

## Overview and Scrutiny Performance Panel

Wednesday, 27th July 2022, 6.30 pm

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

### Agenda

#### Apologies

- |   |  |                 |
|---|--|-----------------|
| 1 | <b>Minutes of meeting Thursday, 10 March 2022 of Overview and Scrutiny Performance Panel</b>   | (Pages 3 - 6)   |
| 2 | <b>Declarations of Any Interests</b><br><br>Members are reminded of their responsibility to declare any pecuniary interest in respect of matters contained in this agenda.<br><br>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 | <b>Performance Focus: Customer and Digital</b><br><br>To receive and consider the report of the Director of Change and Delivery  | (Pages 7 - 14)  |
| 4 | <b>Quarter Four Performance Monitoring Report 2021/22</b><br><br>To receive and consider the report of the Director of Change and Delivery   | (Pages 15 - 36) |
| 5 | <b>Any urgent business previously agreed with the Chair</b>  |                 |

Gary Hall  
Chief Executive

Electronic agendas sent to Members of the Overview and Scrutiny Performance Panel Councillor John Walker (Chair), Councillor Roy Lees (Vice-Chair) and Councillors Sarah Ainsworth, James Nevett, Michelle Le Marinel and Arjun Singh.

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**Minutes of** **Overview and Scrutiny Performance Panel**

**Meeting date** **Thursday, 10 March 2022**

**Members present:** Councillor John Walker (Chair), and Councillors Sarah Ainsworth and Aidy Riggott

**Officers:** Mark Lester (Director of Commercial Services) Victoria Willett (Service Lead - Transformation and Partnerships), Mark Lester (Director of Commercial and Property) and Jon-James Martin (Performance and Policy Officer) and Matthew Pawlyszyn (Democratic and Member Services Officer)

**Apologies:** Councillors Roy Lees and Julia Berry

**Other Members:** Councillors Alistair Bradley, Peter Gabbott and Alex Hilton

**20.OSP.22 Minutes of meeting Thursday, 13 January 2022 of Overview and Scrutiny Performance Panel**

**Decision:** The minutes were approved as a correct record.

**20.OSP.23 Declarations of Any Interests**

No interests were declared.

**20.OSP.24 Performance Focus - Commercial and Property**

The Committee welcomed Executive Leader, Executive Member (Economic Development and Public Service Reform) Councillor Alistair Bradley, Executive Member (Homes and Housing) Councillor Peter Gabbott and Director of Commercial Services Mark Lester.

The performance of the directorate was in four parts,

- Development
- Property
- Markets and Town Centre
- Accommodation

Of the 45 projects,

- 39 (81%) were classified as green or completed.
- 4 (8%) were put on hold and
- 5 (10%) were rated amber.

The directorate's spending was slightly over budget, although generated income from the directorate could vary yearly. The biggest expenditure was staffing, there was a reduction of income due to the decrease in collection of market rents and the removal of the car parking charges prior to Christmas 2021 as part of the corporate bounce back. It was highlighted that the cost for the new car park came from the car park budget rather than the town centre budget.

It was understood that the difficulty in recruitment and gaps in the structure were a cause for the underperformance of some indicators.

During lockdown, the number of requests made to purchase freehold reversion and housing valuation increased, this resulted in the time taken to issue the letters.

The below target figure for the rent collected from Digital Office Park was due to Covid-19. The Council decided to allow those behind on their commercial rent time to recover and clear their arrears, but each case was dealt with on a case by case basis. There were guidance notes for enforcement and Officer discretion allowed. Businesses that requested grants or funding were required to provide the Council with their finances, and the Council learnt the sustainability of the businesses and had been able to offer advice and support where possible during the difficult period.

Voids in the covered market had mostly been resolved since the writing of the report, those outstanding were temporary the Council created to move units around. In other areas of the town centre excluding Market Walk, voids were below target at 14.7%. There were signs that the target of 7.5% would soon be met and exceeded, as long-term empty units were returning to the market. However, some larger units on Market Street were still empty, and under private landlords, of which the Council had no control over the rent. It was suggested that some rates levied by private landlords was too high and unsustainable considering the current market and economic environment.

