

Report of	Meeting	Date
Deputy Chief Executive (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 24 February 2022

Quarter Three Performance Monitoring Report 2021/22

Is this report confidential?	No
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Is this decision key?	No
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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 third quarter of 2021/22, covering the 1 October 2021 to 31 December 2021.

Recommendations to Executive Cabinet

2. That the report be noted.

Reasons for recommendations

3. To ensure the effective monitoring of the Council's performance and delivery of the Corporate Strategy.

Other options considered and rejected

4. No other options have been considered.

Executive summary

5. This report sets out performance against the Corporate Strategy and key service delivery measures for the third 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 ten (77%) of the projects rated green, two (15%) rated amber, and one (8%) completed. Action plans for those projects rated amber are set out within this report.
7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with sixteen (71%) performing on or above target, or within the 5% threshold. Seven (29%) are performing below target and outside of the 5% threshold. Where indicators are performing below target, action plans are in place to improve performance.

8. Corporate Strategy indicators which are related to the results of the Residents' Survey, are included within the report and overall performance of indicators. The survey was undertaken between October and November 2021.
9. This is the final time that the 2021/22 Corporate Strategy projects will be reported to Executive Cabinet. Those projects that are not yet complete will either be carried over for delivery through the 2022/23 Corporate Strategy as planned, are due to complete in quarter four, or will continue to be delivered through business as usual activity. More detail can be found at Appendix C.

Corporate priorities

10. The report relates to the following corporate priorities:

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

Background to the report

11. 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.
12. 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.
13. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions and are reviewed annually as part of the service level business planning process.

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 THREE

14. Delivery of the community resilience action plans has continued. The second phase of the Holiday Activity Food Programme was delivered, continuing our partnership with Inspire Youth Zone and the Chorley Schools Sports Partnership. The programme provided children on free school meals with access to food and the benefits of holiday club provision over the Christmas holidays, supporting 1,083 young people. Additional grant funding from Lancashire County Council amounting to £55k has been allocated to supporting programmes tackling adult and childhood obesity. This includes £30k towards the Play and Skills at Tea-Time Activities Programme, which is facilitating clubs for children in deprived areas to take part in play activities and teach them about nutrition.
15. The Council has undertaken further work with Inspire Youth Zone around youth employability. This project provides bespoke one-to-one support for young people aged between 16 and 24 who are not in education or training and has supported 100 young people so far into training, employment, and education. In addition to the bespoke 1-1s, two employment fairs were hosted in the quarter, further promoting and facilitating routes into employment and volunteering. These fairs included stalls from local businesses and organisations from key sectors.
16. The project to develop Astley Hall and Park as a visitor destination has continued to deliver key project milestones in the quarter, with the completed installation of the lighting scheme throughout the park. This will improve safety after dark and allow the park to be more versatile as a venue. Landscaping works towards the front of the hall were also completed. A package of works is being planned to guide the internal decoration and plot the visitor experience. This will be delivered as part of the 2022/23 package of works.
17. As part of the Digital Strategy, a digitisation team has been established to digitise information from across the council to improve accessibility and data security. A shared contract for telephony services was agreed which will provide greater flexibility and resilience as part of a single operating model.

Performance of Key Projects



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

19. 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.

20. 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
Explanation	<p>There are a number of projects in the Digital Strategy that are dependent on additional expertise and resource to enable them to be delivered due to the scale and complex nature of the programme. This resource is now being put in place.</p> <p>Actions that could be delivered within the current resources and skill base have progressed well and are being prioritised, with 69% of actions either in progress or complete. Significant progress being made in areas such as in the digitisation of data and automation of services, such as in planning.</p>	
Action Required	<p>As part of the ICT shared services restructure, recruitment to the vacant posts is currently underway and estimated to be filled by April 2022. This should resolve the capacity issues that have affected the delivery of the project and ensure it can move forward.</p> <p>Actions are already in place to progress the strategy and procurement for software and hardware was approved in December by Cabinet and will be jointly conducted with South Ribble as part of the new shared ICT Service.</p> <p>As the project and strategy move forward, to address the delays incurred within 2021/22, the project plan is to be reviewed and reprofiled and will be taken forward through the ICT Business Plan. The reprofiled timescales will ensure that objectives are prioritised based on business need and ensure that the project completes within its overall timescale by March 2024</p>	

