

Report of	Meeting	Date
Director of Change and Delivery (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 15 September 2022

## Quarter One Performance Monitoring Report 2022/23

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 first quarter of 2022/23, covering 1<sup>st</sup> April 2022 to 30<sup>th</sup> June 2022.

### Recommendations to Executive Cabinet

2. That the report be noted.

### Reasons for recommendations

3. To ensure the effective performance monitoring of the Corporate Strategy and safeguard its delivery across 2022/23.

### Other options considered and rejected

4. No other options have been considered or rejected. This is because the report does not present any items for decision.

### Executive summary

5. This report sets out the performance against the Corporate Strategy and key service delivery measures for the first quarter of 2022/23. Performance is assessed based on the delivery of the 2021 Corporate Strategy along with the key service delivery measures for individual services.
6. The overall performance of key projects is good with 12 (86%) rated as green, one (7%) rated as amber, and one (7%) rated as red. Action plans for those projects rated amber and red are set out within this report.
7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 77% of Corporate Strategy measures and 80%

of key service delivery measures performing on or above target or within the 5% threshold.

**Corporate priorities**

8. The report relates to the following corporate priorities:

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

**Background to the report**

- 9. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects that focus in delivering the Council’s four priorities.
- 10. The Corporate Strategy was approved by the Council in November 2021 and identifies fourteen corporate projects. This includes projects with a focus on the delivery of large-scale ambitious schemes that will have a significant impact on local outcomes.
- 11. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council’s ambitions. These 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 ONE

12. Astley Hall reopened in May 2022, completing two years of extensive renovations as a result of £1.3 million investment. The milestone was marked with a weekend of events, featuring food and drink stalls from local businesses as well as theatre performances and entertainment related to the different periods of the Hall's history, with a special exhibition hosted at the Coach House Gallery showcasing the restoration journey. The new entrance fee has now been implemented, which will ensure the long-term sustainability of the Hall and support future investment and conservation. Local residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the hall and remain positively engaged in supporting the hall's future.

Two providers have been commissioned to deliver digital programmes as part of the Council's priority to improve digital skills and digital inclusion. The two commissioned organisations commenced work in August and they are funded up until March 2023. The providers working with the Council are Age UK, who will support distribution of digital devices, as well as UDevelop, who will provide access to training for digital skills. These providers are commissioned to identify and target areas with the most severe digital skill gaps and engage with local communities providing sessions in community venues. Training will focus on topics such as online shopping, video calling, navigating health and social care, accessing employment and housing services, as well as promoting the use of Chorley Council's digital customer-based applications.

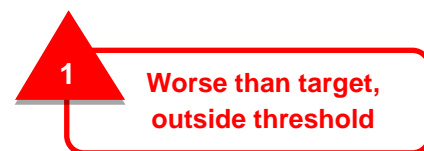
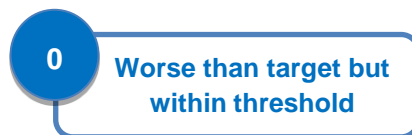
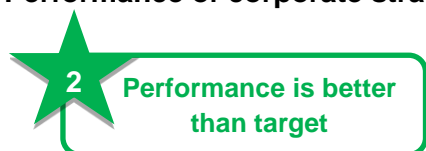
13. Consultation on the Climate Change Strategy was delivered within the quarter receiving 174 responses, most of which are positive and in support of the Council's sustainability goals and priorities. A 'Climate Change Handbook' has been developed over the quarter, which will be published in quarter two and provide tips and guidance for individuals and households to support climate change objectives. The handbook provides information on waste and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably. Across the borough, seasonal planting of mini meadows has been completed at 55 high profile sites, including the Jubilee Recreation Ground, Chancery Road, as well as Wigan Lane. When completed, this project will significantly improve the environmental performance of the Council, ensuring it can lead the way in tackling the Climate Emergency as a community leader by working with residents to develop and implement targeted climate related actions.

**Performance of key projects**



14. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is good.
15. Two projects are rated as green, meaning they are progressing according to timescales and plan:
  - Launch Astley Hall attraction and visitor experience,
  - Lead activity to address climate change including tree planting.
  - Deliver actions to increase digital skills across the borough.

