

Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Resources)	Overview and Scrutiny Performance Panel	15 th December 2022

Is this report confidential?	No
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Is this decision key?	No
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Performance Focus - Policy and Governance

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Policy and Governance Directorate. This includes:
 - a) An overall directorate summary and budget position,
 - b) An overview of performance at quarter two 2022/23,
 - c) An update on the Corporate Strategy projects.

Recommendations to the Overview and Scrutiny Performance Panel

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

Reasons for recommendations

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

Other options considered and rejected

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

Corporate priorities

5. The report relates to the following corporate priorities:

Housing where residents can live well	X	An enterprising economy with vibrant local centres in urban and rural areas	X
A green and sustainable borough	X	Healthy, safe and engaged communities	X

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 Policy and Governance has been prepared as of quarter two. This directorate was last reviewed in December 2021. The directorate includes the following five services:

- Communications and Visitor Economy,
- Finance,
- Governance,
- Transformation and Partnerships,
- Business Support.

7. This report presents an overview of the directorate's performance as well as a breakdown of the financial position, corporate and service level indicator performance, and the progress of the Corporate Strategy projects as of quarter two 2022/23.

Directorate overview

8. The directorate has been performing well over 2022/23. Of the 34 indicators that can be reported at the end of quarter two, 28 (82%) are performing on or above target or within accepted tolerances (includes baselined indicators). In terms of the 57 business plan projects under the directorate, 47 (82%) are rated as Green or Completed, eight (14%) are rated Amber, none are classified as Red, and two (4%) are considered On Hold. Additional information on the performance of service level projects was reported to the Overview and Scrutiny Performance Panel in September 2022 as part of the bi-annual business plan update.

Financial position 2022/23

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2022/23 for the Policy and Governance directorate:

Q2 Provisional Outturn 2022/23 – Policy and Governance	£
Original Cash Budget	4,802,800
Agreed changes	596,200
Current cash budget	5,399,000
Provisional outturn	5,431,932
Variance	32,932

Variance	0.6%
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10. The largest spend in this directorate is on staffing.
11. The original budget has increased by £596k as at 30th September 2022. £65k due to re-alignment of the shared services budget, £207k realignment of budgets following management changes for Business Support team, £341k transfer of insurance budgets from all directorates to general insurance within Policy and Governance directorate and movement of the Shopmobility budget from the Policy and Governance directorate into Commercial and Property.
12. The provisional outturn for Policy and Governance shows an overspend of £33k as at 30th September 2022 giving a 0.6% variance against the current budget. The overspend has been generated largely due to;
- an increase in the cost of utilities of £107k,
 - a £64k overspend due to the increase in Audit fees for 2019-20 and 2020-21, which have been approved by Governance Committee,
 - the cost of the proposed pay award for 2022/23 compared to the budget provision for this of 2%,
 - offset by a £32k underspend due to an over statement in the budgeting requirement for Members allowances, and;
 - net staffing underspends of £99k across the directorate mainly due to vacancies and a higher level of staffing recharges to SRBC and Chorley Leisure Ltd and South Ribble Leisure Ltd compared to budget.

Performance indicators

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

	Performance is better than target		Worse than target but within threshold (5%)		Worse than target, outside threshold (5%)
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14. A summary of key performance information for each service within the Policy and Governance directorate over the year of 2022/23 is provided below:

Corporate Strategy indicators

15. The table below highlights the key Corporate Strategy measures for the directorate. There are four indicators that can be reported at quarter two, with all performing on or above target.

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
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Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
The number of claimants as a proportion of resident population of the area aged 16-64	Smaller is better	4.2%	2.5%	★	Better than Q2 2021/22
Overall employment rate	Bigger is better	80%	75.1%	●	Better than Q2 2021/22
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	100	127	★	Better than Q2 2021/22
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	1.5%	★	Worse than Q2 2021/22

Local indicators: Communications and Visitor Economy

16. The table below outlines the indicator performance for the four indicators within Communications and Visitor Economy Service. At the end of quarter two, all four are performing above target or are being baselined.

