans to close Union Street and refurbish the Town Hall and the White Hart remained under consideration.

Proposals were being explored relating to the expanding the implementation of the AV system in the Town Hall, to include Committee Room 1.

In relation to grass cutting, 98% was completed on time for both May and June 2022. Members praised the mini meadows and the look of the town centre. The Executive Member gave praise to the member of staff that put in unpaid time working on the town centre.

Litter bin collection was 98% for May and 99% for June. It was expressed that the whole directorate had worked hard across all departments to provide exemplary service.

**Decision: The report was noted.**

#### **4 Quarter Four Performance Monitoring Report 2021/22**

Howard Anthony, Interim Service Lead Performance and Partnerships presented the Quarter Four Performance Monitoring Report 2021/22.

Performance was broadly considered to be good, with 71% of corporate strategy projects classed as green. 71% of the corporate strategy measures were reported as on target or within. 67% of key service delivery, identified to be projects outside of the corporate strategy were green.

A number of performance indicators were off target that would be addressed in the Quarter 1 Report to Cabinet in September, and detail the progress made.

The Tatton Project was designated amber and would receive a further update with the Quarter 1 Report in addition to an Exception Report confirming timescales to return the project on track.

It was confirmed that the Tatton project would factor into the targeted 100 affordable homes figure, which was currently below target. An update to be forthcoming at a later date.

The employment figure was down. The Covid pandemic changed the circumstance of many, leading to an increase in those that withdrew from the employment market. The council had access to the UK Shared Prosperity Fund from central government, to address business support, skills, and employment. The unemployment figures were due to be released in August 2022 and would feature in the Quarter 1 Report.

There was a growth in the annual business rates received, which came from the production or construction of business premises and construction sites. The action plan in place explored what was forthcoming in construction and commercial business floor space.

Strawberry Fields observed an improved performance from the previous year. Members expressed concern with the levels of vacant shops in the town centre. It was added that work was completed refurbishing the market cabins, and formal offers received. There was also interest in the return of pop up units to utilise the empty space.

It was clarified and explained that Lancashire Adult Learning and Moving Forward were two of the local partners that would provide digital skills training.

**Decision: The report was noted.**

Chair

Date

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Economic Development and Public Service Reform)	Overview and Scrutiny Performance Panel	Thursday, 22 September 2022

## Performance Focus: Commercial and Property

Is this report confidential?	No
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Is this decision key?	No
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### Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Commercial and Property directorate. This includes;
  - a) An overall directorate summary and budget position at July 2022/23,
  - b) An overview of key performance measures at quarter 1 2022/23,
  - c) An update on the Corporate Strategy projects.

### Recommendations to the Overview and Scrutiny Performance

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

### Reasons for recommendations

3. To ensure the effective monitoring of performance with the Commercial and Property 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:

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

### **Background to the report**

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. An update for Commercial and Property has been prepared showing performance as of quarter one 2022/23 and this directorate was last reviewed by the panel in March 2022. The directorate includes the following services:
- Development,
  - Property,
  - Markets and Town Centre,
  - Accommodation.
7. This report presents an overview of the directorate's performance up to quarter one 2022/23 and included a breakdown of the financial position, service level indicator performance, and the progress of the Corporate Strategy projects.

### **Directorate overview**

8. In the Commercial and Property service directorate, under half (42%) of the performance indicators are performing on or above target for quarter one 2022/23. There are 48 business plan projects under the Commercial and Property directorate, of these projects 35 (73%) are rated green or completed, four (8%) are rated amber, five (11%) are on hold, and four (8%) are rated red. Further details on the business plan progress can be found in the 'Business Plan Progress Update 2022/23' report to the Overview and Scrutiny Performance Panel. There are three Corporate Strategy projects under the directorate, of these two are rated green and one is rated red.

### **Shared Services**

9. Phase three of Shared Services review was approved at Council in July 2022, and as part of the development proposals includes the Property and Asset function. A scoping exercise is currently being undertaken to establish which functions will be included. The main aim being to provide resilience and build additional capacity in an area where typically there are challenges retaining and recruit staff in relation to technical professions, as a result of market conditions and national shortages. Furthermore, there is an opportunity to standardise systems and processes to create efficiencies for the function. The sharing of services will provide the ability to transfer skills and increase efficiencies across both Chorley and South Ribble Council.

**Financial position**

10. The below table outlines the General Fund Revenue Budget monitoring Q1 2022/23 for the Commercial and Property Directorate:

<b>Commercial and Property – Q1 2022/23</b>	<b>£</b>
<b>Original Budget 2022/23</b>	624,400
<b>Agreed changes</b>	-220,400
<b>Amended Budget 2022/23</b>	404,000
<b>Forecast outturn as at 31/07/22</b>	1,072,315
<b>Variance</b>	<b>668,315</b>
<b>Variance</b>	<b>165.4%</b>

- 11. The biggest spend in this directorate is on staffing and premises which is partly supported by income generation in this Directorate.
- 12. The original net expenditure budget has reduced by £220.4k at 31st July 2022 reflecting the introduction of the income budget for Whittle GP Surgery, £64.2k of changes in the staffing budget and the transfer of the Shopmobility budget from the Policy and Governance directorate into Economic Development.
- 13. The outturn for Commercial and Property shows a forecast overspend of £668k based on the position as at 31st July 2022, giving a 165.4% variance against the current budget. The overspend is largely due to a reduction in the level of car parking income generated (£71k), reduced income from market rents (77k) partly due to refurbishments being made to the market’s food and drink area, and also due to the increase in utility costs (77k).
- 14. The overspend also includes a loss of net income of £179.3k from the Tatton development following the delays in the completion of the scheme, however this is offset to some extent by savings on interest payable on borrowing and the Minimum Revenue Provision (MRP).
- 15. It also includes an overspend against the staffing budget (205K) mainly due to the proposed pay award forecast for 2022/23, compared to the figure in the base budget of 2% and the additional costs of using agency staff. Given the recruitment difficulties in this area (e.g. surveyors), and the review and move to a Shared Service model, agency staff are providing the necessary support to the team in the interim, however the market for such staff is challenging, with significant increases in the salaries required by available candidates. This is a national issue and is also being felt in other areas of operation across the council.

