

Report of	Meeting	Date
Director of Policy and Governance (Introduced by the Executive Member for Resources)	Executive Cabinet	15 th February 2018

CHORLEY COUNCIL PERFORMANCE MONITORING – THIRD QUARTER 2017/18

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 2017/18, 1 October – 31 December 2017.

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 2017/18, 1 October – 31 December 2017. Performance is assessed based on the delivery of key projects and against the measures in the 2016/17 Corporate Strategy along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with eleven (78%) of the projects rated as green, complete or closed. Two (14%) projects are currently rated amber and one (8%) is currently rated red; actions plans for each of these projects are contained within this report.
5. This is the final time that the 2016/17 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 2017/18 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 also good. 83% of Corporate Strategy measures are performing on or above target or within the 5% threshold and 80% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures 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 2016. It includes 14 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 Council in November 2017 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
- All residents are able to take an active part in their community
- Easy access to high quality public services

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

14. The project to develop new ways to deliver services for communities was completed in quarter two. This project aimed to understand and develop new approaches to delivering services within communities to support new models of working alongside residents and the third sector. The project delivered a final report and tool kit which set out approaches to build capacity within communities. This will now be taken forward by the Early Intervention and Prevention directorate as part of developing new ways of working to ensure residents are involved in improving their local area. To further support resident's involvement in taking an active part in their community, there has been a 25% increase in the number of volunteering hours earned this quarter.
15. The project to improve the look and feel of local neighbourhoods across the borough is now complete. Through the neighbourhood working approach, communities and the council joined together to understand local priorities and identify areas for improvement. Each of the eight neighbourhood working areas agreed a number of key projects which are now being delivered to make communities safer, healthier and more attractive places to live. Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.
16. To support easy access to high quality public services and residents taking an active part in their community, this quarter there have been more people supported to get online, with 11 different courses delivered and a total of 177 hours support provided to 82 learners. These courses are provided on a continuous weekly basis or a set 6 week course across several different venues. In addition to this, there have been residents attending the Citizens Advice Digital Help sessions. These sessions provide residents with digital support to help those that need it to navigate the web and gain access to benefits or other services via the Internet. The drop in sessions have been successful in helping people with disability blue badge applications, universal credit applications, universal job matches, housing applications and job searches by providing 1-1 training in digital skills.

Performance of Key Projects



17. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
18. One project was closed at quarter one and will be progressed outside of the Corporate Strategy programme:
 - Progress delivery of the Westway integrated sports facility
19. One project was completed in quarter two and key outcomes are outlined above:
 - Develop new ways to deliver services for communities
20. One project was completed this quarter and key outcomes of the project are outlined below:
 - Improve the look and feel of local neighbourhoods across the borough

Project Title	Project Status
Improve the look and feel of local neighbourhoods across the borough	COMPLETE
<p>This project aimed to engage with local communities to understand priorities and deliver improvements in each of the eight neighbourhood working areas.</p> <p>Meetings were held with each area to identify three priorities for delivery which were then costed and approved by Members for delivery. A lead officer and lead elected member or parish representative was identified for each project with delivery progressed throughout the year.</p> <p>Key projects have included delivering sessions with Homestart to support residents in Chorley Town West and working with partners to create new footpaths in Western parishes.</p> <p>Updates on delivery will be presented through the current round of neighbourhood meetings taking place in January and February 2018.</p>	

Performance of Corporate Strategy Measures



21. At the end of the third quarter, it is possible to report on one of seven performance indicators under this priority. This indicator is performing on or better than target:
 - % increase in the number of volunteering hours earned
22. The full outturn information for the performance indicators is included at Appendix A.



