

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member (Resources))	Executive Cabinet	25 February 2021

Quarter Three Performance Report 2020/21

Purpose of report

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2020/21, 1 October to 31 December 2020.

Recommendation(s)

2. That the report be noted.

Executive summary of report

3. This report sets out performance against the Corporate Strategy and key service delivery measures for the third quarter of 2020/21. Performance is assessed based on the delivery of key projects and measures outlined within the 2019 Corporate Strategy, along with key service delivery measures for individual services.
4. The overall performance of key projects is excellent with 85% of the projects rated as green and 15% currently rated as amber with the action plans for these projects contained within this report.
5. This is the final time that the 2019/20 Corporate Strategy projects will be reported to Executive Cabinet. Those projects that are not yet complete will either be carried over for delivery through the 2020/21 Corporate Strategy as planned, are due to complete in quarter four or will continue to be delivered through business as usual activity. More detail can be found at Appendix C.
6. Performance of the Corporate Strategy indicators and key service delivery measures is good with 67% of Corporate Strategy measures and 83% of key service delivery measures performing on or above target, or within the 5% threshold. Given the current challenges and environment the council is operating in, performance against agreed measures remains positive. Where indicators are performing below target action plans are in place to improve performance.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reasons for recommendation(s)**(If the recommendations are accepted)**

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

Alternative options considered and rejected

8. None

Corporate priorities

9. This report relates to the following Strategic Objectives:

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

Background

10. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
11. The Corporate Strategy was approved by Council in November 2019. It includes 13 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
12. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.
13. Performance of the projects from the new Corporate Strategy approved by the Council in November 2020 will be reported formally from the beginning of quarter four.

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



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

14. Work to deliver a programme of community resilience building has progressed with a focus on community recovery as a consequence of the COVID-19 pandemic community action plans. This quarter, action plans focusing on digital inclusion, food poverty, holiday hunger, and support for those facing financial insecurity have been delivered and have been integrated into business as usual operations. These actions seek to build communities that can support themselves, having the potential to improve health and wellbeing as well as reduce the demand for public services in the long term. To support efforts to tackle food poverty, a working group has been established with local foodbanks and emergency food providers. This will provide a key network to share intelligence and foster partnership working in order to improve food provision. Funding from the Department of Environment, Food, and Rural Affairs has been obtained and used to establish a direct grant scheme to support individuals facing financial insecurity.
15. Digital inclusion is an essential part of enabling residents to access public services online as well as being able to be active within their community. The Communities team has been working with partners to support work that will inform a longer-term approach to digital inclusion with opportunities for more targeted support, such as recruiting digital volunteers to support family and friends to get online. Chorley Council are a distribution partner for the Digital Freedom 50+ (Lancashire) project and so far, 26 devices have been provided to isolated residents aged 50+ who cannot afford a device or connectivity themselves. This has provided them with opportunities to improve their digital skills to gain the benefits associated with using the internet.
16. Excellent progress has been made on the refresh of the Council's website this quarter. Following a full redesign, review of all content and accessibility enhancements, the test site 'beta.chorley.gov.uk' has been launched to enable a period of further user testing and development before the final site is launched on 1 February. The new improved website will provide many benefits for both our customers and the council, including:
 - a. Customers will experience an improved customer journey which makes it easier for them to find information and access services online.
 - b. The new site is mobile responsive meaning the site will work just as well on a mobile phone and tablet as it would on a desktop.
 - c. The new site is fully accessible meaning customers with disabilities are not excluded from using our online services, therefore the website can be used by a wider audience.
 - d. Content on the new website is much easier to keep up to date, with service page owners having access to easily update and keep their content relevant and up to date ensuring information is always correct.
 - e. Improved analytic information will allow us to understand user behaviours on the website, such as the most viewed information and services. This will enable continuous improvement including the MyAccount transactional processes.

17. This quarter good progress has been made towards developing Astley Hall and Park as a visitor destination. This project seeks to increase residents' pride in where they live and to build a strong local economy through high quality leisure and tourism facilities. The shop at Astley Hall was completed during the quarter and opened for trading at the beginning of December. The application for listed building consent was granted and the tender for the main works to the Hall was completed. This work includes the removal of the render, the installation of new windows and window frames, ancillary work around creating a new access, as well as changes to the interior visitor route, which will be started in quarter four.

