

Overview and Scrutiny Performance Panel

Thursday, 27th July 2023, 6.30 pm

Council Chamber, Town Hall, and [YouTube](#)

Agenda

Apologies

- | | | |
|---|--|-----------------|
| 1 | Minutes of meeting Thursday, 9 March 2023 of Overview and Scrutiny Performance Panel | (Pages 3 - 6) |
| 2 | Declarations of Any Interests

Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.

If you have a pecuniary interest you must withdraw from the meeting. Normally you should leave the room before the business starts to be discussed. You do, however, have the same right to speak as a member of the public and may remain in the room to enable you to exercise that right and then leave immediately. In either case you must not seek to improperly influence a decision on the matter. | |
| 3 | Performance Focus: Customer and Digital

To receive and consider the report of the Director of Change and Delivery. | (Pages 7 - 16) |
| 4 | Quarter Four Performance Report

To receive and consider the report of the Director of Change and Delivery. | (Pages 17 - 38) |
| 5 | Any Urgent Business Previously Agreed with the Chair | |

Chris Sinnott
Chief Executive

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor Aidy Riggott (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Arjun Singh, Kim Snape and Michelle Brown.

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

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Minutes of **Overview and Scrutiny Performance Panel**

Meeting date **Thursday, 9 March 2023**

Committee Members present: Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, Michelle Le Marinel, Arjun Singh and Kim Snape

Officers: Adele Hayes (Head of Planning and Enforcement), Zoe Whiteside (Head of Spatial Planning), Howard Anthony (Interim Head of Policy and Performance), Sophie Tsang (Transformation Graduate), and Matthew Pawlyszyn (Democratic and Member Services Officer)

Apologies: Councillors Alistair Bradley and Adrian Lowe

A video recording of the public session of this meeting is available to view on [YouTube here](#)

19 Minutes of meeting Thursday, 12 January 2023 of Overview and Scrutiny Performance Panel

Resolved: That the minutes of the meeting Thursday, 12 January 2023 of Overview and Scrutiny Performance Panel be approved as a correct record.

20 Declarations of Any Interests

21 Performance Focus: Planning and Development

Executive Member for Planning and Development Councillor Alistair Morwood presented the report.

The directorate was noted to be unusual due to covering three Executive Portfolios.

Financially, there was an overspend of £37,346 due to the increase cost of professional fees, statutory notices, legal fees and rise in staffing. The legal fees required to defend planning decisions at appeal was £147,000.

There was a reduction of income from the building control plan fees and inspection fees and due to the suspension of the pre-application advice service the budgeted £17,000 was not received. The service was suspended due to the pandemic, in its place, improvements were made to the planning portal and supplementary guidance. It was noted that for developments that did not require planning permission, it was advised that a certificate of lawful development was obtained.

Staffing remained a challenge within the council, with failed recruitment attempts and the use of agency staff. All duties were carried out at maximum capacity, but the expense was greater. The issue with staffing was recognised by central government and a consultation was open exploring resilience within local authorities. It was commended that the private sector was able to offer larger compensation packages, and efforts to train from within were likely to result in the departure for the private sector. It was noted that there were no current plans to recruit and install a Director of Planning and Development.

The performance indicators from within the report were highlighted and discussed.

In relation to the local plan and developments within the borough, it was understood that the council were below its indicators, for a large development, the average build rate was 30 – 50 units a year, although figures varied. By the end of a local plan fewer allocated housing sites remained, and those allocated may yet to be developed. The Panel heard that the council was currently under the process of negotiating with a developer to purchase a number of affordable houses in its role as a registered provider.

The consultation for the new Local Plan ended 24 February 2023, 1200 online responses and 270 written responses were received. Over 500 people attended sessions across the borough, and external partners, including the School Planning Team and Highways have provided feedback which resulted in additional work required.

It was clarified that there were between 1000 and 1200 planning applications made a year, the majority of decisions were made by delegated decision. Most appeals were dismissed, however those that went to appeal were statistical outliers. The Panel were informed that the Planning Directorate, like many public bodies had a resource and capacity issue, which resulted in the time to consider appeals to be substantial.

Of the three projects in the directorate, 'to work with partners and residents to improve local play and community facilities across the borough', and 'lead activity to address climate change including tree planting' were on track. The project 'to deliver affordable housing within the borough' was slightly off track.

The project for the 2023/24 municipal year are to 'deliver the local plan', 'to deliver natural green initiatives', and to 'develop the use of green energy in the borough'.

The project to 'deliver affordable housing remained a corporate project, however it would be placed under the director of Change and Delivery

22 Business Plans Update 2022-23

Howard Anthony, Interim Head of Policy and Performance presented the report.

The business plans were set by the services within the council, some were small and simple, others were large and complex, but it was the responsibility of the service to deliver the project and provide an update on their progress throughout the year.

The 2022-23 cycle of projects were ending, there was an average of 5 projects per service, but overall, performance was positive. 73% of projects were green or

completed. And it was expected that most, if not all would be completed by the end of Quarter 4.

Achievements noted included the successful launch of the People Strategy and the new Customer Access Charter was approved by Executive Cabinet in January 2023.

Two projects were red and considered off track, these were the 'flood defense work to Earlsway, Euxton and 'evaluate a rent management system for housing stock'.

The flood defense work was unable to progress due to a combination of land ownership issues and the high costs to complete the work.

The delay to the rent management system was due to capacity and staffing.

34 projects were rated amber and considered slightly off track. The reasons varied, but a common theme was capacity and resources.

13 projects were currently on hold and not being progressed, the primary reason again was capacity and resources. There were examples of project managers departing the council and newly placed officers developing their workload and reviewing projects.

It was clarified upon questions that the projects that were delayed within public protection had no impact on the statutory duties delivered. It was confirmed that the animal welfare activities licensing was in relation to licensable activities such as breeding and selling animals, although the full parameters of this would be confirmed to members.

Information and questions that would be followed up and reported back included:

- Brincall Swimming Baths
- Cowling Farm
- CCTV infrastructure, its operation, and proposed relocation to Strawberry Meadows
- Proposed District Council Health Scrutiny
- Progress of ICT rollout, and the status of the ICT Disaster Recovery Plan.
- The draft Environmental Crime Enforcement Policy

It was clarified that the on-hold projects 'health and safety: HSE priority project – safe use of inflatable amusement devices' and 'food safety: delivery of food hygiene and allergen awareness training to targeted groups' were awareness campaigns as opposed to policies. It was understood that it was good practice to highlight issues and proactively work to prevent accidents.