Clean, Safe and Healthy 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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

23. The project to deliver purpose built accommodation to support older residents in Chorley through the Primrose Gardens Retirement Village is on track and progressing well. The construction aspects of delivery are on track with the operational part of delivery progressing further this quarter including reviewing options for the commercial kitchen layout and initial proposals for exterior landscaping works. A public consultation meeting was held this quarter to engage and inform the public of progress, with positive feedback received regarding the public realm proposals. Updates to stakeholders continue to be communicated by newsletter and social media. The delivery of Primrose Gardens in March 2019 will result in the provision of purpose built accommodation to support older residents in Chorley.
24. The enabling phase of the Integrated Community Wellbeing was completed in quarter one. This project aimed to bring together Lancashire Care Foundation and Chorley Council to create an Integrated Community Wellbeing Service. This project engaged staff, service users, partners and other stakeholders in the development and design of the new service, conducted a review and redesign of office accommodation at Union Street office and included the physical collocation of over 150 staff at the Union Street office. The evaluation approach, senior management structure and partnership agreement have also been established. The new service promotes early intervention and prevention to support better health and wellbeing outcomes for our residents and stronger, more resilient communities. It also supports public sector reform objectives and a more sustainable position for public services in future.
25. Residents have been encouraged to be healthier this quarter with the number of visitors to Council leisure centres continuing to increase, with 870,084 visitors at the end of this quarter compared to 852,528 the same time last year. To support the long term outcome of the provision of high quality, affordable and suitable housing for the residents of Chorley, there were 100 affordable homes delivered this quarter, which compares to 60 for quarter three 2016/17.

Performance of Key Projects



26. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the third quarter overall performance is good.
27. One project was rated as green, meaning it is progressing according to timescale and plan:
 - Deliver the Primrose Gardens Retirement Village for Chorley
28. One project has been completed in quarter one and the key outcomes are outlined above:
 - Deliver the enabling phase of Integrated Community Wellbeing
29. One project has been closed and the key reasons are detailed within the quarter two performance report:
 - Deliver a project to get people ready for work (Chorley Futures)

Performance of Corporate Strategy Measures



30. At the end of the third quarter, it is possible to report on four of the nine key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
31. Four of these indicators are performing on or better than target:
 - The number of visits to Council leisure centres
 - The number of young people taking part in 'Get Up and Go' activities
 - Number of affordable homes delivered
 - Number of long term empty properties in the borough



A strong local economy

The long term outcomes for this priority are:

- A vibrant town centre and villages
- A strong and expanding business sector
- Access to high quality employment and education opportunities

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

32. There has been a continued focus this quarter on developing and improving the content of the Check Out Chorley website with more blogs, seasonal articles and a dedicated Christmas page to further inform residents and visitors about great days out, events, exhibitions and attractions in Chorley. During this quarter, there were 15,642 visitors to the Check Out Chorley website, which is an 80% increase compared to last quarter. There has been continued development and production work on a promotional visitor video which will showcase Chorley as a visitor destination to be released in quarter four.
33. The delivery of the 2017 events programme has continued with the delivery of Chorley Live and Astley Park Bonfire and Fireworks which attracted 16,000 visitors in total. Chorley Live exceeded last year's visitor numbers, attracting 10,000 visitors with 30 venues playing host to a variety of local artists and performers with 240 performances across the town centre. In addition, the Christmas events were delivered including the Christmas lights switch on, Chorley's Santa Express and the Helter Skelter and fairground rides on Fazakerley Street. The Christmas lights switch opened the towns Christmas events which was hosted by Anthony Cotton and included live performances from local acts. All of these events highlighted Chorley as a visitor destination and contributed to a vibrant town centre.
34. The project to deliver economic opportunities at Botany was completed in quarter four 2016/17 with delivery of the masterplan. The masterplan will promote and increase inward investment within Chorley. This will maximise the best use of employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project. This will continue to enable access to high quality employment opportunities and further strengthen and expand the business sector in Chorley.

Performance of Key Projects



35. There are five key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of quarter three:
36. At the end of quarter three, one project was rated green, meaning it is progressing according to timescale and plan:

- Develop activity to promote Chorley as a visitor destination including the Chorley Flow Show

37. One project has been completed in quarter four:

- Deliver economic opportunities at Botany

38. Two projects are currently rated as amber which is an early warning that there may be a problem with projects and more detail on this can be found below:

Project Title		Project Status
Deliver the Steeley Lane Gateway Project		AMBER
Explanation	<p>All of the year one elements around Fazakerley Street are now complete and the procurement of CCTV has commenced. However there continue to be delays with a number of elements of the project meaning that it is currently rated amber. The key issues are outlined below:</p> <ul style="list-style-type: none"> - There have been further delays with the elements around the bus station, which have now been deferred further until March 2018 to avoid clashes with the Youth Zone development - The Fazakerley Street remedial works are still required and this has been agreed to be delivered in March 2018 - Year 2 subway elements need to be progressed with Network/Northern Rail alongside station improvements 	
Action Required	<p>Delivery over the next quarter will see the new CCTV procurement finalised and the planning permission obtained. Liaisons with Network/Northern Rail will continue to determine funding for station accessibility.</p>	

Project Title		Project Status
Deliver Street level improvements in the town centre		AMBER
Explanation	<p>There has been progress this quarter with work to Hollinshead Street car park now complete, including completion of the snagging and the one way system reversed through implementing new signage and line marking. The project is currently rated as amber due to a number of elements of its delivery experiencing some delays including:</p> <ul style="list-style-type: none"> - Finding suitable alternative accommodation for Gala Bingo and United Reform Church to enable their sites to be progressed - Officer time and resource being diverted to support other major projects such as Market Walk 	
Action Required	<p>To address the issues highlighted above, work planned to be delivered over the next quarter will include:</p> <ul style="list-style-type: none"> - Continued dialogue with Gala Bingo and United Reformed Church over potential sites for relocation - Following the Full Council decision on Market Walk (January 2018), a 	

	review of the public realm schemes and phasing will be conducted
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39. One project is currently rated as red, which indicates more serious problems such as falling behind schedule or exceeding budgets:

Project Title		Project Status
Market Walk Extension		RED
Explanation	Work progressed in quarter three to finalise Phase 1 and commence Phase 2 works; however, in November it was agreed that further enabling works would be suspended and no further progress would be made on Phase 2 of the project. This was due to the failure of Marks and Spencer to sign the completed Agreement for Lease. Therefore, due to this the Council does not have authority to proceed onto Phase 2 of this project.	
Action Required	In response to the delay in progress, it has been agreed that an Options Appraisal is to be prepared. This will set out different options for how to proceed with the Market Walk extension. The Options Appraisal will be put forward for consideration and decision of Full Council in January.	

40. One project has been completed and key outcomes are outlined above:

- Deliver economic opportunities at Botany

Performance of Corporate Strategy Measures



41. At the end of the third quarter, it is possible to report on four of the eleven key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.

42. Two indicators are performing on or better than target:

- % 16 – 17 year olds who are NEET (not in education, employment or training)
- Overall employment rate

43. Two indicators are performing below target, outside of the 5% tolerance threshold:

- The number of projected jobs created through targeted interventions
- The number of projected jobs created through inward investment

Performance Indicator		Target	Performance
	The number of projected jobs created through targeted interventions	112	75

Reason below target	<p>This indicator is a combined potential job creation total for the retail grants programme which includes the Starting in Business grant programme, Chorley BIG and Chorley Works.</p> <p>During this quarter, there was only one grant application approved through Chorley BIG with five jobs being forecasted to be created. Therefore due to the lack of grant applications, there has been a less than anticipated number of jobs created.</p> <p>The changes to the criteria for the retail grant programme and the reduction in the amount of start-up funding available may have also had an impact on the number of applications received.</p>
Action required	The Chorley BIG grant will continue to be promoted as part of the targeted interventions, with seven enquiries being received this quarter. All of the Council's funding programmes will continue to be clearly identified on both the Council's website and the Choose Chorley website. The programmes are also discussed with businesses either at networking events or in 1:1 meetings.
Trend:	↓ Performance at quarter three 2016/17 was 133 against a target of 96. Out turn this quarter is 75 against a target of 112, therefore performance is worse than quarter three last year.

	Performance Indicator	Target	Performance
▲	The number of projected jobs created through inward investment	40	0
Reason below target	<p>This indicator measures jobs created through working with inward investors under the 'Welcome Grant' and as part of the Chorley Employment Charter process.</p> <p>During the third quarter, no grant applications have been received. Despite this, grant enquiries continue to be received with three grant enquiries received this quarter. Therefore, due to the lack of grant applications this quarter, there have been no new jobs created through targeted investment this quarter.</p>		
Action required	The Choose Chorley grant will continue to be promoted as part of the inward investment offer. The next quarter will see a number of exhibition and networking opportunities such as the Lancashire Expo and Chorley Council's Annual Choose Chorley Network. The latter will be part of the Lancashire Business Festival month and this programme will include high profile marketing.		
Trend:	➔ Performance at quarter three 2016/17 was 0 against a target of 11. Out turn this quarter is 0 against a target of 40, therefore performance is the same as quarter three last year.		