**Performance of corporate strategy measures**



16. At the end of quarter one, it is possible to report on three of the seven corporate performance indicators under this priority.
17. Two indicators are performing on or better than target:
  - People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service),
  - The number of claimants as a proportion of resident population of the area aged 16-64.
18. One indicator is performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of people who have successfully completed basic digital skills training	Bigger is better	75	42	30	▲	<b>Worse than Q1 2021/22</b>
<b>Reason below target:</b>	There has been a lower number of digital skills training courses and classes being delivered by core providers in the area, such as Lancashire Adult Learning, compared to previous years. This has impacted quarter one 2022/23 as well as all four quarters over 2021/22.  Of those who accessed digital skills training in the quarter: <ul style="list-style-type: none"> <li>• 17 via Lancashire Adult Learning,</li> <li>• 8 via Digital Buddies,</li> <li>• 5 via Learn by Way (library).</li> </ul>					

<b>Action required:</b>	The project to increase digital skills across the borough will be delivered over 2022/23 and will have a significant impact on the indicator. This project will seek to strengthen and promote the pathways into training with local partners, which will increase the number of those completing digital skills training. It will also seek to target hard to reach groups through the use of local intelligence and partnership working to understand barriers to support. New providers are now in place and skills classes have commenced, which should have a positive impact on the performance figure with over 300 places made available.
<b>Trend:</b>	The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved from the zero reported in quarter one 2020/21 to 30 in quarter one 2022/23.

## 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

19. Access to affordable and safe housing remains a key priority. Over the last quarter the council has been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Six properties have so far been sourced to support the housing of refugees. Two are ready for occupation with the remaining four either undergoing preparation or subject to discussions with providers. Last quarter the council launched its Registered Provider Framework. All seven registered providers have signed up to the framework and this will help to mitigate and limit the number of providers which operate outside the choice-based lettings system. The framework will enable providers to acquire affordable housing units secured through section 106 agreements and increase the numbers available through the choice-based lettings system. Progress against the framework and its effectiveness will be monitored over the coming months.
20. Progress has been made with the Tatton Gardens development despite several challenges for the project. Within the quarter, works have continued to complete the exterior envelope of the building, such as the brickwork and cladding. Internal works to the show apartment were completed in the previous quarter, and it has now been opened for viewings to prospective tenants. The recreation ground within the site was formally opened, with the occasion being marked by an event which included children from Tatton Nursery and St James CE Primary School, who were invited to test the new play equipment. In addition, discussions with the prospective tenants of the GP surgery and nursery have been hosted to identify additional requirements to ensure the facility can accommodate their unique needs and shape further design work. When completed, the development will provide vital amenities for local residents, including improved health provision through a pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.
21. As part of the project to work with partners and residents to improve local play and community facilities across the borough, several improvement schemes have been completed. This includes the enhancement of Phyllis Nelson Memorial Garden, which has involved bringing a neglected space back into use through the tidying of shrubbery, edging of pathways, and painting of benches. Improvements have also been undertaken at Riverside Crescent to promote it as a vibrant communal space, which has included the planting of an avenue of native trees and hedgerow in partnership with Croston Together Community Group, with raised beds also being installed for planting food. A consultation for the proposed improvements to the Westway Sports Hub was undertaken, providing local people the opportunity to shape the proposals to ensure they meet the needs of our diverse communities. The plans

include creating a new lit pathway connecting the facility with Astley village with the aim of improving connectivity and access. Contractors have been appointed to deliver improvement works to Wigan Lane Archery Facility and King George V Playing Fields and it is expected that works will commence in quarter two. This includes a new pavilion at the archery site in order to provide covering for archers as well as additional catering and storage facilities. Together, all of the improvements delivered through the project promote clean, safe and healthy communities in both rural and urban locations and ensure residents can access high quality park, play areas and open spaces.

**Performance of key projects**



- 22. There are three key projects included in the 2021 Corporate Strategy under this priority.
- 23. One project is rated as green, meaning it is progressing according to timescales and plan:
  - Work with partners and residents to improve local play and community facilities across the borough.
- 24. One project is rated as amber, which is an early warning sign of delays within the project’s delivery:
  - Deliver affordable housing within the borough.

