

Overview and Scrutiny Performance Panel

Thursday, 28th October 2021, 6.30 pm
Council Chamber, Town Hall and YouTube

Agenda

Apologies

- | | |
|--|------------------------|
| <p>1 Minutes of meeting Thursday, 24 June 2021 of Overview and Scrutiny Performance Panel</p> <p>2 Declarations of Any Interests</p> <p>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.</p> <p>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.</p> | <p>(Pages 3 - 8)</p> |
| <p>3 Performance Focus - Planning and Development</p> <p>To receive and consider the report of the Deputy Chief Executive.</p> | <p>(Pages 9 - 16)</p> |
| <p>4 Business Plans Progress Update 2021/22</p> <p>To receive and consider the report of the Deputy Chief Executive.</p> | <p>(Pages 17 - 32)</p> |
| <p>5 Any urgent business previously agreed with the Chair</p> | |

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.

If you need this information in a different format, such as larger print or translation, please get in touch on 515151 or chorley.gov.uk

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The budget for the Directorate was £6,051,880 with a variance of 4.7% equaling £285,703. The biggest attribute to this was the vacant posts.

Paragraph 13 highlighted the three colour rating system, a green star indicated 'Performance is better than target', a blue circle is 'Worse than target by within threshold (5%)' and red triangle is 'Worse than target, outside threshold (5%)'

The number of online requests that were received had increased significantly compared to the previous 12 months, with fewer dissatisfied users compared to Q4 2019/20.

It was noted that during the last twelve months, the Council suspended recovery action for Council Tax, instead opting to send reminder notices. Collection of Council Tax was down 0.9% (£639,000). This figure was worse than Q4 2019/20 but was within threshold. Recovery of non-payment was due to recommence at the start of July.

There had been a reduction in the time taken to process housing benefit and change of circumstance.

There had been a significant increase in missed residential waste and recycling collection, as the council recorded 43 missed collections per 100,000.

Members understood that due to lockdown, the amount of cardboard waste was higher and questioned if an increase in collections was likely. Members were advised that the Council were always open to feedback from residents. Despite monthly collections, the size of the receptacle had been increased to 240L, and that residents could request an additional bin or leave cardboard next to the bin if required.

The Council outperformed targets for collection of public litter bins, high street cleaning routes completed, and ground maintenance service requests completed on time. Ad hoc service requests failed to outperform the previous year but the figure was greatly above the target of 80%.

All of the projects part of the ICT strategy were green.

In relation to the 2020/21 corporate projects, the website was delivered but development and rollout was affected by Covid-19. The programme to deliver a cleaner and more attractive borough was linked into the streetscene targets.

Members questioned whether the primary contact point to the council would be online after the pandemic and if there was an expected target for face to face interaction in the next 12 months.

Asim Khan believed that demand for online services will continue to grow due to the convenience provided, enabled by significant investment in the ICT infrastructure. The Council understood the demand for face to face interaction and will continue to support the opportunity where possible. The target for 2020/21 for online service requests was 35% but the actual result was 52.74%.

Members questioned if the 80% targets set for Streetscene was too low and suggested 90%. The suggestion was acknowledged, and consideration would be

given to raising the targets, but Members were made aware that the weather had the potential to significantly affect the work of Streetscene.

In response to Members seeking clarification about a data breach, Asim Khan explained the process in which customers received information from the Council, and that the Council were notified that the system could be manipulated to access other requests. The Council acted quickly and appropriately to resolve the issue. The Council reported itself to the Information Commissioner's Office (ICO) for investigation and it was ruled that there was no breach as there was no access to sensitive information through the manipulation.

The Chair raised that the five Chorley Parks with Green Flag status was positive, but remarked they have had that status since 2010, and questioned if the Council had plans or consideration to increase the number.

Cllr Lowe was open to potential suggestions for consideration.

The Chair sought clarity about the policy of mini meadows and wildlife. Councillor Lowe agreed that the policy was contentious with some residents. The project had successfully delivered a variance in bloom and contributed positively to the Council's wider green agenda.

Both Councillor Lowe and Asim Khan agreed to provide members a list of officers and their roles to enable greater communication, especially for new Members, but the first point of call was the contact centre. Chris Walmsley should be informed of any unreasonable delays, who would then provide an explanation. Members were also able to approach Asim directly if required.

Decision: The report was noted.

21.OSP.8 Quarter Four Performance Report 2020/21

The Overview and Scrutiny Performance Panel welcomed Howard Anthony (Performance & Partnerships Team Leader). The Quarter Four report covered January to March 2021.

Considering the challenging circumstances, performance was said to be very good. 84% of projects were on target and rated green. 8% were not started, and 8% were amber. 50% of the indicators were on track or above target and 50% of the corporate strategy measures were on target.

The Communities team worked to provide support to residents and local businesses during the pandemic. The renovations of Astley Hall were currently amber due to issues found during renovations, but when resolved will be back on track. It was hoped that the work will be completed before the G7 speakers arrive.

Members questioned if the Astley Hall refurbishment was at risk of requiring further funds from Council. There was no indication that the project was at risk of going over-budget and that the amber rating was due to a delay.

The percent of the population with an NVQ level 3 or higher exceeded the target.

Play spaces progressed well with Westway Sports Campus's installation of grass and artificial pitches. Work on King George V's Playing Field commenced with improvements including a changing facility, kiosk space and a foyer.

Other projects included the extra care scheme and community facilities at Tatton Gardens. The project was progressing well and will provide high quality, affordable and suitable housing, a GP surgery, a pharmacy, a café and community centre. Work is ahead of schedule.

The number of empty properties increased during the quarter. The number of affordable homes in the region underperformed.

Members raised that only 47 affordable homes were delivered, which was below the target. Tatton Gardens would not make up the number and asked what was being done to increase the number of affordable homes. Howard explained that due to the market, house building had slowed, there were supply constraints. The Local Plan was being developed, highlighting land supply, and exploring the longer-term strategic position of how sites could be brought forward. The Members were reassured that the Council remained focused on delivering affordable homes.