The town centre vacancy rate was 11.2% with a target of 8%. The response rate for CCTV within 5 days was below target, no single reason provided an explanation, the answer was a mixture of variables.

With the reduction of Covid-19 restrictions, the Council desired to engage and support Community Centres re-opening. The current occupancy rate was 44.18% with a target of 51%. Prior to Covid-19, the occupancy rate was 60%.

Accommodation figures were positive. There was efficient use of assets, with lower rates of voids at Primrose Gardens and Cotswold House. There was some delay in payments that was related to housing benefits and by Quarter Four, this was expected to be rectified. Over the winter, the Cotswold facilities that were not being used due to Covid-19 were used by the Winter Watch Service to shelter people from the streets. The reopening of Primrose Gardens and its facilities was at a more cautious pace due to the vulnerability of residents.

Members questioned if the targets within the report related to Primrose and Cotswold were realistically achievable. It was confirmed that the performance targets were based on the business models that were, at the time a best guess, but there were factors with turnaround time that was out of the control of the Council, such as the circumstances in which units became available.

Members raised that they were unaware that there were conference facilities at Primrose. It was suggested that Members were given a tour of the facilities and gain a greater understanding of what the Council had to offer Communities and Community Groups.

Alker Lane, which was now known as Strawberry Meadows was one of the four corporate strategy projects. Approximately 60% of the units had been let. The larger units were to be rebranded and targeted to potential tenants. Strawberry Fields was expected to break even for the first time, although once conceived as hotdesking space had now been repurposed to create more fixed offices in response to the rise Covid-19, hybrid and home working, the sustainability of the proposed model was lost. It was currently uncertain if the project would need to return to council for additional investment.

The new Market Walk had a single remaining unit, there was no current rush to fill it, as potential options were being discussed. At present the empty unit was being used on a temporary basis by various charitable organisations to store collected aid for Ukraine, the Council provided temporary power provision to the unit.

The Town Centre witnessed the reemergence of custom, with increased footfall, but it was acknowledged that it would take time to get over the issues caused by two years of Covid-19, restrictions, and lockdowns. Coach visits was impacted by Covid, but both shopping and football coaches were returning.

Further improvements to the Town Centre was underway and was recently awarded 'Loo of the year' for the seventh year running.

£1,000,000 was being invested in Bengal Street and the issues at the Tatton Care Scheme have been resolved, with optimism that the completion programme was on track, and to be opened throughout 2022 and 2023.

The Whittle GP Surgery and Community Centre was due to open 17 March.

Mark Lester in response to Chair's request for an assessment of his time in the role expressed the benefit of hybrid working across two organisations. The two organisations were able to share expertise, capacity, and resources both formally and informally. The Shared Services allowed both councils to build and maintain strong working relationships and enabled stronger bids for grants and funding.

**Decision: The report was noted.**

## **20.OSP.25 Business Plans Progress Update 2021/22**

The Committee welcomed Victoria Willett, Shared Service Lead - Transformation and Partnerships. She explained that the report was an end of year document and planning was underway to set the priorities for the coming year to support the corporate objectives.

The current business plans contain a total of 170 projects,

- 84 (49%) of projects were green,
- 18 (11%) amber,
- 55 (32%) had been completed,
- 9 (5%) on hold and

- 4 (2%) not started.

The report contained a graph representing the progress of each project, and for each project that was not green, the reasoning and planned action to correct the project was provided.

The cause of most of the amber indicators was related to the ongoing Covid recovery, capacity and staffing, ICT, and the prioritisation of other projects, in addition to other external factors outside the control of the Council.

Achievements to be highlighted included the resident satisfaction survey results, the 2021 events programme, delivered action on climate change, Astley Hall, the new Volunteering Policy, the South Ribble and Chorley Partnership and the previously covered Market and Town Centre improvements.