Performance of Key Projects



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

Performance of Corporate Strategy Measures



20. At the end of quarter three under this priority there are no measures to report.
21. The full outturn information for the performance indicators is included at Appendix A.

Clean, safe and healthy homes and communities



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

22. This quarter good progress has been made on the project to progress improvements to Tatton recreation ground and the surrounding area. The project will provide high quality, affordable and suitable housing, a GP surgery, a pharmacy, a community café, and community centre. The demolition of the former Stagecoach Bus Depot and removal of all above ground structures has been completed. In addition, grant funding of £5.2million was secured via the Lancashire Enterprise Partnership from the Ministry of Housing, Communities & Local Government (MHCLG) 'Getting Building Fund' and full planning permission (subject to conditions) has been secured. The residents of the Chorley East ward have also been consulted about the name of the new development and from a short list of names voted for Tatton Gardens, encouraging local engagement with the development. A part of the scheme involves the stopping up of Silverdale Road. This application was submitted under a Section 247 application to the Department for Transport. The application has been granted a public inquiry, which is scheduled for 24 February 2021.
23. The project to improve play and community spaces across the borough has made excellent progress this quarter. At the Westway Sports Campus, works to create a pavilion and grass pitch have started on site, the car park area and sports pavilion are starting to take shape, the area for the grass football pitches has been seeded, and a drainage system has been installed, with the pitches ready and in use by August 2021. This will provide a wide range of quality recreational activities, which will support our residents to live active and healthy lives. Work also commenced at the Twin Lakes Playing Field during the quarter, which includes pitch drainage and improvements to the playing surface to help reduce the number of missed fixtures due to bad weather. This is also due to be completed by August 2021 in time for the next football season. The play areas at Manor Road, Orchard Drive, and Lodge Bank have all now been completed, with new equipment installed at all three providing a wide range of quality recreational activities. At Great Knowley work was also completed during the quarter, including the creation of wildflower meadows, naturalistic tree planting, and installation of benches and a notice board. In addition to this, £30,000 of external funding has been secured for the Lodge Bank play area, which will be used for the installation of new play equipment. Together, all of these improvements promote clean, safe and healthy communities in both rural and urban locations, where residents can access high quality park, play areas and open spaces.
24. Work to implement the Housing Strategy action plan has continued during quarter three, with the Housing Strategy Management Tracker continuing to be used as a tool for engaging with project action leads to keep track of progress. The Winter Warmth Programme was launched this quarter within the wider corporate context of "Financial Hardship scheme" and "Winter Ready" initiatives. Winter brochure packs were also circulated, providing advice, guidance, and tips on how to keep warm, healthy and happy this winter, helping to tackle health inequalities by keeping vulnerable people informed on how to access services and tackle winter related health issues. Work also progressed to digitise processes around Disabled Facilities Grants including an online grant calculator and application forms now available via

the new council website. This will enable residents to live safely, independently, and longer in their own home as they will be able to easily access facilities that support healthy lifestyles at their own convenience. Furthermore, the Social Prescribing Service is now established and open to receiving referrals from GP's and other wider services. This will ensure that residents can quickly access the services that they need, which will tackle health issues in our communities whilst reducing pressure off frontline services. In quarter four the policy to support owner-occupiers who are unable to make essential repairs to their property will be progressed, which will seek to ensure residents can live in healthy and suitable homes.

Performance of Key Projects



25. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter three overall performance is good.
26. Two projects are rated as green, meaning they are progressing according to timescale and plan:
 - Improve play and community spaces across the borough
 - Implement the Housing Strategy action plan
27. One project is rated amber which is an early warning that things may be falling behind schedule:
 - Progress improvements to Tatton recreation ground and surrounding area

Project Title		Project Status
Progress improvements to Tatton recreation ground and surrounding area		AMBER
Explanation	<p>The project seeks to progress improvements to Tatton recreation ground and the surrounding area and will deliver the preparatory stages ahead of building work on site. This includes securing designs, planning permission, contractor procurements, and engagement with key stakeholders.</p> <p>The project has progressed well over recent months with the completion of key milestones. The requirement for a Public Inquiry into the stopping up order is likely to delay the existing delivery schedule and potentially take the project off track next quarter. However active work is being undertaken alongside the associated financial implications. Therefore, in order to closely monitor this delay and account for possible disruption, the project has been rated Amber.</p>	
Action Required	<p>Officers are progressing high level consideration of alternative designs, which will allow for work to progress as swiftly as possible should the worst-case situation materialise where the objections are upheld and the stopping up order is refused following the Public Inquiry. Additionally, the full delay is being assessed alongside the associated financial implications.</p>	