An ambitious Council that does more to meet the needs of local 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 outlying areas

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER THREE

44. The Work Smart programme, which aims to improve access to council services by making services more efficient, is on track. Improvements to working environments to encourage smarter working and optimise office space have now been completed for two council services, with plans approved to progress this work for two more service areas in the next quarter. A building survey has been completed and from this a feasibility options paper has been drafted which presents the different options for making better use of the office space in the Town Hall. Progress has been made to further develop plans for making improvements to the current ICT systems, such as back scanning, redevelopment of the Council intranet and extending corporate systems.
45. The delivery of the project to integrate public services through the Chorley Public Service Reform Partnership was completed in quarter three. This project was to deliver year two of the Chorley Public Service Reform Programme which aims to integrate and reconfigure public services in Chorley to provide the best outcomes for residents. Services are now working together in new, innovative settings including a collocated service hub at Chorley Fire Station, and the work of the Partnership has been recognised as leading the way for Central Lancashire. A more detailed update on the outcomes and next steps is provided below.
46. The delivery of the Youth Zone has made good progress in quarter three. Work has continued to manage any minor delays and it is expected that the Youth Zone will be delivered as scheduled in early 2018. Work has continued on the construction of the Youth Zone with the works to erect the external shell of the building now complete and a lift has been installed. In addition to this, the interior spaces of the building have now been fitted out, ensuring that the interior space is suitable for occupation and the service connections have been installed. It is anticipated that the build should be completed to hand over by the end of the next quarter, providing a state of the art facility for young people from across the borough.
47. During quarter three, there continues to be an increase in the percentage of service requests received online. This quarter 25.54% of all service requests received online compared to 21% for the same time last year, this continues to enable residents to easily access services online and meet the needs of residents. To support the ambition of consulting with residents and continually striving to improve, there has been a decrease in customer dissatisfaction compared to quarter two and there continues to be less than 20% of customers dissatisfied with the service they receive from the council. In addition to this, the percentage of households living in fuel poverty remains lower than the North West average as set out in the Corporate Strategy 2016/17, with 9.8% compared to the North West average of 11.2%.

Performance of Key Projects



48. There are three key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the third quarter overall performance is good.
49. Two projects are currently rated as green, meaning it is progressing according to timescale and plan:
- WorkSmart Programme
 - Deliver the Youth Zone
50. At the end of the third quarter, one project has been completed and the key outcomes are detailed below:
- Integrate public services through the Chorley Public Service Reform Partnership

Project Title	Project Status
Integrate public services through the Chorley Public Service Reform Partnership	COMPLETE
<p>The delivery of year two of the Chorley Public Service Reform Programme is now complete. This project aimed to provide an opportunity to transform the way public services are delivered locally and to explore public service integration, particularly around health and wellbeing.</p> <p>This year the project has: delivered a colocated service delivery hub based at the community fire station; delivered innovative work with primary care through establishing a joint pilot service to understand and address frequent flyers; and the development of a new Integrated Community Wellbeing Service with a focus on early intervention and prevention.</p> <p>The partnership has demonstrated that reform and new ways of working can achieve benefits for individuals and cost savings for public services with potential savings of almost £700,000 identified between April and October 2017 through working differently. The learning and outcomes from this work will inform the development of a delivery plan to be approved by the Partnership in the next quarter.</p>	