In response to Members enquiring about the average length of time properties remained empty, Howard Anthony did not have a figure on hand, but noted that there were particular reoccurring empty properties that required further examination and when completed, the information will be returned to Members.

Good progress had been made with Alker Lane. Improvements have been made to the town centre with the upgrade of the market. The site at Bengal Street progressed well. All three projects reported green.

The Chair asked if the action taken to use letting agents to solve the town centre vacancy rates was the best way forward. Howard Anthony explained that the Council used the most efficient means of getting the vacant lots on the market, and it was hoped that once pandemic restrictions lift, town centres started to recover, but it was not an issue unique to Chorley.

Members asked if Alker Lane and other business locations were at risk with the changing patterns of work and if the Council had considered the short- and long-term impact on businesses and Council owned premises. Howard felt that it was too early to fully understand the future of working dynamics and is happy to approach the Business Team to provide evidence when understanding was greater.

The pandemic caused significant impact to overall employment rate, and there had been an increase in 16 – 17-year-old NEETs (not in full time education, employment, or training). Further monitoring to continue to assess if it was a short-term issue that would self-correct or if action was needed. The employment rate was below the target and decreasing in line with the average. There was work underway with the Quick Start scheme and the Business Engagement Team worked throughout Covid-19 assisting with government grants. The figures were not unique to Chorley and were common across Lancashire.

In relation to filling the skill gaps in the region, education establishments have been working with the Local Enterprise Partnership to proactively work across Chorley and South Ribble to provide future employees the skills to fill these gaps.

Median workplace earnings were below the average for the region. Efforts to improve growth in the local economy include Alker Lane and Strawberry Fields.

Members felt that Chorley did not have the structural and deprivation of other areas in Lancashire and felt that the area should not be on the wrong side of the average rate, and that if there was not a turnaround, it could be an aspect Scrutiny could pick up and address with partners.

Howard added that areas that consistently performed below targets were explored, action plans created and monitored. He also noted that the statistics came externally from Nomis and the figures were not broken down into various demographics but will approach the Department of Work and Pensions for further details.

Phase two of shared services progressed well, the Council implemented shared Chief Executive and Directors. Progress made for ICT and other departments to include Streetscene. New technology improved services for residents.

The Council progressed with its green agenda with the appointment of a Climate Change Co-Ordinator with capacity to deliver and enact the programme. The Clean Air Consultation was underway.

For the Performance of Key Service Delivery Measures, two were worse than targeted, one was worse but within threshold and five performed better than targeted. The number of businesses closed due to the pandemic increased the Town Centre vacancy rate. As covered by Asim Khan, the Council failed to meet its target of missed collections per 100,000 of household waste.

Members discussed the format of the Performance Panel and questioned if other Directors and Cabinet Members should attend to answer questions relating to the quarter's performance. The Chair disagreed and felt that the system in place of each Directorate and Cabinet Member attending one Performance Panel per year to answer questions made, and any further requests can be made at the next Overview and Scrutiny Committee.

Decision: The report was noted.

Chair

Date

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Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	Thursday, 28 October 2021

Performance Focus - Planning and Development

Is this report confidential?	Yes/Partly/ No
Is this decision key?	Yes/ No
Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Planning and Development Directorate. This includes:
 - a) An overall directorate summary and budget position,
 - b) An overview of performance over 2021/22,
 - 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 Planning and Development directorate.

Reasons for recommendations

3. To ensure the effective monitoring of performance with the Planning and Development 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: (please bold all those applicable):

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 quarter two, an update for Planning and Development has been prepared. This directorate was established in January 2021 as part of the wider implementation of the shared management structure with South Ribble Borough Council. The Directorate brings together functions previously housed in Commercial and Assets, Customer and Digital, and Early Intervention and Support including:

- Business Engagement
- Enforcement
- Planning
- Spatial Planning Services

7. This report presents an overview of the directorate’s performance over 2021/22 as well as a breakdown of the financial position, corporate and 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 9 (64%) of the 14 performance indicators performing on or above target for quarter two. In terms of 26 business plan projects under the directorate, 16 (62%) are rated as Green, 8 (31%) are rated Amber, and 2 (7%) have not yet started. Additional information on the performance of business plan projects is reported in a further report to the panel, the ‘Business Plan Progress Update 2021/22’ report.

Financial position 2021/22

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2021/22 for the Planning and Development directorate:

Provisional Outturn 2021/22 – Planning and Development	£
Original Cash Budget	660,460
Agreed changes	106,360
Current cash budget	766,820
Provisional outturn	823,159




Variance	56,339
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Variance	7.3%
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10. The provisional outturn for Planning and Development shows an overspend of £56k for 2021/22 giving a 7.3% variance against the current cash budget. This overspend has been generated predominantly from building control income issues, with our ability to undertake building control services limited as a result of Covid-19 restrictions earlier in the year. Nevertheless, some of this can be claimed back through government funding, therefore, presenting no real risk to the directorate. This includes the government’s Fees and Charges Scheme. In addition, the team is being built from the ground up to meet post pandemic service needs and increase capacity to deliver building control functions and support future ambitions.
11. The largest spend within this directorate is staffing, particularly within the Enforcement Service. This is necessitated by the duties and responsibilities of the services. Furthermore, the service has had to employ interim experienced consultants to ensure statutory duties are met, which has incurred additional expense. This is as a result of national staff shortages within the building control profession.

