

## Overview and Scrutiny Performance Panel

Thursday, 13th January 2022, 6.30 pm  
Council Chamber, Town Hall, and YouTube

### Agenda

#### Apologies

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|---|--|----------------|
| 1 | <b>Minutes of Meeting Thursday, 16 December 2021 of Overview and Scrutiny Performance Panel</b>  | (Pages 3 - 6)  |
| 2 | <b>Declarations of Any Interests</b><br><br>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.<br><br>If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter. |                |
| 3 | <b>Performance Focus - Communities</b><br><br>To receive and consider the report of the Deputy Chief Executive.  | (Pages 7 - 16) |
| 4 | <b>Business Plans</b><br><br>This item has been withdrawn from the agenda.   |                |
| 5 | <b>Any urgent business previously agreed with the Chair</b>  |                |

Gary Hall  
Chief Executive

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Julia Berry, James Nevett and Aidy Riggott.

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**Minutes of** **Overview and Scrutiny Performance Panel**

**Meeting date** **Thursday, 16 December 2021**

**Members present:** Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Julia Berry, James Nevett and Aidy Riggott

**Officers:** Chris Sinnott (Deputy Chief Executive), Howard Anthony (Performance & Partnerships Team Leader) and Jon-James Martin (Performance and Transformation Officer), and Matthew Pawlyszyn (Democratic and Member Services Officer)

**Other Members:** Councillor Peter Wilson

**21.OSP.13 Minutes of meeting Thursday, 28 October 2021 of Overview and Scrutiny Performance Panel**

The minutes were approved as a correct record.

**21.OSP.14 Declarations of Any Interests**

No declarations were made.

**21.OSP.15 Performance Focus - Policy and Governance**

Councillor Peter Wilson, Executive Member Resources highlighted that the overall performance of the directorate had been good, 11 projects were rated green, 1 amber, and 1 completed. It was acknowledged that Covid-19 impacted performance.

There was a slight overspend on the budget, with the largest being the Lancastrian event space. Covid-19 restrictions limited the potential for revenue, although as restrictions eased, the number of bookings increased.

There was a decrease in engagements with social media and views to the Chorley Live website, this was concluded to be the results of fewer events being held than usual. Members enquired if there were further figures that related to site visitors to 'Check Out Chorley', as it was the default page users were navigated to after connecting to the free wi-fi, and if there was information on the number of users that immediately navigated away from the page.

There was a decrease in supplier payments within 30 days, appropriate actions had been taken to rectify this figure.

The complaints to the Chief Executive responded to within 10 working days was lower than Q2, 2020/21 but still above target, it was clarified that the complaints were usually more complex and substantial. It was confirmed that there was no figure for complaints received by Councillors as they were dealt within services or by Directors.

Transformation and Partnership's performance had been good, although there were one or two targets off track.

Work at Astley Hall progressed positively, although further structural issues were discovered which would require additional work. Members praised the Astley Hall work and felt that the G7 demonstrated the fantastic achievement.

It was clarified that the information related to the figures of 16 and 17 year olds that were not in education, employment or training (NEET) came from the County Council and the Department for Education. There was no personalised, broken down data available. Members believed further investigation was required into the numbers at ward level, and greater understanding of what caused young people to become NEET. It was proposed that future work could be completed at Neighbourhood Area Meetings and Scrutiny.

Some Members felt that too much Member Training was offered as there had been 23 training sessions in three months, with varied levels of attendance. It was noted that the training offered came from suggestions and requests from Members themselves. Members praised the World Café Event that was held to allow Members and Directors to interact and felt that it was a positive session and would like the event to run again in the future.

## **21.OSP.16 Quarter Two Performance Monitoring Report**

The Committee welcomed Howard Anthony, Performance & Partnerships Team Leader to present the report.

67% of Corporate Strategy indicators were on target or within threshold. 33% were below or not on target, each with an action plan in place.

As reported at previous Performance Panel's, issues related to capacity and gaps in recruitment was ongoing, but updates would be provided as recruitment continued.