Appendix A contained the full list of 170 projects and their status. Those that were on hold to not started were to be evaluated, and a decision actioned if they were to move forward or to be differently resourced and prioritised.

It was confirmed that the list would be checked and monitored for any errors that may indicate that items were previously classified as red and were now classified as 'not started'. To explain how projects went from 'not started' or 'red' in the previous monitoring to 'completed' at this point in the year, it was likely that additional resource, such as external consultancy, had been allocated to accelerate and complete certain projects.

When considering capacity to deliver projects, recruitment to key roles was highlighted as being critical. Recruitment was ongoing, however, the Council intended to recruit internally to ensure opportunities and pathways for staff development, but this impacted time to fill all vacancies. The Council recently changed the way recruitment and roles were advertised. On the old system, the process was in house and an example provided was that an advertised position received 7 applications, on the new recruitment platform the same advertised position received nearly 80, which provided a broader range of potential candidate. The Council also intended to develop a People Strategy, which set out workforce development and succession planning by targeting particular markets or to grow and develop staff in house through apprenticeships and graduate schemes.

IT have reviewed their service with substantial work completed on systems behind the scenes as a priority; as a result the Council is now in a much better position and had been far more resilient to recent security risks. Focus was now on the front end technical support across the organisation.

Chair

Date

Report of	Meeting	Date
Director of Change and Delivery presented by Executive Member for Customer, Streetscene and Environment	Overview and Scrutiny Performance Panel	Wednesday, 27 July 2022

Is this report confidential?	No
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Is this decision key?	No
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## Performance Focus: Customer and Digital

### 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,
  - b) An overview of key performance measures over 2021/22,
  - c) An update on the Corporate Strategy projects.

### Recommendations to the Overview and Scrutiny Performance Panel

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:

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

6. Each quarter a directorate level performance update is presented to the Overview and Scrutiny Performance Panel for review. This directorate was last reviewed in June 2021. The directorate includes the following services:
- Shared Customer Services,
  - Shared ICT,
  - Neighbourhoods,
  - Streetscene.
7. This report presents an overview of the directorate's performance over 2021/22 up until March 2022, quarter four. The update covers performance on budget, service level indicators, and progress against the Corporate Strategy projects 2021/22.

### Directorate overview

8. Overall, performance across the directorate is good. Nearly three quarters of corporate and service level performance measures (71%) were performing on or above target by the end of quarter four 2021/22. The majority of projects within the business plan for the directorate are rated green/completed. Of eight projects five (62.5%) are rated as completed, and 3 (37.5%) are rated amber. Those projects rated amber are reflective of challenges over the past twelve months for ICT and Customer Services. Each have been subject to service reviews and the transition to shared services. This has been impacted by an increase in demand as well the number of vacancies affecting capacity. The projects that have not been completed in 2021/22, have been reprofiled and will be taken forward into the 2022/23 business plans.

### Shared Services

9. Phase two of the extension of Shared Services has been completed, which includes the implementation of the shared management structures for ICT and Customer Services and completion of the reviews of the wider team. The shared structures for both ICT and Customer Services have been implemented and recruitment is ongoing to fill remaining vacant posts. Shared services have prepared development plans which outlines how the services will continue to develop and improve under a single operating model and provide support to staff. This includes the development of policies and procurement of systems and technology to enable the services to operate effectively and to best meet the future expectations of customers. Shared services will improve resilience, capacity, and efficiency across each authority, leading to better value for money services for residents.
10. Over the past few months, the customer contact centre has faced significant demand. This has been seasonal (e.g. brown bin subscriptions) but compounded by a number of nationally mandated schemes that have had to be implemented by local government,



such as the £150 pound council tax rebate and the payment of business grants. These took place during a period of transition to shared services, impacted by the challenges in recruitment which has influenced response times. Building resilience and driving improvement, the Customer Care strategy will include customer contact indicators to better monitor performance and be reported in future updates to the panel.