Resolved: That the report be noted.

Chair

Date

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Report of	Meeting	Date
Director (Customer and Digital) presented by Executive Member for Customer, Streetscene and Environment	Overview and Scrutiny Performance Panel	Thursday, 29 June 2023

Performance Focus: Customer and Digital

Is this report confidential?	No
Is this decision key?	No
Savings or expenditure amounting to greater than £100,000	Yes

Purpose of the Report

1. To provide the Overview and Scrutiny Performance Panel with a performance update for the Customer and Digital directorate. This includes:
 - a) An overall directorate summary and budget position at quarter four 2022/23,
 - b) An overview of key performance measures at quarter four 2022/23,
 - c) An update on the Corporate Strategy projects.

Recommendations

2. That the information contained within this report is discussed by the Overview and Scrutiny Performance Panel to understand and monitor performance within the Customer and Digital directorate.

Reasons for recommendations

3. To ensure the effective monitoring of performance within the Customer and Digital directorate, delivery of the Corporate Strategy and associated strategic objectives.

Other options considered and rejected

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

Corporate priorities

5. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe, and engaged communities

Background to the report

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. An update for the Customer and Digital directorate has been prepared showing the performance as of quarter four 2022/23 and this directorate was last reviewed the panel in July 2022. The directorate includes the following services:

- Shared ICT
- Shared Customer Services
- Chorley Streetscene and Waste Management

7. This report presents an overview of the directorate's performance up until March 2023 (quarter four), and includes a breakdown of the financial position, corporate and service level indicator performance, and progress against the Corporate Strategy projects.

Directorate Overview

8. In the Customer and Digital directorate, of the performance indicators that can be reported 11 (79%) are performing on or above target for quarter four 2022/23. There are 39 business plan projects under the Customer and Digital directorate, of these projects 25 (64%) are rated green or completed and 14 (36%) are rated amber. Further details on the business plan progress can be found in the 'Business Plan Progress Update 2022/23' report to the Overview and Scrutiny Performance Panel in March 2023. There are two Corporate Strategy projects under the directorate, of these both are rated green in quarter four 2022/23.

Financial Position

9. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2022/23 for the Customer and Digital Directorate:

Provisional Outturn 2022/23 – Customer and Digital	£
Original Budget	5,721,100
Agreed changes	(200,100)
Amended Budget	5,521,000
Current budget	5,521,000
Provisional outturn	5,486,366
Variance	(34,634)

Variance	0.63%
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10. The biggest spend in this directorate is on staffing which is due to the directorate holding all front facing services and the waste contract.

11. The original budget has decreased by £200k in 2022/23 due to transfer of insurance budgets to Policy & Governance and shared services restructure budget realisation.
12. The provisional outturn for Customer and Digital shows an underspend of £35k for 2022/23 giving a 0.63% variance against the amended budget. The key variances to note are:
 - £145k net underspend on staffing costs across the directorate. This reflects the fact that some posts have remained vacant within Customer Transformation and ICT Services, offset to some extent by the costs of agency staff and the pay award for 2022/23 compared to the 2% included in the base budget.
 - £92k reduction in provision for Council Tax bad debts offsetting shortfall in recovery of Council Tax summons income of £39k.
 - £41k unbudgeted income received for New Burdens grants and DWP payments.
 - £36k increase in the bad debt provision for Housing Benefits, based upon an increase in the level of outstanding balances.
 - £116k overspend due to a reduction in Housing Benefit overpayments recovered.
 - £21k underspend on professional fees as the review of Empty Homes was not undertaken in 22/23.

Performance Indicators

13. A three-colour symbol rating system is used for performance indicators to indicate status as shown in the table below:

	Performance is better than target		Worse than target but within threshold (5%)		Worse than target, outside threshold (5%)
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14. A summary of key performance information for each service within the Customer and Digital directorate is provided below:

Corporate Strategy Indicators

15. The table below highlights the Key Corporate Strategy measures for Customer and Digital directorate:

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of service requests received online	Bigger is better	40%	59.17%		Better than Q4 2021/22

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	17.41%	★	Worse than Q4 2021/22
Percentage of household waste sent for refuse, recycling, or composting	Bigger is better	Better than 20/21 (46.9%)	46.2%* (Q3:2022/23)	●	Worse than Q3 2021/22

*This indicator is reported in arrears and reflects quarter three 2022/23 performance.

- 16. Of the indicators reported in the corporate strategy, two are performing better than target.
- 17. One indicator (percentage of household waste sent for refuse, recycling, or composting) is performing worse than target but within the 5% threshold with a marginal difference of 0.7%.

Local Indicators; Customer and Digital

Shared ICT

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of ICT strategy projects rated green	Bigger is better	75%	80%	★	Same as Q4 2021/22

Shared Customer Services

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Average time taken to process new council tax support, housing benefit claims and change in circumstances	Smaller is better	3.52 Days	3.50	★	Better than Q4 2021/22
Average days to process a new council tax support and housing benefit claim	Smaller is better	8.67 Days	10.97 Days	▲	Worse than Q4 2021/22
Average days to process change in circumstances	Smaller is better	2.95	2.63	★	Better than Q4 2021/22

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of Council Tax collected	Bigger is better	97.16%	97.19%	★	Better than Q4 2021/22
Percentage of Business Rates (NNDR) collected	Bigger is better	96.75%	96.26%	●	Worse than Q4 2021/22

18. The average number of days to process a new council tax support and housing benefit claim performance is below target and rated off track. This can be attributed to the number of complex cases received this year. The complex cases included claims from residents living in supported accommodation and there are often delays in receiving supplementary information to complete assessments from scheme provider. This indicator is reported year to date and performance reflects when benefit processing resources were temporarily diverted in the first and second quarters to manage the increase in customer demand as a result of governments council tax rebates. There has been an increase of 126 claims received when compared to the same time last year (Q4:2021/22). This indicator will continue to be closely monitored and will be further improved through investment in automation.