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
% of email open rates within the Attain System	Bigger is better	50%	65.72%	★	Better than Q2 2021/22
Social media engagements	Bigger is better	414,729	444,650	★	Better than Q2 2021/22
Number of visitors to the Astley Hall (ticket sales)	Bigger is better	Baseline	4,694	-	-
Sales in Astley Hall Shop	Bigger is better	Baseline	£36,017.61	-	-

17. Indicators for Astley Hall are being baselined with targets expected to be in place at the next reporting interval in 2023. At this time, there is only one full quarter's data available due to opening in late May 2022. Taking in to account the closure over the last two years and the impacts of the pandemic visitor numbers are expected to be lower, with growth in the next year as a visitor base is re-established. Based on the projections for the year, whilst visitor numbers are lower than expected, the levels of income are positive and above the projected levels expected at this reporting period.

Local indicators: Finance

18. The below table outlines performance relating to Finance. There are three indicators that can be reported at quarter two, with two performing on or above target and two performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
Compliance with the Prudential Code	Bigger is better	100%	100%	★	Same as Q2 2021/22
Statutory Grant Claims and Returns to be submitted on time	Bigger is better	100%	100%	★	Same as Q2 2021/22
Supplier Payment within 30 days	Bigger is better	99%	90.36%	▲	Better than Q2 2021/22

19. Supplier payments remain below target, but has seen significant improvement from last year's outturn. The finance team engage proactively with services where performance is below the expected target and give additional advice and training. The performance is up from the last reported period from 88.73% to 90.36%. Support and proactive engagement remain in place to ensure teams are equipped with the necessary skills to process supplier payments and identify any barriers to timely completion.

Local indicators: Governance

20. The below table outlines performance against a number of local indicators relating to Governance. There are 10 indicators that can be reported at quarter two, with eight performing on or above target and two performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
% of planned time used (Internal Audit)	Bigger is better	90%	97.6%	★	Better than Q2 2021/22

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
Internal Audit - % of Audit Plan Completed	Bigger is better	45%	43%		Better than Q2 2021/22
% Satisfaction level (assignment level) - (Internal Audit)	Bigger is better	90%	97%		Worse than Q2 2021/22
% draft minutes circulated within 10 days	Bigger is better	95%	100%		Same as Q2 2021/22
% of authors uploading reports to Modgov	Bigger is better	90%	100%		Same as Q2 2021/22
% valid postal/proxy vote applications processed within 3 working days	Bigger is better	95%	100%		Same as Q2 2021/22
% complaints to the Chief Executive responded to within 10 working days	Bigger is better	75%	66.13%		Worse than Q2 2021/22
% complaints to the MP responded to within 10 working days	Bigger is better	75%	78%		Worse than Q2 2021/22
Number of external Lancastrian bookings	Bigger is better	45	33		Better than Q2 2021/22
Lancastrian revenue generated	Bigger is better	£8,000	£12,357.60		Better than Q2 2021/22

21. The percentage of complaints to the Chief Executive responded to within 10 working days is below target for quarter two. There are multiple levels of approval needed when

processing these complaints and formulating responses. Performance has been below target however, over the past three months we have seen a steady improvement. The Council will be looking to further improve this process in the future in order to make sure we meet or exceed targets.

22. The number of external Lancastrian bookings are below target and have yet to return to pre-covid levels. However, it is performing better than the same time last year showing a positive uptake in external bookings. Despite the fewer bookings, the picture is also positive with regard to the revenue generated from the Lancastrian is significantly above target for quarter two which demonstrates that despite the downturn in bookings income is being generated in line with the targets set.
23. Data on Freedom of Information requests has been provided previously, however this indicator is being reviewed to provide better analysis by service and to reflect changes in the way they are managed and processed. Data and performance will be provided at the next reporting interval.

Local indicators: Business Support

24. The Business Support Team was recently brought within the area under Delivery and Change. The indicators are to be reviewed based on changes to the service and future delivery set forward in the corporate strategy and UKPSPF delivery plan. At this time one indicator can be reported which is performing above target.

