

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Councillor Peter Wilson)	Executive Cabinet	16 <sup>th</sup> September 2021

Is this report confidential?	No
------------------------------	----

Is this decision key?	No
-----------------------	----

## Quarter 1 Performance Monitoring Report 2021-22

### Purpose of the Report

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the first quarter of 2021/22, covering the 1st April to the 30th June 2021.

### Recommendations to Cabinet

2. That the report be noted.

### Reasons for recommendations

3. The Council's performance framework sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

### Other options considered and rejected

4. None

### Executive summary

5. This report sets out performance against the Corporate Strategy and key service delivery measures for the first quarter of 2021/22. Performance is assessed based on the delivery of key projects and measures outlined within the 2020 Corporate Strategy, along with key service delivery measures for individual services.
6. The overall performance of key projects is good, with 92% of projects rated green and 8% rated amber. Action plans for those projects rated amber are contained within this report.

7. Performance of the Corporate Strategy indicators and key service delivery measures continue to be closely monitored, with 70% of Corporate Strategy measures and 67% of key service delivery measures performing on or above target, or within the 5% threshold.
8. Performance against the agreed measures remains positive, with the Council continuing to work proactively to support local residents and communities. Where indicators are performing below target, action plans are in place to improve performance.

### **Corporate priorities**

9. The report relates to the following corporate priorities:

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

### **Background to the report**

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

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



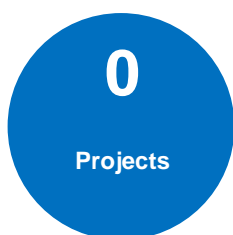
## The long-term outcomes for this priority are:

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

## ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER ONE

13. Work to implement the community resilience locality action plans has progressed well over quarter one, with key elements of the action plans commencing delivery. These plans seek to build confidence so that residents can support themselves and know where to access help if they need it. A number of schemes have progressed this quarter including support for volunteering, digital inclusion, wellbeing initiatives and Holiday Hunger provision. The Volunteering Policy was reviewed and updated to align it with the community resilience locality action plans. Approval was secured to commence the Digital Device Scheme, which is now in the development and procurement stage aiming to support residents in enhancing their digital skills and access to digital tools by providing digital devices. Delivery of the 'Better Health Better Self' programme was commenced, which is providing residents with a 10-week programme of group sessions offering information, advice and support on how to live a healthier lifestyle. Sixteen people have completed the programme so far. The Holiday Hunger programme also started, with partnerships with the Inspire Youth Zone and the School Sports Partnership to help deliver the scheme to ensure that vulnerable families are supported throughout the school holiday period.
14. Renovation works to Astley Hall have continued to be delivered over the quarter. This project seeks to increase residents' pride in where they live and to build a strong local economy by providing a high-quality leisure and tourist facility. In quarter one, after major restoration work, the front door and windows were installed, and the seventeenth century brickwork was cleaned and repaired. Following this, some of the scaffolding was removed to reveal the restored façade of the Hall as the centre piece of the Chorley Flower Show 2021, further promoting Chorley as a great place to visit. A contractor was appointed to provide lighting, which will be installed throughout the park to enhance the visitor experience and improve safety. An installation date has been agreed for September 2021.
15. The project to implement year 1 of the Shared Digital Strategy started this quarter and will further develop our use of digital, technology, and data to improve our services and deliver better outcomes for our customers. Over quarter one, a significant number of work streams commenced, including reviews of inbound and outbound post to automate and improve the efficiency of the process; review of data for digitization to ensure that data can be accessed easily and stored securely; review of Freedom of Information, Environmental Regulation, and Subject of Access requests to identify areas to improve as well as of Planning and Building Control processes as part of the shared services alignment process. Additionally, a new document management system was implemented for Planning, which will improve how service requests are processed, managed and stored. The roll out of Share Point was commenced, which will allow shared services to operate more effectively and work collaboratively via a new shared storage solution.

## Performance of Key Projects



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

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

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

18. One project is rated amber:

- Implement year 1 of the Shared Digital Strategy.