**Performance indicators**

16. 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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17. A summary of key performance information for each service within the Commercial and Property directorate is provided below.

**Corporate Strategy indicators**

18. There are no corporate strategy indicators allocated within this directorate.

**Local indicators: Commercial and Property**

**Development**

Indicator	Polarity	Target	Performance (Q1 2022/23)	Symbol	Trend
% of red rated projects in the development programme	Smaller is better	0%	<b>14.30%</b>		New for 2022/23

19. The percentage of red rated projects in the development programme has performed outside of target and relates to a single off-track project. The opening of Tatton Gardens Extra Care development and community facilities has been rated red due to ongoing delays and increasing costs. Further details of the current position and actions to address performance are included at point 33 within this report.

**Property**

Indicator	Polarity	Target	Performance (Q1 2022/23)	Symbol	Trend
% reactive repair orders logged and issued on time within the Tech Forge system within Priority ratings (emergency/urgent/routine)	Bigger is better	90%	<b>89%</b>		Better than Q1 2021/22 (73%)
% reactive repair jobs inspected post work completion	Bigger is better	50%	<b>9%</b>		Worse than Q1 2021/22 (39%)
% land ownership enquiries replied to within 3 working days	Bigger is better	99%	<b>50%</b>		Worse than Q1 2021/22 (100%)
Average time to issue offer letter to resident following request to purchase freehold reversion	Smaller is better	15 Days	<b>3 Days</b>		Worse than Q1 2021/22 (1 Day)
Community centres - percentage of occupancy	Bigger is better	51%	<b>56.84%</b>		Better than Q1 2021/22 (53.38%)
% of fixed office voids in the Digital Office Park	Smaller is better	7.5%	<b>0%</b>		Better than Q1 2021/22 (84.37%)

Indicator	Polarity	Target	Performance (Q1 2022/23)	Symbol	Trend
% rent collected at the Digital Office Park from fixed offices	Bigger is better	97.5%	<b>89.93%</b>	▲	Better than Q1 2021/22 (60.31%)
% of voids on the Commercial Sites (excludes Market Walk, Market & DOP)	Smaller is better	7.5%	<b>5.88%</b>	★	Better than Q1 2021/22 (9.37%)
% of daily site inspections for new developments	Bigger is better	60%	<b>55%</b>	▲	Worse than Q1 2021/22 (61%)
% of Planned Preventative Maintenance (PPM) activities completed	Bigger is better	90%	<b>85%</b>	▲	Worse than Q1 2021/22 (86%)
Income generated from meeting rooms and training facilities at Strawberry Fields	Bigger is better	£20k	<b>£18,848</b>	▲	New for 2022/23

20. The performance for the indicators below have been impacted due to a lack of surveyors to carryout inspections and maintenance activities. The recruitment market is highly competitive, and it is difficult to recruit to technical positions. Additional resource is currently being sought via the recruitment of two new surveyors. The below indicators should start to improve once these surveyors are in post, which is expected to take place in September 2022:

- % reactive repair jobs inspected post work completion,
- % of daily site inspections for new developments,
- % of Planned Preventative Maintenance (PPM) activities completed.

21. The percentage of rent collected at the Digital Office Park has improved significantly compared to the same time last year showing a positive direction of travel, however at the end of quarter one it is below target. There have been some staffing shortages within the debtor's team during quarter one which will be resolved within quarter two. The council work closely with all tenants, and debt reduction action plans have been put in place to support tenants that have any outstanding debts.

22. There has been a decrease in performance of land ownership enquiries replied to within 3 working days due to long tern staff absences. These absences have impacted on the existing capacity within the team and as a result has caused delays in the turnaround timescales of land ownership enquires. Additional estates resource will be in place in September 2022, and it is expected that performance of this indicator will improve.

23. The income generated from meeting rooms and training facilities at Strawberry Fields is a new indicator for 2022/23 and has performed below target in quarter one because the collection of income generated commenced partway through the quarter from May 2022.

**Town Centre and Markets**

Indicator	Polarity	Target	Performance (Q1 2022/23)	Symbol	Trend
Market Walk Footfall	Bigger is better	1,750,000	<b>528,257</b>	▲	Better than Q1 2021/22 (254,294)
Town Centre Vacancy Rate	Smaller is better	8%	<b>9.6%</b>	▲	Better than Q1 2021/22 (11.9%)
% of voids on the Covered Market	Smaller is better	7.5%	<b>9.8%</b>	▲	Better than Q1 2021/22 (13.1%)
% of rent collected at the Covered Market	Bigger is better	97.5%	<b>81.72%</b>	▲	Worse than Q1 2021/22 (92.3%)
% voids on Market Walk	Smaller is better	7.5%	<b>4.76%</b>	★	Better than Q1 2021/22 (12.2%)
% rent collected at Market Walk	Bigger is better	97.5%	<b>80.4%</b>	▲	Better than Q1 2021/22 (56.3%)
Number of coach visits	Bigger is better	20	<b>12</b>	▲	Better than Q1 2021/22 (3)
Response rate for CCTV requests within average of 5 days	Smaller is better	5 days	<b>2.31 days</b>	★	Better than Q1 2021/22 (2.39 Days)
Combined car park ticket sales (including FOC)	Bigger is better	250,000	<b>227,721</b>	▲	Better than Q1 2021/22 (214,078)

24. Market Walk footfall and the town centre vacancy rate have improved significantly since the same time last year but remains outside of target. The town centre vacancy rate has performed better than both the national average of 11.2% and regional average of 12.4%. There has been a total of 10 new business opening over quarter one in the town centre. This includes business such as a clothing boutique, a carpet shop, as well as an eco-refill store. The council will continue to promote Chorley proactively as a good place to do business, investing in the market and Market Walk to keep a vibrant town centre. A Town Centre Action Plan is currently in development, which is identifying vacant properties in need of improvement. This will inform the Shop Front Enhancement Scheme on Chapel Street and focus on driving improvements to vacant shop fronts in order to make them more attractive for prospective business tenants, which will directly influence the vacancy rate and footfall figures.