Project title:		Project status:
Deliver affordable housing within the borough		Amber
<b>Explanation:</b>	<p>Reported in previous quarters, the council is in discussions with a local developer to acquire up to 24 properties as part of a bulk purchase. The negotiations were set to conclude, however due to delays on the side of the provider as a result of staff changes, this has set back the original intended deadlines.</p> <p>The delays on the development of Tatton Gardens, has also contributed to the supply of available affordable housing units. Further information on this delay is available in the proceeding action plan under the corporate project to open the Tatton Gardens Extra Care development and community facilities.</p>	
<b>Action required:</b>	<p>In the next quarter the negotiations for the bulk purchase are expected to conclude by the end of September 2022, and a formal commercial agreement will be established. The purchase is still subject to budget approval, and the proposed costings and budget is scheduled to be presented to Council in September 2022.</p> <p>A forward look on wider developments across the borough forecasts that there are 538 affordable houses to be delivered over the next two</p>	


	years, of which 111 are expected to be brought forward for development over 2022/23. This estimate is based on the schemes approved through planning applications.
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25. One project is rated as red and is considered off track for delivery:


- Open the Tatton Gardens Extra Care development and community facilities.

Project title:		Project status:
Open the Tatton Gardens Extra Care development and community facilities		<b>Red</b>
<b>Explanation:</b>	<p>Due to ongoing delays and increasing costs the project has been rated red.</p> <p>The reasons for the over run on costs have primarily been due to an increase over and above the provisional sum allowed for the highway works and contractor claims.</p> <p>Delays to the overall timescales of the project have been impacted over the course of the project due to an earlier delay at the site and most recently due to the delays of programming power to the site as a result of the testing and commissioning programme.</p>	
<b>Action required:</b>	<p>The council is taking robust action to review the costs of the contractor claims with specialist advice being undertaken to ensure that fair and proportionate costs are considered.</p> <p>To address the delays a revised programme of works has been approved and the project is now scheduled for completion in December 2022.</p>	

**Performance of corporate strategy measures**



**4** Performance is better than target



**0** Worse than target but within threshold



**0** Worse than target, outside threshold

26. At the end of quarter one, it is possible to report on four of the nine corporate performance indicators under this priority.

27. All four indicators are performing on or better than target:

- The number of visits to Council's leisure centres,
- Number of volunteer community groups supported to improve by the Council,
- Number of long-term empty properties within the borough,
- Percentage of household waste sent for reuse, recycling or composting,



## 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

28. Over quarter one, the draft Economic Development Strategy has been further progressed using the findings from the Economic Summit hosted by the Chorley and South Ribble Partnership back in November 2021. The strategy will incorporate the priorities identified by the summit, including employment and skills, land and assets, and sustainable business with a strong partnership focus recognising the wider benefits of economic prosperity. Links will also be made with Levelling Up and the UK Shared Prosperity Fund. Once approved and published, the strategy will enable the Council and its partners to respond effectively to the impacts of the pandemic and the needs of business in the local area.
29. Business support remains essential to supporting local businesses from the pressures on the economy as well as post-pandemic recovery. Over the quarter, 130 business were supported in a number of ways as part of the Council's business support service. A review of the Council's grant support programme also commenced and is expected to complete by the end of quarter two. The review is considering industry best practice, identifying business priorities and needs, and investigating ways to make the process easier and streamlined. The outcome of the review will be to ensure that new and expanding businesses are able to access financial support effectively and that the support we provide benefits the local job market. Existing business support delivered within the quarter continues to focus on advice and guidance and making sure businesses are aware of how the Council can support them. In April at the Digital Hub, 45 businesses attended an event which featured talks on employment law, recruitment challenges, and assistance available through the Council. Extending that support digitally, six webinars were hosted based on topics that included support around social media and understanding analytics which provide businesses with the tools to adapt and focus on new channels and ways to strengthen and grow their market access.
30. There have been further works to the Covered Market as part of the project to deliver town centre improvements. This includes the installation of floodlighting along the market's central aisle to improve safety as well as to allow the space to become more versatile and compliment the creation of the 1498@The Markets seating area that will open in October ahead of Chorley Live. In other areas, works have commenced to install height barriers at ten car parks in and around the town centre, which will improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark commenced to provide local people the opportunity to provide their feedback and shape the plans. Proposals include increasing the number of disabled parking bays, the installation of wildflower turn trees, cycle parking, and CCTV, to improve the overall appearance and accessibility of the site and contribute to the council's objectives for enhancing biodiversity.

31. The project to deliver Strawberry Meadows employment site has continued in quarter one. Primary works to Blocks A to F have been completed, which included the finishing of internal decoration and the running of final snag tests. Works to the exterior includes block pavements and the fitting of electrical vehicle charging points, which will support the council in its ambitions to improve local green infrastructure in conjunction with the growing use of electric vehicles. Marketing and interest in the facility is extremely positive with 20 offers having been accepted from prospective tenants and an additional five reserved. Only eight of the 33 units at the development remain available. Once complete, Strawberry Meadows will provide essential commercial space to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.