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
Client satisfaction with the service received from Chorley Council	Bigger is better	85%	100%	★	Better than Q2 2021/22

Local indicators: Transformation and Partnerships

25. The below table outlines performance against a number of local indicators relating to Transformation and Partnership. There are 12 indicators that can be reported at quarter two, with eight performing on or above target (including those being baselined), one performing within accepted tolerances and three performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
% PIs on PMS with written procedures	Bigger is better	100%	97%	●	Better than Q2 2021/22
% Performance information provided by quarterly deadline	Bigger is better	85%	68%	▲	Worse than Q2 2021/22

Indicator	Polarity	Target	Performance (Q2 2022/23)	Symbol	Trend
% Corporate Strategy projects on track / delivered – Council-wide	Bigger is better	90%	79%	▲	New for 2022/23
% highlight reports received by the quarterly deadline	Bigger is better	75%	86%	★	Better than Q2 2021/22
Number of FTE days lost per year through short term sickness absence	Smaller is better	Baseline	1.29	-	-
Number of FTE days lost through long term sickness absence	Smaller is better	Baseline	4.08	-	-
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	Baseline	5.37	-	-
Total visits to the Chorley Council Website	Bigger is better	200,000	692,690	★	Better than Q2 2021/22
% of service pages overdue	Smaller is better	15%	13.5%	★	Better than Q2 2021/22
% of service development actions on track	Bigger is better	70%	81.3%	★	Better than Q2 2021/22
% of shared services staff satisfied	Bigger is better	85%	71.7%	▲	Worse than Q2 2021/22
% Satisfaction with OD sessions	Bigger is better	95%	96%	★	Better than Q2 2021/22

26. The percentage of performance information provided by quarterly deadline is below target as of quarter two. The period for return at the end of September is peculiarly tight due to reporting of the quarter two performance and required publication dates for

committee. This significantly reduces the period from when information is required from the normal 14 days after close of quarter. The Performance and Partnerships team worked closely with project leads to ensure highlight reports were completed within time and the approach will be taken forward with data collection officers in future periods as it had a positive impact and improved compliance with reporting schedules.

27. The percentage of Corporate Strategy projects on track / delivered was below target at the end of quarter two. However, performance against the corporate strategy delivery remains good as only a small number of projects were rated amber and off track, in large part due to external pressures and factors outside the Council's control. Major construction projects such as Strawberry Meadows and Tatton Gardens have been subject to delays caused by supply, utilities and contractors. The construction market has faced a number of challenges following the pandemic which have impacted these projects. It is expected that those projects off track will be brought forward and completed on revised schedules in the early new year, with Strawberry Meadows completing within quarter three 2022.
28. The average working days per employee (FTE) per year lost through sickness absence as well as number of FTE days lost per year through short term and long-term sickness absence are all in the process of being re-baselined for this year. This is due to data for the previous year based on Covid regulations and therefore reporting is not comparative and significantly different in nature where absences were not deemed recorded when infection was due to Covid. From the next reporting interval an accurate reflection of absence targets will be reported.
29. The percentage of shared services staff satisfied has been reported below target this quarter. As a result, an action plan has been developed and delivered and the new People Strategy launched to support an increase staff satisfaction levels.

Projects

30. Under the Policy and Governance directorate there are a total of five Corporate Strategy projects, with three rated as green for quarter two 2022/23. These include:
 - Deliver the future workplace strategy,
 - Provide support for enterprise across the borough post Covid,
 - Join up public services by working with our partners through the Chorley and South Ribble partnership.
31. Two projects were classified as completed for quarter two 2022/23. They include:
 - Launch Astley Hall attraction and visitor experience,
 - Refresh the Economic Development Strategy.
32. Delivery of the Corporate Strategy projects are monitored on a quarterly basis through the Quarterly Performance Report, which is presented to Executive Cabinet. The last update was provided in October 2022 covering quarter two performance. This report can be found under background documents. The next update will be presented in February 2022, which will cover quarter three performance.
33. Service level projects are monitored bi-annually. The last update was presented to the Overview and Scrutiny Performance Panel in October 2022. This report can find under background documents and includes Policy and Governance service level projects.