25. The percentage of voids at the Covered Market have been impacted by the construction works currently taking place under the covered market to replace the stalls and create a food and beverage '@1498 The Markets' seating area. Additional works are underway to convert 2 cabins into a larger unit, which will be occupied by an existing tenant looking to relocate. Vacant stalls and units are being promoted to attract prospective business tenants, which will have a positive influence on the percentage of voids.
26. The performance for the indicators below have been impacted by negotiations that are currently taking place for the renewal of six lease agreements. It is common practise that whilst lease renewal negotiations are proceeding, the tenants cease paying rents and their accounts go into arrears until the new lease is agreed. For the new lease agreement to commence, payments are backdated, and the council is paid in full. The performance for the below indicators will improve as new leases are agreed within quarter two:
- % rent Collected on the Covered Market,
  - % rent collected at Market Walk.
27. The number of coach visits has performed below target; however, visits have increased when compared to the same time last year. The coach industry have been impacted by the increases to cost of living and is slowly recovering from the Covid-19 pandemic. To increase the number of visitors and coach visits there has been a number of promotional marketing activities delivered. These include the production of a Chorley markets promotional video that has been circulated to group/couch travel companies, advertisements run in the 'Northern Life' magazine and 'Chorley Flower Show' programme, signage displayed on the M61, involvement in the 'Love Your Local Market' campaign, and 'Check Out Chorley' promotional stands run at various events ( including Chorley 10k) throughout the year. Looking ahead, further promotional campaigns will commence such as having a stand at the 2023 British Tourism Travel show in Birmingham, Markets leaflet to be refreshed and updated, and a refresh of the 'Check Out Chorley' tourism website including the promotion of the Markets as a featured asset.
28. Car park ticket sales have performed outside of target, but there has been a positive trend of improvement when compared to the same time last year. The number of visitors to the town centre has reduced following the pandemic and as more people are now working from home, and people have less disposable income as a result of the cost of living increases. Anecdotal evidence suggest that usage of the car park should increase with the improvements to the leisure and retail offer in the town centre. However, the current car parking technology does not collect data out of the core enforceable hours such as evenings. The car parking strategy is currently being refreshed to address the changing demands for parking following the pandemic and works to the Market Walk extension. The strategy will ensure that the parking stock is fit for purpose and takes into consideration capacity, location, users, pricing, and condition in the short to medium term as consumer habits change.

**Accommodation**

Indicator	Polarity	Target	Performance (Q1 2022/23)	Symbol	Trend
% rent collected at Cotswold Supported Housing	Bigger is better	98.52%	<b>115.04%</b>	★	Better than Q1 2021/22 (109.35%)
% voids Cotswold House	Smaller is better	20%	<b>5.47%</b>	★	Better than Q1 2021/22 (42.53%)
% rent collected at Primrose Gardens	Bigger is better	98%	<b>98.46%</b>	★	Better than Q1 2021/22 (96.6%)
% voids at Primrose Gardens	Smaller is better	20%	<b>1.17%</b>	★	Worse than Q1 2021/22 (0%)
Cotswold conference facilities - percentage of bookings	Bigger is better	50%	<b>0%</b>	▲	Same as Q1 2021/22 (0%)
Primrose conference facilities - percentage of bookings	Bigger is better	50%	<b>29.55%</b>	▲	Better than Q1 2021/22 (6.23%)
Percentage of voids at Primrose turned around within 14 days	Bigger is better	95%	<b>50%</b>	▲	Worse than Q1 2021/22 (100%)
% rent collected in rented Housing	Bigger is better	98%	<b>98.03%</b>	★	Worse than Q1 2021/22 (99.2%)
% voids in rented housing	Smaller is better	20%	<b>0%</b>	★	Same as Q1 2021/22 (0%)
Percentage of voids in rented Housing turned around within 14 days	Bigger is better	90%	<b>100%</b>	★	Same as Q1 2021/22 (100%)

29. The Cotswold conference facilities booking are below target because there has not been any uptake following the covid-19 pandemic. Community groups that utilised the space previously have not returned, and the facility was being used as part of the government 'Winter Watch' initiative as emergency accommodation providing immediate shelter to rough sleepers. The council continue to promote the facility to community groups and have made the facility available for community centre enquires.

30. The booking of the Primrose conference facilities has slowly increased when compared to the same time last year, however, remains below target. Users of the facility are returning following the pandemic and the usage of the facility is expected to increase with more regular events taking place in the Conference facility when the café is opened in September 2022.

31. The percentage of voids at Primrose turned around within 14 days has performed below target due to lack of available surveyors to carry out refurbishment works to damaged properties within the two week timeframe. To improve performance, additional capacity is currently being recruited and two surveyors will be in post by September 2022.