Performance indicators


12. 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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13. A summary of key performance information for each service within the Planning and Development directorate over the year of 2021/22 is provided below:

Corporate Strategy indicators

14. The table below highlights the Key Corporate Strategy measures for the directorate. For quarter two 2021/22, there are four corporate indicators that can be reported:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
CS CSH 08 – Number of long-term empty properties in the borough	Smaller is better	150	149		Worse than Q2 2020/21


CS SLE 01- Overall employment rate	Bigger is better	80%	74.4%		Better than Q2 2020/21
CS SLE 02 – Number of projected jobs created through Chorley Council support or intervention	Bigger is better	100	48		Worse than Q2 2020/21

15. The number of projected jobs created by the Council is performing below target for quarter two. Over the past eighteen months, businesses have been safeguarding jobs and creating fewer positions as a result of the pandemic and the associated economic landscape. This has resulted in there being fewer businesses that are looking to grow and expand. Additionally, the Business Engagement Service have been prioritising supporting businesses to survive and manage the effects of the pandemic. 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. Additionally, in order to better capture the impact of the Business Engagement Team, wider support and activities by the team that lead to job creation will also be considered for inclusion in the calculations for this indicator.

16. The overall employment rate is also performing below target for quarter two. The rate has been decreasing over the past two years and is in line with national and regional trends. 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. The Business Engagement Team 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.

Local indicators: Business Engagement Service

17. The below table outlines the indicator performance for the Business Engagement Service:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
DB 01 - Client satisfaction with the service received from Chorley Council	Bigger is better	85%	93.94%		Better than Q2 2020/21


DB 02 - Number of Business Engagements by the Business Development / Investment and Skills Service	Bigger is better	675	1640	★	Better than Q2 2020/21
DB 03 - Number of existing Enterprises receiving support for 12 hours - European Regional Development Fund	Bigger is better	10	0	▲	Worse than Q2 2020/21
DB 04 - Number of new Enterprises supported for 12 hours - European Regional Development Fund	Bigger is better	5	0	▲	Worse than Q2 2020/21
DB 05 - Number of businesses referred/supported by the Council	Bigger is better	480	1116	★	Better than Q2 2020/21
DB 06 - Number of businesses attending Council business/networking and engagement events	Bigger is better	540	183	▲	Worse than Q2 2020/21

18. The indicators monitoring both existing and new enterprises supported for 12 hours (European Regional Development Fund) by the Business Engagement Service are performing below target for quarter two. This is because businesses have been focusing on survival support rather than expansion. To reflect this, the Service has been concentrating resources on pandemic related advice and grants. In quarter three, new and existing clients will be engaged with in collaboration with other support organisations to recommence business growth activities. Training sessions have been scheduled and are being delivered, whilst networking events and presentations are being conducted.
19. The number of businesses attending business events has been significantly impacted by the cancellation of face-to-face events and workshops. This has caused the indicator to perform below target as the traditional methods of hosting events have been impeded, with face-to-face events anticipated to return in 2022. In the meantime, additional online events and workshops have been developed planned and scheduled. This includes on

subjects such as digital marketing, creating content across social media platforms, and analytics tools to quantify digital performance.

Local indicators: Enforcement Service



20. The table below outlines the performance for the one indicator for Enforcement that was due for reporting in quarter two:


Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
ENF 01 – Percentage building control applications decided within 5 weeks of validation	Bigger is better	100%	100%		Same as Q2 2020/21

21. This indicator has performed above target four out of the six months for 2021. In 2020, it performed consistently at 100%.

Local indicators: Planning Service

22. The below table outlines performance against a number of local indicators relating to the Planning Service:


Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
PL 01 – Percentage of minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	100%		New measure for 2021/22
PL 02 – Percentage of major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%		New measure for 2021/22

PL 04 - Percentage of planning appeals allowed	Smaller is better	25%	17%		New measure for 2021/22
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23. Performance in the Planning Service is good, with all three reportable indicators in the period performing above target. It should also be noted that Planning has seen a significant increase in the amount of work due to larger volumes of planning applications and complex cases and Inquiries.

Local indicators: Spatial Planning Service

24. The below table outlines performance against the local indicator relating to the Spatial Planning Service:

Indicator	Polarity	Target	Performance (Q2 2021/22)	Symbol	Trend
SP 01 - Number of Trees Planted	Bigger is better	23,375	29,008		New Indicator for 2021/22

25. The performance indicator within the Spatial Planning Service that is due for reporting this quarter is performing 24% above target and shows the number of trees planted by the Council in quarter two 2021. This indicator was created to monitor the Council’s performance against its environmental ambitions, which includes planting a tree for every resident by 2025. This is currently on track for delivery.

Climate change and air quality

26. 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

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

Risk

28. 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

29. As detailed within the financial position section the service is showing a slight overspend. However, it is expected some of this deficit will be recovered through the government's Fees and Charges Scheme with the return to be submitted in October 2021. The remainder is being managed within the overall Council budget.

Comments of the Monitoring Officer

30. This report has been reviewed by the Monitoring Officer, who leaves no comment.

Background documents

31. There are no background papers to this report.

Appendices

32. There are no appendices attached to this report.

Report Author:	Email:	Telephone:	Date:
Jon-James Martin (Performance and Policy Officer)	jon-james.martin@chorley.gov.uk	01257515151	19/10/2021

Report of	Meeting	Date
Deputy Chief Executive	Overview and Scrutiny Performance Panel	Thursday, 28 October 2021

Is this report confidential?	Yes/Partly/ No
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Is this decision key?	Yes/ No /Not applicable
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Savings or expenditure amounting to greater than £100,000	Significant impact on 2 or more council wards
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Business Plans Progress Update 2021/22

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with an update on the delivery of service level projects outlined in the business plans.

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 with a view to review performance across services.

Reasons for recommendations

3. To ensure that the delivery of the service level projects is being effectively monitored, that progress is being sufficiently achieved, and that risk is being successfully addressed.