Streetscene and Waste Management

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of litter bins emptied on time	Bigger is better	85%	99.5%	★	Better than Q4 2021/22
Percentage of street cleansing routes completed on time	Bigger is better	85%	100%	★	Better than Q4 2021/22
Percentage of grounds maintenance service requests completed on time	Bigger is better	85%	80.3%	▲	Worse than Q4 2021/22
Percentage of Streetscene service requests completed on time	Bigger is better	85%	100%	★	Better than Q4 2021/22
Percentage of call-backs completed on time	Bigger is better	95%	98.21%	★	New for 2022/23

Indicator	Polarity	Target	Performance (Q4 2022/23)	Symbol	Trend
Percentage of grass cutting work completed on time	Bigger is better	85%	92% (Oct: 2022/23)	N/A	Worse than Oct 2021/22
Percentage of winter work completed on time	Bigger is better	85%	93% (Jan:2022/23)	★	New for 2022/23

19. The percentage of grass cutting work and winter work completed on time are not reported in quarter four as both these indicators are seasonal, and work is dependent on the weather and grass growth.
20. The percentage of grounds maintenance service requests completed on time is influenced by the number of outstanding service requests at the end of March and includes service requests that have been cancelled and are no longer required. These factors have influenced the lower than expected outturn. Historic data shows that this indicator has performance above target for the previous two quarters, indicating that the quarter four performance is an anomaly. Service request will continue to be closely monitored and any outstanding request will be responded to in time.

Projects

Corporate Strategy Projects

21. Under the Customer and Digital directorate there are a total of two Corporate Strategy 2021/22 projects. These include:
 - Deliver an even better customer experience and increase access to services for everyone
 - Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough
22. In the table below, an update on each Corporate Strategy project position for can be found below:

Project	Position Update
Deliver an even better customer experience and increase access to services for everyone	<p>This project was commissioned to improve the customer experience by redeveloping the customer environment and transforming the way that services are delivered. Through making the best use of technology and self-service this allows more focus to be on customers who need the most help and support accessing services.</p> <p>The project has achieved the following in 2021/22:</p> <ul style="list-style-type: none"> • A new telephony system has been implemented providing greater resilience at peak period within the service,

Project	Position Update
	<ul style="list-style-type: none"> • A Customer Access Charter has been adopted to replace the Customer Care Policy and sets out our approach to customer services and outlines what customers can expect from us when accessing our services, • Corporate training to embed the Charter has been developed and will be delivered across the organisation, • Automation continued to deliver improved services to customers and efficiencies for the council. Examples of enhancements include increased automation for housing benefit decisions and online Single Person Discount form, • Service improvements continue to be developed through the alignment of systems, policies, and processes to enable a consistent customer experience across both councils, • A Training and Development Officer has been appointed. This role provides ongoing and sustained support to the whole team with any training and development needs. <p>Any key on-going actions will be rolled into the Shared Customer Services Business Plan for 2023/24 or transferred into business as usual activity.</p>
<p>Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough</p>	<p>This project has delivered key street level improvements in 2021/22, these include:</p> <ul style="list-style-type: none"> • Tackling grot spot areas across the 103 streets litter picking routes within the borough. Areas have been identified using service data and intelligence to ensure that the litter picking schedule targets the appropriate areas and they are kept clean, • Undertaking a recycling bins trail in the Town Centre and Astley Park, where 18 new recycling litter bins were installed on a trial basis during 2022. Following the successful trial, the recycle bins have remained in place with recyclable waste being collected weekly improve recycling within the Town Centre, • A programme of work was successfully delivered to create and manage wildlife corridors, plant wildflower bulbs and sow wildflower meadows. 17 meadow sites have been changed from annual to perennial flowers and 9 new sites will be sown in 2023 including planting of 10, 000 new bulbs. • To address weed growth, a new method of weed

Project	Position Update
	<p>control has been introduced across the borough to limit the impact of herbicides. The alternative product contains up to a third less glyphosate,</p> <ul style="list-style-type: none"> • Data collection of waste volumes in street litter bins has been carried out and a review of waste volumes completed in February 2023. A draft report is being prepared for presentation to the Executive Member (Customer, Streetscene and Environment). <p>All ongoing longer-term objectives of the project will be delivered through the business plans 2023/24.</p>

23. The Corporate Strategy 2022 has undergone a complete review and refresh to reflect the future aspirations and intentions of the Council. The Corporate Strategy 2023 was approved at Council in November 2022 and revised to focus on ensuring that Chorley is in the best possible position for the future with four new corporate priorities. These are:

- Housing where residents can live well,
- A green and sustainable borough,
- An enterprising economy with vibrant local centres in urban and rural areas,
- Healthy, safe, and engaged communities.

24. As part of the Corporate Strategy 2023/24 the following projects fall under the Customer and Digital directorate:

Project	Scope (2023/24)
<p>Deliver improvements to public transport networks</p>	<p>This project will deliver year 1 of a five-year bus shelter improvement plan across the borough. Improving the look and feel of the area and providing better facilities to encourage public transport, including the potential implementation of 'living roof' bus shelters. The project will also bring forward an options paper identifying opportunities for a community car-based scheme for areas where bus services are limited.</p>

Climate change and air quality

25. The work noted in this report impacts the climate change and sustainability targets of the Councils Green Agenda and all environmental considerations and measures are applied to development projects.

Equality and diversity

26. 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 should be carried out for each respective project.

Risk

27. There are service level risk registers contained with the GRACE risk management system recording risk for the directorate. These are regularly monitored through Directorate Management Team, where risks are discussed, reviewed, and updated according to service needs and the current risk context.

Comments of the Statutory Finance Officer

28. The financial performance is as reported in points 9 to 12 and is consistent with that reported to Executive Cabinet as part of the Council's outturn report.

Comments of the Monitoring Officer

29. This report is for information and noting. As such there are no direct legal implications arising. There are no concerns from a Monitoring officer perspective.

