

Report of	Meeting	Date
Director (Change and Delivery) (Introduced by Executive Member (Resources))	Executive Cabinet  Overview and Scrutiny Performance Panel	14 November 2024  21 November 2024

## Chorley Quarter Two Performance Monitoring Report 2024-25

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 second quarter of 2024/25, covering 1 July 2024 to 30 September 2024.

### Recommendations to Executive Cabinet

2. That the report be noted.

### Recommendations to Overview and Scrutiny

3. The Committee is asked to challenge performance and make appropriate recommendations.

### Reasons for recommendations

4. To ensure the effective performance monitoring of the Corporate Strategy and safeguard its delivery across 2024/25.

### Other options considered and rejected

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

### Executive summary

6. The Corporate Strategy was approved in November 2023 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 two in the 2024/25 financial year and reflects delivery between July and September 2024.
7. Overall performance of the Corporate Strategy projects is very good, with three projects (15%) are now complete and 14 projects (74%) rated green, meaning they

are progressing according to schedule. Two projects (11%) have been rated amber, which provides an early warning sign of potential delays, and action plans for these projects are contained within the report.

8. Performance of the Corporate Strategy indicators and key service delivery measures continue to be closely monitored, with 92% of Corporate Strategy measures and 100% of key service delivery measures performing on or above target or within the 5% threshold.

### **Corporate priorities**

9. The report relates to the following corporate priorities:

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

### **Background to the report**

10. 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.
11. The Corporate Strategy was approved by the Council in November 2023 and includes 19 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 and ensure that Chorley is in the best possible position for the future.
12. 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 energy efficient 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 Two

13. Progress has been made in quarter two on the projects to refresh both the Prevention of Homelessness Strategy, and the Housing Strategy. Drafts of both strategies have been completed, and informal internal consultations have taken place with the Senior Management Team and Members. Feedback from these consultations has been incorporated into the second drafts, which are scheduled for comprehensive formal consultation to commence next quarter. The formal consultation will run for a period of six weeks, after which a report outlining the next steps will be presented for decision.
14. The project to develop and deliver a plan to improve housing standards across the borough has continued this quarter. The initial phase, which involves assessing properties in the private rented sector with an energy rating of E or below is expected to be finalised at the start of quarter three. Once this assessment is complete, the project will move to stage one, which involves sending targeted letters to the owners of the identified properties, outlining the required steps and timelines to comply with minimum energy efficiency standards. The project will then progress to stage two, which will involve undertaking enforcement action.
15. The project to deliver the Home Energy Support Scheme has continued in quarter two with the Council attending 18 events across the borough to promote the service, engage with residents, offer home visits, and provide information on small measures to improve home energy efficiency, such as installing low-energy lightbulbs. A total of 284 home visits have been conducted, and 5,733 small measures have been distributed. These measures typically include items such as hot water bottles, insulated thermal cups, hats, gloves, socks, radiator foil, and self-adhesive draught excluders

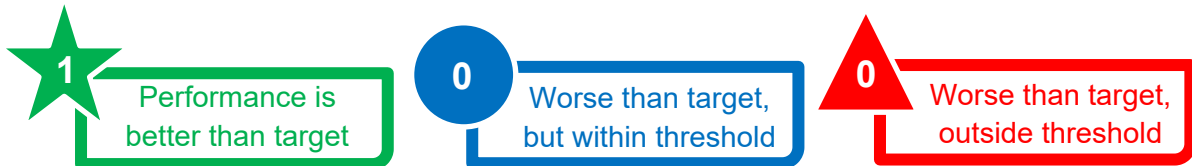
## Performance of key projects



16. There are five projects included in the 2023 Corporate Strategy under this priority and at the end of quarter two, overall performance is good.
17. Four projects are rated as green, meaning they are progressing according to timescales and plan:
- Refresh the prevention of homelessness strategy,
  - Develop and deliver a plan to improve housing standards across the borough,
  - Deliver the home energy support scheme,
  - Refresh the housing strategy.
18. One project is rated as Amber:
- Deliver the Local Plan