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: (please bold all those applicable):

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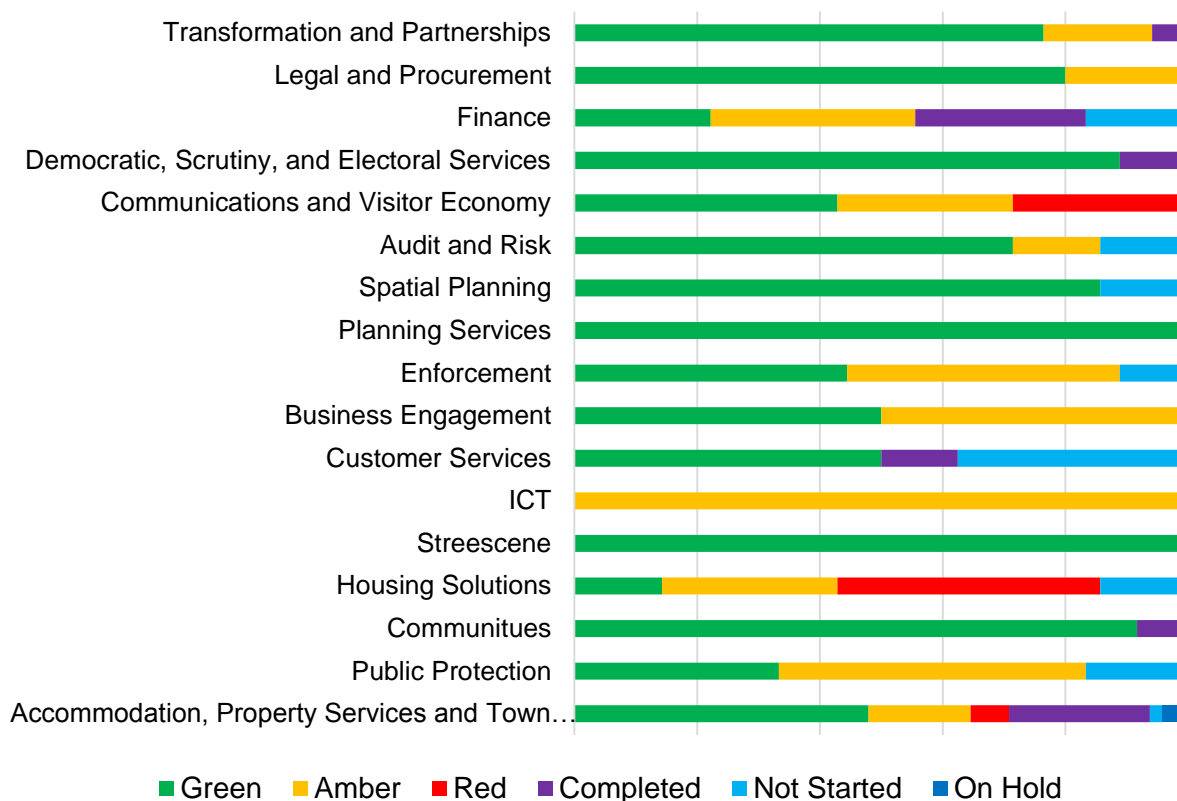
Clean, safe and healthy communities	X	An ambitious council that does more to meet the needs of residents and the local area	X
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Background to the report

6. Each year the Council undertakes the business planning process where services are encouraged to identify the activity that they will be undertaking to support the achievement of the priorities set out in the Corporate Strategy. The process includes engagement with staff and teams and results in the creation of service level business plans.
7. Business planning sessions were delivered in February 2021 with staff from across services, fostering staff engagement and utilising internal skills and experiences in order to accurately map service delivery. These were successfully conducted remotely, accommodating new ways of working due to the COVID-19 pandemic.
8. Following this, all service level business plans were approved in June 2021. This paper gives an update on all the service level business plan projects for 2021/22 and outlines the progress of projects. It also sets out where projects are amber and red as well as the actions being taken to get these projects back on track.

Summary of project delivery

9. A review of the 15 business plans has been completed based on the information provided and the plans contain a total of 170 projects and of those:
 - 96 are rated as **Green** (57%),
 - 31 are rated as **Amber** (18%),
 - 8 are rated as **Red** (5%),
 - 21 have are considered **Completed** (12%),
 - 12 have **Not Started** (7%),
 - 2 are **On Hold** (1%),
10. The graph below provides an overview of the current project status by service. There is a full list of the projects and their status by directorate at Appendix B. For those projects, rated as amber, a table has been prepared at Appendix A outlining the reasoning behind the rating and the action being taken to get the projects back on track.



11. The majority of projects across all services are rated Green. Most are due to be completed by the end of this financial year. The remaining projects will continue to be delivered over the next year as they are linked to wider programmes of work. Some of the highlights of work completed so far include:

- The purchase of nine bungalows, which were refurbished with modern appliances and safety equipment. These have been let to over 55s, providing safe and secure housing and improving the provision of bungalows in the borough. This will ensure that elderly people can live independently for longer, reducing the pressure on services. The purchase also forms part of the Council’s long-term investment strategy that aims to ensure the long-term financial security of the authority, with the bungalows forecast to generate income that can be further invested in services and assets.
- The new shared Performance Management System was launched in October 2021. The internally developed system will ensure consistency across Chorley and South Ribble Borough Council and allow for the shared services to operate more effectively as a shared body. The user interface has also been improved to enhance the accessibility and usability of the system, with key features being simplified. This includes the addition of a new graph generation function, which will make the monitoring of performance data more efficient as trends are visualised on the graphs.
- Stage one of implementing the shared operating model in Customer Services in partnership with South Ribble Borough Council has completed, with the creation of a shared management structure. This was developed through consultation with staff to ensure transparency and that they could

influence and shape the process. Shared services will improve resilience, capacity, and efficiency across each authority, leading to better value for money services for residents.

- Several projects related to the assisted living facility at Primrose Gardens has been completed. This includes the installation of raised planting beds made from repurposed railway sleepers, which will provide facilities for residents to grow their own fruit and vegetables, improving their wellbeing. In addition, the hairdressers in the building was launched, which has been popular both with residents and the general public. A review of the car park facilities the site was also completed. This resulted in the installation of seven visitors' spots on the car park, which will better accommodate the residents' friends and family.