Project Title		Project Status
Implement year 1 of the Shared Digital Strategy		AMBER
<b>Explanation</b>	<p>The Digital Strategy is a complex project requiring significant resource both financially and in terms of skills to deliver our future ambitions.</p> <p>The principle reason for an amber rating is due to existing gaps within the ICT team. There are several vacancies with the ICT service resulting in a deficit in skills and knowledge essential to supporting delivery of the strategy.</p> <p>Whilst 69% of actions for delivery under this project are either in progress or complete, the financial implications of some of the future workstreams are yet to be fully costed and scoped. Therefore, there is a risk to the existing budget and potential for a need to increase the overall financial allocation to the programme. The budget is currently being closely tracked to identify and address new revenue and capital budget requirements.</p>	
<b>Action Required</b>	<p>As part of the ICT shared services restructure, recruitment to the vacant posts will be conducted in September 2021 (quarter two). This will resolve the capacity issues that have affected the delivery of the project.</p> <p>A full cost exercise is taking place to identify hardware as well as additional capacity costs. This will be reported in quarter two.</p>	

## Performance of Corporate Strategy Measures



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

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

	Performance Indicator	Target	Performance
	The number of people who have successfully completed basic digital skills training	100	42
<b>Reason below target</b>	<p>Due to Covid-19 restrictions and the social distancing measures in place it has not been possible to undertake face to face digital skills training throughout 2020/21 and into 2021/22.</p> <p>Therefore, the focus of this measure was adjusted in the 2020 Corporate Strategy refresh to reflect the new priorities around digital skills in light of the Covid-19 pandemic, expanding the indicator to include online digital skills training in addition to in-person sessions to better capture the activity being delivered to enhance digital skills throughout the borough.</p>		
<b>Action required</b>	<p>Performance has seen an improvement during quarter one with 42 more residents engaged in digital skills support.</p> <p>The Community Recovery Plan for digital inclusion will continue to deliver targeted activity to support low income families, older residents and those in rural areas. A scheme has also been set up to help with access to digital devices.</p> <p>Officers will seek to resume courses delivered by Lancashire Adult Learning, exploring opportunities to increase the number of sessions and increase participation rates with the aim of getting back on track towards the target. Feedback is being gathered from key cohorts to help inform what might encourage higher rates of participation and take up.</p>		
<b>Trend:</b>	Performance is better than the figure recorded in Quarter One 2020/21 (0) but worse than Quarter One 2019/20 (114).		

# Clean, safe and healthy homes and communities



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

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

## ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER ONE

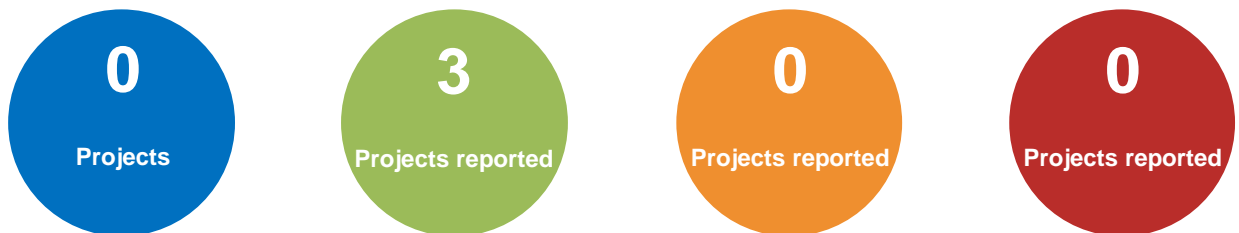
21. Work to implement the Homelessness and Rough Sleeping Strategy action continued to achieve progress over the quarter. This project aims to improve support around mental health, substance abuse, and budgeting as well as address housing stock imbalances and strengthen support for those in the private rental sector. During quarter one, there has been a focus on building relationships with housing providers through multi-agency meetings. This has resulted a new pathway of supported accommodation for those with mental health and substance issues, with a new facility made available. The new facility offers bespoke three-tiered support, which includes fully supported, semi-independent, and dispersed accommodation. This will ensure that those residents with substance issues are provided with support needed and prevented from homelessness, reducing rough sleeping. In addition, the information on our website on tenant rights for those in the private rental sector has been reviewed and updated as part of a wider communications plan to be finalised in quarter two. This plan will coordinate information for those at risk of homelessness going forward, including publishing information through our social media channels.