Performance of Corporate Strategy Measures



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

22. 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	300	130
Reason below target	Digital training courses are now back up and running. However, due to restrictions as a result of the Omicron Covid-19 variant, no in person sessions took place during quarter three. These are due to resume again in quarter four and it is anticipated that performance will show a vast improvement during this period.		
Action required	<p>As part of the Corporate Strategy delivery for 2022/23, priority has been given to deliver a project which will develop and implement an action plan to increase access to digital devices and offer more digital skills training. The focus of the project will be to work with partners and existing providers as well as setting out clear interventions the council can make directly to encourage individuals to uptake digital skills training.</p> <p>In the interim, the Digital Champions scheme has recommenced. Resources are being developed to help volunteers deliver support to participants. Additional communications have been prepared to promote different learning options, recruit volunteers and generally inform residents of the potential benefits from learning to get online. Looking ahead, the scheme will be expanded into more wards, particularly where digital exclusion is high such as rural areas.</p> <p>Free face to face digital skills courses will also begin in January, delivered by Lancashire Adult Learning. This comprises of a six-week programme covering essential digital skills.</p>		
Trend:	The number of people successfully completing digital skills training has increased from the two reported in quarter three 2020/21. The number is lower when compared to the 567 reported in quarter three 2019/20.		

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 THREE

23. The Homelessness and Rough Sleeping Strategy aims to provide support for individuals around mental health, substance abuse, and budgeting. It also seeks to address housing stock imbalances and strengthen support for those in the private rental sector. In quarter three, capacity was increased in Winter Watch provision at Cotswold House, which is providing accommodation to those at risk of rough sleeping who do not qualify for statutory duty accommodation. Collaborative working with local partners and housing providers has continued to secure more pathways into supported accommodation for vulnerable people with complex needs. The policy has also been amended to ensure that homeless presentations are triaged effectively based on priority. The council is providing more direct support to young people aged 16 to 25 seeking homelessness support, processing and administering their cases where previously they may have initially been signposted to other support partners.
24. As part of improving the quality of the borough's park, play areas and open spaces, the natural flood management scheme at the Carr Brook Linear Park was installed and completed, which will protect the surrounding environment and properties. Alongside this, the 'Love My River' programme was successfully delivered. The programme supported 20 local residents into volunteering and engagement around the natural environment, with a total of 77 voluntary days spent on the scheme. A public consultation with local residents was conducted on the proposed new play area, footpaths, and jogging path at the Westway Sports Campus, which will seek to further enhance the athletics facility.
25. The project to deliver an extra care scheme and community facilities at Tatton has continued with the installation of the external brickwork, which is nearing completion. Other ongoing elements that have progressed include the continued installation of the insulation, roof, and cladding as well as the commencement of interior finishes to the residential apartments, communal areas, and corridors. Work also commenced on the creation of a show apartment, which will serve to showcase the facility's offer to perspective tenants. When completed, the development will provide vital amenities for local residents, including improved health provision through a new GP surgery, pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour. This project is scheduled to be completed in September 2022.

Performance of Key Projects



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

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

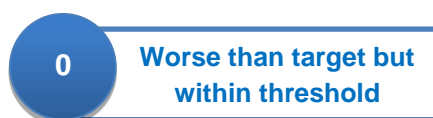
- Implement the Homelessness and Rough Sleeping Strategy action plan,
- Improve play and community spaces across the borough.

28. One project is rated amber:

- Progress improvements to Tatton recreation ground and surrounding area.

Project Title		Project Status
Progress improvements to Tatton recreation ground and surrounding area		AMBER
Explanation	<p>A number of unforeseen challenges have impacted the project timescales. This includes:</p> <ul style="list-style-type: none"> • Remediation works following a roof fire, which caused a water ingress and mould to grow on the building's plasterboards, • Loss of the sub-contractor and implementation of an alternative supply partner. This is because the sub-contractor went into administration, • Delay to works to the recreation ground as the site is being used to stockpile materials for the main build to avoid potential supply issues. 	
Action Required	<p>An updated programme of works accounting and addressing the challenges will be produced for quarter four. This will include an amended project timeline. The issues of concern are also being raised through regular risk reduction meetings to establish mitigation measures and ensure the project is being closely monitored.</p> <p>Discussions have also been had with the new contractor and timescales are being agreed to bring the programme of works back on track. The timelines will be reflected in the project plan for 2022/23.</p>	

Performance of Corporate Strategy Measures




29. At the end of the third 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

30. Three indicators are performing better than target:

- Number of volunteer community groups supported to improve by the Council,
- The number of long-term empty properties in the borough,
- % of household waste sent for reuse, recycling or composting (Q1 confirmed data).