**Financial position 2021/22**

11. The below table outlines the General Fund Revenue Budget monitoring provisional outturn 2021/22 for the Customer and Digital Directorate:

<b>Provisional Outturn 2021/22 – Customer and Digital</b>	<b>£</b>
<b>Original Budget</b>	5,993,840
<b>Agreed changes</b>	(128,580)
<b>Amended Budget</b>	5,865,260
<b>Current budget</b>	5,865,260
<b>Provisional outturn</b>	5,770,647
<b>Variance</b>	<b>(94,613)</b>




<b>Variance</b>	<b>1.63%</b>
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12. The most significant spend within the directorate is on staffing which is due to the directorate providing key front-line services including the waste contract.

13. The provisional outturn for Customer and Digital shows an underspend of £95k for 2021/22 giving a 1.63% variance against the amended budget. The underspend has been generated predominantly from staff savings on vacant posts within Customer Services and ICT Services teams, pending the implementation of the Shared Services review. The underspend also includes additional income collected from land charges fees and increases in Cemetery income.

**Performance indicators**

14. 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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15. A summary of key performance information for each service within the Customer and Digital directorate over the year of 2021/22 is provided below:

**Corporate Strategy indicators**

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

<b>Indicator</b>	<b>Polarity</b>	<b>Target</b>	<b>Performance (Q4 2021/22)</b>	<b>Symbol</b>	<b>Trend</b>
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Indicator	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
% of service requests received online (CD)	Bigger is better	40%	<b>50.5%</b>	★	Worse than Q4 2020/21
% of customers dissatisfied with the service they have received from the council (CD)	Smaller is better	20%	<b>14.94%</b>	★	Better than Q4 2020/21

17. Of the indicators reported in the corporate strategy, all are performing better than target.

18. The percentage of online service requests decreased by 2.24% compared to the same time last year. Contacts online may have been influenced by the Covid-19 personal restrictions imposed by central government, resulting in residents doing things more remotely and requesting services online rather than face to face or over the telephone.

**Local indicators: Customer and Digital**

19. The tables below outline the indicators performance for the Customer and Digital directorate split between each service.

Customer Services

20. The below table outlines performance against a number of local indicators relating to Customer Services:

Indicator	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
Percentage of Council Tax collected	Bigger is better	96.98%	<b>97.16%</b>	★	Better than Q4 2020/21
Percentage of Business Rates (NNDR) collected	Bigger is better	94.93%	<b>96.75%</b>	★	Better than Q4 2020/21
Average time taken to process new housing benefit claims and change in circumstances	Smaller is better	3.37 Days	<b>3.52 Days</b>	●	Better than Q4 2020/21
Average days to process a new housing benefit claim	Smaller is better	11.65 Days	<b>8.67Days</b>	★	Better than Q4 2020/21
Average days to process change in circumstances	Smaller is better	2.55 Days	<b>2.95 Days</b>	▲	Worse than Q4 2020/21

Indicator	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
Tonnage of waste sent for recycling/ composting/ reuse (Annual)	Bigger is better	Target to be set 2022/23	1612	N/A	No Data

21. The average days to process a change in circumstances has increased and is performing below target in quarter four. However, looking at historic data this indicator has continually improved over the past 5 years and has now reached a point of saturation, with the average days reducing from 5 days down to 2 days. The target for this indicator is based on the previous year’s performance. The indicator has performed better than the 2020/21 regional and district average. The service has been catching up on backlogs as a result of the pandemic and responsiveness will be further improved through investment in automation.