Project focus

12. There are 7 projects that are rated as **Red** and are considered significantly off track for delivery. The rationale for this and the action being taken to get the projects delivered are presented in the table below:

Commercial			
Service	Project	Reason	Action
Accommodation, Property Services, and Town Centre Development	Digitisation of property files. Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing	The time taken to resolve issues with the digitisation and write software has been longer than anticipated due to capacity within the ICT service.	Projects that require ICT support are being reviewed, with timescales and resource allocated to be defined.
	Estates and property workflow management using Idox as main management software	The time taken to resolve issues with the digitisation and write software has been longer than anticipated due to capacity within the ICT service.	Projects that require ICT support are being reviewed, with timescales and resource allocated to be defined.
	Tendering process for contracted services (gritting, window cleaning, washroom services, pest control)	This project has been delayed as a result of lack of capacity within the team to deliver it. Existing tenders have been carried over temporarily in order to deliver services.	The project has been re-assigned to another member of staff. This will resolve the capacity issues and ensure the project is back on track
Communities			
Service	Project	Reason	Action
Housing Solutions	Review of commissioned services	This project has been delayed as a result of a vacancy within the team, which as impacted capacity.	The management vacancy within the Housing Solutions Team has now been filled. This will

			facilitate progress across all projects in the business plan. Timescales will be altered to reflect this.
	Procurement of commissioned services	This project has been delayed as a result of a vacancy within the team, which as impacted capacity.	The management vacancy within the Housing Solutions Team has now been filled. This will facilitate progress across all projects in the business plan. Timescales will be altered to reflect this
	Continue to bid for the Next Steps Accommodation Programme	No property has yet been identified that will enable a bid to be made. This is as a result of capacity issues.	The search for a property will be commenced on the appointment of the Housing Solutions vacancy.
Policy and Governance			
Service	Project	Reason	Action
Communications and Visitor Economy	Refresh the internal communications strategy	This project has been placed on hold. This is as a result of capacity issues, with resources diverted to other priority projects within the business plan, such as the events programme as well as the restoration of Astley Hall, which are the service's flagship public facing projects.	The options for the strategy will be explored as part of business planning for 2022/23. Capacity within the Transformation Team to provide additional support will also be assessed.
	Delivery of new intranet, including content creation	This project has been put on hold as a result of capacity issues.	See above.

Climate change and air quality

- 13. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

- 14. There are elements within the service level business plans that will have a positive impact on equality and diversity. This includes the development of the Equality Scheme, which will support us in further fulfilling our duties as a local authority under the Equality Act 2010.

Risk

15. As outlined in the report, the key risk to the delivery of the business plans is capacity and resources. This risk continues to be monitored closely and timescales have been reconfigured accordingly. The key actions to address this risk are outlined below:

- a) Within the ICT Service, capacity is being addressed as part of the extension of shared services, with will be a recruitment drive from November 2021 to fill shared and vacant positions within the service. This will address skill gaps and increase capacity for ICT to support the delivery of business plan projects.
- b) To address vacancies across other teams, services will be working in collaboration with HR to actively recruit and promote positions. This includes the drafting of job descriptions.
- c) Within Finance, the capacity to deliver the business plan has been impacted by immediate business need, as resources were diverted to support the Leisure Company. To mitigate the Leisure Centres impact on capacity and to support the delivery of projects within the Finance business plan, timescales have been reviewed and recalculated.
- d) A number of projects remain dependent on the support of third parties for their delivery. For these projects, partners will continue to be closely engaged with in order identify and tackle barriers to delivery and achieve outcomes. Where delays have been identified, timescales have been reviewed and stakeholders have been engaged with accordingly.

Comments of the Statutory Finance Officer

16. There are no direct implications of this report, however, the progress against the plans has an impact on the Council overall financial position in some instances. The impact of this is detailed within the quarterly financial reporting and amended within the MTFS.

Comments of the Monitoring Officer

17. The Monitoring Officer has reviewed this report and leaves no comment.

Background documents

18. There are no background papers to this report.

Appendices

19. The following appendices are included with this report:

- Appendix A – Amber Rated Projects
- Appendix B – Overall Business Plan Project Status

Report Author:	Email:	Telephone:	Date:
Jon-James Martin (Performance and Policy Officer)	jon-james.martin@chorley .gov.uk	01257515151	19/10/2021

Appendix A – Amber Rated Projects

There are 32 projects rated as **Amber** and are considered slightly off track. The rationale for this and the action being taken to get the projects back on track are presented in the table below:

Commercial			
Service	Project	Reason	Action
Accommodation, Property Services, and Town Centre Development	Deliver Queens Road car park improvements	To engage with communities, further consultations are being undertaken to ensure the design is appropriate and addresses residents concerns. This project has been delayed due to additional consultations required regarding the trees on the car park. The project is also awaiting the implementation of alternative parking arrangements on the Civic Square.	The timeline for the project will be reevaluated and carried forward to the Business Plan for 2022/23. This will be following the tree consultation and the implementation of the alternative parking on the Civic Square, which will be delivered this business planning year.
	Develop the Market Food Court Operation	The project has been delayed due to a decision to continue negotiations with the market traders. This is to ensure the project is the best it can be both for businesses and visitors to the town.	The negotiations will be continued in order to reach a resolution and progress the project.
	Town Centre Masterplan refresh	This project has been delayed as a result of capacity issues.	A development brief will be produced in order to assess the current progress and discuss resourcing the future delivery of the project to get it back on track.
	Asset review	This is due to capacity issues with the ICT Service to support the project.	The projects timeline will be reviewed and work with ICT will be conducted to understand the resource requirements going forward.
	Undertake encroachment and mapping surveys	There has been limited resources to support the delivery of the project.	The project is being delivered on an ad hoc basis when there are resources available. The timescales will be reconfigured to reflect this.
	Security and reception review and any resulting actions in relation to Digital Office Park	There has been limited resources to support the delivery of the project.	A paper has been presented to the Shared Senior Management Team with the review. Actions will be agreed to progress the project.