**Performance of key projects**



32. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is excellent.
33. Four projects are rated as green, meaning they are progressing according to timescales and plan:
- Complete the town centre projects including market renovations,
  - Provide support for enterprise across the borough post Covid,
  - Refresh the Economic Development Strategy.
  - Deliver Strawberry Meadows employment site.

**Performance of corporate strategy measures**




34. At the end of quarter one, it is possible to report on two of the seven corporate performance indicators under this priority.
35. Two indicators are performing worse than target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	40	▲	Better than Q1 2021/22

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	40	▲	Better than Q1 2021/22
<b>Reason below target:</b>	There are currently six grant applications that have not yet completed, therefore, the number of projected jobs created through this has not yet been recorded. These are expected to be completed in quarter two and will contribute to the overall figure. Grants are targeted at businesses wishing to relocate to the borough as well as those wishing to expand, supporting the increase of high-quality employment opportunities for local residents.					
<b>Action required:</b>	<p>The forthcoming Economic Development Strategy and plans for the United Kingdom Shared Prosperity Fund (UKSPF) will support future job creation in the borough, focusing on jobs and skills specifically and seeking to proactively build clear links between job creation and future skills development in Chorley by working with our local education and training providers.</p> <p>The upcoming Strawberry Meadows employment site will also contribute to the number of projected jobs created. The development includes 33 business units, which are scheduled to be available for use in quarter two. These units have proved popular, with only eight remaining vacant for perspective tenants. The Business Engagement Team are also working closely with perspective tenants in order to accurately capture the level of job creation produced as a result of the new development.</p> <p>Other upcoming job creation opportunities include the redevelopment of the former Botany Bay site, which achieved planning permission for a new business park back in July 2022. The new development will promote inward investment in the borough as well as business growth, which will increase the number of high-quality jobs available for local residents.</p>					
<b>Trend:</b>	The figure is better than the 25 recorded in quarter one 2021/22 and is worse than the 222 recorded in quarter one 2020/21.					

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	3.4%	▲	Worse than Q1 2021/22
<b>Reason below target:</b>	<p>The figure of 3.4% reflects that there are 89 known NEETs at the end of June 2022.</p> <p>Compared with the previous year at the same time, the figure was 3.1%, marking a 0.3% increase. In June, submissions were made from post colleges and other institutions informing the County Council that the students have left and have either become NEET or they don't know what they have moved onto. This has not yet provided sufficient time for follow up to ascertain a new destination which impacts the high number in both the NEET and the Not Known figures.</p>					

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	3.4%		<b>Worse than Q1 2021/22</b>
	When reviewing the detailed breakdown of the full 16 and 17 year cohort, the numbers in college have decreased in comparison to last year, however, the numbers in apprenticeship and employment have increased in Chorley, with 100 more in apprenticeships as a destination, as well as more people having moved in to direct employment without training.					
<b>Action required:</b>	<p>Lancashire County Council will be undertaking further follow up with school leavers in quarter two in order to gain up-to-date information on their destinations. The Council will meet with Lancashire County Council Education Improvement Service to look at opportunities to develop effective interventions and pathways into viable destinations following leaving education.</p> <p>We will continue to work with local partners to support young people into work and training opportunities. This includes with the Department of Work and Pensions, who we have collaborated with to support 78 young people in quarter one to access bespoke employment related advice and support through the Youth Hub’s Employment Team. These are young people facing barriers to employment, ensuring that they have the support infrastructure in under to unlock their full potential.</p>					
<b>Trend:</b>	The figure is worse than the 3.1% recorded in quarter one 2021/22 and quarter one 2020/21.					