A highlighted off target indicator was the number of people that had completed the Basic Digital Skills training. Sessions had been postponed until early 2022. With the spread of Omicron variant of Covid – 19, consideration was given on how to develop the future of the training. Members raised that participants of the digital skills training required the training in person considering the subject matter.

Within the report, further updates were provided to the four Corporate Priorities and their associated projects, which included Tatton Gardens, affordable homes, Alker Lane and Strawberry Meadows. It was highlighted that the number of projected jobs created through the Council's support or intervention was below target due to the pandemic impacting the local economy and businesses. The efforts of the Council during this time transitioned from supporting business with advice and grants to grow,

to providing advice and grants to survive. The indicator reflected this rather than work readiness of the local population. The overall employment rate was provided by the Office of National Statistics and although below the target of 80%, was ahead of the steadily decreasing figures regionally and nationally. It was noted that the figures only contained those 'economically active', those in full time education, maternity leave, full time carer's, etc. were not counted.

Phase 2 of Shared Services progressed, the partnership between Chorley and South Ribble was moving forward and an action plan was delivered. The first Annual Partnership Summit was hosted in November 2021 and focused on Economic Reform. Part of the discussions of the summit included the issues that employers faced with large numbers of vacancies and difficulties with recruitment. There was increased competition from London and Internationally, particularly with increased familiarity and utilisation of remote working.

Town centre vacancies were off track, but work was progressed to resolve any issue to promote Chorley as a place to do business. However, the vacancy rate of 10% was considered to be a good performance for towns located in the North West. The Council had some control of rents, including Market Walk and extension, but a considerable number were held by private commercial landlords.

It was clarified to Members that the figure of 100% for planning applications included those completed within the time limit, or within the time extension. Major applications were often granted extensions to ensure that all the information had been gathered and was accurate. Members requested an update as to what percentage of planning applications were approved extensions.

Chair

Date

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Report of	Meeting	Date
Deputy Chief Executive (Introduced by the Executive Member for Communities)	Overview and Scrutiny Performance Panel	Thursday, 13 January 2022

Is this report confidential?	No
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Is this decision key?	No
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## Performance Focus - Communities

### Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Communities Directorate. This includes:
  - a) An overall directorate summary and budget position,
  - b) An overview of indicator performance over quarter three 2021/22,
  - c) An update on the Corporate Strategy projects as of quarter two 2021/22.

### 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 Communities Directorate.

### Reasons for recommendations

3. To ensure the effective monitoring of performance with the Communities 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:

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

**Background to the report**

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. For January 2021, an update for Communities has been prepared. This directorate was last reviewed in October 2019 when it previously formed part of Early Intervention and Support. The directorate includes the following three services:

- Communities,
- Housing Solutions,
- Public Protection.

7. This report presents an overview of the directorate’s performance over 2021/22 as well as a breakdown of the financial position, service level indicator performance, and the progress of the Corporate Strategy projects.

**Directorate overview**

8. The directorate has been performing well over 2021/22, with 12 (71%) indicators performing either above target or within threshold for quarter three, with five (29%) indicators performing below target and outside of threshold. There are 14 indicators with either no polarity or targets. These are those indicators where targets cannot be assigned as they capture service demand rather than service improvement as well as those indicators where targets are being baselined ahead of 2022/23.

9. In terms of the 26 business plan projects under the directorate, 16 (62%) are rated as Green or Completed, 6 (23%) are rated Amber, two (8%) are classified as Red, and two (8%) are considered Not Started as of quarter two 2021/22. Additional information on the performance of service level projects was reported to Overview and Scrutiny Performance Panel in October 2021 as part of the bi-annual business plan update.