**Projects**

32. Under the Commercial and Property directorate there are a total of three Corporate Strategy projects, with two rated green or complete. These include:

- Complete the town centre projects including market renovations
- Deliver Strawberry Meadows employment site

33. One project is rated red at the end of quarter one 2022/23 as below

- Open the Tatton Gardens Extra Care development and community facilities

Corporate Strategy Projects

34. In the table below, an update on the current Corporate Strategy project position for each project under Commercial and Property directorate can be found below:

Project	Rating (Q1 2022/23)	Update (Q1 2022/23)
Complete the town centre projects including market renovations	<b>GREEN</b>	<p>Works have progressed to the Covered Market as part of the project to deliver town centre improvements and includes;</p> <ul style="list-style-type: none"> <li>• The installation of floodlighting along the market’s central aisle to improve safety as well as to allow the space to become more versatile and compliment the creation of the ‘1498 @ The Markets’ seating area that will open in October ahead of Chorley Live.</li> </ul> <p>In other areas, work that has progressed includes:</p> <ul style="list-style-type: none"> <li>• The installation of height barriers at 10 car parks in and around the town centre.</li> <li>• Consultation on the proposed designs for the redevelopment of the Queens Road Car park commenced to provide local people the opportunity to provide their feedback and shape the plans. Proposals include increasing the number of disabled parking bays, installation of wildflower turn trees, cycle parking, and CCTV, to improve overall appearance and accessibility of the site and contribute to the council’s objectives for enhancing biodiversity.</li> </ul>

Project	Rating (Q1 2022/23)	Update (Q1 2022/23)
Deliver Strawberry Meadows employment site	<b>GREEN</b>	<ul style="list-style-type: none"> <li>• The project to deliver Strawberry meadows employment site will be completed in quarter two 2022/23. Handover will be undertaken on the 19<sup>th</sup> September 2022.</li> <li>• Strawberry Meadows will provide essential commercial space to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.</li> </ul>
Open the Tatton Gardens Extra Care development and community facilities	<b>RED</b>	<ul style="list-style-type: none"> <li>• The project has been rated red due to ongoing delays and increasing costs the project. The reasons for the over run on costs have primarily been due to an increase over and above the provisional sum allowed for the highway works and contractor claims.</li> <li>• Delays to the overall timescales of the project have been impacted over the course of the project due to an earlier delay at the site and most recently due to the delays of programming power to the site as a result of the testing and commissioning programme.</li> <li>• The council is taking robust action to review the costs of the contractor claims with specialist advice being undertaken to ensure that fair and proportionate costs are considered.</li> <li>• To address the delays a revised programme of works has been approved and the project is now scheduled for completion in December 2022.</li> </ul>

**Climate change and air quality**

35. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda. All environmental considerations and measures are applied to development projects.

**Equality and diversity**

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

**Risk**

37. 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**

38. There are no direct financial implications of this report, however performance within the department impacts upon financial forecast as reported in quarterly budget monitoring reports.

**Comments of the Monitoring Officer**

39. The data in the report are relevant to an assessment of whether the Council is broadly complying with the pervasive best value duty contained in the Local Government Act 1999.

**Background documents**

40. The following documents are key background items for this report:
- Business Plan Progress Update 2022/23
  - Quarter One Performance Monitoring Report 2021/22
  - Revenue and Capital Budget Monitoring

**Appendices**

41. There are no appendices that accompany this report.

Report Author:	Email:	Telephone:	Date:
Michael Johnson (Performance and Policy Officer)	michael.johnson@southribble.gov.uk	01257 515151	19/08/2022



Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Economic Development and Public Service Reform)	Overview and Scrutiny Performance Panel	22 <sup>nd</sup> September 2022

**PROGRESS UPDATE BUSINESS PLANNING 22/23**

Is this report confidential?	<b>No</b>
Is this decision key?	<b>No</b>

**Purpose of the Report**

1. To provide the Overview and Scrutiny Performance Panel with an update on the delivery of service level projects outlined in the business plans.

**Recommendations to the Overview and Scrutiny Performance Panel**

2. That the information contained within this report is discussed by the Overview and Scrutiny Panel with a view to review performance outlined in the business plans.

**Reasons for recommendations**

3. To ensure that the delivery of the service level projects is being effectively monitored, that progress is being sufficiently achieved, and that risk is being successfully addressed.

**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. This report relates to the following corporate priorities: (please bold all those applicable):

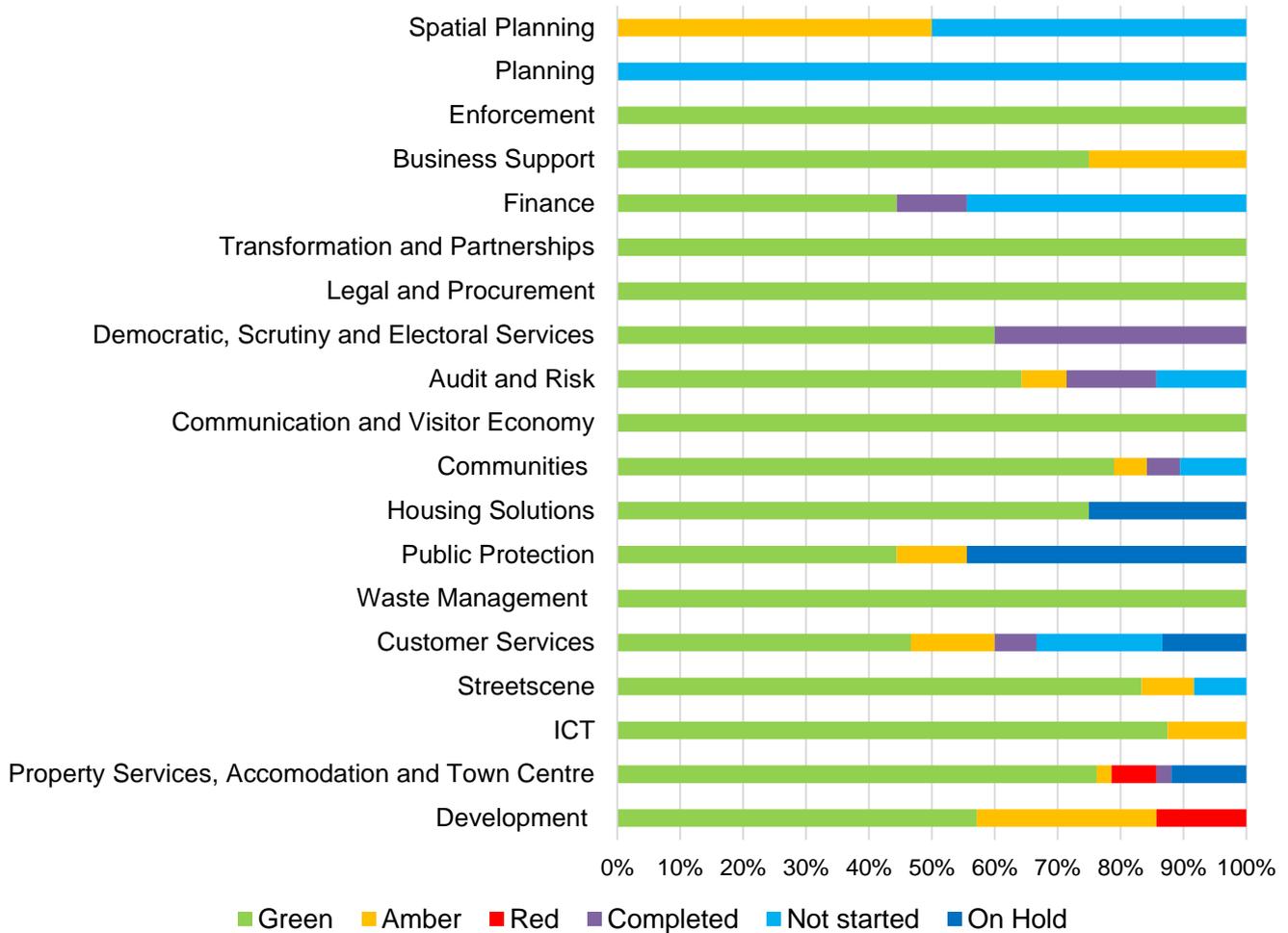
<b>Involving residents in improving their local area and equality of access for all</b>	<b>A strong local economy</b>
<b>Clean, safe and healthy homes and communities</b>	<b>An ambitious council that does more to meet the needs of residents and the local area</b>