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

Performance Indicator		Target	Performance
	The number of affordable homes delivered	75	39
Reason below target	<p>Limited supply of land and lack of existing housing allocations for development is impacting on performance of this indicator, which has now been off track for a number of reporting periods. There are also limited number of small sites that can be utilised for development by Registered Providers, who typically develop or purchase small sites for the purpose of affordable housing.</p> <p>The land supply and housing allocation is unlikely to be resolved until the new Local Plan is adopted, which will allocate a number of new housing allocations to meet the borough's housing requirement. The current Local Plan covers the period between 2010 and 2026.</p>		
Action required	<p>The Council is taking a proactive approach as set out in Corporate Strategy delivery 2022/23 through the project to deliver more affordable homes which will set out options and schemes for the Council to develop its own stock within HRA limits.</p> <p>As matter of priority, the Council continues to develop affordable housing where opportunities arise across the borough. All planning applications for housing over the threshold for affordable contribution that claim viability issues and seek a lower/zero affordable housing contribution are being vigorously challenged.</p> <p>Developers are regularly engaged with on allocated sites to track progress and understand the pipeline of delivery as part of routine Housing Land Monitoring. There is also engagement with Homes England to understand the new Affordable Homes Programme and what is available to Registered Providers in Chorley.</p> <p>Over the longer term, the development of the Local Plan will seek to identify a new supply of housing land allocations and include a review of affordable housing policies to ensure we are developing what is needed and maximising developer contributions.</p>		
Trend:	<p>The number of affordable homes delivered has increased by 44% compared to the 27 delivered in quarter three 2020/21. The number has decreased from the 70 achieved in quarter three 2019/20.</p>		

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 THREE

32. The project to bring forward employment land at Alker Lane has progressed well over the quarter, with the completion of the steel frameworks on all the buildings, installation of the culvert works for the main utilities, and the creation of an access road to the site. Ongoing works include the fitting of the cladding to the exterior of the buildings, commencement of interior blockwork, as well as the creation of roof structures. As part of the Council's ongoing commitment to net zero and tackling climate change, more solar panels will be installed on the buildings and a feasibility study was commenced to assess the possibility of installing additional electric vehicle charging points on the site's car park.
33. The programme of improvements to the town centre has seen work commence on delivering the new '1498 @ The Markets' venue, with the installation of an indoor seating area and sectional screening in the covered market. These improvements will help to transform this area of the market to accommodate food and drink stalls, diversifying the space for residents and visitors to meet, greet, and eat. The car park on the site of the former bingo hall was completed and provided the space for the Chorley Christmas Market, which aimed to support increased footfall in the town centre over the Christmas period in turn supporting businesses and independent traders. The car park will provide additional parking to the town centre whilst options for the site's future development are explored and progressed to ensure it can respond to local needs.
34. 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 three, the master planning exercise was completed, which has produced a number of costing models and options for the development of the Bengal Street site. Explorations into the wider development opportunities surrounding the neighbouring site are also ongoing, with discussions taking place with the site's owner around its possible acquisition.

Performance of Key Projects



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

36. 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





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


38. One indicator is performing above target:

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

39. Two indicators are performing worse than target and outside the 5% threshold:

Performance Indicator		Target	Performance
	Overall employment rate	80%	73.2%
Reason below target	The employment rate is below the target of 80%, and is below the national (74.6%) and regional trends (73.3%). The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018.		
Action required	<p>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.</p> <p>The Business Engagement Service 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. The service has also been administering covid-19 government grant schemes to support businesses financially which will help to retain jobs and stem some of the impact COVID-19 has had economically.</p> <p>A Community Recovery Action plan is also being delivered to specifically focus on employment. This has involved working with VCFS to support unemployed residents into volunteer opportunities, the creation of a directory of employment support services, and created guidance materials for businesses on the Kickstart scheme and how to get involved independently to increase the uptake of the scheme. An Employment Task Force has also been created to bring partners together to tackle unemployment. Overall, a total of 183 people have benefitted from employment support opportunities created by</p>		

Performance Indicator		Target	Performance
	Overall employment rate	80%	73.2%
	<p>the Employment Service as of quarter three.</p> <p>We are also sharing upskilling opportunities through the Employment Taskforce, which will support a greater number of people into employment, such as through the Digital Skills Boot Camps and the national HGV programme.</p>		
Trend:	Performance is better than the 72.4% reported in quarter three 2020/21 and worse than the 78.9% reported in quarter three 2019/20.		