Performance of Corporate Strategy Measures



Performance is better than target




Worse than target but within threshold



Worse than target, outside threshold

28. At the end of the third 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
29. One indicator is performing better than target:
- Number of volunteer community groups supported to improve by the Council
30. One indicator is performing below target but within threshold:
- Household waste sent for reuse, recycling, or composting (Quarter Two confirmed data)
31. Two indicators are performing below target, and outside the 5% threshold:

	Performance Indicator	Target	Performance
	The number of long-term empty properties in the borough	150	160
Reason below target	Within the last 7 months, two properties have been empty for two years (and therefore count towards the empty property number). These properties are divided into flats and so account for 24 of the 160 empty properties, despite, in real terms, being only two properties.		
Action required	A lot of the work related to bringing empty properties back into use hinges on the lifting of national restrictions related to Covid which has had an impact on building work. It may be that the effect of the restrictions remains for some time and continues to have an impact on the empty property figure. Work is currently being progressed relating to one of the two properties already identified, and this property has 17 flats contained within it and would result in a 10.6% improvement in current performance. Work continues with the other property but progress on this is slow; the owner proposes to dispose of the property but yet there has not been any interest.		
Trend:	At quarter three 2019/20 performance was 152 (a year on year increase of 5%), and by the end of March 2020 performance had reduced to 144		

Performance Indicator		Target	Performance
	The number of affordable homes delivered	75	27
Reason below target	There are a number of reasons for the lower than anticipated performance, some of which are unlikely to be overcome in the short term given the complexity of how housing development is brought about generally and how affordable housing is funded and delivered. This includes slight delays to starts on site due to the COVID-19 pandemic.		
Action required	<p>There are a number of actions which are currently being undertaken to address this:</p> <ul style="list-style-type: none"> • The council is taking a proactive approach to increasing affordable housing by developing and implementing a plan to deliver additional council owned units to meet demand within the borough. The purchase of 9 properties have been approved through EMDs during quarter four, with plans under investigation to purchase a further 21 - 24 homes beyond quarter four. • The council are developing affordable housing as a Registered Provider in their own right, including the assisted living described earlier in relation to the Tatton project. • Registered Providers are being re-engaged to ensure that any remaining housing allocations that have not come forward are considered as 100% affordable housing schemes. • Any planning applications for housing over the threshold for affordable contribution which claim viability issues and seek a lower/zero affordable housing contribution are being vigorously challenged. • As part of routine Housing Land Monitoring, developers are regularly engaged with on allocated sites to track progress and understand the pipeline of delivery. • A new Local Plan is also underway, and this will bring a new supply of housing land allocations and include a review of affordable housing policies to ensure we are developing what is needed and maximising developer contributions. • Engage with Homes England to understand the new Affordable Homes Programme and what is available to Registered Providers including Chorley • A Preferred Provider Framework is being established which will enable the management of the supply of section 106 funded affordable housing, and will ensure that only selected Registered Providers with a strategic relationship to the council and the borough provide new units. 		
Trend:	At quarter three 2019/20 performance was 70 (6.67% below target).		

A strong local economy



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

32. The project to deliver improvements to the town centre has made significant progress over quarter four. This is following the review and rescoping of the project milestones to accommodate the impact of Covid-19, and ensure that priorities and actions could be practically delivered. As an example, in quarter three, the Covered Market refurbishment programme was brought forward due to lockdown opportunities, which meant that there would be no disruption to the trading of the market. Work completed includes the external render and decoration of the market, the installation of uPVC soffits, the development of signage proposals for the market and traders, as well as the finalisation of new entrance proposals and roof and WC designs. The new gazebos have also been delivered and new market awnings procured. Moreover, demolition works for the Civic Square are ongoing with units 7-11 Market St completed, and will continue into the next quarter. 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.
33. The project to develop a business plan for the wholly owned company has made good progress. During quarter three, following the establishment of the 'Wholly Owned Company working group', the draft investment strategy and action plan was completed. This strategy provides a framework to set the parameters for future investment and identifies where existing assets can be better utilised to generate income and opportunities for investment in land and property to ensure that we are equipped with the means to accommodate an expanding business sector and therefore support a strong local economy. The strategy was due to be submitted for approval during quarter four, however pending the release of new Government guidance which may be announced during quarter four on the use of public work loan funds for commercial investments, it was agreed that this would be postponed.
34. The project to bring forward employment land at Alker Lane has made good progress this quarter, with full planning permission to progress the construction element of the project, subject to conditions, granted in November. In addition, grant funding has been secured through the central government 'Getting Building fund'. The Invitation to Tender for the procurement of a design and build contractor has been issued, and the appointment of a project manager and quantity surveyor has been made. Works to divert the water main has commenced and is due to complete at the start of quarter four. Officers continue dialogue regarding the acquisition of Alker Lane and the land to the north of the railway bridge. This acquisition would bring forward the proposed pedestrian and cycle connection between Buckshaw Village and Euxton Lane. Once complete, the development will provide essential commercial buildings to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment. This will increase the number of jobs for local residents and further establish Chorley as an economic hub in the region.