Background documents

30. The following documents are key background items for this report:
- Corporate Strategy 2022/23
 - Business Plan Progress Update 2021/22
 - Quarter 4 performance Report 2022/23

Appendices

31. There are no appendices that accompany this report.

Report Author:	Email:	Telephone:	Date:
Michael Johnson (Senior Performance and Policy Officer)	michael.johnson@chorley.gov.uk	01257515151	19.06.2023

This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

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Report of	Meeting	Date
Director (Change and Delivery) (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 15 June 2023

Quarter Four Performance 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 during the fourth quarter of 2022/23, covering 1st January 2023 to 31st March 2023.

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. The Corporate Strategy was approved in November 2022 setting out a refreshed programme that incorporated new priorities and performance measures. This report provides an update on the progress achieved at the end of Quarter 4 in the 2022/23 financial year and reflects delivery between January and March 2023.
6. Overall performance of the Corporate Strategy projects is good, with 11% (2) classified as complete and 84% (16) of projects rated green, meaning they are progressing according to schedule. One project (5%) has been rated amber, which provides an early warning sign of potential delays. An action plan for this project is contained within this report.

- 7. It should be noted that performance indicators related to the Corporate Strategy approved in November 2022, will be reported at the end of Quarter 1, 2023/2024 covering April-June 2023.
- 8. A final outturn of performance indicators related to the previous Corporate Strategy and priorities is included at Appendix A.
- 9. An update is provided on additional key measures of organisational performance. At the end of quarter 4, four (67%) are performing on or above target, one (17%) is performing below target but within the 5% threshold, and one (17%) is performing below target and outside of threshold.

Corporate priorities

- 10. The report relates to the following corporate priorities:

Housing where residents can live well	A green and sustainable borough
An enterprising economy with vibrant local centres in urban and rural areas	Healthy, safe and engaged communities

Background to the report

- 11. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects that focus on delivering the Council’s four priorities.
- 12. The Corporate Strategy was approved by the Council in November 2022 and includes 19 corporate projects.
- 13. 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.

Housing where residents can live well



Our commitments:

- Deliver affordable and green housing,
- Strive for good quality housing for all,
- Work with partners supporting new ways to prevent homelessness,
- Support our most vulnerable residents.

Delivering Our Commitments in Quarter Four

14. The new extra care facility at Tatton Gardens was officially opened in February 2023 by Sir Linsey Hoyle MP, the mayor of Chorley Councillor Julia Berry, and the Chair of the Lancashire Enterprise Partnership. The development is an example of the Council delivering specialist housing solutions to meet the unique needs of residents, with the facility featuring 62 assisted living apartments for those aged 55 and above, of which 25 have now been occupied with a further 9 provisional offers having been made. The development includes a community centre, which is now welcoming community organisations such as youth, dance, and baby groups, as well as a fully operational GP surgery and nursery, supporting our residents to start, live, and age well. The site also has units for a community café and a hair salon. Negotiations between potential tenants for both opportunities are in progress. The project is now completed and its day to day operations are part of normal service delivery. Remaining issues with contractors are to be resolved but are out of scope of future reporting and this project is now considered complete against its original scope.
15. Following completion of major schemes like Tatton, the Council has committed in its Corporate Strategy to develop further options for the delivery of solutions for high quality, affordable and green housing. The scope of the activity this year is to develop options and proposals that can be taken forward to support delivery of affordable and specialist housing. Options that are being developed for further consideration include the direct development or acquisition of properties to increase the availability of affordable housing and investigation into the requirements for specific housing types to accommodate unique needs and prevent homelessness, such as transitional accommodation and specialist housing.
16. Energy costs remain high, particularly as the financial support provided by the Government came to an end in June. To mitigate rising energy costs and support positive action on climate change, a service is being developed that will provide an offer to households particularly impacted by fuel poverty through enabling households to access energy saving measures and support through to other grants and energy-based support. Interventions will include providing small devices and measures such as LED bulbs, advice around utilising slow cookers, and installation of draft proofing measures, as well as providing up to 25 community awareness drop-in 'clinics' to provide bespoke advice and support.
17. The project to deliver the Local plan has made significant progress during quarter, with the first phase of consultations on the preferred Local Plan options concluding in February 2023, with over 2,000 responses received providing feedback. The consultation involved drop-in sessions at sites across the borough such as community centres, libraries, and schools, an online survey, email and telephone enquiries, and

representations from key stakeholders, statutory bodies, and partners. The analysis of the consultation is currently underway to identify findings and themes, with results scheduled to be published over the summer of 2023. This will ensure that the plan reflects the needs of our growing communities throughout the borough and that future developments going into the next decade can effectively accommodate that growth. Land Use Consultants are currently undertaking an Integrated Assessment, which will seek to make recommendations to enhance potential positive outcomes and minimise negative impacts of the proposed plan.

Performance of key projects



- 18. There are five projects included in the 2022 Corporate Strategy under this priority and at the end of quarter four overall performance is good.
- 19. One project has been classified as completed, indicating that it has delivered the milestones planned for this year:
 - Open the extra care scheme at Tatton Gardens.
- 20. Three projects have been rated as green, meaning they are progressing according to timescales and plan:
 - Deliver affordable housing,
 - Deliver flexible housing solutions,
 - Implement the home energy support scheme,
- 21. One project is rated as amber, which is an early warning sign of delays within the project:
 - Deliver the Local Plan.

Project title:		Project status:
Deliver the Local Plan		Amber
Explanation:	<p>Whilst delivery in the quarter has progressed according to plan, vacancies with the Local Plan Team is a risk to the programme continuing to deliver against the planned programme.</p> <p>There are three vacant posts which provide essential capacity to deliver the project and therefore low resourcing poses a significant risk to the proposed delivery schedule.</p> <p>The reduced capacity has further been impacted by the significant number of responses received (over 2,000) to the first phase of consultations. Each response is being carefully</p>	

	<p>analysed to ensure that the plan proposals are meaningfully shaped by our residents.</p>
<p>Action required:</p>	<p>Recruitment to the Local Plan Team is underway. Job descriptions for each vacant post have been updated and evaluated. The posts are currently out for recruitment, which will mitigate any potential risks caused by lack of capacity and will secure delivery progress.</p> <p>It is anticipated that these roles will be filled in quarter one following the recruitment process, which will increase the resources for the project. Following this, timescales for the development of the Local Plan will be assessed and reprofiled to ensure that resourcing is fully considered and that sufficient progress is achieved.</p>

A green and sustainable borough



Our commitments:

- Work towards our commitment to be carbon neutral by 2030,
- Support waste reduction, reuse and recycling,
- Work with partners to retain natural habitats and improve air quality,
- Promote sustainable transport and infrastructure.

