

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

Is this report confidential?	No
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Is this decision key?	No
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## Quarter Two Performance Monitoring Report 2021/22

### Purpose of the Report

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the second quarter of 2021/22, covering the 1 July 2021 to 30 September 2021.

### Recommendations to Cabinet

2. That the report be noted

### Reasons for recommendations

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

### Other options considered and rejected

4. No other options have been considered.

### Executive summary

5. This report sets out performance against the Corporate Strategy and key service delivery measures for the second quarter of 2021/22. Performance is assessed based on the delivery of key projects and measures outlined within the 2020 Corporate Strategy, along with key service delivery measures for individual services.
6. The overall performance of key projects is excellent, with 11 (85%) of projects rated green, 1 (8%) rated amber, and 1 (8%) classified as completed. Action plans for those projects rated amber are contained within this report.

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

### **Corporate priorities**

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

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

### **Background to the report**

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

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



## The long-term outcomes for this priority are:

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

## ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

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

## Performance of Key Projects



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

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

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

18. One project is rated amber:

- Implement year 1 of the Shared Digital Strategy.

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

## Performance of Corporate Strategy Measures



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

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

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

## Clean, safe and healthy homes and communities



### The long-term outcomes for this priority are:

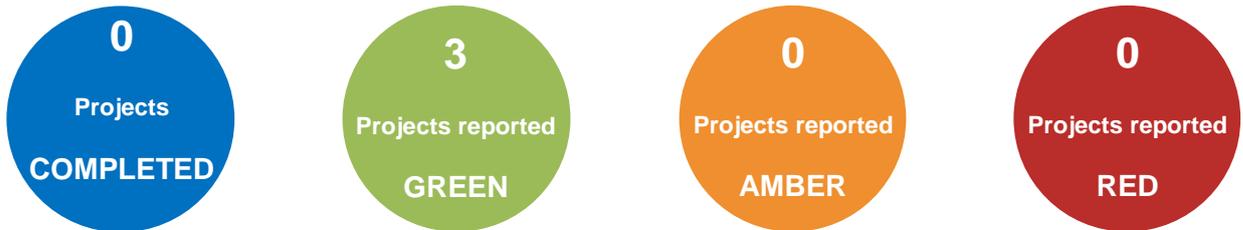
- Clean and safe streets,
- Reduced health inequalities,
- A wide range of quality recreational activities,
- High quality, affordable and suitable housing,
- High quality play areas, parks and open spaces in both urban and rural locations.

### ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

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

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

### Performance of Key Projects



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

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

- Implement the Homelessness and Rough Sleeping Strategy action plan,
- Improve play and community spaces across the borough,
- Progress improvements to Tatton recreation ground and surrounding area.

### Performance of Corporate Strategy Measures



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

27. Two indicators are performing better than target:

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

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

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

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

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

## A strong local economy



### The long-term outcomes for this priority are:

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

### ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

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

### Performance of Key Projects



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

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

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

### Performance of Corporate Strategy Measures



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

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

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

Performance Indicator	Target	Performance
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▲	Overall employment rate	80%	74.4%
<b>Reason below target</b>	The employment rate is below the target of 80%, however, is in line with national (74.4%) and above regional trends (73.1%). The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018.		
<b>Action required</b>	<p>A number of support measures are being undertaken with those who have lost their employment. This includes Job Matching in partnership with Job Centre Plus and provisional support for the Kickstart scheme, a government backed employment scheme linked to the COVID-19 economic situation.</p> <p>The Business Engagement Service are also undertaking a number of ongoing activities as part of its COVID-19 business recovery plan, including training and support webinars for sectors in distress and financial health checks for business impacted by COVID-19. This will help to retain existing jobs. The service has also been administering covid-19 government grant schemes to support businesses financially which will help to retain jobs and stem some of the impact COVID-19 has had economically.</p> <p>A Community Recovery Action plan has been created to specifically focus on employment. A Employment Task Force has been created to bring partners together to tackle unemployment, produced a directory of employment related services available on the website, gained funding from the Department of Work and Pensions to delivery a Youth Hub Employment project, based within Inspire youth Zone and partially funded by the council, and created guidance materials for businesses on the Kickstart scheme and how to get involved independently.</p>		
<b>Trend:</b>	Performance is better than quarter two 2020/21 (74.1%) but worse than quarter two 2019/20 (82.3%).		

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



### The long-term outcomes for this priority are:

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

### ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER TWO

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

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

### Performance of Key Projects



41. There are four key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter two overall performance is very good.

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

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

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

- Work with our partners to deliver sustainable public services.

### Performance of Corporate Strategy Measures



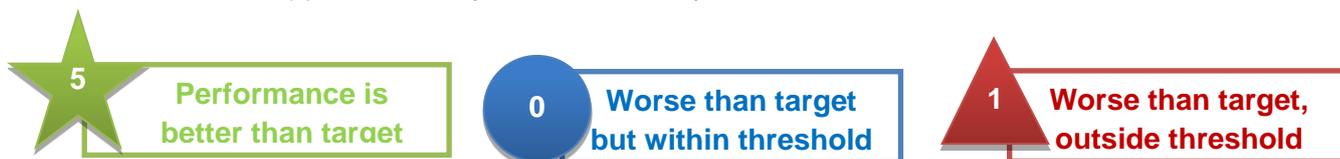
44. At the end of the second quarter, it is possible to report on two of the five corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.

45. Both indicators are performing better than target:

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

## PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

46. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance. There are six indicators that can be reported at the end of the second quarter. The full outturn information for this is included at Appendix B: Key Service Delivery Measures.



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

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

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

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

## **Climate change and air quality**

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

## **Equality and diversity**

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

## **Risk**

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

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

## **Comments of the Statutory Finance Officer**

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

## **Comments of the Monitoring Officer**

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

## **Background documents**

Corporate Strategy 2020/21

## **Appendices**

Appendix A: Performance of Corporate Strategy Key Measures

Appendix B: Performance of Key Service Delivery Measures

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

## Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

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

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

## Appendix B: Performance of Key Service Delivery Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

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