22. The project to improve play and community spaces across the borough has progressed well this quarter, with delivery outlined below. Together, all of these improvements promote clean, safe and healthy communities in both rural and urban locations, where residents can access high quality park, play areas and open spaces:

- Westway Sports Campus: the sports pavilion and artificial grass pitch was formally handed over following construction in the previous quarter. The new venue will facilitate a wide range of recreational activities, which will support our residents to live active and healthy lives,
- Wigan Lane Playing Fields: A design team was appointed and development options prepared for improvements to Wigan Lane Playing Fields,
- Jubilee Way and Middlewood Close Play Areas: contracts were awarded and works commenced to enhance the facilities at the sites. This will include improvements to the existing play areas, with new play equipment and safety surfacing,
- King George V Playing Fields: A planning application was submitted for works at King George V Playing Fields and the tender process for the contractor has commenced. If approved, the improvements will include a changing facility, kiosk space, and a foyer with works expected to commence in late 2021,
- Longfield Avenue: Upgrade works at Longfield Avenue have now been completed. Negotiations were satisfactorily concluded with Lancashire County Council to improve the crossing point to the site. The play area now includes new play equipment, safety surfacing, orchard trees, and fruit bushes.

23. The project to deliver an extra care scheme and community facilities at Tatton has moved forward with the designs for the pipework distribution across the site completed and plans for the incoming services reviewed and revised. This will enable progress for the installation of utilities. Additionally, floor plans for the building were revised and the schedule for the installation of the furniture, fixtures, and equipment updated. The signage schedule and highway alteration works commenced to put in place suitable access routes to the facility.

### Performance of Key Projects

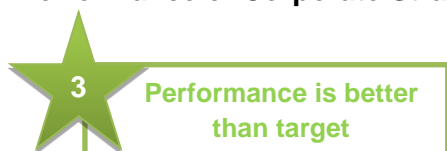


24. There are three key projects included in the 2020 Corporate Strategy under this priority.

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

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

## Performance of Corporate Strategy Measures



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

27. Three indicators are performing better than target:

- Number of volunteer community groups supported to improve by the Council,
- % of household waste sent for reuse, recycling or composting (Q4 confirmed data),
- The number of affordable homes delivered.

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

	Performance Indicator	Target	Performance
	The number of long-term empty properties in the borough	150	160
<b>Reason below target</b>	<p>The number of long-term empty properties has been reported as off track for a number of quarters. The main reason for this, is due to two sites that are divided into a number of individual units (flats). Of the 160 empty properties, 24 of these are contained within the two sites.</p> <p>Bringing empty properties back into use has been impacted by national restrictions related to Covid which did affect some building work.</p>		
<b>Action required</b>	<p>Work is currently being progressed relating to one of the two properties already identified, and this property has 17 flats contained within it, this would in turn result in a 10.6% improvement in current performance.</p> <p>Since the end of quarter one, the property has come back into use and as a result has reduced the empty property figure to within the target threshold. In addition, work continues with the second property.</p>		
<b>Trend:</b>	Performance is worse than the figure recorded in quarter one 2020/21(150).		