Streetscene

22. The below table outlines performance against a number of local indicators relating to Streetscene:

Indicator	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
% of litter bins emptied on time	Bigger is better	85%	94%	★	Better than Q4 2020/21
% of street cleansing routes completed on time	Bigger is better	85%	95%	★	Better than Q4 2020/21
% of grass cutting work completed on time	Bigger is better	85%	Not reported in Q4	N/A	No Data
% of grounds maintenance service requests completed on time	Bigger is better	85%	95.1%	★	Better than Q4 2020/21
% of Streetscene service requests completed on time	Bigger is better	85%	96.8%	★	Better than Q4 2020/21

23. The percentage of grass cutting work completed on time is not reported in quarter four because grass cutting work is suspended at the end of October until April, as the work is dependent on the weather and grass growth. Grounds teams focus their attention on winter activities.

ICT

24. The below table outlines performance against a number of local indicators relating to the ICT:

Indicator	Polarity	Target	Performance (Q4 2021/22)	Symbol	Trend
% ICT strategy projects rated green	Bigger is better	75%	80%	★	Worse than Q4 2020/21

**Projects**

Corporate Strategy projects

25. Under the Customer and Digital directorate there are a total of two Corporate Strategy 2021/22 projects. These include:

- Implement year 1 of the Shared Digital Strategy,
- Extend the borough wide programme of improvements to street services.

26. In the table below, an update on the current Corporate Strategy project position for each corporate project under Customer and Digital can be found below:

Project	Position Update
Implement Year 1 of the Shared Digital Strategy	<p>Improvements delivered as part of this project have ensured that the Council can operate efficiently and in turn provide effective and value for money services for our customers. Digital technology adopted as part of this project includes review and alignment of customer contact centre software, rollout of 'Anywhere 365' and Microsoft Teams across the organisation to provide greater resilience and improved flexibility. Digitisation of paper records is underway, with the initial completion of Legal and Estates. Automation of processes have also been achieved across key services, such as Planning and Building Control, to improve efficiency.</p> <p>This project has been reprofiled and rolled forward into the service level business plan to be delivered over 2022/23 and include the following key deliverables:</p> <ul style="list-style-type: none"> <li>• Inbound and Outbound Mail Review</li> <li>• GIS Dataset Review, Gazetteer Expansion, and Integration</li> <li>• Meeting Room Technology</li> <li>• SharePoint Rollout</li> <li>• Contact Centre Refresh</li> <li>• Cloud Strategy and Governance</li> <li>• Time Management Improvements Social Media Expansion</li> </ul>

	<ul style="list-style-type: none"> <li>• Digital Champions</li> <li>• Digital Access Point Introduction</li> <li>• Web Chat</li> <li>• Internal Communications Review</li> <li>• Mobile Application Development</li> </ul>
<p>Extend the borough wide programme of improvements to street services</p>	<p>This project has delivered key improvements to how Street Services operate over 2021/22. This includes the increased use of technology to inform service delivery, such as bin emptying, tree plotting, car park inspections, and grass cutting. This will enhance the efficiency of the service and continue to ensure our neighbourhoods throughout the borough, remain clean and safe places to live, promoting healthy communities.</p> <p>This project will continue to be delivered into 2022/23 as part of the refreshed Corporate Strategy.</p>

27. As part of the Corporate Strategy 2021/22 to 2023/24, the following projects have been agreed. These projects will fall under the Customer and Digital directorate and were approved at Council in November 2021.

<b>Project</b>	<b>Scope (2022/23)</b>
<p>Deliver an even better customer experience and increase access to services for everyone</p>	<p>Improve the customer experience by redeveloping the customer service environment and transforming the way that services are delivered digitally, making the best use of technology and self-service to enable more of a focus on vulnerable individuals.</p>
<p>Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough</p>	<p>Use data, intelligence, and resident feedback to ensure that grot spots are tackled so that neighbourhoods are clean, safe, and free of rubbish and litter.</p>

**Climate change and air quality**

28. 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**

29. The material presented and discussed in this report has no direct implications on equality or diversity.

**Risk**

30. 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**

31. Point 11 detailed the financial position for the directorate in 2021/22. There were significant factors impacting budgets across the year, not least Covid-19. The service underwent a number of reviews and the underspend reflects the vacant posts being held while these took place.