**Financial position 2021/22**

10. The below table outlines the General Fund Revenue Budget monitoring forecast outturn 2021/22 for the Communities Directorate:

Forecast Outturn 2021/22 – Communities	£
<b>Original Cash Budget</b>	1,993,540
<b>Agreed changes</b>	(50,150)



<b>Current cash budget</b>	1,943,390
<b>Provisional outturn</b>	1,896,802
<b>Variance</b>	<b>(46,588)</b>

<b>Variance</b>	<b>2.4%</b>
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11. The forecast outturn quarter two for

at Communities shows an underspend of £46,588 for 2021/22, giving a 2.4% variance against the cash budget. Across all services within Communities, staffing accounts for the largest expense whilst also being the largest contributor to the underspend. This underspend has been caused by vacant posts. Within the Communities Service, there have been two vacancies, which have now been appointed to and will commence in quarter four.

12. The second largest spend within the directorate is on core funding and the commissioning of services. These services are critical in the delivery of front-line community support to our residents and includes funding to Citizens Advice to provide information and tailored guidance, HomeStart to assist families and children in need through local volunteer networks, as well as other services to target and support residents in vulnerable circumstances. These services are essential in ensuring that people are supporting in living healthy lives and that our communities are resilient.

**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 Communities Directorate for quarter three 2021/22 is provided below:

Local indicators: Communities

15. The table below outlines the quarter three 2021/22 indicator performance for the Communities Service:

Indicator	Polarity	Target	Performance (Q3 2021/22)	Symbol	Trend
CH COM01 - The number of young people visiting Council's leisure centres (quarter)	Bigger is better	Baseline for 201/21	<b>30,046</b>	N/A	Better than Q3 2020/21 (0)

CH COM02 - Number of older people (65+) visiting Council's leisure centres (quarter)	Bigger is better	Baseline for 201/21	<b>7,532</b>	N/A	Better than Q3 2020/21 (0)
CH COM03 - Average time from grant approval to completion (DFG's)	Smaller is better	10 Weeks	<b>6.85 Weeks</b>	★	Worse than Q3 2020/21 (5.86 Weeks)
CH COM04 - Number of informal community groups supported and developed via the Communities team	Bigger is better	18	<b>15</b>	▲	Better than Q3 2020/21 (11)
CH COM05 - Number of formal community groups supported and developed via the Communities team	Bigger is better	32	<b>72</b>	★	Worse than Q3 2020/21 (81)
CH COM06 - Number of new community groups established via support from the Communities team	Bigger is better	6	<b>3</b>	▲	Worse than Q3 2020/21 (6)
CH COM12 - Number of residents benefitting from opportunities created by the Communities Team	Bigger is better	5,558	<b>163</b>	▲	Worse than Q3 2020/21 (882)
CH COM13 - Number of CAG cases processed	Bigger is better	7	<b>8</b>	★	Better than Q3 2020/21 (16)
CH COM14 - % of DFG budget consumed	Bigger is better	75%	<b>76%</b>	★	Worse than Q3 2020/21 (89.14%)
CH COM15 - Number of weeks from referral received to application	Smaller is better	13 Weeks	<b>16 weeks</b>	▲	Better than Q3 2020/21 (22)

approved					weeks)
CH COM16 - Number of handyperson jobs completed	Bigger is better	360	<b>375</b>	★	Better than Q3 2020/21 (30)
CH COM17 - No of residents waiting for OT assessment	No polarity	N/A	<b>262</b>	N/A	Higher than Q3 2020/21 (58)
CH COM18 - No of cases DFG approved but work not yet commenced on site	Smaller is better	18	<b>8</b>	★	Better than Q3 2020/21 (13)
CH COM19 - Number of referrals to Social Prescribing service	Bigger is better	375	<b>913</b>	★	Better than Q3 2020/21 (377)
CH COM20 - % of contact made within 5 working days (Social Prescribing)	Bigger is better	90%	<b>92.89%</b>	★	Worse than Q3 2020/21 (97.01%)
CH COM21 - % of referrals with improved outcomes on levels of wellbeing (ONS scores, from evaluation)	Bigger is better	20%	<b>21.3%</b>	★	Worse than Q3 2020/21 (26.68%)
CH COM26 - Number of residents benefitting from employment support opportunities created by the Employment Service	Bigger is better	75	<b>183</b>	★	New for 2021/22
CH COM27 - Number of people who participate in a volunteering opportunity (as a result of an intervention by the	Bigger is better	56	<b>82</b>	★	New for 2021/22