Project Title:		Project Status:
Develop the Local Plan		Amber
<b>Explanation:</b>	<p>Significant progress has been made on developing the new Central Lancashire Local Plan with more than 80% of the policies being drafted, and evidence commissioned on retail, housing need and demand and playing pitches.</p> <p>Some of the evidence particularly the Strategic Flood Risk Assessments (SFRA) Level 2 work will be published late in the calendar year and so it is a challenging but achievable programme to finalise the plan ready for approval in January 2025.</p> <p>The Consultation on Planning reform published by MHCLG has also created some flux and uncertainty, however the three Councils remain committed to delivering the Central Lancashire Local Plan as per the LDS and under the proposed transitional arrangements included within the reforms.</p>	
<b>Action required:</b>	<p>The Central Lancashire Steering Group will continue to closely monitor the programme and progress.</p> <p>Officers are working closely with our consultants and partners to finalise policies and the supporting evidence base ready for the Local Plan to be presented for three Council approvals in January 2025.</p>	

## Performance of corporate strategy measures



19. At the end of quarter two, two of the three corporate performance indicators under this priority are due to be reported.
20. One indicator is reported on a bi-annual basis, however the quarter two data is reliant on third party data supplied by housing providers and was not available at the time of report publication:
  - The number of affordable homes delivered.
21. One indicator is performing on or better than target:
  - Number of long-term empty properties in the borough.

# 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 Two

22. The project to increase the number of parks with a Green Flag Status has been completed. Chorley now has two additional parks that have been awarded Green Flag status, meaning that there are now eight of Chorley's parks and open spaces with this prestigious award. The two new Green Flags have been awarded to Tatton Recreation Grounds and Carr Brook Linear Park, joining the ranks of historic award-winning sites such as Astley Park, Withnell Linear Park Nature Reserve, Harpers Recreation Ground, Rangleys Recreation Ground, Yarrow Valley Country Park and Coronation Recreation Ground. Welcoming two more areas into the Council's Green Flag Award-winning portfolio is a significant achievement and a testament to the ongoing efforts to maintain and enhance our parks and open spaces for the enjoyment of all.
23. Year two of the five-year bus shelter improvement plan, aimed at enhancing Chorley's bus shelter network, has been successfully completed. The project has surpassed its year two targets by installing a total of 59 bus shelters, exceeding the initial goal of 45. Additionally, all five planned living roof shelters have been installed. These are located on Preston Road outside the hospital, on Eaves Lane opposite Geoffrey Street, on Pall Mall outside ASDA, and two on Shepherds Way, both outside and opposite the bus station. These living roof shelters have transformed the roofs into vibrant gardens, featuring native wildflowers and plants, and providing green habitats for bees and other pollinators. The overall programme to replace over 80 Chorley Council-owned bus shelters will continue as part of the service's delivery plan.
24. The Council continues to support eligible local businesses through the Business Energy Support Scheme helping them reduce energy usage and costs, supporting business viability and contributing toward the Councils' environmental targets. To date, 44 applications have been received and referred to the Chamber of Commerce Low Carbon to undertake the necessary energy audits, before grant applications can be progressed. In quarter two, one grant application has been successfully awarded, enabling the business to implement the energy efficiency measures identified in their energy audit. Promotion of the scheme continues through the website, social media channels, newsletters, events and client engagement meetings.
25. In quarter two, the project to maintain and improve council buildings has made good progress. Internal decoration works have commenced in the Town Hall, including painting all public areas. Additional surveys have been undertaken which have identified a package of upgrade and maintenance works to be completed such as stone repairs, roofing, pointing, wooden doors and mechanical and electrical. There has been consultation with residents regarding the All Seasons swimming pool to understand their preferences for the updated pool, which will include a new walkway.

The tender exercise for the All Seasons refurbishment was completed in quarter two, with the award of the contract taking place over the next quarter.