## A strong local economy



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

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

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

29. The project to bring forward employment land at Alker Lane has continued this quarter with the commencement of works on site. This includes the initial site preparations, culvert installation, road access creation, and earthworks operations, which will allow construction to progress going forward. The designs for the new statutory services have also progressed over the quarter, which cover the supply of electricity, gas, water, and sewerage disposal to the site. Officers continue dialogue with parties regarding the acquisition of the land adjacent to the development site. This acquisition would bring forward the proposed construction of pedestrian and cycle connection between Buckshaw Village and Euxton Lane. Once complete, the development will provide essential commercial buildings to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.
30. Progress has been achieved over quarter one with the project to deliver improvements to the town centre. Works to the covered market have continued, with the completion of the base steelwork for the new market entrance as well as the installation of the new awnings, valences, and trader signage. Temporary toilets were installed at the market to allow for the demolition of the existing toilet provision ahead of their refurbishment. The designs for the proposed indoor seating area has progressed following a public consultation, which supported the proposals and overwhelming support for the vision. The demolition works in preparation for the Civic Square have progressed, with scaffolding erected in the auditorium of the former bingo hall site to facilitate asbestos removal and the appointment of engineers to develop options for the temporary use of the site post demolition. The work delivered as part of this project will ensure that the town centre remains a vibrant commercial hub that can accommodate the businesses of today and tomorrow by transforming the visitor experience and facilities, supporting a strong local economy.
31. The project to bring forward the site at Bengal Street has progressed well. This project seeks to produce plans to transform the site into mixed-use and develop residential, community, and light industrial facilities, which will accommodate the ambitions of the local economy and provide additional employment opportunities. Over quarter one a review was undertaken of the scheme masterplan to include a leisure facility as part of the wider development of the site, with architects commissioned to update the plan.

## Performance of Key Projects



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

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

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

## Performance of Corporate Strategy Measures





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

35. One indicator is performing below target but within threshold:

- The % of 16-17 year olds who are not in education, employment or training (NEET).

36. One indicator is performing worse than target and outside the 5% threshold:

	Performance Indicator	Target	Performance
	Number of projected jobs created through Chorley Council support or intervention (CS)	50	25
<b>Reason below target</b>	<p>Fewer new jobs are being created due to current trading conditions as a result of the pandemic. Many businesses are currently safeguarding jobs or creating fewer positions as conditions impact on operations and growth plans, however this is not the case for all businesses.</p> <p>In addition, the Digital Creative programme, which accounts for a significant number of the projected jobs within this indicator has been running at limited capacity whilst Covid-19 business grant delivery has been undertaken. It is anticipated that further job projection numbers will be collected and reported in the next quarter.</p>		

Performance Indicator		Target	Performance
	Number of projected jobs created through Chorley Council support or intervention (CS)	50	25
<b>Action required</b>	<p>Growth enquiries to the team have been reduced as a result of the pandemic, and this may impact on the cumulative target this year, however non-pandemic related enquiries are now starting to pick up.</p> <p>Further jobs information is due to be collected as part of the Digital Creative programme over the next quarter.</p> <p>Further Covid-19 support funds are due to be administered by the team over the summer which may impact on business-as-usual activities and as a result affect the performance of this indicator, however the team will continue working with enquiries related to projected jobs and report these in due course.</p>		
<b>Trend:</b>	Performance is worse than the figure recorded in quarter one 2020/21 (222), and quarter one 2019/20 (54).		

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



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

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

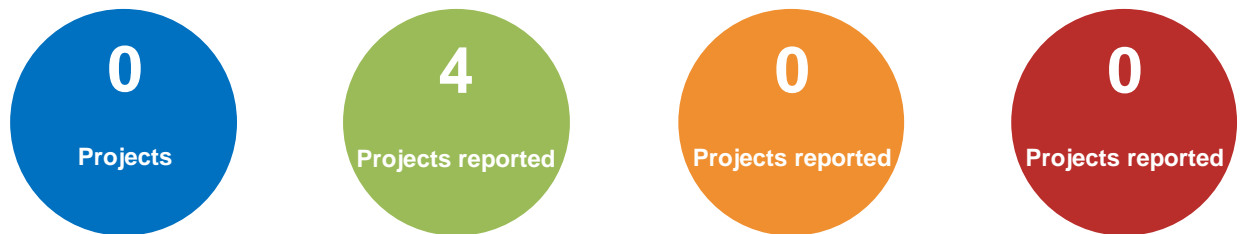
### ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER ONE