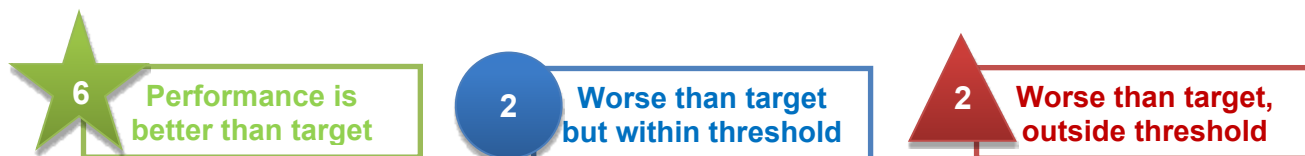
Performance of Corporate Strategy Measures



51. At the end of the third quarter, it is possible to report on three of the five key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
52. Three of these indicators are performing on or better than target:
- % service requests received online
 - % customers dissatisfied with the service they received from the Council
 - % of households living in fuel poverty

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

53. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten 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.



54. Six 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 planning applications as measured against targets for 'major' application types
- Processing planning applications as measure against targets for 'minor' application types
- Processing of planning applications as measured against targets for 'other' applications types
- Number of households living in Temporary Accommodation
- Vacant Town Centre Floor Space

55. Performance this quarter for the average time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit is good. The average time taken to process has reduced significantly from 7.14 days in quarter three last year to 5.49 days this quarter.


56. Two indicators are performing slightly below target, but within the 5% tolerance threshold:

- Supplier Payment within 30 days
- % Council Tax collected


57. Two indicators are performing below target at the of end quarter three:

- Average working days per employee (FTE) per year lost through sickness absence
- Number of missed collections per 100,000 collections of household waste

58. The reasons for areas of underperformance are listed in the table below:

Performance Indicator		Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	5.625 days	5.92 days
Reason below target	The lower than anticipated performance this quarter is due to number of days lost in quarter two to short term sickness, which was double the number of days lost in quarter two 2016/17. This quarter, there were 77 occasions of short term sickness absence with totalled 211.55 days lost. The number of short term days lost this quarter is comparable to previous performance. Long term sickness absence this quarter is within target. Therefore it is the cases of short term absence in the previous quarter that has contributed to this quarter's performance being off target.		

Action required	<p>Work next quarter will include delivering the actions outlined in the Staff Sickness Absence Review presented at the Overview and Scrutiny Task Group including training refreshers, consulting with staff for feedback and review of performance measures. Work will also involve developing an Emotional Wellbeing Policy.</p> <p>In addition, the procedure for managing short term absence in the attendance policy will continue to be followed. This includes conducting timely return to work interviews and identifying any issues. Absence meetings will be held where triggers are met – offering supporting interventions and issuing any sanctions where necessary, consideration of reasonable adjustments for disability cases and medical capability hearing if short-term absences persist. Conduct early intervention welfare for employees absent with stress/anxiety.</p>
Trend:	<p>↓ Performance at quarter three 2016/17 was 5.69 days against a target of 5.25 days. Out turn this quarter is 5.92 days against a target of 5.625 days, therefore performance is worse than quarter three last year. The implementation of the new time management system has ensured 2017/18 statistics are more accurate, this should be taken into consideration when comparing data to previous years.</p>

	Performance Indicator	Target	Performance
	Number of missed collections per 100,000 collections of household waste	49	125
Reason below target	<p>The reasons behind the lower than anticipated performance this quarter includes issues around the Christmas period collections and staffing. There were changes to the regular collection dates over the Christmas period, which were communicated to residents, however there is the potential that there was a lack of clarity around collection dates with some residents presenting their bins on the incorrect collection date.</p> <p>In addition to this, Veolia are experiencing staffing issues in terms of both recruiting and retaining staff. In particular, there is a shortage of HGV drivers nationally and this is affecting supervision due to supervisors carrying out operational duties.</p>		
Action required	<p>Work will continue with Veolia to improve performance. Veolia will provide an action plan which will detail how they will improve their current performance going forward and Chorley Council will continue to use contractual financial penalties in order to improve Veolia's performance. The procedures around communicating any future seasonal changes to collection times will be reviewed to ensure residents are presenting their bins on the nominated collection day.</p>		
Trend:	<p>↓ Performance at quarter three 2016/17 was 53 against a target of 49. Out turn this quarter is 125 against a target of 49, therefore performance is worse than quarter three last year.</p>		