	Flood defence work to the River Chor in Astley Park	Awaiting approval from the Environment Agency in order to install defensive screens.	Liaise further with the Environmental Agency around the approval request.
	Digitise Market Applications	This is due to capacity issues with the ICT Service to support the project.	Dialogue with ICT will be established to identify resources for the project.
Communities			
Service	Project	Reason	Action
Public Protection	Implement a shared services Pest Control Service with South Ribble Borough Council to deliver high standards of service quality	Due to capacity within the team as a result of vacant position.	The timescales for this project have been reconfigured for completion in March 2022.
	Campaign around the use of BBQs and fires across Rivington including the review of the potential implementation of a Public Space Protection Orders	Messaging was delivered via local media, however, this project was delayed due to some of the resourcing allocated has been involved in Covid-19 related work.	The timescales for this project have been reconfigured for completion in March 2022.
	Campaign around the use of off-road motorcycles including the potential implementation/improvements of restrictive barriers	Delayed due to capacity.	See above. Funding will also be agreed in order to progress the project.
Housing Solutions	Phase two of review of internal processes and training materials	This project has been delayed as a result of capacity within the team.	The management vacancy within the Housing Solutions Team has been filled. This will facilitate progress across all projects in the business plan. Timescales will be altered to reflect this.
	Review of performance indicators	This project has been delayed as a result of capacity within the team.	The management vacancy within the Housing Solutions Team has been filled. This will facilitate progress across all projects in the business plan. Timescales will be altered to reflect this.
Planning and Development			
Service	Project	Reason	Action
Enforcement	Review and update the Consolidated Taxi Policy	The Licensing Enforcement Officer role is currently vacant, which has meant that the taxi elements of the business plan have not	The recruitment process has been commenced for the role and a temporary contractor has been appointed to support

		progressed due to capacity within the team.	the Enforcement Team. This will propel project delivery back on track along reconfigured timescales.
	Produce and publish a Hackney Carriage and Private Hire Driver Code of Conduct	The Licensing Enforcement Officer role is currently vacant, which has meant that the taxi elements of the business plan have not progressed due to capacity within the team.	See above.
	Produce and publish a written procedure for any urgent action to be taken against existing Hackney Carriage and/or Private Hire Drivers	The written procedure has been produced, however, it has been put on hold. This is so it can align with the other taxi based projects, which have been delayed due to capacity issues.	The written procedure will be published alongside the other taxi based projects on the business plan, which will be progressed on the appointment of the new Licensing Enforcement Officer.
	Review and update the Safeguarding, Suitability and Convictions Statement of Policy for Taxi and Private Hire Drivers	This has been delayed due to capacity issues. This has been caused by an outstanding vacancy in the Enforcement Team.	The recruitment process is currently underway. This will provide the capacity needed to progress the project.
Policy and Governance			
Service	Project	Reason	Action
Audit and Risk	Review service delivery to improve efficiency.	There is a vacancy within the Audit and Risk Team, meaning that there have not been the resources to deliver the project.	The recruitment process has commenced to appoint to the vacant position. This will support future project delivery.
Communications and Visitor Economy	Deliver communications plans for key projects	Other projects within the business plan have taken priority for delivery, with resources allocated accordingly.	Work has commenced on drafting the plans. Delivery has now been scheduled for November 2021.
	Delivery of new external Communications Strategy (approved in 2020)	Other projects within the business plan have taken priority for delivery, with resources allocated accordingly.	A new member of staff has been appointed to focus on the digital elements of the project. This will ensure progress is achieved going forward.
Finance	Standardise the planning and execution of accounts closure at both councils	Resources have been diverted to support the establishment of the Leisure Company, resulting in capacity issues to support the project.	Work on this project remains ongoing, with timescales reconfigured to account for the delay.
	Collection Fund Accounting – Expand knowledge across	Resources have been diverted to support the establishment of the Leisure Company,	Discussions with an external provider to deliver training is ongoing. The delivery of

	the Financial Accounts Team	resulting in capacity issues to support the project.	this training will ensure the project is back on track.
	Core Financial Systems – create tender documentation ready to be uploaded to the Chest	Resources have been diverted to support the establishment of the Leisure Company, resulting in capacity issues to support the project.	Time frames altered to account for additional work.
	Deliver the audit recommendations for Accounts Payable and System Controls	Resources have been diverted to support the establishment of the Leisure Company, resulting in capacity issues to support the project..	Work on this project has begun to make some progress, with the delivery of training. The timescales have been adjusted to reflect the delay.
	Review Fees and Charges	The response rate from Budget Holders has been low. This has halted project delivery.	Budget holders will be further engaged with to ensure the progression of the project.
	Reconcile Establishment with HR	Delayed as awaiting the implementation of the new payroll system, which is being led by HR. This will make it possible for an Establishment List to be produced. This is a key part of the project	Work has commenced on establishing a new payroll system. The timescales will be reevaluated in collaboration with HR.
Legal and Procurement	Introduce a shared Contract Management System	There has been limited capacity from the ICT Service to support the project, impacting progress.	Discussion with the ICT will be undertaken to identify resources and agree amended timescales.
Transformation and Partnerships	Review and refresh of Equality Scheme	There have been several new shared policies and frameworks produced over 2021, including the Consultation Framework. To complement this work, the refresh of the scheme has been rescheduled for late 2021 to fit better into the wider policy making programme.	The scheme has been drafted and will be approved in November 2021.
	Accommodation review and workplace strategy	The scope of the project has been expanded to include additional elements, necessitating additional project documentation. This has impacted the original timeline.	The timeline has been reconfigured to include the next business planning year. Costing and feasibility for the expanded scope will be finalised in November 2021.
	Management development programme	Capacity within the team to support its delivery.	Timescales have been reconfigured to account for the delay, with delivery