Delivering Our Commitments in Quarter Four

22. Improving parks and open spaces as well as enhancing the natural environment remains a key priority for the Council. At the end of Quarter Four the Council reached and exceeded its target of planting a tree for every resident, with over 117,000 trees now planted or provided to residents and groups. During the quarter, the Westway Nature Reserve enhancement scheme was completed, which has involved improvements to the pathways, removal of dead trees, as well as the implementation of natural enhancements to the pond. Further work will be done to install information boards on the site to promote engagement in the natural environment. The planning, preparation, and sowing of the annual wildflower meadows programme was completed, with meadows planted at high profile sites throughout the borough as part of the initiative to promote biodiversity, such as at Ackhurst Lodge and along Preston Road. The tow path enhancement scheme has delivered improvements around the Whins Lane and Withnell Fold area making paths safer and more accessible for residents.
23. The project to provide a package of support for businesses to undertake energy adaptations commenced during the quarter, with the design and approval of the Business Energy and Road Net Zero Support Scheme in March 2023. The project aims to address the challenge of rising energy costs for businesses by launching grants that can support energy efficiency measures as well as support business in distress. The scheme provides a grant of up to £2,000 towards the costs of purchasing energy reduction equipment identified by free certified energy audits and will be open from quarter one. A dedicated web page will be established to provide information for business on the energy saving and net zero support available in addition to a directory of local companies offering products and services related to energy saving measures. The project will ensure that small businesses continue to survive and thrive despite the economic landscape and contribute to the Council's carbon neutral ambitions.
24. A Bus Shelter improvement plan has been developed, which is part of the commitment to improving public transport networks. The programme will cover a 5-year phased programme to replace 83 bus shelters in poor condition, with the replacement of 19 in year one. This includes at sites such as at Southport Road adjacent to Parklands Academy, Preston Road outside Chorley Hospital, and Wigan Road opposite Crofters Green, which will be installed from quarter two 2023/24 following the procurement process. The replacement of the shelters will seek to encourage public transport use

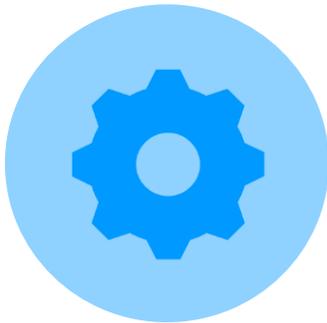
by transforming bus stops into modern, safe, and inviting spaces that all residents throughout the borough can utilise for their sustainable transport needs.

Performance of key projects



25. There are five projects included in the 2022 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
26. All five projects have been rated as green, meaning they are progressing according to timescales and plan:
 - Deliver natural green initiatives,
 - Launch sustainable energy package for business,
 - Improve our Council buildings,
 - Develop the use of green energy in the borough,
 - Deliver improvements to public transport networks.

An enterprising economy with vibrant local centres in urban and rural areas



Our commitments:

- Support business growth and expansion across the borough,
- Work with partners to support skills, development and innovation,
- Work with partners to promote the district as a visitor destination and attract investment in our local service centres,
- Promote the green economy.

DELIVERING OUR COMMITMENTS IN QUARTER FOUR

27. Strawberry Meadows employment site was completed, following the official opening of the new facility in October 2022. Its day to day operation has now been handed over to the Property Management Team, who will ensure the long-term management of the facility and tenants. The site hosts a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough. Demand for the units has been high with leases offered to a variety of tenants, which include a florist, an online auctioneer, a scaffolder, and an engineering firm promoting the diversity of businesses in Chorley and future job opportunities.
28. The Council remains committed in preserving Astley Hall as a valuable community asset and promoting it as a visitor destination and attraction. Following on from conservation in previous years, the project will focus on further enhancing the visitor experience and delivering wider improvements works to the Hall complex. In quarter four, maintenance was completed to the former servants' quarters at the rear of the Hall, which included a new roof. This will ensure the structural integrity of the building and secure it for future generations and will allow the area to be opened to the public for the first time. Going forward, feedback collected from visitors since the reopening of the hall will be used to further enhance the visitor journey and experience. This will influence the content of the information boards and signage to make the hall informative but accessible. Work will also be undertaken to reopen the gallery space to showcase the Hall's art collection.
29. Working with our partners to support skills, development, and innovation, the project to launch a skills and job programme commenced in the quarter to promote future career pathways and provide a local skills pipeline. Several events were hosted in partnership with local schools aimed at promoting training opportunities to broaden the career aspiration of young people. This includes a career focus day at Albany Academy for Year 8 students, two careers fairs at Parklands Academy and Holy Cross High School for Year 10 and 11 students, as well as careers event at Town Hall in March 2023, which was attended by 500 students and job seekers and included up to 30 businesses such as a furniture business, a civil engineering firm, and representatives from national companies. Two recruitment workshops were also hosted in partnership with a local business, which invite local business to discuss how to attract and retain talent to address the issues of recruitment that is being experienced across sectors.

30. In response to the government's decision not to support the Council's levelling up Town Centre bid, several schemes to improve local service services are being developed. The schemes will include areas outside of the Chorley Town Centre and be focussed around improving the local environment and public realm. The schemes and options will be developed for consideration by members later this year.

Performance of key projects



31. There are four projects included in the 2022 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
32. One project has been classified as completed, indicating that it has delivered the milestones planned for this year:
- Open Strawberry Meadows.
33. Three projects have been rated as green, meaning they are progressing according to timescales and plan:
- Continue development of Astley Hall,
 - Launch a skills and jobs programme,
 - Deliver improvements to local service centres.

Health, safe and engaged communities



Our commitments:

- Support and encourage active lifestyles and health and wellbeing,
- Support development of leisure services and facilities meeting the needs of residents,
- Deliver events and places to go for everyone,
- Ensure all residents of all ages can access the services they need physically and digitally,
- Promote resilient, cohesive neighbourhoods by listening and responding,
- Work with partners to join up public services so that they make sense for everyone.