Performance Indicator		Target	Performance
	Number of projected jobs created through Chorley Council support or intervention	150	138
Reason below target	<p>The increase in the cumulative total reported for quarter the has come from support to businesses registered on the Digital Creative programme, via company assistance to identify suitable premises for a high growth start-up and from further job outputs identified from a current Chorley BIG Grant project.</p> <p>During the quarter, businesses started to return to normal and the end of pandemic business support and restrictions allowed the Business Engagement team to resume more 'business as usual' activities, such as supporting and promoting business creation, growth, and expansion. This will contribute to further job creation.</p>		
Action required	<p>Over quarter four, we will continue to proactively support job creation. This includes through events, engagement with start-up enquiries, assisting business to locate premises, undertaking grant administration and programme support activities, servicing enquiries for business support and undertaking company visits to get to know and understand businesses growth needs. Webinars have also been scheduled to support businesses on subjects such as social media marketing, employment law for small businesses, as well as cyber security.</p> <p>This resumption in activities following the end of pandemic restrictions and support is also starting to result in a pipeline of future activity.</p>		
Trend:	Performance is lower than the 321 reported in quarter three 2020/21 as well as the 442 reported in quarter three 2019/20.		

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 THREE

40. Over quarter three, the new shared structure for ICT was implemented with recruitment underway to fill key positions, enabling the service to operate effectively and meet the ambitions of the Digital Strategy. The proposal for the review of Customer Services was presented to the Shared Services Joint Committee and a formal consultation with staff was undertaken enabling staff to feedback on the changes. This feedback will inform the final structure for implementation early in the new year, ensuring a robust single operating model that can best meet the future expectations of customers.
41. The project to extend the borough wide programme of improvements to Streetscene Services made good progress in its delivery during the quarter. This project aims to implement key changes to technology to support an efficient Streetscene service that can deliver environmental improvements across the borough. New software is to be deployed that enables users to detect defects on machinery and then swiftly ensure they are repaired and fit for use. The purpose of this technology is to limit disruption to services delivery. As part of its roll out the stage of 'user acceptance testing' has been completed which is a process whereby the software is put through its paces to ensure it meets the business requirements and can be successfully rolled out for wider use. As part of the Mini Meadows and Wildlife Corridor programme, 8,000 wildflower bulbs have been planted across the borough. A trial of using flora fleece in preparation of sowing the mini meadows was also commenced in attempt to increase the yield of wildflowers. Weed treatment in the town centre utilising hot air kit technology was also conducted, which is an alternative to chemical treatments. This will allow weeds to be removed more sustainably.
42. Work to deliver initial decarbonisation efforts and community engagement has made progress in quarter three. A carbon footprint report has also been produced based on the findings from the 2019 Carbon Audit for Chorley Council and the wider borough. This will play a key role in informing actions going forward to ensure they are evidence based, targeted, and effective, with a Climate Change Strategy currently in development. A tree giveaway in October 2021 handed out over 1,500 native trees given to local residents, and a further tree give away has been scheduled for February 2022. The giveaway programme engaged with residents and allows them to be a proactive participant in the climate change challenge and deepens the awareness of environmental issues. Overall, this project aims to improve the Council's performance in relation to the environment and climate change whilst engaging with local communities

Performance of Key Projects



43. There are four key projects included in the 2020 Corporate Strategy under this priority, and at the end of quarter three overall performance is very good.
44. Three of the projects are rated as green, meaning they are progressing according to timescale and plan:
- Extend the borough wide programme of improvements to street services,
 - Delivering Early Stage Chorley Council Decarbonisation Efforts and Community Engagement,
 - Deliver phase 2 of Shared Services.
45. One project has been classified as completed, indicating it has delivered its milestones:
- Work with our partners to deliver sustainable public services.