## 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

36. The Council has an ambitious transformation programme which includes delivering an even better customer experience. The approach to improving the customer experience is to better use technology and redevelop the customer environment in order to effectively meet our customers' needs. The existing telephony services have now been reviewed with a view to implement a new system that provides better routing functionality to move customers more quickly through to officers who can provide specialist support. There has also been a review into the operation of our opening hours and service provision to ensure that they reflect customer demand and the review of duty officers to identify the availability of specialist customer support. These reviews have been fed into the new Customer Care Policy to ensure it takes into account best practice from other local authorities and the private sector, the shift in customer expectations and behaviour as a result of the COVID-19 pandemic, and the efficiencies of automated and digitised services.
37. Application of technologies to tackle grot spots is one of the ways the Council is taking forward its priorities on cleaner and greener streets and neighbourhoods. Grot spots throughout the borough have been identified using data from historic service requests that can then focus targeted clean-up initiatives. Data has also been successfully collated from street litter bins on waste volumes and has influenced collection schedules to ensure they are effective and responsive to service demand. To address weed growth, hand applicators have been deployed to increase the levels of weed treatment. Being conscious of the impact herbicides can have, the council is now using Nomix Dual and Duplex herbicides that contain lower levels of glyphosate and kinder to the wider environment. Within the town centre, ten dual waste bins have been installed that accommodate both mixed and recyclable waste, with the collections being monitored for contamination. This contributes towards the council's objectives for addressing climate change and supports communities to take part in sustainable practises and recycling whilst out in the town centre.
38. Working with partners through the Chorley and South Ribble partnership has focused this quarter on taking forward the development of the data and intelligence solution to support better sharing and decision making amongst partners. A number of initial key data sets have been identified and work is ongoing with partners in the health sector to develop robust information governance arrangements and use of a digital platform to enable effective sharing of data and how it can be visualised and analysed to support decision makers. A series of round table discussions to develop a dialogue with businesses has now commenced with the first event taking place 6th July. It included

businesses from South Ribble and Chorley, with valuable information and insight gained to shape future economic strategy and objectives. Plans are being developed for the next partnership summit later in the year which is proposed to consider the cost of living and identify opportunities for strategic collaboration to mitigate impact.

**Performance of key projects**



- 39. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter one overall performance is good.
- 40. All four projects are rated as green, meaning they are progressing according to timescales and plan:
  - Deliver an even better customer experience and increase access to services for everyone,
  - Deliver the Future Workplace Strategy,
  - Join up public services by working with our partners through the Chorley and South Ribble partnership,
  - Deliver street level improvements to ensure cleaner and greener streets and neighbours across the borough.

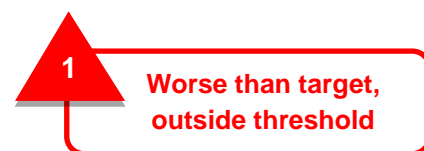
**Performance of corporate strategy measures**



- 41. At the end of quarter one, it is possible to report on four of the six corporate performance indicators under this priority.
- 42. All four indicators are performing on or above target:
  - Percentage of households living in fuel poverty,
  - Percentage of service requests received online,
  - Percentage of customers dissatisfied with the service they received from the Council,
  - Number of referrals to Social Prescribing service.

**PERFORMANCE OF KEY SERVICE MEASURES**

- 43. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance. Of these, five can be reported at the end of the first quarter. The full outturn information for this is available at Appendix B.



- 44. Three of the key service measures are performing on or above target:
  - % Council Tax collected,
  - % major planning applications decided within 13 (16 for EIA) weeks or agreed time extension,
  - % minor planning applications decided within 8 weeks or agreed time extension.
  
- 45. One indicator is performing below target but within the 5% threshold:
  - Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit.
  
- 46. One indicator is performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q1 2021/22	Q1 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.9%	9.6%	▲	Better than Q1 2021/22
<b>Reason below target:</b>	The vacancy rate is still outside target but has improved again compared with last quarter when it was reported at 10.6%.  There has been a total of 10 new business in the town centre, opening in quarter one. This includes business such as a clothing boutique, a carpet shop, as well as an eco-refill store.  The figure has seen constant improvement from its height of 11.9% in quarter one 2021/22.					
<b>Action required:</b>	We will continue to promote Chorley proactively as a good place to do business, investing in the market and Market Walk to keep a vibrant town centre.  A Town Centre Action Plan is currently in development, which is identifying vacant properties in need of improvement. This will inform the Shop Front Enhancement Scheme on Chapel Street and focus on driving improvements to vacant shop fronts in order to make them more attractive for perspective business tenants, which will directly influence the figure.					
<b>Trend:</b>	The figure is better than the 11.9% reported in quarter one 2021/22 but worse than the 8.4% recorded in quarter one 2020/21.  It should be noted that town centre vacancy rates are better than the current average national vacancy rate of 11.2% and the regional rate of 12.4%.					



**Climate change and air quality**

- 47. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Council’s 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**

- 48. An Integrated Impact Assessment (IIA) was completed in November 2021 as part of the approval process for the Corporate Strategy 2021. This has insured that the impact that the corporate projects have on equality, our communities, and the environment is fully considered and addressed. The completed IIA is available under background documents within this report.