DELIVERING OUR COMMITMENTS IN QUARTER FOUR

34. The project to provide support for family and young people to start and live well achieved progress in the quarter with the delivery of several events aimed at networking with partners and stakeholders as well as strengthening pathways for support. This included a Big Early Help event in partnership with the Children and Young Family Wellbeing Service. The event was attended by organisations such as Homestart, Chorley Women's Centre, and representatives from local schools and was used to scope current parenting support across local and wider providers. A Winter Play Day was also hosted in collaboration with Inspire Youth Zone. This included activities such as arts and crafts, baking, and sports, with young people and parents liaised with in order to identify key themes of support that will be used to inform the project. Additionally, a plan for a parenting programme was scoped, which will deliver sessions on the local level in order to provide reassurance, tips and guidance to young families. Overall, the project aims to work with local partners to enhance the existing Social Prescribing Service by providing bespoke support for families and early years whilst delivering initiatives on a local level in order to provide targeted support.
35. The Cost of Living Action Plan continues to deliver a range of activities that will be support residents with pressures on food and energy prices. Since its launch in October 2022, the action plan has delivered the warm spaces programme, which provided warm and friendly places for over 2,800 residents at key venues across the borough in response to rising energy costs. The programme will be expanded over the summer as part of the 'welcome spaces' initiative that will offer meals and household essentials for residents in need. Additionally, 6,744 households have been supported financially through the Household Support Fund between December 2022 and March 2023, with the three biggest areas of support being energy and water (46%), food (21%), wider essentials (18%). In quarter four, work has been done to identify which residents can benefit from key funds and a communication plan prepared to inform communities of the options available. The uniform swap shop scheme has been expanded with schools, and a delivery partner has been identified for confidence and independence course aimed at vulnerable residents to be hosted at Chorley Sheds.

36. The project to deliver a health and wellbeing programme commenced in the quarter, with the relaunching of the Weight Management programme. Having been successfully delivered for a number of years, the programme has been expanded to include regular walking sessions delivered at sites across the borough reflecting research that low-level activity is the best gateway into a healthy lifestyle. In addition, a comprehensive directory based on each ward area is being developed to outline the activities available for residents to participate in order to increase awareness of existing opportunities that have holistic and physical health benefits. Work has also been delivered in developing webpages that will showcase health and wellbeing opportunities in the borough, with best practice examples being reviewed across other local authorities and organisations in order to develop a success criteria for displaying information accessibly whilst identifying key themes on the type of activities available.
37. The Council has an ambitious transformation programme that includes delivering improvements to ensure high quality and responsive services. In quarter four, a single operating model for Property and Development as well as Pest Control was successfully implemented, with both teams now operating on a shared basis with South Ribble Borough Council. This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff. As part of the transition, team building sessions were delivered by an external training provider in order to establish connections, promote shared understanding, and develop relationships within the merged teams. Listening sessions have also been hosted, which have identified key priorities, development opportunities and celebrated past achievements in collaboration with officers and managers.

Performance of key projects



38. There are five projects included in the 2022 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
39. All five projects have been rated as green, meaning they are progressing according to timescales and plan:
- Increase digital connectivity in rural areas,
 - Provide support for families and young people to start and live well,
 - Deliver the Cost of Living Action Plan,
 - Deliver the health and wellbeing programme,
 - Deliver high quality, responsive council services.

Performance of Corporate Strategy measures 2022/2023

40. Indicators agreed as part of the strategy approved by Council in November 2022 will be reported from Quarter 1 2023. At the end of Quarter Four, a final summary against the indicators related to the previous strategy as approved November 2021 is provided below and the full outturn is included in Appendix A.



41. Of those five indicators which are performing below target and outside of threshold, all have been carried forward to monitor performance against the new priorities and will continue to be reported from Quarter One 2023. Further information on those indicators and their performance is detailed below:

- Number of people who participate in volunteering opportunities (as a result of intervention by the Employment Service).
- Growth in business rate base,
- Median Workplace Earnings better than the North West average,
- Number of affordable homes delivered.
- Overall Employment Rate

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
Number of people who participate in volunteering opportunities (as a result of intervention by the Employment Service).	Bigger is better	75	142	34		Worse than Q4 2021/22
Reason below target:	<p>Pathways into volunteering were strengthened during the pandemic in order to facilitate the community support effort. Therefore, our residents are less reliant on Council intervention to access volunteering opportunities, which has reduced the number of people participating in volunteering opportunities as a result of intervention by the Employment Service.</p> <p>Volunteering is a challenge throughout the voluntary sector. Fewer people are offering their time to volunteer in contrast to the spike during the pandemic when people were motivated to volunteer as a result of the national call for help. This downward trend could be explained, for example, by a decline in motivation or people having less availability now that the furlough scheme has ended, which accounts for the decrease in the number of residents participating in volunteering opportunities compared to uptakes in previous comparable quarters.</p>					
Action required:	<p>In January 2023, we launched the new internal Volunteering Policy in order to increase the number of high-quality volunteering opportunities being provided by the Council.</p>					

	<p>The policy is in its first phase of implementation and is focused on working with a number of services to identify the volunteer opportunities. The services involved include, Streetscene, Property and Development, Operational Assets, Communities and Housing, and Public Protection.</p> <p>Regular meetings have taken place with local partners to address the volunteer deficit and put actions in place to improve volunteer engagement. This includes providing support in creating engaging advertisements and distributing the within key target venues as well as advertising the roles within our own networks including the social prescribing service.</p> <p>During volunteering week in June 2023, we will be launching a campaign to promote volunteering opportunities available, including outlining the benefits and routes into roles.</p>
Trend:	The indicator is performing worse than the 142 reported in Q4 2021/22.