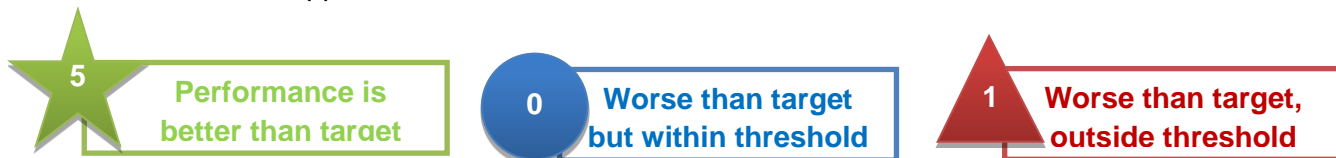
Performance of Corporate Strategy Measures



46. At the end of the third quarter, it is possible to report on two of the five corporate performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
47. Both indicators are performing better than target:
- % of service requests received online,
 - % customers dissatisfied with the service they have received from the council.

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

48. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance. There are six indicators that can be reported at the end of the third quarter. The full outturn information for this is included at Appendix B.



49. Five 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 major planning applications,
- Processing of minor planning applications,
- Average working days per employee (FTE) per year lost through sickness absence.

50. One indicator is performing below target at the end of quarter three and the reasons for areas of underperformance are listed in the table below:

	Performance Indicator	Target	Performance
	Town Centre vacancy rate	8%	11.2%
Reason below target	<p>Whilst the figure currently remains below target, there have been new businesses that have come into the town centre. Several the empty units owned by the Council that are being reported as vacant currently have tenants going through the sign-up process. These will have a positive impact on performance during the next quarter.</p> <p>The marketplace has been active with new openings of 13 units. Two new tenants have signed up into our properties along with another business that has expanded into an adjacent property.</p>		
Action required	<p>A review exercise has been commenced to survey vacant units to determine ownership and length of vacancy. This will be completed in quarter four and will inform targeted measures to tackle vacancies going forward, with long term voids being targeted for acquisition</p> <p>The Council is currently accepting Expressions of Interest for six market cabins from three existing market traders expanding their businesses, and three new applications received. A number of council owned sites have leases commencing and further improvement is expected in the next quarter. In addition to this, To Let signs are displayed in any vacant property advertising the letting agent details</p>		
Trend:	Performance is worse than the 10.6% reported in the previous quarter as well as the 9.7% reported in quarter three 2020/21.		

PERFORMANCE OF THE RESIDENTS' SURVEY MEASURES

51. A residents' satisfaction survey was undertaken between October and November 2021 to understand the views of residents about the local area, life in Chorley, the impact and support needed for recovery from the Coronavirus pandemic and input in to the delivery of the Council's ambitions around climate change.
52. The resident survey tracked similar questions used in previously surveys conducted by the Council in 2017, 2015 and 2013. The survey achieved 1,279 responses, which have been weighted to ensure the results are representative of the borough population.
53. The questionnaire asked residents to provide their views of the local area, the council and the services that the council provides. A number of the questions directly relate to key measures within the corporate strategy.
54. Six of the nine corporate indicators performed above target or within the 5% tolerance.
55. Two of the nine indicators performed below target;
- the percentage of people who feel they cannot influence decision making in their local
 - the percentage of the population feeling safe at night.
56. The table below shows a breakdown of the results for these indicators and a comparison has been made with the results of the last resident survey which was conducted in 2017.

 Worse than target, outside threshold (5%)		 Worse than target but within threshold (5%)		 Performance is better than target		
Indicator Name	Polarity	2017 Results	Target	2021 Results	Symbol	Trend
% people satisfied with their neighbourhood as a place to live	Bigger is better	84%	85%	86%		Better than 2017
% of people who feel they cannot influence decision making in their local area*	Smaller is better	35%	25%	30%		Better than 2017
% of population satisfied with parks and open spaces	Bigger is better	78%	80%	82%		Better than 2017
% of the population feeling safe during the day	Bigger is better	92%	90%	92%		Same as 2017
% of the population feeling safe at night	Bigger is better	67%	70%	64%		Worse than 2017
Satisfaction with street cleanliness	Bigger is better	64%	70%	67%		Better than 2017
% residents satisfied with the way the Council runs things	Bigger is better	70%	70%	73%		Better than 2017

Indicator Name	Polarity	2017 Results	Target	2021 Results	Symbol	Trend
% residents who feel that Chorley Council provide value for money	Bigger is better	55%	60%	56%	▲	Better than 2017

*reflected in the answers provided to those responding on the 'council acts on the concerns' of local residents.