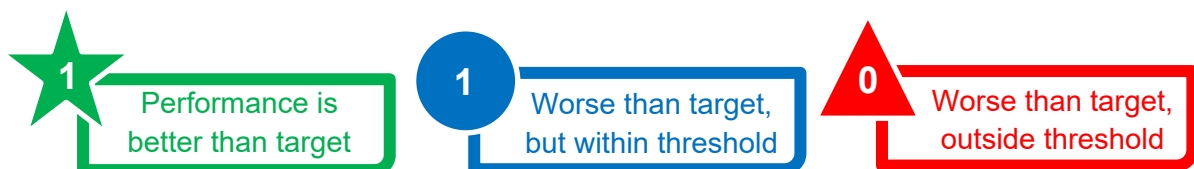
26. The project to improve Chorley Bus Station has made progress this quarter with the installation of digital information screens which will showcase Council events and a touch screen tourist information point, enhancing the customer experience and providing a welcoming entrance to the town centre. The tender exercise for the installation of a green wall concluded this quarter, with the contract awarded and installation set to commence in quarter three.

### Performance of key projects



27. There are six projects included in the 2023 Corporate Strategy under this priority and at the end of quarter two, overall performance is excellent.
28. Three projects have been classified as completed, indicating that they have delivered the milestones planned for this year:
- Increase the Number of Parks with a Green Flag Status,
  - Continue to deliver improvements to Chorley’s bus shelter network,
  - Deliver a Rural Business support and grant scheme (completed quarter one).
29. Three projects are rated as green, meaning they are progressing according to timescales and plan:
- Deliver the business energy support scheme to boost business across the borough,
  - Maintain and improve council buildings,
  - Develop and deliver a plan to improve Chorley bus station.

### Performance of corporate strategy measures



30. At the end of quarter two, two of the four corporate performance indicators under this priority are due to be reported.
31. Both indicators are performing on or better than target or within the 5% threshold:
- Number of bus shelters improved,
  - Percentage of household waste sent for reuse, recycling, or composting.

# 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 Two

32. The development of a Destination Management Plan for the borough has made good progress in quarter two. Stakeholder consultations have been completed, and feedback and analysis has been provided, along with a draft destination management plan and suggestions for future branding. These will now be presented for approval to both the Senior Management Team and Members next quarter. All feedback and amendments will be incorporated into the final destination management plan, which will be ready for adoption by Council in January 2025.
33. The Jobs and Skills programme to upskill residents across the borough, has progressed during the quarter with the delivery of the Chorley Employment Gateway Expo. The event took place in July 2024 at Inspire Youth Zone which attracted 133 residents seeking employment support or volunteering opportunities and saw participation from 41 employers and organisations promoting their vacancies, courses, and support offers. Feedback analysis revealed that 80% of visitors and 75% of exhibitors were satisfied with the event, and 74% of visitors either secured employment or felt better positioned to do so as a result of attending. The Chorley Apprenticeship Grants continued this quarter, with seven grants offered to date and an additional four progressing through the application process. The Employment and Skills Strategic Framework also advanced, with a partner engagement survey conducted to gather insights from local employers and organisations that support residents in preparing for, finding, or sustaining employment. Initial results indicate a gap between the training and courses offered and the skills businesses need. Discussions are underway with training and education providers to host a further consultation session to explore the issue and identify ways in which business needs can be better represented. Looking ahead to the next quarter, the findings from this survey will be used to ensure that the priorities listed in the strategic framework align with the needs of employers and residents in the borough.



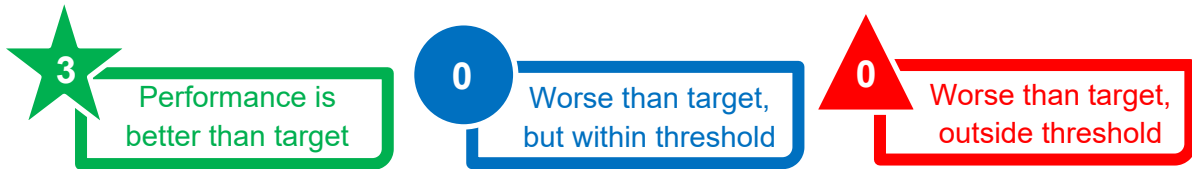
## Performance of key projects



34. There are three projects included in the 2023 Corporate Strategy under this priority and at the end of quarter two, overall performance is good.
35. Two projects are rated as green, meaning they are progressing according to timescales and plan:
- Develop a destination management plan for the borough,
  - Deliver a jobs and skills programme to upskill residents across the borough.
36. One project is rated as Amber:
- Refresh of the Economic Development strategy to promote growth across the borough.