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
Growth in business rate base	Bigger is better	0.5%	0.1%	-0.03%		Worse than Q4 2021/22
Reason below target:	The existing Chorley Local Plan period is coming to an end and there are a limited number of allocated sites for employment /business uses that are available.					
Action required:	<p>We are undertaking a review of the Local Plan including looking at the existing employment land allocations and barriers to those coming forward. There is a new emerging Central Lancashire Local Plan that will include a suite of new employment land allocations which will create choice and opportunity for growth and therefore are likely to lead to new investment into the borough.</p> <p>The Council has increased its work to promote economic growth through business round tables, business events, advice and a new economic strategy. This included six round table events across 2022/23 such as at the Brindle Distillery for rural businesses in January and at Salisbury Hall in March for retail, leisure, and hospitality businesses to discuss topics such as skills and recruitment as well as grants and financial support. This work will continue to support business growth in advance of and alongside the development of a new local plan.</p>					
Trend:	The indicator is performing worse than the 0.1% reported in Q4 2021/22, which was also below target and outside of threshold.					

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
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Median Workplace Earnings better than the North West average	Bigger is better	£602.3	£562.30	£539.40		Worse than Q4 2021/22
Reason below target:	This indicator is currently below the North West Average. However, 89.4% of Chorley based enterprises are small (less than 10 employees) and therefore are more likely to be self-employed and not recorded in these ‘sampled’ figures. The average self-employed wage in Chorley is £31,319, which is higher than the national average salary of £27,756.					
Action required:	The support currently being provided to businesses by the Council is aiming to grow all types of businesses and create high quality employment opportunities. The Business Engagement Team are starting to focus on skills and employment with the new Corporate Strategy project. This will contribute to higher earnings in the borough by delivering initiatives that will promote future career pathways and provide skills pipelines that will meet the needs of local enterprises whilst fostering local talent					
Trend:	The indicator is performing worse than the £562.30 reported in Q4 2021/22, which was below target but within the 5% threshold, and better than the £498 reported in Q4 2020/21.					

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
Number of affordable homes delivered	Bigger is better	111	63	77		Better than Q4 2021/22
Reason below target:	<p>The delivery of new affordable housing is subject to a number of external factors that are beyond the Council's control. Overall, there are currently 290 affordable homes with planning permission across the borough that are yet to be built.</p> <p>A large proportion of the units delivered this quarter have been delivered by the Council as developer and registered provider in its own right. This demonstrates the commitment to the delivery of new affordable homes in the borough.</p> <p>As we are approaching the end of the existing Local Plan period, there are few allocated housing sites left to be brought forward for delivery. This is impacting the number of homes that can be built as designated land is limited.</p>					

Action required:	<p>Work to progress the new Central Lancashire Local Plan is continuing, with the first consultation on the preferred options being held over quarter three and four 2022/23. The new plan will increase the availability of developable land suitable for affordable housing.</p> <p>The next steps are to continue to prepare a draft local plan that will including a suite of sites for all land uses ready for further consultation with residents, local stakeholders and statutory bodies.</p> <p>Additionally, the corporate project to deliver affordable homes will be delivered over 2022/23, which will explore options to increase the availability of affordable housing, such as in building or acquiring properties.</p>
Trend:	The indicator is performing better than the 63 reported in Q4 2021/22 and the 47 reported in Q4 2020/21.

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
Overall employment rate	Bigger is better	80%	74.8%	71.8%		Worse than Q4 2021/22
Reason below target:	The indicator is performing below the target of 80% and is below the regional (73.5%) and national (75.6%) averages. Chorley has a higher than average number of self-employed people and small businesses, which are more vulnerable to economic pressures such as the increasing cost of business. This has been the main contributing factor towards the decrease in the overall employment rate compared to the previous quarter.					
Action required:	<p>The Council will continue to deliver grants that are linked to job creation, such as the Choose Chorley and the BIG grants. The Council will be taking forward initiatives to support businesses to take on apprenticeships, further increasing the variety of high-quality employment opportunities in the borough.</p> <p>A priority focus for the Business Engagement Team is to ensure that Chorley businesses are sustainable and able to grow, which in turn will lead to the creation of more employment opportunities in the Borough.</p> <p>From quarter one 2023/24, the indicator will be measured against the north west average in order to more accurately review performance within the regional economic context. According to this, the figure for quarter four 2022/23 would be performing below the north west average of 73.5% but within the 5% threshold permitted</p>					
Trend:	The indicator is performing worse than the 74.8% reported in Q4 2021/22.					

42. The full outturn information is available at appendix A.

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, seven can be reported at the end of the fourth quarter. The full outturn of information is presented at appendix B. Note that of the seven indicators one is being baseline and therefore does not have a performance rating.



44. Four indicators are performing above or on target:

- Percentage of Council Tax collected,
- Percentage of minor planning applications decided within 8 weeks or agreed time extension,
- Percentage of major planning applications decided within 13 (16 fir EIA) weeks or agreed extension of time,
- Average time taken to process new council tax support, housing benefit claims and change in circumstances.

45. One indicator is performing below target but within the 5% threshold:

- Percentage of Business Rates (NNDR) collected.

46. One indicator is performing below target and outside of threshold:

- Town centre vacancy rate,

Indicator	Polarity	Target	Q4 2021/22	Q4 2022/23	Symbol	Trend
Town centre vacancy rate	Smaller is better	8%	10.6%	13.56%	▲	Worse than Q4 2021/22
Reason below target:	<p>The town centre vacancy rate has been impacted by the current cost of living crisis, which was reduced the volume of footfall visiting the town centre and the spending power of shoppers. This has placed additional pressures on businesses, with anecdotal feedback indicating that the challenges as a result of the cost of living and is one of the main factors impacting business closures.</p> <p>Over quarter four, there were ten new vacancies in the town centre whilst five new businesses opened including two</p>					

	barbers, a micropub as well as two food stalls at the covered market.
Action required:	<p>Proactive marketing of vacant units is continuing to be undertaken and the Council works in association with local agents in order to market and manage vacancies in the town centre as well as handling direct enquiries from prospective businesses.</p> <p>New town centre assets, such as 1498 @ The Markets, are also being advertised in order to encourage residents into the centre. This advertisement campaign will seek increase footfall and provide a boost to businesses through visitors, preventing further vacancies.</p> <p>Going into 2023/24, the indicator will be reported against the North West average in order to better understand local performance within a context of the regional business and economic landscape.</p>
Trend:	The indicator is performing worse than the 10.6% reported in Q4 2021/22 and the 10.3% reported in Q4 2020/21. It is also performing above the north west average of 10.4% and the national average of 11%.