Performance of Key Projects



35. There are three key projects included in the 2019 Corporate Strategy under this priority, and at the end of quarter two overall performance is excellent.
36. All three projects are rated as green, meaning they are progressing according to timescale and plan:
- Bring forward employment land at Alker Lane
 - Develop the business plan for the wholly owned company
 - Deliver improvements to the town centre

Performance of Corporate Strategy Measures



Performance is better than target



Worse than target but within threshold



Worse than target, outside threshold

37. At the end of the third quarter, it is possible to report on three of the seven corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
38. Two indicators are performing better than target:
- The number of jobs created through Chorley Council support or intervention
 - The % of 16-17 year olds who are not in education, employment or training
39. One indicator is performing worse than target and outside the 5% threshold:

	Performance Indicator	Target	Performance
	Overall employment rate	80%	72.4%
Reason below target	<p>The Employment Rate in Chorley is currently below the target of 80%. The rate has been steadily decreasing over the past two years; from a peak of 87.9% for the period Jul 2017-Jun 2018, at which time the employment rate in Chorley was 14.5 percentage points above the North West average and the highest rate amongst all North West Local Authorities.</p> <p>Given the current employment figures cover the period into the pandemic; Oct 2019-Sep 2020 we will now be seeing an effect of Covid-19 upon employment data and the economy, Chorley is now below the North West (74.2%), and the national average (75.7%) employment rates.</p>		

<p>Action required</p>	<p>A number of support measures are being undertaken with those who have lost their employment including Job Matching in partnership with Job Centre Plus and provisional support for the Kickstart scheme (although this scheme has faced delays at national level).</p> <p>A local employment taskforce for Chorley has been established which meets on a monthly basis and allows us to respond to emerging need as required.</p> <p>The Business Engagement team have been undertaking a number of ongoing activities throughout the year as part of its COVID-19 business recovery plan including 50 training and support webinars for sectors in distress with 526 attendees, and 35 financial health checks for business impacted by COVID-19.</p> <p>Officers have also been administering covid-19 government grant schemes to support businesses financially which will help to retain jobs and stem some of the impact COVID-19 has had economically. All of this work will continue in quarter four to ensure that residents and businesses are supported.</p>
<p>Trend:</p>	<p>At quarter three 2019/20 performance was higher at 78.9% (1.4% below target).</p>

An ambitious council that does more to meet the needs of residents and the local area



The long-term outcomes for this priority are:

- A council that consults and engages with residents
- An ambitious council that continually strives to improve
- Cohesive communities in and around our rural and urban areas