### Background to the report

6. Each year the Council undertakes the business planning process where services identify the activity that they will be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process includes engagement with staff and teams and results in the creation of service level business plans.
7. The business planning sessions were delivered in February 2022 with staff from across services, fostering staff engagement and utilising internal skills and experiences in order to capture non business as usual actions.
8. Following this, all service level business plans were approved in June 2022. This paper gives an update on all the service level business plan projects for 2022/23 and outlines the progress of projects. It also sets out where projects are amber and red as well as the actions being taken to get these projects back on track.

### Summary of project delivery

9. A review of **15** business plans produced last year has been completed based on the information provided. The plans contain a total of 181 Projects and of those:
  - **129** are rated as **Green (71.3%)**
  - **12** are rated as **Amber (6.6%)**
  - **4** are rated as **Red (2.2%)**
  - **10** are considered **Completed (5.5%)**
  - **12** are **On Hold (6.6%)**
  - **14** have **not started (7.7%)**
10. The graph below provides an overview status by service. There is a full list of projects and status by directorate at Appendix A.



11. For those projects rated as amber and red a table has been prepared under the project focus outlining the reasoning behind the rating and the action being taken to get the projects back on track.
12. The majority of projects across all services are rated Green. The majority of plans are due to be completed by the end of the year or March 2023. Longer term pieces of work will be delivered in phases and may extend to future years.

Highlights of work rated green or completed since the last update include:

- There have been further works to the Covered Market as part of the project to deliver town centre improvements. This includes the installation of floodlighting along the market’s central aisle, to improve safety as well as to allow the space to become more versatile and compliment the creation of the 1498@The Markets seating area that will open in October ahead of Chorley Live. Works have now commenced to install height barriers at ten car parks in and around the town centre, which will improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark commenced to provide local people the opportunity to provide their feedback and shape the plans. Some of the proposals include increasing the number of disabled parking bays, installation of wildflower turn trees, cycle parking, and CCTV, to improve overall appearance and

accessibility of the site and contribute to the council’s objectives for enhancing biodiversity.

- Astley Hall reopened in May 2022, completing two years of extensive renovations as a result of £1.3 million of investment. This major milestone was marked with a series of events, including food and drink stalls from local businesses as well as theatre performances and entertainment all related to different time periods of Astley Hall. As part of reopening the hall the council have tried to make it more self-sufficient and it now has an entrance fee. The new entrance fee will ensure the long-term sustainability of the Hall and support future investment and conservation. Since reopening, 1,917 tickets have been sold, generating £7,879 in revenue for the facility. Local residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the hall over the year and remain positively engaged in supporting the hall’s future.
- The review and update of the by-election and member induction process has been completed in collaboration with the Member Support Working Group and was launched following the May 2022 elections. The update has incorporated feedback from previous inductees, with the induction process now including a number of sessions around the governance of the Council, services, and committees, as well as a world café getting to know you event, tour of Chorley, and the allocation of a Democratic Services Officer ‘buddy’ to help members settle in smoothly. New members will also now be provided with a detailed Member Induction Handbook to refer to and provided with additional support in using their I-pad and Mod.gov. The induction will be evaluated further by the Member Support Working Group in preparation for the May 2023 elections.

**Project focus**

Red projects

13. There are 4 projects rated as **Red** and are considered off track. These include:

Service	Project
<b>Commercial and Property</b>	
<b>Property Services, Accommodation &amp; Town Centre</b>	Estates and property workflow management using Tech Forge as main management software
	Deliver a bus stop improvement scheme
	Digitising service processes
<b>Development</b>	Open the Tatton Gardens Extra Care development and community facilities

14. Resourcing and procurement has been the principal reason for the delays in this set of projects. Dependencies on procurement exercises have extended the original planned timelines, but these extensions ensure that the council continues to meet its obligation with regarding procurement and securing value for money. As the procurement exercises complete, it is expected that the projects will move back to green and the timeline reprofiled. Addressing the issue of capacity and vacancies impacting on the delivery of projects, recruitment has been undertaken and four positions have been filled. This will ensure that the projects will be back on track between the months of October and November 2022 and complete as planned in March 2023.