Project Title:	Project Status:
Refresh of the Economic Development Strategy to promote growth across the borough	Amber
<b>Explanation:</b>	<p>This project is rated as Amber to highlight the delays that are beyond the original approved plan completion dates.</p> <p>The review of the current action plan has taken place as planned and all milestones for this quarter are complete, however it is anticipated that the final deadline will now extend beyond the overall agreed deadline, whilst still remaining within the delivery year.</p> <p>The reasons for the delay in developing the strategy are to consider the future funding position after UKSPF and available resources within the council to take the strategy forward. There is also work being undertaken to look at the role of partners in supporting the refresh and implementation of economic priorities. The success of the economic strategy hinges on the activities, investments and programs that are put in place. Increasing employment and job quality, improving quality of life for today and in the long term, and boosting the overall business climate requires stakeholder input.</p>
<b>Action required:</b>	<p>Significant progress has been made over the last two years delivering the action plan across all priority themes including Space for Business, Jobs and Skills, Employability and Business Support.</p> <p>A report is due to be presented to Senior Management Team in October which will set out a proposal around the rewrite of the Economic Strategy and the request for a more thorough and extensive consultation and stakeholder involvement. There is also complementary work being undertaken to look at future staffing structures, roles and responsibilities to ensure there is capacity and capability to deliver.</p> <p>It is anticipated that the strategy will now be finalised and put forward for Cabinet approval by the end of quarter four.</p>

## Performance of corporate strategy measures



37. At the end of quarter two, three of the four corporate performance indicators under this priority are due to be reported.
38. All three indicators are performing on or better than target:
  - Number of projected jobs created through Chorley Council support or intervention,
  - Number of business engagements by the Council,
  - The percentage of 16-17 year olds who are not in education, employment, or training (NEET).

# Healthy, 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 Two

39. The project to launch an enhanced social prescribing service focused on supporting families and early years continues to progress well. This quarter, the service supported 49 families referred into the programme. Additionally, 28 referrals were made to external partners for specialised support, and 65 signposts were provided to enhance family wellbeing. To support this project, phase 5 of the Household Support Fund was delivered, with £124,350 allocated to assist 3,056 households experiencing financial hardship, providing support with energy, food, and essential items. Preparations have also begun for Christmas, including a Christmas toy appeal. The toy appeal requests donations of new, unwrapped toys from 26 November to 1 December to support children aged 0 -17 who might not receive a present this Christmas.
40. The Cost of Living Action Plan has continued to make good progress in quarter two. Chorley Conversations have been taking place, with a total of 96 consultations conducted through Council activities to capture qualitative feedback from residents about how they are coping with cost-of-living challenges. These conversations occurred at the Summer Playday, Chorley's food club, suicide awareness events, and during household support fund triaging calls. Those in need of immediate help are supported and triaged where required, and once the data gathered is analysed it will be used to outline the next steps in providing a range of support and interventions for residents to help meet the cost-of-living challenges. Work has been commissioned to deliver three employability programmes targeting Not In Education Employment or Training (NEET) young people by Inspire Youth Zone, those furthest from employment by UDevelop, and those needing job search support by Jigsaw in partnership with Chorley Council. To date, 108 individuals have been supported by UDevelop, 63 individuals by the Youth Zone, and 9 individuals by Jigsaw. Following local data analysis indicating Clayton Brook as a hotspot for NEET, a separate employability group has been commissioned which will take place in Clayton Brook and is due to start in Clayton Brook in quarter three. An Education, Employment or Training (EET) focus group has been initiated with partners to develop an informed and coordinated approach to addressing NEET rates. Positive outcomes from the focus group include data sharing with Lancashire County Council to acquire a list of NEET young people in Chorley, enabling direct contact via Inspire. Discussions have also taken place on

sustaining NEET activities beyond current funding and the expansion of the group to include more partners for better referrals. Areas of focus for the group going forward will be improving transitions between educational stages and developing specific pathways for NEET young people.