Corporate Strategy projects

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

Project	Rating (Q2 2022/23)	Update (Q2 2022/23)
Launch Astley Hall attraction and visitor experience.	COMPLETE	Astley Hall provided a stunning backdrop to the incredible three-day Chorley Flower Show event, following its extensive two-year restoration preserving the Grade II listed building for future generations. As of quarter two, there have been 4,694 tickets sold, generating over £10k in revenue that will secure the building's long-term future and financial sustainability. The project to launch Astley Hall and visitor attraction has now been successfully completed with the next phases to focus on further improvement to other areas of the complex
Refresh the Economic Development Strategy.	COMPLETE	In quarter two, the Economic Development Strategy was finalised and approved by Council and an action plan to deliver the priorities has been developed. The Economic Strategy aims to set out a clear ambition and vision for Chorley, considering the local, regional and national context. Four priorities are identified: space for business, jobs and skills, employability and business support. Each priority is accompanied by a number of objectives and supporting actions set out in the strategy, along with a summary of delivery options such as business support, employability services and investment. Success measures have been identified to monitor the effectiveness of the strategy and help to provide a strong local economy within Chorley.
Provide support for enterprise across the borough post Covid.	GREEN	During the last quarter the Council has continued to deliver business support workshops and webinars to respond to the needs of businesses post Covid, with a total of 226 business engagements and 94 businesses referred for further support. To further build a dialogue with local businesses, two more round table sessions have been held with high profile business representatives from 19 companies. The sessions aimed to understand the challenges facing the construction sector and the cost of doing business in the current environment, as well as providing direct access to support and advice from the Business Engagement Team.
Deliver the Future Workplace Strategy	GREEN	Plans for the Council's employee sites are being developed with a view to take forward works in the coming 12 months. Workplace includes how the council and all its members and officers have access to the right equipment and systems to be agile and responsive. Work has been completed to relocate the ICT server room to enable the installation of new ICT infrastructure to support

Project	Rating (Q2 2022/23)	Update (Q2 2022/23)
		<p>standardisation of kit and employees have started to receive new mobile devices (iPads and iPhones) as part of the kit roll out. In the coming weeks the next stage will be the wider rollout of the new desktop solution (workspace) to all staff, followed by rollout of standardised laptops.</p> <p>As part of the accommodation element, work has taken place to appoint Architects, MEP Consultants, Quantity Surveyors, Principal Designers and Structural Engineers following a robust procurement process. These consultants have formed the professional design team. RIBA Stage 2 design stages have been completed with revised project cost estimates produced and presented to key stakeholders. Prior to progressing onto RIBA Stage 3 and developing the design and progressing the project further, key stakeholders will be consulted by the end of November to determine the full scope of the project based on the revised costs that have been presented.</p>
Join up public services by working with our partners through the Chorley and South Ribble partnership,	GREEN	The Chorley and South Ribble partnership has moved forward with health partners arrangements for developing a place based intelligence dashboard. Progress has been focused on developing the data governance and work will now concentrate on designing a single interactive and visual dashboard with area profiles and maps to be demonstrated at the next partnership meeting.

35. As part of the Corporate Strategy 2021/22 to 2023/24, the following projects have been proposed for future delivery. These projects will fall under the Policy and Governance directorate and were presented to Council in November 2022:

Project	Proposed scope (2023/24)
Implement a home energy support scheme	This project will provide energy advice and practical support to install energy saving measures, so that residents are able to address increasing energy costs and support action to tackle climate change.
Launch Sustainable Energy Package for Businesses	This project will provide a package of support for businesses to undertake energy adaptations including an energy audit, recommending actions and potential grant support towards improvements.
Continue Development at Astley Hall	This project will deliver improvements and phased renovation works to the wider hall complex of buildings and further improve the overall visitor experience.
Launch a Skills and Jobs Programme	Building on feedback from local businesses, this project will deliver initiatives to promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise.

Project	Proposed scope (2023/24)
Deliver improvements to local service centres	This project will deliver physical enhancements to local service centres in line with Levelling Up funding.
Increase digital connectivity in the rural areas	This project will work through the rural prosperity fund to deliver improvements to broadband and digital connectivity in targeted areas where existing provision is poor.
Deliver high quality, responsive Council services	This project will deliver a continued programme of improvement including work to share the Property and Assets service, implementation of the Customer Care policy to ensure high levels of customer satisfaction, and ongoing service improvement actions.

Climate change and air quality

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

Equality and diversity

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

Risk

38. 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

39. There are no direct financial implications arising from this report, however activity and performance within the department does impact upon the financial outturn forecast that is reported on a quarterly basis in the Corporate Revenue Monitoring reports.

Comments of the Monitoring Officer

40. There are no legal implications as a result of this report..

Background documents

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

- [Business Plan Progress Update 2022/23](#)
- [Quarter Two Performance Monitoring Report 2022/22](#)
- [2022/23 Corporate Budget Monitoring Report](#)

Appendices

42. There are no appendices that accompany this report.

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