**Risk**

- 49. Each Corporate project has a risk register established on the GRACE risk management system to ensure the effective identification, monitoring, and mitigation of risks to the Corporate Strategy and its delivery. These will inform the wider risk assessment for the Corporate Strategy on an ongoing basis.

**Comments of the Statutory Finance Officer**

- 50. The performance detailed in this report informs the financial position and is reflected within the budget reporting and MTFS.

**Comments of the Monitoring Officer**

- 51. No comments.

**Background documents**

- 52. The following documents are background items to this report
  - [Corporate Strategy 2021](#),
  - [Corporate Strategy Refresh 2021/22 – 2023/24 Report](#),
  - [Corporate Strategy 2021 Integrated Impact Assessment](#)

**Appendices**

- 53. The following appendixes are included with the report:
  - Appendix A – Performance of Corporate Strategy key measures,
  - Appendix B – Performance of key service delivery measures.

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**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	Polarity	Target	Q1 2021/22	Q1 2022/33	Symbol	Trend
<b>Involving residents in improving their local area and equality of access for all</b>						
Number of people who have successfully completed basic digital skills training	Bigger is better	75	42	<b>30</b>	▲	<b>Worse than Q1 2021/22</b>
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	18	35	<b>44</b>	★	<b>Better than Q1 2021/22</b>
The number of claimants as a proportion of resident population of the area aged 16-64	Bigger is better	4.3%	N/A	<b>2.6%</b>	★	New for 2022/22
<b>Clean, safe, and healthy homes and communities</b>						
Number of visits to Council leisure centres	Baseline	0	46,098	<b>135,085</b>	N/A	<b>Better than Q1 2021/22</b>
Number of volunteer community groups supported to improve by the Council	Bigger is better	25	28	<b>38</b>	★	<b>Better than Q1 2021/22</b>
Number of long-term empty properties within the borough	Smaller is better	150	160	<b>122</b>	★	<b>Better than Q1 2021/22</b>
Percentage of household waste sent for reuse, recycling or composting	Bigger is better	40.9%	40.9% <sup>1</sup>	<b>44.1%</b> <sup>2</sup>	★	<b>Better than Q4 2020/21 (40.9%)</b>
<b>A strong local economy</b>						
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	50	25	<b>40</b>	▲	<b>Better than Q1 2021/22</b>
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	3.1%	<b>3.4%</b>	▲	<b>Worse than Q1 2021/22</b>
<b>An ambitious council that does more to meet the needs of residents and the local area</b>						
Percentage of households living in fuel poverty better than the North West average	Smaller is better	14.4%	11.9%	<b>11.6%</b>	★	<b>Better than Q1 2021/22</b>


**Appendix A: Performance of Corporate Strategy key measures**


Indicator	Polarity	Target	Q1 2021/22	Q1 2022/33	Symbol	Trend
Percentage of service requests received online	Bigger is better	40%	58%	<b>57.73%</b>	★	<b>Worse than Q1 2021/22</b>
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	7.14%	<b>16.46%</b>	★	<b>Worse than Q1 2021/22</b>
Number of people referred to social prescribing, including Population Health Management	Bigger is better	175	200	<b>512</b>	★	<b>Better than Q1 2021/22</b>


<sup>1</sup>Performance for quarter four 2020/21.






<sup>2</sup>This is the confirmed quarter four 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 one 2022/23b 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	Polarity	Target	Q1 2021/22	Q1 2022/33	Symbol	Trend
% Council Tax collected	Bigger is better	28.28%	28.28%	<b>28.25%</b>		<b>Worse than Q1 2021/22</b>
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.6 days	3.6 Days	<b>2.88 days</b>		<b>Better than Q1 2021/22</b>
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	99%	<b>100%</b>		<b>Better than Q1 2021/22</b>
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	56%	<b>100%</b>		<b>Better than Q1 2021/22</b>
Town Centre Vacancy Rate	Smaller is better	8%	11.9%	<b>9.6%</b>		<b>Better than Q1 2021/22</b>

\* Average working days per employee (FTE) per year lost through sickness absence

Reporting of this indicator is not available at the end of the quarter. The targets and definition for this indicator need to be reviewed following a significant shift in the post pandemic operational environment. The review will seek to update the indicator so that it is reflective of current practise and provides an effective view of performance.

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