Appendix B – Overall Business Plan Project Status

The table below presents each project in the business plans. This includes the status of the projects as of October 2021, which have been organised by directorate and service:

Commercial		
Service	Project	Status
Accommodation, Property Services and Town Centre Development	Deliver Town Centre improvement's shopfronts improvement scheme	Green
	Deliver improvements to the Covered Market	Green
	Deliver the interim Civic Square	Green
	Deliver Queens Road car park improvements	Amber
	Deliver Tatton Gardens extra care facility	Green
	Develop the Market Food Court operation	Amber
	Town Centre Masterplan refresh – assisting with ownership and land values	Amber
	Subdivide Market Walk Extension for new tenancies	Completed
	Relocate the Market Walk Management Suite to the Extension	On Hold
	Refurbish the space above Iceland to lettable space	On Hold
	Astley Hall and cottage refurbishment	Green
	Ackhurst Lodge refurbishment	Green
	Council accommodation review – refurbish Union Street Offices for lettable space	Green
	Bringing development schemes in to use (Tatton Gardens, West Way, and Alker Lane)	Green
	Alker Lane – marketing and letting of new sites	Green
	Digitisation of property files. Over 3000 files to be reviewed, labelled with UPRN and sent to Northgate for filing	Red
	Estates and property workflow management using Idox as main management software	Red
	Asset review	Amber
	Lease management with Market Walk tenancies due to Covid	Green
	Undertake encroachment and mapping surveys	Amber
	Assist in delivering 'Green' initiatives such as carbon offset calculations for our estate, electric vehicle and solar panel installations	Green
	Security and reception review and any resulting actions in relation to Digital Office Park	Amber
	Deliver the Action plan to bring Digital Office into profitability	Green
	Implement Strawberry Fields office sub-divisions	Completed
	Flood defence work to the River Chor in Astley Park	Amber
	Review frameworks contractor tender renewals and align with South Ribble	Green
	Procure and manage installations of Christmas lights across the town centre	Green
	New housing stock improvements (9 bungalows)	Completed
Tendering process for contracted services (gritting, window cleaning, washroom services, pest control)	Red	

	Reservoir remedial works	Green
	Recovery of the safe use of the community centres	Completed
	Acquire 11 properties for the refugee resettlement programme	Green
	Let the Council housing stock	Green
	Develop use of conference facilities	Green
	Review of Primrose Car Park operations	Completed
	Promote a community raised beds area	Completed
	Promote the opening of the hairdressers for community and Primrose residents	Completed
	Promote opening of Café/Bistro to residents of Primrose and negotiate resident discount	Not Started
	Develop a proposal for a future Housing Strategy	Green
	Develop and 'Nurture a Resident' Forum at Primrose Gardens	Completed
	Manage the communal tenancies through the Covid recovery period	Completed
	Manage 11 new refugee properties	Green
	Integrate the Bus Station operation	Green
	Car Park Strategy refresh	Green
	Digitise Market Applications	Amber
	Reopening of the High Street Safely through 'welcome back' initiatives	Green
	Develop the Town Centre Radio Link (business watch)	Completed
	Post-Covid data monitoring – Automated Footfall Counter review	Completed
Communities		
Service	Project	Status
Public Protection	Implement a shared services Pest Control Service with South Ribble Borough Council to deliver high standards of service quality	Amber
	Campaign around the use of BBQs and fires across Rivington including the review of the potential implementation of a Public Space Protection Orders	Amber
	Campaign around the use of off-road motorcycles including the potential implementation/improvements of restrictive barriers	Amber
	Covid-19 recovery including long term service delivery off testing and contact tracing	Green
	Joint Air Quality Campaign around the use of domestic solid fuels	Not Started
	Review and Implementation of electronic food business registration and Application of Food Hygiene Rescore Charges.	Green
Communities	Deliver the community resilience framework – phase 2	Green
	Provide support to shielding and vulnerable residents through the coordination of Coronavirus related grants and programmes	Green
	Develop and establish a VCFS network in Chorley	Green
	Develop a Volunteering Policy that supports and aligns with the teams' wider priorities	Green

	Coordinate a wider team approach to deliver a successful weight management programme	Green
	Undertake a review of resettlement and asylum in Chorley	Completed
	Implement and evaluate the pilot project to appoint an OT within the HIA team.	Green
	Deliver LAD2 (Local Authority Delivery) funded energy efficiency measures following successful funding bid	Green
	Participate in internal audit of Disabled Facilities Grant service	Green
	Review the delivery and performance of the Social Prescribing Service Model	Green
	Deliver the Population Health Management Projects at CCG and PCN Level	Green
	Develop Exit strategy on activities supporting response to COVID-19	Green
Housing Solutions	Deliver the Homelessness and Rough Sleeping Strategy	Green
	Review of commissioned services	Red
	Deliver local requirements as part of regional Changing Futures bid	Green
	Continue to bid for the Next Steps Accommodation Programme	Red
	Procurement of commissioned services	Amber
	Review of local partnership working and proposed future models	Not Started
	Phase two of review of internal processes and training materials	Amber
	Review of performance indicators	Amber
Customer and Digital		
Service	Project	Status
Streetscene	Agree the Neighbourhoods Strategy and agree action plan	Green
ICT	Deliver year one of the joint Digital Strategy	Amber
Customer Services	Shared Services: Implement a single operating model - stage one	Completed
	Shared Services Implement a single operating model - stage two	Green
	Implement Virtual Mailroom	Not Started
	Further system automation and artificial intelligence in housing benefits and council tax processing	Green
	Review of policy documents (including Debt Management Policy and CTS)	Green
	Complete digitisation of paper-based records	Green
	Review of all customer documentation	Not Started
Review Long term Empty Property checks	Not Started	
Planning and Development		
Service	Project	Status
Business Engagement	Finalise the business engagement strategy which incorporates the business recovery plan.	Green
	Event Delivery – digitally and face to face when restrictions allow.	Green
	Deliver digital creative programme	Green
	Marketing – strawberry fields, Alker Lane, digital creative, choose Chorley, business guide.	Green
Enforcement	Attain ISO-9001 Quality Assurance for Building Control to implement the Local Authority Building Control	Green