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

40. Over quarter three, the improvements as a result of shared services includes development of shared HR policies. The Cabinets at both councils approved the Phase 1 service reviews in October, which were then subsequently implemented with the new structures and appointments across Transformation and Partnerships, Communications and Visitor Economy, Legal, and Democratic, Scrutiny, and Electoral Services completed by November 2021. The impact of implementing phase 1 will ensure that shared services can operate consistently across both authorities, securing efficiency and value for money. An online Shared Services organisational development package has been delivered to provide key training and induction to staff on common areas for development and understanding, which was followed by a 'thank you' celebration event that was hosted to identify key successes, thank staff for their contribution to shared services, and discuss key learning and experiences from the programme. This will ensure shared services has a robust workforce that is supported to grow and improve. Moreover, proposals for the business care for Phase 2 of shared services to review ICT and customer services were presented to the Shared Services Joint Committee and approved by both councils in November 2020.
41. During quarter three, progress has been made towards making our borough cleaner and more attractive, and improve how we implement improvements through the introduction of new working practices and technologies. The recovery from the delay caused during the first lockdown is now complete with teams back on schedule and all services resumed. Software testing of the mobile solution for scheduled work for street sweeping, tree plotting and inspection, grass cutting, and car park inspections has continued, with options for improvements and issues being reported to the supplier for rectification. Hedge cutting work has now started with grounds maintenance teams planning to move to edging up in the new year, and the replacement Refuse Collection Vehicle (RCV) has been ordered and is now in production with delivery expected early January 2021. Towards the end of quarter three the teams successfully responded to the additional workload of snowfall clearance and gritting between Christmas and new year.
42. The project to deliver sustainable public services aims to build on work to ensure that our partnership working model continues to be fit for purpose. Over quarter three, a roadmap was produced in collaboration with the South Ribble partnership, which was approved by the Partnership Executive Boards in December 2020. This will work towards the alignment of partnership governance and activity across both councils, which will provide a powerful springboard for future partnership work. The roadmap includes the implementation of joint meetings and the development of a shared strategy and governance structure. Furthermore, proposals have been developed to undertake a joint piece of work with partners from across Central Lancashire. This will look to support vulnerable residents during the pandemic, making better use of partnership intelligence to understand wider and non-medical needs and provide targeted support and services.

43. The council has continued its commitment to the green agenda, with the recruitment process for a Climate Change Co-ordinator having progressed over the quarter. The role will provide key support and direction in ensuring that the council achieves its ambition of operating sustainably and tackling climate change. Wider elements of the project are progressing well, including the tree delivery plan, with the process of appointing a dedicated tree ranger to lead on tree planting commencing over the quarter. Plans are also emerging for a Chorley Forest through ongoing discussions with United Utilities, who are looking for a suitable area to plant up to 18,000 trees during 2021.

Performance of Key Projects



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

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

- Deliver shared council services
- Make our borough cleaner and more attractive including wildflower meadows
- Work with our partners to deliver sustainable public services

46. One project is rated amber which is an early warning that things may be falling behind schedule:

- Deliver a project to support Chorley Council's commitment to the green agenda

Project Title		Project Status
Deliver a project to support Chorley Council's commitment to the green agenda		AMBER
Explanation	The project supporting the council's commitment to the green agenda is looking to capitalise on significant opportunities to improve performance in relation to climate change. A range of activity has been progressed in recent months including establishing a carbon footprint baseline, green roadmap and tree strategy however the ambitious action plan requires dedicated project coordination to oversee the extensive programme and substantial budget investment made available. A post has now been scoped and approved to be recruited to early in 2021. There is also ongoing impact of COVID-19 on partners involved in the project which has limited their capacity to support some specific elements.	
Action Required	The recruitment of the dedicated climate change co-ordinator is in progress and it is anticipated this will be completed in quarter four. Following this appointment there will be dedicated full time resource to drive this project forward at pace.	

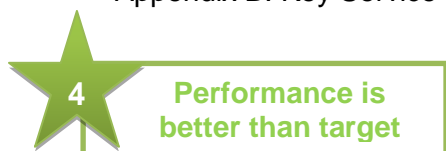
Performance of Corporate Strategy Measures




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

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

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



51. Four of the Key Service delivery measures are performing on or above target:
- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
 - Processing of major planning applications
 - Processing of minor planning applications
 - Processing of other planning applications
52. One indicator is performing slightly below target, but within the 5% tolerance threshold:
- % Council Tax collected
53. One indicator is performing below target at the end of quarter two and the reasons for areas of underperformance are listed in the table below:

Performance Indicator		Target	Performance
	Town Centre vacancy rate	8%	9.7%
Reason below target	<p>During the last quarter nine properties were removed from the list, however a further six vacant properties were added, which has seen performance improve slightly from 10.5% in quarter two to 9.7%. It is also worth noting that during lockdown it is difficult to tell if some of the closed units are permanently closed or not unless an agent's board has been erected.</p> <p>In comparison with other areas the figures for Chorley remain relatively low, and the latest report from October 2020 shows that the North West rate was 12.5%, and the National rate 11.3%.</p>		
Action required	<p>Improvement is expected next quarter on the basis that an existing large unit is currently undergoing renovation works and due to open soon, including a number of the vacant units with consent for change of use have commenced fit out works so will come off next time if completed and open.</p> <p>Chorley continues to be promoted as a good place to do business in line with the investment in the market and Market Walk to maintain a vibrant town centre. Grants continue to be offered for vacant units and to improve the general town centre environment.</p> <p>As highlighted in quarter two, the creation of a specific 'Lettings Coordinator' post has been approved and should be in place by quarter four, with interviews currently underway. Although this role is primarily for new commercial lets out of the town centre, they will also be tasked with re-letting the council voids in the town centre by managing listings on the Right Move Commercial site.</p>		
Trend:	At quarter three 2019/20 performance was 7.5%.		