57. The overall findings from the survey shows that in general residents' satisfaction has increased compared to the previous period in which the survey was conducted in 2017.

58. When benchmarked against other councils and nearest neighbours, the comparisons continue to indicate that Chorley is performing well when it comes to resident satisfaction. Three core areas have been identified by the LGA as being of strategic and practical importance in terms of helping councils understand the extent to which their residents are satisfied with their performance. The comparison shows that Chorley Council is performing better than the average in all three core areas.


59. The questions outlined below.


Residents' Survey 2021 (Including 'don't know/ no opinion' responses)			LGA 'Polling'*
LG Inform	Question	Chorley result 2021	October 2021
Core A	Overall, how satisfied or dissatisfied are your local area as a place to live?	86%	78%
Core B	Overall, how satisfied or dissatisfied are you with the way Chorley Council runs things?	73%	56%
Core C	To what extent do you agree or disagree that Chorley Council provides value for money?	56%	43%

* The Local Government Association (LGA) poll conducted in October 2021 took a representative random sample of 1,000 British adults (aged 18 or over)

60. Further analysis has taken place to consider the results on the footprint of the council's eight Neighbourhood areas as well as the written comments/responses submitted as part of the survey.

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

Performance Indicator		Target	Performance
	% of population feeling safe at night	70%	64%
Reason below target	<p>There are several possible causes of the performance. This includes specific issues that may be impacting residents' perception of safety during the night, such as community safety concerns or high-profile media cases relating to personal safety and crime.</p> <p>Of the fourteen wards in the borough, three are performing above the target of 70% for feeling safe at night, with eleven performing below target. Three wards performed below 50%, which included Chorley East, Clayton East, and Brindle and Hoghton. Women (56% 'safe'/ 27% 'unsafe') were much less likely to feel safe, and more likely to feel unsafe, than men (74% 'safe'/ 11% 'unsafe') when outside in their local area after dark.</p>		
Action required	<p>The data will be further interrogated in order to understand the reasons for the performance. This will help inform targeted action plans in order to increase the number of people who feel safe at night. The issue will also be discussed with the Community Safety Partnership.</p>		
Trend:	<p>The figure has decreased from the 67% reported in the 2017 survey and the 71% reported in the 2015 Residents' Survey.</p>		

Performance Indicator		Target	Performance
	% of people who feel they cannot influence decision making in their local area	25%	30%
Reason below target	<p>There are a range of possible reasons as to why residents feel they cannot influence decision making in their local, which requires further investigation. This includes access to local members, formal decision-making processes in planning as well as decisions made by the council on individual cases.</p> <p>Looking at the ward level data, the number of wards that score 25% or lower is four.</p>		
Action required	<p>Further information will be gathered in order to understand why people feel they cannot understand decision making, which will inform the creation of targeted action plans that will seek to address the figure. This includes analysis of comments made on the survey will be reviewed to identify any particular trends or issues which relate to decision making.</p>		
Trend:	<p>The figure has decreased from the 35% reported in the 2017 survey as well as the 26% reported in the 2015 Residents' Survey.</p>		

Climate change and air quality

62. The work noted in this report will have a positive impact on climate change and air quality. This includes the corporate project to deliver early stage decarbonisation efforts and community engagement, which includes actions to improve our environmental performance and deliver decarbonisation initiatives.

Equality and diversity

63. 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.

Risk

64. Risk registers are completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.
65. 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

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

Comments of the Monitoring Officer

67. 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

68. The background documents to this report include:
- Corporate Strategy 2020/21.

Appendices

69. This report includes the following appendices:
- Appendix A: Performance of Corporate Strategy Key Measures,
 - Appendix B: Performance of Key Service Delivery Measures,
 - Appendix C: Performance of the Residents' Survey Measures,
 - Appendix D: Performance of the Residents' Survey Measures.