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 Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

- 48. An Impact Assessment (IA) was completed in October 2022, which was considered as part of the approval process for the Corporate Strategy 2022. IAs have also been individually conducted for each corporate project as part of the planning and documentation process. This has ensured that the impact on equality, our communities, and the environment has been fully considered and addressed. The completed IA for the Corporate Strategy 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. There are no directly financial implications arising from this report. There is, however, a direct impact between performance outcomes and the financial position of the

Council. The Council's financial position is reported quarterly within the relevant finance monitoring reports

Comments of the Monitoring Officer

51. There are no direct legal implications arising from this report. Performance against the Corporate Strategy and key service delivery measures is set out. This can be seen as part of our commitment to acting in an open and transparent manner.

Background documents

52. The following documents are background items to this report:

- [Corporate Strategy 2022](#),
- [Corporate Strategy 2022 Cover Report](#),
- [Corporate Strategy 2022 Impact Assessment](#).

Appendices

53. The following appendixes are included with the report:

- Appendix A – Performance of 2021 Corporate Strategy key measures,
- Appendix B – Performance of key service delivery measures.

Report Author:	Email:	Telephone:	Date:
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This decision will come into force and may be implemented five working days after its publication date, subject to being called in in accordance with the Council's Constitution.

Appendix A – Performance of 2021 Corporate Strategy key measures

Indicator Name	Polarity	Target	Previous Reported Period	Q4	Symbol	Trend
Involving residents in improving their local area and equality of access for all						
The number of SOAs in the worst 10%	Smaller is better	3	Last published 2019 – no update available		-	-
Number of claimants as a proportion of resident population of the area aged 16 to 64	Smaller is better	Better than the NW Avg. (4.3%)	2.6% (Q3 22/23)	2.7%	★	Worse than Q4 2021/22
Number of people attending online digital skills sessions	Bigger is Better	300	205 (Q3 22/23)	359	★	Better than Q4 2021/22
% population with NVQ level 3 or above	Bigger is Better	57%	69.9% (Q4 21/22)	Not published	-	-
Number of people who participate in a volunteering opportunity (as part of the Employability Pathway)	Bigger is Better	75	13 (Q3 22/23)	34	▲	Worse than Q4 2021/22
Clean Safe and Healthy Homes and Communities						
Number of visitors to Council leisure centres	Bigger is Better	Baseline	243,149 ¹ (Q3 22/23)	325,012	-	Better than Q4 2021/22
Number of affordable homes delivered	Bigger is Better	100	10 (Q2 22/23)	77	▲	Better than Q4 2021/22
Number of volunteer community groups supported to improve by the Council	Bigger is Better	100	143 (Q3 22/23)	175	★	Better than Q4 2021/22
Number of long-term empty properties in the borough	Smaller is better	150	125 (Q3 22/23)	133	★	Better than Q4 2021/22
Percentage of household waste sent for refuse, recycling or composting	Bigger is Better	Better than 20/21 (46.9%)	45.3% (Q2 22/23)	46.2% ²	●	Worse than Q3 2021/22
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Bigger is Better	15	-	15	★	-
Strong Local Economy						
Overall employment rate	Bigger is Better	80%	75.4% (Q3 22/23)	71.8%	▲	Worse than Q4 2021/22
Number of projected jobs created through Chorley Council support or intervention	Bigger is Better	200	220 (Q3 22/23)	316.5	★	Better than Q4 2021/22
The % of 16-17-year olds who are not in education, employment or training (NEET)	Smaller is better	3%	2.4% (Q3 22/23)	2.5%	★	Better than Q4 2021/22

¹ Revised cumulative figure reported at Quarter Three.

² This indicator is reported in arrears and reflects quarter three 2022/23 performance. Its previous performance relates to quarter two.

Indicator Name	Polarity	Target	Previous Reported Period	Q4	Symbol	Trend	
Growth in business rate base	Bigger is Better	0.5%	0.1% (Q4 21/22)	-0.03%	▲	Worse than Q4 2021/22	0.1%
% increase in visitor numbers	Bigger is Better	2%	-	113%	★	Better than Q4 2021/22	-69.40%
Median workplace earnings in the borough	Bigger is Better	Better than the NW Avg. (£602.3)	£552.8 (Q4 21/22)	£539.40	▲	Worse than Q4 2021/22	£552.8
Median earnings by place of residence	Bigger is Better	Better than the NW Avg. (£603.7)	£645.1 (Q4 21/22)	£649.8	★	Better than Q4 2021/22	£645.1

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

% Households living in fuel poverty	Smaller is better	Better than the NW Avg. (14.40%)	11.9% (Q2 21/22)	11.6% (Q2 22/23)	★	Better than Q2 2021/22	11.9%
Percentage of service requests received online	Bigger is Better	40%	60.65% (Q3 22/23)	59.17%	★	Better than Q4 2021/22	50.5%
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	17.52% (Q3 22/23)	17.41%	★	Worse than Q4 2021/22	14.94%
Number of people referred to social prescribing, including Population Health Management	Bigger is Better	700	1,501 (Q3 22/23)	1,846	★	Better than Q4 2021/22	1,178

Appendix B – Performance of key service delivery measures

Indicator Name	Polarity	Target	Q3 2022/2023	Q4 2022/23	Symbol	Trend	
Town centre vacancy rate	Smaller is better	8%	11.05%	13.56%	▲	Worse than Q4 2021/22	10.6%
Percentage of minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	98%	100%	★	Same as Q4 2021/22	100%
Percentage of major planning applications decided within 13 (16 fir EIA) weeks or agreed extension of time	Bigger is better	80%	100%	87%	★	Worse than Q4 2021/22	100%
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	To be Baselined 2023	8.23 days	9.01 days	-	Worse than Q4 2021/22	3.27 days
Percentage of Council Tax collected	Bigger is better	97.16%	85.09%	97.19%	★	Better than Q4 2021/22	97.16%
Percentage of Business Rates (NNDR) collected	Bigger is better	96.75%	79.9%	96.26%	●	Worse than Q4 2021/22	96.75%
Average time taken to process new council tax support, housing benefit claims and change in circumstances	Smaller is better	3.52 days	3.86 days	3.5 days	★	Better than Q4 2021/22	3.52 days

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