Implications of report

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

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

Comments of the Statutory Finance Officer

55. N/A

Comments of the Monitoring Officer

56. N/A

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

Report Author	Ext	Date
Louise Wingfield / Jon-James Martin	5061	11/02/2021

Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend ¹
% service requests received online	Bigger is better	35%	52.1%	★	Better than Q3 19/20
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	15.59%	★	Worse than Q3 19/20
Number of volunteer community groups supported to improve by the Council	Bigger is better	56	101	★	Better than Q3 19/20
Number of affordable homes delivered	Bigger is better	75	27	▲	Worse than Q3 19/20
Number of long-term empty properties in the borough	Smaller is better	150	160	▲	Worse than Q3 19/20
Household waste sent for reuse, recycling or composting	Bigger is better	49.3%	47.1% ²	●	Worse than Q2 19/20
Overall employment rate	Bigger is better	80%	72.4%	▲	Worse than Q3 19/20
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	90	321	★	Worse than Q3 19/20
The % of 16-17 year olds who are not in education, employment or training	Smaller is better	3.0%	2.7%	★	Worse than Q3 19/20

¹Trend shown is for change from Quarter 3 2019/20

² This is the confirmed quarter two 2020/21 data as there is always a delay in the reporting of this indicator due to receipt of third-party information, and therefore due to the timescales for this report a provisional figure for quarter three is not available at this time.

Appendix B: Performance of Key Service Delivery Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 3	Symbol	Trend ³
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	4.17 days	3.72 days	★	Better than Q3 19/20
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q3 19/20
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Same as Q3 19/20
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Same as Q3 19/20
Town Centre Vacancy Rate	Smaller is better	8%	9.7%	▲	Worse than Q3 19/20
% Council Tax collected	Bigger is better	82.86%	81.49%	●	Worse than Q3 19/20

Appendix C: Status of 2019/20 Corporate Strategy Projects

Project	Status summary
Undertake renovation works at Astley Hall	<p>The timescales for this project have been realigned for delivery over 2021/22 and therefore this project will continue.</p> <p>The project will deliver vital improvements to maintain the structural integrity and safety of Astley Hall to ensure a sustainable long-term future for the facility, which can continue to be a corner stone of tourism and leisure in the borough.</p>
Refresh the Council's website	<p>This project is due to complete in quarter four. Any remaining elements post quarter four will be delivered as part of business as usual. This includes the optimisation of My Account.</p> <p>The new website developed as part of this project will improve the quality of our interactions with our customers by providing accessible and easy to use online services. It will also allow us to easily update and manage our online content, providing a platform that is future proof and that can be modified to future needs. This will support our goal of increasing the number of service requests received online.</p>
Deliver a programme of community resilience building work	<p>The project is scheduled to be completed during quarter four.</p> <p>The project has delivered community resilience action plans, which have been developed using community intelligence and lessons learned from the Covid-19 pandemic to ensure they're tailored to the needs of our residents. These will support the building of more resilient communities that can support themselves. This has the potential to lead to improved health and wellbeing outcomes as well as reduce the demand for public services in the long term.</p> <p>The action plans will be implemented as part of a new project over 2020/21 called 'Implement the community resilience locality action plans'.</p>
Progress improvements to Tatton recreation ground and surrounding area	<p>The project will be completed in quarter four. Over 2020/21, the project has supported the delivery of development preparations (RIBA stage 3) ahead of building on the Tatton site. This includes the design, planning, procurement, and costing of the development, which will eventually provide vital facilities for local residents, including improved health provision and open spaces, supporting wellbeing outcomes.</p> <p>The next phase of work will be delivered as part of Corporate Strategy delivery for next year under the project 'Deliver the extra care scheme and community facilities at Tatton'.</p>