15. The ICT plan is extensive and work is prioritised to reflect organisational issues and demands. This includes Property Services, Accommodation & Town Centre, and Development services. The digitalising of service processes is currently rated red as it requires support from ICT which has now been identified with the ICT plan. Additional capacity has now been identified in ICT with new posts now appointed to, ensuring that action can proceed as planned. Additional support in software developing and cyber security are the next areas that ICT is trying to recruit, with two additional roles expected to be filled in the coming months.
16. The development of Tatton Gardens Extra Care community facilities project has been rated red as there are ongoing delays and increasing costs. This is as a result of the increase over and above the professional sum allowed for the highway contractor claims. Delays to the overall timescales of the project have been impacted over the course of the project due to an earlier delay at the site and most recently due to the delays of programming power to the site as a result of testing and commissioning programme. The council is taking a robust approach to managing contractor claims.

Amber projects

17. There are **12** projects that are rated as **Amber** and are considered slightly off track. There are many individual reasons for some of these projects being classified as Amber, but the main themes throughout are primarily delays, capacity, and lack of resources leading to time restraints. The projects include:

Service	Project
<b>Commercial and Property</b>	
<b>Development</b>	Bengal Street
	Buckshaw Parkway – Additional Parking feasibility study
<b>Property Services, Accommodation &amp; Town Centre</b>	Review frameworks contractor tender renewals – align with South Ribble
<b>Communities</b>	
<b>Communities</b>	Review of external communications tools to raise awareness of support available in communities
<b>Public Protection</b>	Public Health: Implement a Public Health Funeral Policy
<b>Customer and Digital</b>	
<b>Customer Services</b>	Implementation of new Customer Care Policy
	Review garden waste subscriptions
<b>Streetscene</b>	Procurement for replacement Small Panel Vans
<b>ICT</b>	Implement a new helpdesk solution
<b>Planning and Development</b>	
<b>Spatial Planning</b>	Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process
<b>Policy and Governance</b>	
<b>Audit and Risk</b>	To put forward a business case for the future management of business continuity.
<b>Business Support</b>	Choose Chorley Events

18. The reason for some projects being affected by delays in most cases is due to the lack of capacity. To address this, where possible additional support has been identified and assigned. This includes through the appointment of several new members of staff across directorates in order to address project specific needs. The majority of the amber projects affected by capacity are now on the way to being back on track in the next quarters. Projects such as implementing a new helpdesk solution will be greatly supported by this increase in capacity as well as those projects reliant on ICT support following the successful recruitment to several vacancies.
19. A number of projects have been impacted by prioritisation, where immediate business needs have been prioritised over the delivery of selected business plan projects. This as a result has led to time schedules being very hard to reach or incredibly tight for the council to meet. To account for these time frames, newly acquired resources have been allocated to help support these projects. Where this is not possible or where there have been extenuating circumstances, time scales have been extended to account for it. This was the case for the Review of Garden Waste subscriptions in Customer Services which was initially due for September 2022 but upcoming service improvements that are expected in December 2022 have caused this project to continue into 2023/24.

### **Climate change and air quality**

20. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

### **Equality and diversity**

21. There are elements within the service level business plans that will have a positive impact on equality and diversity. This includes the development of the Equality Scheme, which will support us in further fulfilling our duties as a local authority under the Equality Act 2010.

### **Risk**

22. As outlined in the report, the key risk to the delivery of the business plans is capacity and resources. This risk continues to be monitored closely and timescales have been reconfigured accordingly. The key actions to address this risk are outlined below:
  - a) Within the ICT Service, the majority of ICT posts are now recruited, and all will be in post by September. Following this there will be an upskilling development plan started to get them up to speed. In addition to this 2/3 temporary roles have been filled to support the roll out of new kit. It is hard to recruit in positions such as

software developers and cyber security, but these positions are next to be addressed.

- b) To address vacancies across other teams, services will be working in collaboration with HR to actively recruit and promote positions. This includes the drafting of job descriptions. Positions within Property services have also been filled recently in order to address possible risks due to resourcing.
- c) Some projects remain dependent on the support of third parties for their delivery. For these projects, partners will continue to be closely engaged with in order identify and tackle barriers to delivery and achieve outcomes. Where delays have been identified, timescales have been reviewed and stakeholders have been engaged with accordingly.

**Comments of the statutory finance officer**

23. There are no direct financial implications arising from this report. Finance comments are provided within the relevant reports on individual items included in the Business Plan as they come forward.

**Comments of the monitoring officer**

24. The data in the report are relevant to an assessment of whether the Council is broadly complying with the pervasive best value duty contained in the Local Government Act 1999.

**Background documents**

25. There are no background documents to this report.

**Appendices**

26. The following appendices are included with this report:

- Appendix A - Overall Business Plan Project Status

Report Author	Email:	Telephone:	Date
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## Appendix A – List of all business plan projects by directorate – updated August 2022

### COMMERCIAL AND PROPERTY

Project	Status
<b>Development</b>	
Bengal Street	Amber
Strawberry Meadows Business Park and Alker Lane cycleway	Green
Open the Tatton Gardens Extra Care development and community facilities	Red
Shady Lane (Housing)	Green
Cowling Farm	Green
Buckshaw Parkway – Additional Parking feasibility study	Amber
<b>Property Services, Accommodation &amp; Town Centre</b>	
Deliver improvements to the Covered Market	Green
"Digitisation of property files" Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing. "	On Hold
Deliver the Action plan to bring Strawberry Fields into profitability & develop meeting room hire	Green
Strawberry Fields office sub-divisions	Green
Deliver Capital Improvement Schemes to Chorley Leisure Centres	Green
Develop improvements to Brinscall Baths	Green
Review frameworks contractor tender renewals – align with South Ribble	Amber
Open Tatton Gardens Extra Care facility	Red
Asset Review – maintain, develop or dispose	Green
Flood defence work to the River Chor in Astley Park	On Hold
Estates and property workflow management using Tech Forge as main management software	Red
Undertake Encroachment & Mapping Surveys	On Hold
Deliver the King George V pavilion	Green
Flood defence work to Earlsway, Euxton	On Hold
Develop the Market Food Court operation	Green
Deliver Queens Road car park Improvements	Green
Relocate the CCTV Suite from the police station to Strawberry Fields	Green
Security and Concierge Tender	Green
Strawberry Meadows – marketing and letting of new sites	Green
Town Centre Improvements – Shopfronts improvement scheme	Green
New housing stock improvements (Refugee Programme) upon acquisition	Green
Deliver a bus stop improvement scheme	Red