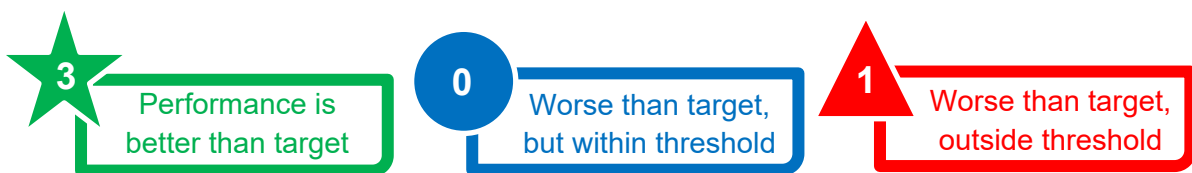
41. During the quarter the Health and Wellbeing Programme continued to support the needs of residents across the borough. A new programme of activities, developed in partnership with Chorley Leisure, commenced towards the end of quarter two. This 26-week programme, offered across three leisure sites (All Seasons, Clayton Green, and Westway), targets currently inactive individuals by providing low-level activities with a social focus and an initial subsidy to reduce participation barriers. The sessions include spin and social, circuits and social, racquets and social, and gym and social. These activities have been promoted via social media, resulting in 299 attendees across all four activities. Additionally, detailed planning has been undertaken for a Health Festival, focusing on families and starting well. The festival will take place on Saturday, 2nd November at All Seasons Leisure Centre, offering a fun and free day out for all the family, including free swimming sessions and various activities. Attendees will also have the opportunity to learn about a range of support services. So far, 27 stallholders have confirmed their attendance, providing information and support on health checks, food clubs, cost of living, dental services, social prescribing, and mental health services.
42. The delivery of a Borough Anti-Social Behaviour Action Plan continued in quarter two with regular diversionary activities taking place in the summer holidays at Westway. These activities included football sessions every Tuesday provided by Preston North End (PNE) Community Trust, as well as indoor arts and crafts, and baking sessions. These were well attended, engaging more than 500 young people. The Guardian Hubs have also been relaunched, which involve representatives from education, the Children and Family Wellbeing service, the Police, and housing, with the aim of diverting young people away from anti-social behaviour. Preparation work was also undertaken for Bright Sparks, providing diversionary activities such as Mischief Night and Halloween for young people over October half term. This initiative aims to prevent anti-social behaviour during this period and in the future by offering a range of engaging activities.
43. Over the quarter, significant progress has been made in developing the Transformation Programme to meet the Council's current needs. The programme's monitoring will be part of the broader Fit for the Future initiative, overseen by a new Change and Delivery Board, which will identify budget savings, address skill gaps, and provide growth opportunities. Engagement has taken place alongside the development of the Corporate Strategy, with the Senior Management Team and two staff workshops identifying potential projects for the Transformation Programme. To ensure robust governance, the terms of reference for the Change and Delivery Board and a refreshed Project Management Framework and Toolkit have been developed. Looking ahead, the focus will be on agreeing the final transformation projects, approving the Terms of Reference, and commencing the Change and Delivery Board meetings.

### Performance of key projects



44. There are five projects included in the 2023 Corporate Strategy under this priority and at the end of quarter two, overall performance is excellent.
45. All five projects are rated as green, meaning they are progressing according to timescales and plan:
  - Launch an enhanced social prescribing service focussed on supporting family and early years,
  - Deliver the cost of living action plan,
  - Deliver a health and wellbeing programme to support the needs of residents across the borough,
  - Delivery of a borough anti-social behaviour action plan,
  - Refresh and deliver the transformation programme.