<p>Improve play and community spaces across the borough</p>	<p>The project will be completed in quarter four, with all elements of the project scheduled to complete.</p> <p>The project has delivered improvements to play and open spaces across the borough, including at Great Knowley, Westway, Twin Lakes Plating Fields, and Lodge Bank Play Area. This will ensure that we continue to provide high quality facilities for residents to enjoy, supporting them to live happier and healthier lives.</p> <p>The project will be renewed with a new scope for completion over 2021/2022, which will include new sites for improvement.</p>
<p>Implement the Housing Strategy action plan</p>	<p>The project is due to complete in quarter four, with any outstanding elements being delivered as part of business as usual.</p> <p>The project has focused on delivering the four priorities of the Housing Strategy, including securing quality across all housing tenures, supporting people to remain independent in their own homes, preventing homelessness, and supporting a balanced housing market.</p>
<p>Bring forward employment land at Alker Lane</p>	<p>The project will be completed in quarter four. Over 2020/21, the project has secured the designs, planning permission, contractor, and project team ahead of building on site, which will be critical to the site's future development. This development will provide commercial buildings, supporting economic growth in the borough by promoting inward investment. This will increase the number of jobs for local residents and further establish Chorley as an economic hub in the region.</p> <p>The next phase of work will be delivered as part of new project for delivery over 2021/22.</p>
<p>Develop the business plan for the wholly owned company</p>	<p>The project is anticipated to be completed in quarter four. The project has supported the development of an Investment Strategy, however, new government legislation could significantly affect the delivery of the project as it may alter public works loan funds and what they can be used for, impacting the council's Investment Strategy. New legislation may be announced during quarter four.</p>
<p>Deliver improvements to the town centre</p>	<p>This project will be completed in quarter four, with all project actions scheduled to be finalised. These actions were rescoped during quarter two following the submission of a highlight report.</p> <p>Once completed, the project will have delivered vital improvements to the town centre, such as to the Covered Market. This will ensure that the town centre remains a vibrant commercial hub, which can accommodate both businesses and visitors alike, supporting a strong local economy.</p> <p>This project will continue under a new mandate for 2021/22, with new actions to be delivered. This will also seek to deliver improvements to the town centre, ensuring Chorley remains a great place to live, work, and visit.</p>

<p>Deliver shared council services</p>	<p>This project, which involved the delivery of phase 1 of shared services, was completed during quarter three. This has delivered the sharing of services across Policy and Governance, which is currently operating as a single service across Chorley and South Ribble.</p> <p>Benefits that will be secured in the long run as a result of the project's delivery include improved resilience, more development opportunities for staff, and reduced costs of the services across both councils.</p> <p>The delivery of phase 2 will be progressed over 2021/22 as part of a new corporate project. This include the sharing of services across Customer and Digital</p>
<p>Make our borough cleaner and more attractive including wildflower meadows</p>	<p>This project is scheduled for completion in quarter four and will be replaced by a similar project for 2021/22.</p> <p>This project has delivered vital improvements across the borough, ensuring the residents can take pride through the provision of clean communities and streets. This includes the flagship wildflower meadows, which were installed at high profile areas. The project has also further ensured that Chorley remains a great place to live, work, and visit.</p> <p>The new project will focus on technology, which also will seek to tackle grot spots across the borough. This will ensure that all residents can take pride in their neighbourhood and local area.</p>
<p>Work with our partners to deliver sustainable public services</p>	<p>This project will be completed in quarter four and has strengthened our approach to partnership working by bringing partners together in response to Covid 19 and evaluating opportunities for improvement, resulting in agreement to progress joint partnership working arrangements with South Ribble and development of a roadmap to achieve this. The next phase of the project will deliver this roadmap.</p> <p>The next phase of work, including outstanding elements of the project, will be delivered as part of Corporate Strategy delivery for next year as a joint project with South Ribble Borough Council.</p>
<p>Deliver a project to support Chorley Council's commitment to the green agenda</p>	<p>This project will not be completed by quarter four and will continue as a project in 2021/22 as part of the 2020/21 Corporate Strategy. This is due to issues with resources for the project that were experienced in 2020.</p> <p>The appointment of a Climate Change Officer, a new project team, and a review of the green agenda action plan scheduled for quarter four will ensure the acceleration of the project in 2021/22. This will support our goal of improving our Green performance and become community leaders in sustainability.</p>