IMPLICATIONS OF REPORT

59. 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	


REBECCA HUDDLESTON
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Rebecca Aziz-Brook	5348	22/01/2018	Chorley council performance monitoring report Q3

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
% increase in the number of volunteering hours earned	Bigger is better	20%	25%	★	Worse than Q3 16/17
Overall employment rate	Bigger is better	80%	81.4%	★	Better than Q3 16/17
Number of projected jobs created through targeted interventions	Bigger is better	112	75	▲	Worse than Q3 16/17
Number of projected jobs created through inward investment	Bigger is better	40	0	▲	Same as Q3 16/17
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	4.6%	2.1%	★	Better than Q3 16/17
The number of visits to Council's leisure centres	Bigger is better	750,000	870,084	★	Better than Q3 16/17
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	15,000	15,059	★	Worse than Q3 16/17
Number of affordable homes delivered	Bigger is better	75	100	★	Better than Q3 16/17
Number of long term empty properties in the borough	Smaller is better	180	157	★	Worse than Q3 16/17
% service requests received online	Bigger is better	20%	25.54%	★	Better than Q3 16/17
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	19.31%	★	Worse than Q3 16/17
% of households living in fuel poverty	Smaller is better	11.2%	9.8%	★	Worse than Q3 16/17

Trend shown is for change from Quarter 3 2016/17.

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
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	6.4 days	5.49 days	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	100%	★	Same as Q3 16/17
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	100%	★	Better than Q3 16/17
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	100%	★	Better than Q3 16/17
Number of households living in Temporary Accommodation	Smaller is better	15	12	★	Same as Q3 16/17
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	125	▲	Worse than Q3 16/17
Supplier Payment within 30 days	Bigger is better	99%	98.66%	●	Better than Q3 16/17
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	5.625 days	5.92 days	▲	Worse than Q3 16/17
Vacant Town Centre Floor Space	Smaller is better	6%	4.34%	★	Worse than Q3 16/17
% Council Tax collected	Bigger is better	83.36%	83.23%	●	Worse than Q3 16/17

Trend shown is comparison to Quarter 3 2016/17.

APPENDIX C: Status of the 2016/17 Corporate Strategy projects

Project	Summary
Progress the delivery of the Westway Integrated Sports facility	This project will now be re-scoped and will continue through business as usual work.
Improve the look and feel of local neighbourhoods across the borough	This project will be carried over for delivery through the new Corporate Strategy project 'Improve the look and feel of local neighbourhoods across the borough'.
Develop new ways to deliver services with communities	The project delivered a final report and tool kit, setting out approaches to building capacity within communities and will now be taken forward by the Early Intervention and Prevention directorate as part of business as usual.
Deliver the Primrose Gardens Retirement Village	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Primrose Gardens Retirement Village' with completion anticipated in March 2019.
Deliver the enabling phase of the Integrated Community Wellbeing Service	The development phase (Phase One) of the Integrated Community Wellbeing Service will be monitored through the new Corporate Strategy project 'Transform the way the council delivers services'.
Deliver a project to get people ready for work	The potential alternative options for project delivery are currently being considered and this project will be carried over for delivery through the new Corporate Strategy project 'Deliver a borough wide programme to help people overcome barriers to employment'.
Deliver the Steeley Lane Gateway Project	This project is due to complete in quarter four and work will continue as part of the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver economic opportunities at Botany	This project is now complete. Further work will be undertaken to bring forward sites for development through the new Corporate Strategy project 'Bring forward key sites for development'.
Deliver Street level improvements in the town centre	This project is due to complete in quarter four and work will continue through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Deliver activity to promote Chorley as a visitor destination including the Chorley Flower Show	This project is due to complete in quarter four and will continue through business as usual work.
Deliver the extension to Market Walk	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Market Walk Extension'.
Improve access to Council services by making services more efficient - Worksmart	This project is due to complete in quarter four and will continue through business as usual work.
Integrate public services through the Chorley Public Service Reform Partnership	This project will be carried over for delivery through the new Corporate Strategy project 'Integrate public services through the Chorley Public Service Reform Partnership'.
Deliver the Youth Zone	This project will be carried over for delivery through the new Corporate Strategy project 'Deliver the Youth Zone'.