Develop & progress plans for a Multi-Storey car park to serve Strawberry Fields and Chorley Hospital	Green
Acquire Refugee properties	Green
Promote a Community Orchard at Cotswold House	Complete
Review of Primrose Car Park EV Provision	Green
Car Park Strategy refresh	Green
Develop use of Primrose conference facilities	On Hold
Digitalising service processes	Red
Promote opening of Café/Bistro to residents of Primrose Gardens	On Hold
Refurbish the space above Iceland to lettable space	Green
Ackhurst Lodge refurbishment	Green
Decarbonisation of the Town Hall in Conjunction with the Workplace Strategy works	Green
Evaluate a rent management system for housing stock	Green
Reconfigure the Market Walk Management Suite	Green
Improve the booking system for room hire in community centres ((incl. installation of automated door locks)	Green
Integrate the Tatton Community Centre with Extra Care facility	Green
Develop a residential Caretaker Service	Green
Tender for parking enforcement and cash collection contract	Green
Bringing development schemes in to use: Prepare for a smooth transition	Green
To promote the opening of the commercial facilities for community and Tatton residents	Green
Open Tatton Gardens and process new tenancies	Green

**CUSTOMER AND DIGITAL**

Project	Status
<b>ICT</b>	
Replace the ICT network across both Councils (Workplace Strategy)	Green
Implement a new helpdesk solution	Amber
Continue to progress completion of projects within the Shared Digital Strategy 2020-2023	Green
Continue the consolidation of software across Authorities making the best use of technology (Digital Strategy)	Green
Continue with the renewal and expansion of the CCTV infrastructure.	Green
Continue to improve the security of both Councils infrastructure estate, increasing the awareness of Cyber Security.	Green
Replace mobile devices across authorities (Workplace Strategy)	Green

Replace end point devices for officers (Workplace Strategy)	Green
<b>Streetscene</b>	
Procurement for replacement Small Panel Vans	Amber
Review of weed control processes with a view to minimizing glyphosate usage whilst delivering a high level of service	Green
Mini meadows and wildlife corridors program	Green
Deliver Street Level Improvements to Ensure Cleaner, Greener Streets and Neighbourhoods across the Borough	Green
Increased use of technology including Intelligence led service improvements	Green
Options appraisal for crime and grime enforcement	Not Started
Astley Park Improvements	Green
Collaborate with Highways England to replace fencing in between M61 and Orchard Driver POS	Green
Procurement for replacement ride on mowers	Green
Replacement for mechanical sweepers	Green
Tree planting (Planting on Council Sites)	Green
Maintenance of shelter belts (Small woodland between roads and residential estates)	Green
<b>Customer Services</b>	
Deliver an even better customer experience and increase access to services for everyone	Green
Conclude Shared Services single operating model	On Hold
Implementation of new Customer Care Policy	Amber
Implement new telephony solution	On Hold
Review garden waste subscriptions	Amber
Review of allpay contract	Complete
Single Person Discount Review	Not Started
Review long term empty property checks	Not Started
Review of all policies	Green
Implement Virtual Mailroom	Green
Digitisation of paper-based records	Green
Staff development & training plan	Green
Review website content and online forms	Not Started
Distribution of £150 Council Tax Rebate & Discretionary Fund	Green
Review of all customer documentation	Green
<b>Waste Management</b>	
Deliver Fleet Strategy	Green
Town Centre Recycling trial extension	Green
Alternative fuel (HVO) trial extension	Green

Publish a new Recycling Strategy	Green
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### Communities

Project	Status
<b>Public Protection</b>	
Public Health: Implement a Public Health Funeral Policy	Amber
Anti Social Behaviour: Implementation of a Public Space Protection Order to prevent the use of portable BBQs and fires at Rivington	Green
Pest Control: Implementation of a new or improved shared Common Mobile Platform for the shared Pest Control service	Green
Air Quality: Joint CBC/SRBC Case Study and Awareness Campaign relating to Particulate Matter and Monitoring	Green
Animal Welfare: Review and Implementation of an Animal Activities Licensing Procedure	On Hold
Service: Review of the district Boundaries and officer areas	Green
Health and Safety: HSE Priority Project – Safe use of inflatable amusement devices	On Hold
Food Safety: Delivery of Food Hygiene and Allergen Awareness Training to targeted groups	On Hold
Health and Safety: HSE Priority Project – Electrical Safety in Hospitality Settings	On Hold
<b>Communities</b>	
Conduct review of partnership arrangement with Youth Zone	Complete
Develop targeted Time Credit process to support vulnerable residents at a local level to benefit themselves and others (CIA)	Not Started
Review of external communications tools to raise awareness of support available in communities	Amber
To undertake a review of commissioned services and provide recommendations for future service delivery which addresses the changing demands in communities (IA)	Green
Review of Neighbourhood Working with focus on performance management and reporting	Green
To develop and deliver an action plan to increase access to digital devices and offer more digital skills training tailored to different needs across the borough (CIA)	Green
Pilot Project for Occupational Therapy presence within Communities service (CIA)	Not Started
Deliver additional COMF funded grant programme that supports community organisations to provide services which address the issues faced because of Covid and aids recovery (CIA)	Green
Deliver practical support funding to support isolation impacts of Covid and monitor outputs and outcomes (CIA)	Green
Develop options on Digital systems to capture direct referrals from residents and partners to support case management and data reporting	Green
Pilot and evaluate community-based sessions to target awareness around specific health needs, utilising community assets (CIA)	Not Started
Deliver agreed tasks as detailed in the green agenda delivery plan	Green