### Performance of corporate strategy measures



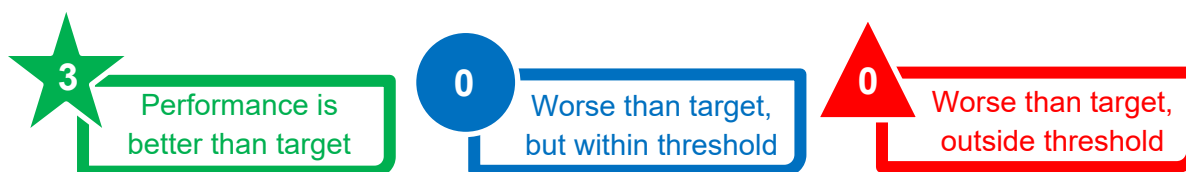
46. At the end of quarter two, five of the six corporate performance indicators under this priority are due to be reported.
47. One indicator is being baselined in 2024/25:
  - The average percentage reduction in GP appointments following support from the council.
48. Three indicators are performing on or better than target:
  - The number of visits to Council's leisure centres,
  - Average improvement in wellbeing score following support from the council,
  - % of service requests received online.
49. One indicator is performing below target and outside the 5% threshold:
  - The percentage of customers dissatisfied with the service they received from the council.

Indicator	Polarity	Target	Q2 2023/24	Q2 2024/25	Symbol	Trend
The percentage of customers dissatisfied with the service they received from the council	Smaller is better	17%	17.46%	<b>24.36%</b>	▲	Worse than Q2 2023/24
<b>Reason below target:</b>	In previous years the data used to measure customer dissatisfaction was captured through a survey which was emailed to all customers who had interacted with the council online. This survey asked a single question 'Taking everything into account how satisfied were you with the overall service you received from the Council in this instance? From April 2024 the source for measuring the level of customer satisfaction changed with the data now collected through a 4-question telephone survey, which inbound callers to the contact centre can opt in to complete. This indicator is therefore only a snapshot of residents' satisfaction as it is based on the					

	<p>customer experience when contacting customer services and is not comparable to the previous reporting mechanism.</p> <p>By the end of quarter two a total of 1,720 responses have been received with 419 negative responses, this represents a much larger response rate than the same period last year (315 responses with 55 negative responses). The year to date performance at the end of quarter two is off track based on the original 17% target, however customer dissatisfactions levels in month for September are 15.09%.</p> <p>When the Customer Access Charter was adopted the 2024/25 target for customer satisfaction was set at 70%, and at the end of quarter two performance is within tolerance, with 69.1% of customers being satisfied with the service they received from the Council. However, the original dissatisfaction target of 17% has not been reset to reflect we are now capturing different information.</p> <p>On the question “How do you rate the service provided by the advisor you spoke to today?” responses are typically satisfied/very satisfied (almost 76% at the end of quarter two). This demonstrates our staff are representative of our values and are striving to be customer focussed, delivering quality services and making a difference.</p> <p>Levels of satisfaction or dissatisfaction with customer service is not widely available for other Lancashire authorities for benchmarking purposes. however when compared to South Ribble, Chorley’s dissatisfaction levels for inbound callers to the contact centre are comparable.</p>
<p><b>Action required:</b></p>	<p>The Customer Access Charter was adopted in 2023/24 and therefore this indicator will be revised in the 2024/25 corporate strategy to ensure that it now aligns with the Customer Access Charter.</p> <p>An additional question has now been added to the survey to gain consent to contact customers for their feedback if they opt in to complete the survey. Although it is often difficult to make outbound contact with customers, feedback from the first small sample of dissatisfied customers has established that they are giving a negative response to the question “How easy was it to complete what you wanted to do today?” simply because their enquiry outcome was not what they hoped for. One example of this is when a hedge cutting request was delayed due to bird nesting season. This suggests that the survey questions may be ambiguous, and the responses may not accurately capture satisfaction levels when contacting customer services.</p> <p>A review of the survey will be completed to simplify the questions and make sure they are fit for purpose. As part of this review surveys used by other councils and also private sector organisations will be considered and adapted for our purposes.</p> <p>New payment software will be implemented later this year, which will comply with the recording and monitoring of calls. These recordings will be used for training purposes as well as performance feedback in 1-1 discussions with staff.</p>
<p><b>Trend:</b></p>	<p>This indicator is performing worse than the 17.46% reported in Q2 2023/24.</p>

## Performance of National and Regional Comparators

50. In addition to delivery indicators under each of the key priorities, the Council also measures outcomes compared to national and regional performance indicators within the Corporate Strategy.