37. Over quarter one the project to deliver Shared Services Phase 2 has progressed well, with key project milestones met. Phase 2 will involve the sharing of customer and ICT services with South Ribble Borough Council, which will improve resilience, capacity, and efficiency across each authority. In quarter one, approval for the shared management structure proposals for both ICT and Customer Services was secured following consideration by Shared Services Joint Committee. This has now been implemented in the ICT Service with a shared service lead and manager appointed to lead the service across Chorley and South Ribble. For Customer Services, job descriptions for the shared management roles have been developed. These roles will go out for recruitment in quarter two. Development discussions were conducted with customer services staff in order to identify training and development needs within the shared service to further enhance their skills. The first monitoring report for shared services was presented to the Shared Services Joint Committee, providing an update on progress and performance across key service areas to ensure that performance is being monitored effectively across each organisation and that knowledge can be shared.
38. The project to extend the borough wide programme of improvements to Streetscene services has made good progress over quarter one. This project aims to implement key changes to technology to support an intelligence led and efficient Streetscene service that can deliver environmental improvements across the borough. This quarter, the scoping of the refreshed Streetscene Strategy was commenced, with the main principles behind the strategy agreed by the Executive Member. Additionally, street sweeping, tree plotting, grass cutting, and car park inspections as well as bin collections were conducted using new software which will improve efficiency through the utilisation of smart technology. Efficiency will also be improved with the commencement of the phased replacement of devices used by officers, ensuring they are equipped with the tools needed to accommodate the future ambitions of the service. Litter bins have also been tagged with QR codes to improve how emptying schedules are tracked and monitored. Furthermore, the mini-meadows programme was further progressed over the quarter, with 46 meadows prepared and sowed in addition to wildlife corridors created through the borough.
39. Over quarter one the project to deliver sustainable public services has continued to make progress. This project seeks to ensure that our partnership working model remains fit for purpose by increasing collaboration with the South Ribble Partnership, aligning the two to achieve greater scale, influence, and efficiencies. In the quarter, one to one meetings were held with partners to understand priorities and future challenges to inform the development of a shared strategy. The high-level strategy and outline governance structure was tested at a joint workshop which received broad agreement and support from all partners and will now be finalised for approval at the first meeting of the joint partnership in September 2021. Key priorities include data and intelligence, economic

reform and working towards a locality model that organises support and services in a way that makes sense for residents and achieves longer term sustainability.

40. The project to deliver initial decarbonisation efforts and community engagement has made further progress in quarter one. This project aims to improve the Council's performance in relation to the environment and climate change whilst engaging with local communities. Key elements of the action plan delivered include the creation of a calculation formula for the Council fleet and commuter communication, which has been approved by the North West Energy Hub. This will support the quantification of our green performance going forward. Additionally, preparations were finalised for a stall at the annual Chorley Flower Show, which will share information on green issues and promote community engagement with the project. The stall will also facilitate the tree giveaway to residents, supporting decarbonisation efforts. In addition, community steering groups have been hosted between local schools and church groups regarding community climate change events to further enhance the profile of green issues.

### Performance of Key Projects



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

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

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

## Performance of Corporate Strategy Measures



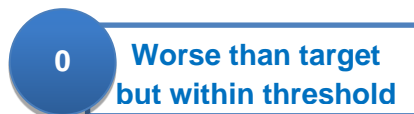
43. At the end of the third quarter, it is possible to report on three of the five corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.

44. All three indicators are performing better than target:

- % of households living in fuel poverty
- % of service requests received online
- % customers dissatisfied with the service they have received from the council

## PERFORMANCE OF KEY SERVICE DELIVERY MEASURES


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




46. 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
- Council Tax Collected
- Processing of minor planning applications,
- Average working days per employee (FTE) per year lost through sickness absence.