	quality management system	
	Produce and publish an Environmental Crime Enforcement Policy	Green
	Review and update the Consolidated Taxi Policy	Amber
	Produce and publish a Hackney Carriage and Private Hire Driver Code of Conduct	Amber
	Produce and publish a written procedure for any urgent action to be taken against existing Hackney Carriage and/or Private Hire Drivers	Amber
	Review and update the Safeguarding, Suitability and Convictions Statement of Policy for Taxi and Private Hire Drivers	Amber
	Review and update the Statement of Licensing Policy	Green
	Review and update the Empty Properties Policy	Not Started
	Deliver Enforcement service Improvements	Green
Planning Services	Review all Conservation Area Appraisals	Green
	Validation Checklist	Green
Spatial Planning	Improvements to play and community spaces across the borough	Green
	To develop and deliver the Green Agenda Programme	Green
	To progress the Central Lancashire Local Plan Programme (key target Preferred Options Consultation)	Green
	Delivery of the Tree Action Plan	Green
	Implementation of the Registered Provider Framework	Green
	Preparation of an Affordable Housing Strategy	Not Started
	Support local areas to develop Neighborhood Plans	Green
Policy and Governance		
Service	Project	Status
Audit and Risk	Utilise the GRACE system for the monitoring and reporting of agreed management actions	Green
	Seeking re-accreditation for ISO 9001 quality management system	Green
	Undertake an assessment of the Council's arrangements against Fighting Fraud and Corruption Locally 2020-2025	Not Started
	Re-launch GRACE risk management system. Provide training to risk owners and develop a robust reporting and monitoring regime for both officers and members	Green
	Lead the review into the call out arrangements for both authorities	Green
	Review service delivery to improve efficiency.	Amber
	Deliver a procurement project to purchase new insurance policies across both portfolios from January 2022	Green
Communications and Visitor Economy	Conservation work at Astley Hall	Green
	Deliver the 2021 events programme	Green
	Deliver communications plans for key projects	Amber
	Refresh the internal communications strategy	Red

	Complete team reviews for shared services and embed new ways of working – both in the team and across the organisations	Green
	Delivery of new external Communications Strategy (approved in 2020)	Amber
	Delivery of new intranet, including content creation	Red
Democratic, Scrutiny, and Electoral Services	Youth Council (SR)	Green
	Member induction following all-out Council elections at Chorley	Completed
	Member Development and applying for the Charter at South Ribble and self-assessment against Member Development Charter criteria at Chorley	Green
	Member portal at Chorley and CllrCONNECT at South Ribble, including review of e-zines and Member communications methods	Green
	Delivery of complex election combination in exceptional circumstances	Completed
	Procurement of specialist secure electoral printing contract	Green
	Development of a shared election payment schedule, including hourly rates for some roles, to (a) ensure consistency of payments across both Councils for those working on elections, and (b) assist with the annual Election Accounts claim to the Cabinet Office	Green
	Implementation of the Corporate Support Review	Green
	Review key processes across Chorley and South Ribble Corporate Support and align wherever possible	Green
	Review of Civics and Mayoralty (as outlined in Shared Services report)	Green
Finance	Ensure compliance with updated International Financial Reporting Standards 16	Green
	Reviewing and improving how cash flow and borrowing is monitored and reported	Not Started
	Standardise the planning and execution of accounts closure at both councils	Amber
	Collection Fund Accounting – Expand knowledge across the Financial Accounts Team	Amber
	Core Financial Systems – create tender documentation ready to be uploaded to the Chest	Amber
	Deliver the audit recommendations for Accounts Payable and System Controls	Amber
	Roll out Web Client for the Core Financial System	Not Started
	Full diagnostic audit on Accounts Payable	Not Started
	Departments ad Sections reorganised with the financial system	Completed
	Covid-19 and emergency interfaces	Completed
	Implement and support Leisure Services within the Financial System	Completed
	Support the implementation of the expansion of Shared Services at both Councils	Green
	Create monthly staffing costs reports	Completed
	Revise monthly budget monitoring reporting to budget managers and directors	Completed
	Review Fees and Charges	Amber
Reconcile Establishment with HR	Amber	
Development of Management Accounts Team knowledge and skills	Green	
Legal and	Implement Social Value in Procurement	Green

Procurement	Introduce a shared Contract Management System	Amber
	The provision of advice and assistance in terms of Leisure Services in CBC	Green
	Review the structure of legal to ensure it provides a robust and integrated legal service	Green
	Development of the IDOX solution for Case Management and data storage and migration from IKEN in Legal	Green
Transformation and Partnerships	HR Policy Framework	Green
	Establish a shared performance management system	Completed
	Review and refresh of Equality Scheme	Amber
	Shared services performance monitoring approach	Green
	Management development programme	Amber
	Work with partners to design and deliver more sustainable public services	Green
	Deliver phase 2 of shared services	Green
	Transform the way the council operates	Green
	Implement the community wealth building action plan	Green
	Resident survey Chorley	Green
	Resident survey South Ribble	Green
	Leisure future operating models	Green
	Review of recruitment, selection and onboarding	Green
	Embed performance process and culture – aligning key processes across both Councils	Green
	HR Transformation Project	Green
	Accommodation review and workplace strategy	Amber
Deliver the OD Strategies and staff survey	Green	
Develop and deliver the Transformation Strategies	Green	