Deliver Government funded financial support grants (HSF)	Green
Establish and implement a series of processes to safely manage and support Ukraine nationals and sponsors on the HFU scheme	Green
Carry out Private Sector Housing Assistance policy review (IA)	Green
Deliver phase two of VCFSE network development	Green
Implement stage 2 of HIA team transition towards digital communication and engagement with residents (IA)	Green
Evaluate the enhanced ESOL provision	Green
Deliver Budget Investments projects	Green
<b>Housing Solutions</b>	
Review structure and CBL processing function within the service	Green
Completion of Scrutiny review of Select Move and related review of common allocations policy	Green
Deliver the Homelessness and Rough Sleeping strategy	On Hold
Review of service alongside specialist housing consultant (including commissioned services, required services not commissioned as well as internal processes, partnership working and best practice).	Green

### Policy and Governance

Project Status	Status
<b>Communication and Visitor Economy</b>	
Re-opening of Astley Hall	Green
Relaunch South Ribble Museum and develop plan for future use	Green
Deliver the internal communications strategy, including new intranet	Green
Deliver the 2022 events programme across Chorley and South Ribble	Green
Taking on the operation of Worden Hall as it re-opens (SRBC)	Green
<b>Audit and Risk</b>	
To re-launch "Connect" the insurance engineering inspections portal and o ensure officers are suitable trained and able to interrogate the system to ensure inspection of all and applicable equipment is inspected.	Complete
To implement a robust monitoring system to identify obsolete / equipment which should be taken out of use.	Complete
Develop the use of IDEA within the Audit and Risk Service.	Green
To develop the Council's approach to fraud following the assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Green
To put forward a business case for the future management of business continuity.	Amber
To establish a forward plan of testing to ensure plans are robust, encompass all council activity and are fit for purpose.	Not Started
Participate in the full test of the ICT Disaster Recovery Plan to be undertaken during 2022.	Not Started

To undertake a review of the Council's policies and processes and align where appropriate.	Green
Fully implement the Claim Control (Claim and accident) automated system for managing claims including development of detailed procedures for all aspects of the service.	Green
To establish a strategic plan for the on-going review and update of all emergency plans for both councils including a new Town Centre Evacuation Plan.	Green
To develop a training and testing schedule	Green
Populate the Health and Safety dedicated area on the Learning Hub with appropriate courses.	Green
Develop a suite of reports to identify high risk areas / claims and trends.	Green
Prepare and participate in the PSIAS peer review for the IA service.	Green
<b>Democratic, Scrutiny &amp; Electoral Services</b>	
Complete and implement the Independent Remuneration Panel review of Member allowances	Complete
Member induction at Chorley and by-election in South Ribble May 2022	Complete
Exploration of joint district council Health Scrutiny	Green
Develop Chorley 'In the Know' e-zine relaunch and development of South Ribble Cllr CONNECT Member portal	Green
Review of Civic and Mayoral support, including succession planning	Complete
Prepare for all-out council elections in South Ribble for 2023 (SRBC).	Green
Procurement of specialist secure printing contract	Green
Implementation of corporate admin process review	Green
Develop support offer for Leadership Team	Green
Delivery of council elections in Chorley and by-election in South Ribble, including new Payroll provider (SRBC / CBC).	Complete
<b>Legal and Procurement</b>	
Introduce a new Code of Conduct	Green
Revise and Update Contract Procedure Rules	Green
Complete the restructure in Legal and Procurement Services	Green
The introduction of IKEN, For the sake of clarity IKEN is a case management system.	Green
<b>Transformation and Partnerships</b>	
Refresh the economic development strategy	Green
Join up public services by working with our partners through the Chorley and South Ribble Partnership	Green
Develop performance and programme management systems	Green
Deliver the Future Workplace Strategy	Green
Re-tender of Meals on Wheels	Green
Deliver the transformation programmes for both councils	Green
Deliver Shared Services Phase 3	Green
Develop and implement the People Strategy	Green

Deliver HR Transformation Phase 2	Green
Implement shared terms and conditions	Green
Support insourcing activity (leisure / waste)	Green
<b>Finance</b>	
COVID-19 grants and funding – reconciliation, monitoring and audit of the various grants and funds provided to comply with central government conditions.	Green
Review of Special Expenses at CBC	Not Started
Review of Financial Standing Orders and Financial Procedures across both councils	Not Started
Review of financial processes and procedures across all areas of the team, to streamline and improve efficiency, effectiveness, levels of internal control and to maximise the use of the resources available.	Not Started
Production of Statement of Accounts for 5 companies and production of consolidated, group accounts for each of the councils,	Green
Business Case development – development and roll-out of a standardised Business Case incorporating Treasury and CIPFA Guidance	Green
Review of Intranet/website	Not Started
Procurement of a new/upgraded Finance System and commencement of implementation	Green
Training for Budget Holders	Complete

### Planning and Development

<b>Project Status</b>	
<b>Business Support</b>	
Business Support post Covid	Green
Choose Chorley Events	Amber
Marketing – Business events / property / DC / Choose Chorley	Green
Digital Creative	Green
<b>Enforcement</b>	
Produce and publish an Environmental Crime Enforcement Policy	Green
Produce and publish a Mobile Homes fit and proper policy	Green
<b>Planning</b>	
Validation Checklist	Not Started
<b>Spatial Planning</b>	
Delivery of the Preferred Options Local Plan Document & Regulation 18 Consultation process	Amber
Biodiversity and Net Gain Implementation	Not Started



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