51. At the end of quarter two, three of the five corporate performance indicators under this category are due to be reported, and full outturn information is available at Appendix A.
52. All three indicators are performing on or above target or within the 5% threshold:
- The number of claimants as a proportion of the resident population of the area aged 16-64,
  - Town Centre vacancy rate,
  - Overall employment rate.

## Performance of Key Service Measures

53. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance.



54. At the end of quarter two, all six key service measures are due to be reported. The full outturn information for this is available at Appendix B.
55. All six indicators are performing on or above target or within the 5% threshold:
- Percentage of minor planning applications decided within 8 weeks or agreed time extension,
  - Percentage of major planning applications decided within 13 (16 for EIA) weeks or agreed time extension,
  - Average working days per employee (FTE) per year lost through sickness absence,
  - Percentage of Council Tax collected,
  - Percentage of Business Rates (NNDR) collected,
  - Contact Centre inbound calls answered within wait time of less than 5 minutes.

## Climate change and air quality

56. 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

57. An Impact Assessment (IA) was completed in October 2023, which was considered as part of the approval process for the Corporate Strategy 2023. Impact Assessments 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.

## Risk

58. 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

59. There are no direct financial implications arising from this report. The performance detailed in this report has a link to the financial performance of the organisation as reported in the quarterly finance reports.

## Comments of the Monitoring Officer

60. There are no direct legal implications arising out of this report.

## Background documents

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

- [Corporate Strategy 2023](#)
- [Corporate Strategy 2023 cover report](#)

## Appendices

62. The following appendices 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 Name	Polarity	Target	Previous Reported Period	Quarter 2 2024/25		Trend (compared to same period last year Q2 2023/24)
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### Housing where residents can live well

Number of long-term empty properties in the borough	Smaller is better	150	132 (Q1 2024/25)	132	★	Worse than Q2 2023/24	121
Percentage of households living in fuel poverty	Smaller is Better	National Average 14.1%	11.1% (Q1 2024/25)	To be reported Q1 2025/26		-	-
No. of affordable homes delivered	Bigger is Better	37	117 (Q4 2023/24)	1Data unavailable		-	29

### A green and sustainable borough

Number of bus shelters improved	Bigger is better	45	45 (Q1 2024/25)	59	★	Reported from Q3 2023/24	-
Number of Trees Planted	Bigger is better	23,000	151,780 (Q4 2023/24)	To be reported Q4 2024/25		-	-
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Bigger is better	6	12 (Q4 2023/24)	To be reported Q4 2024/25		-	-
% of household waste sent for reuse, recycling, or composting (Q3 data)	Bigger is better	46.2%	43.3% (Q4 2023/24)	45.3% <sup>2</sup>	●	Worse than Q1 2023/24	46.2%

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

Number of projected jobs created through Chorley Council support or intervention	Bigger is better	100	42 (Q1 2024/25)	145	★	Worse than Q2 2023/24	159
The % of 16-17 year olds who are not in education, employment, or training (NEET)	Smaller is better	3.0%	3.8% (Q1 2024/25)	2.2%	★	Worse than Q2 2023/24	1.9%
Number of Business Engagements by the Council	Bigger is better	450	291 (Q1 2024/25)	646	★	Better than Q2 2023/24	527
Growth in the business rate base	Bigger is better	0.5%	14.81% (Q4 2023/24)	To be reported Q4 2024/25		-	-

<sup>1</sup> The number of affordable homes delivered is reported on a bi-annual basis however the quarter two data, which is reliant on third party data supplied by housing providers, was not available at the time of report publication

<sup>2</sup> This indicator is reported in arrears and reflects quarter one 2024/25 performance. Its previous performance relates to quarter four 2023/24.