Employment Service)					
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16. The target for the number of visitors to Council leisure centres is being baselined for 2021/22. The indicator was put on hold with the statutory closure of leisure facilities back in March 2020. Since then, the centres have been closed and reopened on multiple occasions in line with national guidance. Going forward, the indicator will be relaunched from 2022/23 using the performance from 2021/22 as baseline targets. This is to reflect the new post-pandemic landscape that the leisure centres are operating in as we rebuild the visitor numbers up gradually to pre-pandemic levels. To increase the number of visitors, new gym equipment has been purchased for the All Seasons and Clayton Green leisure centres, enhancing the quality of the leisure offer at those sites. A marketing officer has also been appointed to lead on the promotion of the leisure centres and enhancement of their social media presence. An in-house training programme has been established to address the national shortage of swimming teachers, which will train unqualified candidates. This will increase the teaching capacity of our leisure centres and in turn visitor numbers.
  
17. The number of informal and new community groups being supported and developed by the Communities Team has been impacted by the decreased level of demand for support during the December period as a consequence of the holiday season. The number of active community groups has also decreased since the start of the pandemic as COVID-19 has limited their ability to conduct their activities, reducing the number of groups that would typically benefit from our services. The Communities Team will continue to proactively promote the Council’s support and development package to community groups in order to encourage them to use them for development purposes. We have also been diversifying our methods of support, such as through online sessions and activities, which will ensure it can easily be accessed. This includes publicising where to access core funding as well as how to restart community groups following the pandemic.
  
18. The number of residents benefitting from opportunities created by the Communities Team relies heavily on large events in order to facilitate community support and opportunity pathways. Events have been limited as a result of the pandemic, which is reflected in the figures. It is predicted that the figure for this indicator will increase significantly as several community schemes come to fruition, which have been targeted at creating opportunity for residents. Work being done includes an initiative in supporting children into physical activity as well as the ongoing holiday and food schemes that are aimed at families. These will ensure that residents continue to receive support and benefit from opportunities created by the Council.
  
19. The time to process Disabled Facilities Grants (DFG) applications has been affected by specific cases relating to third party consent, which has disproportionately impacted the processing average. Applications often require the consent from landlords and housing associations, therefore, the time to process applications is dependent on the speed at which they respond. In order to address this, Officers will continue to establish dialogue and work with landlords and housing associations to ensure that applications are processed quickly and that residents can continue to benefit from the DFG scheme. This scheme aims to support residents with living safely and independently in their home by facilitating vital adaption works.


Local indicators: Housing Solutions

20. The table below outlines the indicator performance for the Housing Solutions Service in quarter three 2021/22. These indicators have been assigned no polarity as they measure service demand rather than service improvement:

Indicator	Polarity	Target	Performance (Q3 2021/22)	Symbol	Trend
CH HS01 - Number of verified / active select move applications	No polarity	40	<b>19</b>	N/A	Lower than Q3 2020/21 (33)
CH HS02 - New Customers Requiring Housing Advice (Monthly not YTD)	No polarity	57	<b>22</b>	N/A	Lower than Q3 2020/21 (34)
CH HS04 - Number of Personal Housing Plans created	No polarity	405	<b>22</b>	N/A	Lower than Q3 2020/21 (469)

Local indicators: Public Protection Service

21. The table below outlines the performance for the four indicators for the service that were due for reporting in quarter three:

Indicator	Polarity	Target	Performance (Q3 2021/22)	Symbol	Trend
CH PP06 - Food establishments in the area which are broadly compliant with food hygiene law	Bigger is better	95	<b>94.58%</b>		Better than Q3 2020/21 (92.69%)
CH PP07 - Number of Higher Risk Food Inspections Overdue (Number of A,B, and non-compliant C Inspection more than 28 days overdue)"	Smaller is better	Baseline for 2021/22	<b>30</b>	N/A	New for 2021/22