47. Two indicators are performing below target at the end of quarter one and the reasons for areas of underperformance are listed in the tables below:

Performance Indicator		Target	Performance
	Town Centre vacancy rate	8%	11.9%
<b>Reason below target</b>	Whilst a number of new small businesses have recently opened in the Town Centre, a number of businesses have also had to close due to the Covid pandemic. Other reasons for closing include retirement, businesses relocating out of the town centre, and a closure of a bank branch. Overall, on the week ending 02/07/2021, 293 businesses were open, 16 businesses closed, and 39 remain void.		
<b>Action required</b>	<p>Work continues to promote Chorley as a good place to do business and investing in the Market and Market Walk to keep a vibrant town centre.</p> <p>A vacancy monitoring report is being populated with ownership and agent details of voids to enable officers to make approaches and see if any barriers exist where the council can intervene. This could be to either assist existing private bids, if there is a financial gap preventing exchanges to go through, or through identifying properties the council may consider as investments to bring back in to use itself where they have vacant for a considerable amount of time.</p> <p>The marketplace is still settling down after rules around Covid have been relaxed but there has been more activity with some voids coming back in to use. This includes offers on our own estate and planning requests for changes in use from retail to hospitality or residential conversions elsewhere.</p>		
<b>Trend:</b>	Performance is worse than the figure recorded in quarter one 2020/21 (8.4%).		

Performance Indicator		Target	Performance
	Processing of major planning applications	80%	56%
<b>Reason below target</b>	This indicator is performing below target in quarter one due to one planning application, where the applicant was not willing to agree to a further extension of time after it was considered at a specially convened meeting of the Planning Committee. This one application has therefore impacted the overall performance of the indicator and is not reflective of the overall processing rate. As the issue relates to a particular planning case, it is anticipated that performance will get back on track in quarter two.		
<b>Action required</b>	The indicator performance below target was due to an anomaly in quarter one and is therefore expected to be on track in quarter two as the anomaly has now been resolved, with no further action required.		
<b>Trend:</b>	Performance is worse than the figure recorded in quarter one 2020/21 (100%).		

## **Climate change and air quality**

48. 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**

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

## **Risk**

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

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

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

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

## **Comments of the Monitoring Officer**

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

## **Background documents**

Corporate Strategy 2020/21

## **Appendices**

Appendix A: Performance of Corporate Strategy Key Measures

Appendix B: Performance of Key Service Delivery Measures

Report Author:	Email:	Telephone:	Date:
Howard Anthony, Jon-James Martin	howard.anthony@chorley.gov.uk, Jon-James.Martin@chorley.gov.uk	- -	23/08/2021



## Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol	Trend <sup>1</sup>
% of households living in fuel poverty	Smaller is better	14.5%	11.9%	★	Worse than Q1 20/21
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	7.14%	★	Better than Q1 20/21
% of service requests received online	Bigger is better	40%	58%	★	Better than Q1 20/21
Number of volunteer community groups supported to improve by the Council	Bigger is better	19	28	★	Worse than Q1 20/21
Number of affordable homes delivered	Bigger is better	25	28	★	Better than Q1 20/21
Number of long term empty properties in the borough	Smaller is better	150	160	▲	Worse than Q1 20/21
% of household waste sent for reuse, recycling or composting	Bigger is better	39.6%	40.9% <sup>2</sup>	★	Better than Q4 19/20
Number of people who have successfully completed basic digital skills training	Bigger is better	100	42	▲	Better than Q1 20/21
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	▲	Worse than Q1 20/21
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	●	Same as Q1 20/21

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

## Appendix B: Performance of Key Service Delivery Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 1	Symbol	Trend <sup>1</sup>
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.9days	<b>3.6 days</b>	★	Better than Q1 20/21
% Council Tax collected	Bigger is better	27.31%	<b>28.28%</b>	★	Better than Q1 20/21
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	80%	<b>56%</b>	▲	Worse than Q1 20/21
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	85%	<b>99%</b>	★	Better than Q1 20/21
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	1.66	<b>1.27</b>	★	Better than Q1 20/21
Town Centre Vacancy Rate	Smaller is better	8%	<b>11.9%</b>	▲	Worse than Q1 20/21