Indicator Name	Polarity	Target	Previous Reported Period	Quarter 2 2024/25		Trend (compared to same period last year Q2 2023/24)	
<b>Healthy, safe, and engaged communities</b>							
The number of visits to Council's leisure centres	Bigger is better	170,000	95,209 (Q1 2024/25)	<b>187,560</b>	★	<b>Better than Q2 2023/24</b>	179,458
Average improvement in wellbeing score following support from the council	Bigger is Better	70%	76% (Q1 2024/25)	<b>98%</b>	★	<b>NEW for 2023/24</b>	-
Average % reduction in GP appointments following support from the council	Bigger is Better	Baseline	38% (Q1 2024/25)	<b>78%</b>	-	<b>NEW for 2024/25</b>	-
% of service requests received online	Bigger is better	50%	60.3% (Q1 2024/25)	<b>55.9%</b>	★	<b>Worse than Q2 2023/24</b>	56.91%
% of customers dissatisfied with the service they have received from the council	Smaller is better	17%	23.73% (Q1 2024/25)	<b>24.36%</b>	▲	<b>Worse than Q2 2023/24</b>	17.46%
% increase in visitor numbers to Chorley	Bigger is better	2%	31.5% (Q3 2023/24)	<b>To be reported Q3 2024/25</b>		-	-

<b>National and Regional Comparators</b>							
Overall employment rate	Bigger is Better	72.9% (Regional Average)	78.2% (Q1 2024/25)	<b>79.7%</b>	★	<b>Better than Q2 2023/24</b>	64.1%
The number of claimants as a proportion of resident population of the area aged 16-64	Smaller is Better	4.70% (Regional Average)	2.6% (Q1 2024/25)	<b>2.8%</b>	★	<b>Worse than Q2 2023/24</b>	2.3%
Town Centre Vacancy Rate	Smaller is better	11.25% <sup>4</sup>	8.55% (Q1 2024/25)	<b>8.26%</b>	★	<b>Worse than Q2 2023/24</b>	8.2%
Median Workplace Earnings better than the North West Average	Bigger is better	£646.30 (Regional Average)	£615.70 (Q4 2023/24)	<b>To be reported Q4 2024/25</b>		-	-
Earnings by place of residence (better than the North West average)	Bigger is better	£649.00 (Regional Average)	£668.50 (Q4 2022/23)	<b>To be reported Q4 2024/25</b>		-	-

<sup>3</sup>. This indicator tracks against the national average which was previously provided on a quarterly basis from an external source, the report is no longer available therefore this means that we will no longer be able to compare ourselves to the national rate as set out in the 2023/24 Corporate Strategy. The target of 11.25% is an average of the most recent national rate data over the last twelve months.

## Appendix B: Performance of key service delivery measures

★ Performance is better than target
 ● Worse than target but within threshold
 ▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Comparison (previous quarter)	Quarter 2 2024/25		Trend (compared to same period last year Q2 2023/24)	
				Value	Status	Trend	Value
% MINOR planning applications decided within 8 weeks or agreed time extension	Bigger is Better	85%	99.0% (Q1 2024/25)	<b>99.4%</b>	★	Better than Q2 2023/24	96.23%
% MAJOR planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is Better	80%	100% (Q1 2024/25)	<b>100%</b>	★	Same as Q2 2023/24	100%
Average working days per employee (FTE) per year lost through sickness absence	Smaller is Better	3.83 days	2.22 days (Q1 2024/25)	<b>3.51 Days</b>	★	Better than Q2 2023/24	3.83 days
Percentage of Council Tax collected	Bigger is Better	54.91% <sup>1</sup>	27.68% (Q1 2024/25)	<b>54.59%</b>	●	Worse than Q2 2023/24	54.91%
Percentage of Business Rates (NNDR) collected	Bigger is Better	50.16% <sup>1</sup>	29.84% (Q1 2024/25)	<b>54.97%</b>	★	Better than Q2 2023/24	50.16%
Contact Centre inbound calls answered within wait time of <5 minutes	Bigger is Better	55%	62.8% (Q1 2024/25)	<b>69.53%</b>	★	Worse than Q2 2023/24	84.29%

<sup>1</sup> The annual council tax/ business rates charge is payable by residents/ ratepayers in 10 or 12 monthly instalments. The targets for this indicator are therefore incremental and change every quarter. The quarterly targets are based on actual performance for the same period in the previous financial year.