CH PP11 - % of Service Requests dealt with using informal measures	Bigger is better	Baseline for 2021/22	<b>93.33%</b>	N/A	New for 2021/22
CH PP12 - % of housing standards complaints investigated and resolved informally (The number of housing standard complaints that have been resolved without the requirement for formal action)	Bigger is better	Baseline for 2021/22	<b>100%</b>	N/A	New for 2021/22

22. A number of new indicators were introduced for 2021/22 in order to further capture and monitor the performance of the Public Protection service. This includes indicators relating to dealing with request through informal measures, such as housing standards complaints. This is a key approach of the service to deal with cases primarily through informal measures and rectify issues and requests constructively and collaboratively with customers to avoid more resource intensive measures such as prosecution.

**Projects**

23. Under the Communities Directorate there are a total of two Corporate Strategy projects, with both being rated Green during the last update in quarter two 2021/22. These include:

- Implement the community resilience locality action plans,
- Implement the Homelessness and Rough Sleeping Strategy action plan.

24. 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 November 2021 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.

25. Service level projects are monitored bi-annually. The last update was presented to the Overview and Scrutiny Performance Panel in October 2021. This report can be found under background documents and includes Communities service level projects.

Corporate Strategy projects

26. In the table below, an update on the current Corporate Strategy project position for each corporate project under Communities can be found below:

Project	Rating (Q2 2021/22)	Update (Q2 2021/22)
Implement the community resilience	<b>GREEN</b>	The following has been completed: <ul style="list-style-type: none"> <li>• Developed project proposals to expand the Better Health, Better Self programme following</li> </ul>

locality action plans		<p>the granting of additional funding from Lancashire County Council,</p> <ul style="list-style-type: none"> <li>• Commenced review into the support the Council has provided to residents experiencing financial hardship</li> <li>• Started creating a report to measure and present the impact the 2020/21 Department of Environment, Food, and Rural Affairs grant and community hub activity had on local residents between January and May 2021,</li> <li>• Delivered phase one of the Holiday Hunger ‘Holiday, Action, Food’ programme in collaboration with the Youth Zone and the Chorley Schools Sports Partnership to provide food and holiday club provision over the summer.</li> </ul>
Implement the Homelessness and Rough Sleeping Strategy action plan	<b>GREEN</b>	<p>The following has been completed:</p> <ul style="list-style-type: none"> <li>• Completed a review of the pathways in place between Public Protection and Housing Solutions, developing a joint agreement on sharing information between teams to capture data,</li> <li>• Developed a provisional communications plan for October 2021 until September 2022 on tenant rights,</li> <li>• Commenced review into the impact of budgeting skills on the back of provision provided throughout the pandemic. This will inform the creation of an action plan,</li> <li>• Started the analysis of data to further inform action plans, including of residents who accessed the Community Hub.</li> </ul>

27. As part of the Corporate Strategy 2021/22 to 2023/24, the following project has been proposed for future delivery. This project will fall under the Communities Directorate and was presented to Council in November 2021:

Project	Proposed scope (2022/23)
Deliver actions to increase digital skills and access across the borough	Develop and deliver an action plan to increase access to digital devices and offer more digital skills training tailored to different needs across the borough, exploring both inhouse and partner-based solutions.

28. Project documentation is currently being completed to set out detailed milestones and timescales.

**Climate change and air quality**

29. 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.**

30. There are a number of projects and indicators that will have positive equality and diversity implications. This includes the age targeted leisure centre attendance indicators, which will support the delivery of tailored leisure services for young people as well as elderly residents and improve access to those services. This will have associated health benefits. There is also the upcoming corporate project for 2022/23, which will focus on tackling digital exclusion through increasing digital skills and access.

### **Risk**

31. 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**

32. Any financial implications from performance in 2021/22 has been captured in the budget monitoring process. The 2022/23 budget will include the necessary resources to deliver the proposed projects as outlined in the report.

### **Comments of the Monitoring Officer**

33. No comment.

### **Background documents**

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

- [Business Plan Progress Update 2021/22](#)
- [Revenue and Capital Budget Monitoring](#)

### **Appendices**

35. There are no appendices that accompany this report.

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