Report Author:	Email:	Telephone:	Date:
Jon-James Martin	Jon-James.Martin@chorley.gov.uk	01257 515151	02/02/2022

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	Q3 2021/22	Symbol	Q3 2020/21	Trend
CS AC04 - % of service requests received online	Bigger is better	40%	51.63%	★	52.1%	Worse than Q3 2020/21
CS AC05 - % customers dissatisfied with the service they have received from the council	Smaller is better	20%	14%	★	15.59%	Better than Q3 2020/21
CS CSH05 - Number of volunteer community groups supported to improve by the Council	Bigger is better	56	89	★	101	Worse than Q3 2020/21
CS CSH07 – Affordable homes delivered	Bigger is better	75	39	▲	27	Better than Q3 2020/21
CS CSH08 – Number of long-term empty properties in the borough	Smaller is better	150	148	★	160	Better than Q3 2020/21
CS CSH10 - % of household waste sent for reuse, recycling, or composting	Bigger is better	42.8%	49.1% ¹	★	47.1%	Better than Q3 2020/21
CS IR06 - Number of people who have successfully completed basic digital skills training	Bigger is better	300	130	▲	2	Better than Q3 2020/21
CS SLE01 - Overall employment rate	Bigger is rate	80%	73.2%	▲	72.4%	Better than Q3 2020/21
CS SLE02 - Number of projected jobs created through Chorley Council support or intervention	Bigger is better	150	138	▲	321	Worse than Q3 2020/21
CS SLE04 - The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	2%	★	2.7%	Better than Q3 2020/21

¹ This is the confirmed quarter two 2021/22 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 three 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	Q3 2021/22	Symbol	Q3 2020/21	Trend
CS03 - Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.72 Days	3.76 Days		3.72	Worse than Q3 2020/21
CS 01 - % Council Tax collected	Bigger is better	81.49%	81.94%		81.49%	Better than Q3 2020/21
PL01 - % major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	85%	99%		100%	Worse than Q3 2020/21
PL02 - % minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	80%	100%		100%	Same as Q3 2020/21
TP17 - Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	4.8	2.65		4.8 Days	Better than Q3 2020/21
CA06 - Town Centre Vacancy Rate	Smaller is better	8%	11.2%		9.7%	Worse than Q3 2020/21

Appendix C: Status of the 2020/21 Corporate Strategy Projects

Project	Status Summary
Bring forward the site at Bengal Street	<p>The project to bring forward the site at Bengal Street will be completed in quarter four.</p> <p>This project has produced options and costings for the potential future development of the site off Bengal Street, which currently hosts the Streetscene Depot. This preparatory planning will be valuable when determining the best option to transform the site to ensure it meets the needs of local people and the local economy.</p>
Deliver improvements to the town centre	<p>This project will continue into 2022/23 as part of the projects under the new Corporate Strategy, with focus on supporting independent traders and promoting more visitors and customers to the town centre.</p> <p>Over 2021/22, this project has delivered a number of improvements works. This includes the renovation of the covered market, which now features new toilets, signage, and exterior canopy's and paintwork, as well as the demolition of the former bingo hall in preparation of the site's future development. This has ensured that the Town Centre remains a vibrant commercial hub that continues to attract visitors both locally and further afield.</p>
Deliver the employment land at Alker Lane	<p>The site at Alker Lane and its development will continue as part of the Corporate Strategy for 2022/23.</p> <p>The project has focused predominately on the early preparatory and initial construction works over 2021/22, which will be key in the progress of the development going forward. The development will provide key business units when completed, supporting the ambitions of the local economy and facilitating future expansion and job creation.</p>
Deliver the extra care scheme and facilities at Tatton (Tatton Gardens)	<p>The delivery of Tatton Gardens will continue as part of the Corporate Strategy projects for 2022/23.</p> <p>Over 2021/22, key structural works have been undertaken that will be critical in progressing the project going into the next corporate year. This includes the clearing of the former bus depot site on Eaves Lane as well as building works such as the preparation of foundations, erection of steelwork, and instillation of the brickwork, roofing, and cladding. When completed, Tatton Gardens will improve access to supported living, provide an additional GP surgery, and host a pharmacy. This will ensure residents can age well in the borough and provide a community hub to foster community cohesion and promote Chorley as a great place to live.</p>
Delivering early stage Chorley Council decarbonisation efforts and community engagement	<p>This project will continue as a project under the Corporate Strategy for 2022/23 and will seek to further the Council's endeavour to tackle climate change, operate more sustainably, and promote environmental issues as a community leader.</p> <p>Over 2021/22, the project has enhanced community engagement with environmental issues as well as secured initial decarbonisation estimations. This has included through the successful tree give away, which has facilitated residents in being proactive in addressing climate change. Carbon calculations have also been conducted, which will serve as a valuable baseline for decarbonisation actions going forward.</p>

Project	Status Summary
<p>Extend the borough wide programme of improvements to Street Services</p>	<p>This project will continue to be delivered into 2022/23 as part of the new Corporate Strategy.</p> <p>This project has delivered key improvements to how Street Services operate over 2021/22. This includes the increased use of technology to inform service delivery, such as bin emptying, tree plotting, car park inspections, and grass cutting. This will enhance the efficiency of the service and continued to ensure our neighbourhoods throughout the borough remain clean and safe places to live, promoting healthy communities.</p>
<p>Extension of Shared Services: Phase 2 (shared)</p>	<p>The delivery of Shared Services Phase 2 is scheduled to be completed by March 2022.</p> <p>Over 2021/22, this project has progressed the extension of shared services with South Ribble Borough Council to include the ICT Service and Customer Services. This has ensured greater resilience for both authorities financially and in terms of the sharing of knowledge, resources, and skills. This will ensure that our customers received better value for money for their services.</p>
<p>Implement the community resilience locality action plans</p>	<p>This project will be completed by March 2022.</p> <p>Over the past Corporate Strategy year, the project has delivered vital support to vulnerable people, ensuring equality of access. This includes through the delivery of the Holiday Activity Food Programme, which has delivered holiday food provision and activities for families in need. This programme was delivered in collaboration with the Youth Zone and Chorley Schools Partnership, further bolstering our links to local partners. This may facilitate greater collaboration going forward and facilitate joined up working.</p>
<p>Implement the Homelessness and Rough Sleeping Strategy action plan</p>	<p>The implementation of the plan will be rolled forward into the service level business plan where those current actions off track will be reprofiled and delivered in 2022/23.</p> <p>To date, the project has improved support around mental health, substance abuse, and budgeting as well as improved support for those in the private rental sector. This includes through the strengthening of housing pathways in collaboration with local housing partners and organisation. Work has also been delivered to enhance the availability and quality of information for those at threat of no-fault evictions. This has improved the awareness of tenant rights in the borough.</p>
<p>Implement year 1 of the Shared Digital strategy (shared)</p>	<p>This project will reprofiled and rolled forward into the service level business plan to be delivered over 2022/23.</p> <p>Improvements delivered as part of this project's delivery have ensured that the Council can operate efficiently and in turn provide effective and value for money services for our customers. Digital technology adopted as part of this project includes the cloud software SharePoint, which is enabling staff to share data seamlessly across shared services and with third parties, facilitating new ways of working and collaboration. Automation has also been achieved across key services, such as Planning and Building Control, to improve efficiency.</p>
<p>Improve play and community spaces</p>	<p>As with previous years, this project will continue into the 2022/23 programme of Corporate Strategy projects and will include 18 new play</p>

Project	Status Summary
across the borough	<p>and community spaces for improvement.</p> <p>This project has delivered vital improvements to parks and open spaces throughout the borough over 2021/22. This includes enhancement to play equipment and facilities, natural improvements to support the natural environment and biodiversity, as well as improve access to parks and open spaces. Other key work delivered as part of this project include the creation of a Sports Pavilion at the Westway Sports Campus. All of these improvements ensure that local people can enjoy high quality play and open spaces, with associated benefits to both physical and mental wellbeing.</p>
Undertake renovation works at Astley Hall	<p>This project will continue and complete in 2022/23 programme of the Corporate Strategy projects, which will focus on revolutionising the visitor experience as well as opening the Hall following its restoration.</p> <p>Over 2021/22, this project has delivered vital conservation works to Astley Hall. This includes the restoration of the seventeenth century brick facade of the hall as well as the maintaining of the structural integrity of the building. This project has ensured that Astley Hall remains a flagship Council asset that further bolsters the borough's position as a great place to live, work, and visit.</p>
Work with our partners to deliver sustainable public services.	<p>This project was completed in quarter two 2021/22.</p> <p>This project has ensured that we have a fit-for-purpose model of partnership working based on greater collaboration between the Chorley Public Service Reform Board and the South Ribble Partnership. This will allow us to achieve greater scale, influence, and efficiencies in our partnership work.</p>