#### **Comments of the Monitoring Officer**

32. There are no issues or concerns to raise from a legal perspective. The report is for information to enable the Panel to fulfil its monitoring functions.

#### **Background documents**

33. The following documents are key background items for this report:

- [Corporate Strategy 2021](#)
- [Business Plan Progress Update 2021/22](#)
- [Quarter Four Performance Monitoring Report 2021/22](#)
- [2021/22 Corporate Budget Monitoring Report and Reserves Provisional Outturn at 31st March 2022](#)

#### **Appendices**

34. There are no appendices that accompany this report.

Report Author:	Email:	Telephone:	Date:
Michael Johnson (Performance and Policy Officer)	michael.johnson@chorley.gov.uk	01257515151	05/07/2022

Report of	Meeting	Date
Director of Change and Delivery (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 16 June 2022

### Quarter Four Performance Monitoring Report 2021/22

Is this report confidential?	No
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Is this decision key?	No
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#### Purpose of the Report

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the fourth quarter of 2021/22, covering 1<sup>st</sup> January 2022 to 31<sup>st</sup> March 2022.

#### Recommendations to Executive Cabinet

2. That the report be noted.

#### Reasons for recommendations

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

#### Other options considered and rejected

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

#### Executive summary

5. This report sets out the performance against the Corporate Strategy and key service delivery measures for the fourth quarter of 2021/22. Performance is assessed based on the delivery of the 2021 Corporate Strategy along with the key service delivery measures for individual services.
6. The overall performance of key projects is good with ten (71%) rated as green, three (21%) classified as not started, and one (7%) rated as amber. Action plans for those projects rated amber are set out within this report.

- 7. Performance of the Corporate Strategy indicators and key service delivery measures continues to be closely monitored, with 71% of Corporate Strategy measures and 67% of key service delivery measures performing on or above target or within the 5% threshold.

**Corporate priorities**

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

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

**Background to the report**

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



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



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

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

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

12. Astley Hall was on track at the end of quarter three and since progressed to be fully reopened on Saturday 21<sup>st</sup> May following extensive renovations, including the restoration of the seventeenth century brick façade and a total investment of £1.1 million. Chorley residents will be able to return to the Hall and enjoy the new interpretation, conservation, and enhancements undertaken over the course of the renovation programme, allowing the Hall to take centre stage as a major focal point in both the local area and the region . The new visitor experience includes the removal of the traditional rope barriers and introduction of historical interpretations to better tell story of the Hall, its past residents, and the local area, providing an enhanced and immersive experience. The newly restored tapestries will be a crowning feature of the visitor experience following their return from conservation specialists. The opening event included theatre performances and entertainment related to the different periods of history of the Hall. Focusing on the redesigning of the visitor experience utilising technology and marketing of the Hall's facilities, the project contributes to the long-term sustainability of the facility and ensure it remains a vital Council asset, with associated benefits for tourism, the local economy, and residents' pride in where they live.
13. A project to deliver actions to increase digital skills across the borough will be developed and delivery commence in the next quarter. This project will build on previous digital initiatives delivered through the Covid Recovery Plan, to work with local partners to understand barriers to accessing support that will shape future digital inclusion workstreams, enabling the Council to better support non-digital cohorts in communities and reduce the impacts of exclusion and digital inequality. The work delivered as part of this project will include promoting existing provision as well as strengthening referral pathways to ensure those in need of support are aware of and can access the appropriate schemes. The project will further focus on upskilling volunteers and providing access to digital devices in order to enhance digital training in the borough. Once delivered, this project will ensure more of our residents can access our online services, information, and resources, improving their ability to achieve personal outcomes that have wider health and prosperity impacts.
14. The Council continues to deliver against its ambitions to tackle climate change. A range of initiatives commenced in quarter four to be delivered over the next 12 months. Actions included the consultation on the Climate Change Strategy that was conducted between February and April 2022, which received 174 responses. Vital public sector decarbonisation funding was secured amounting to £285k with an additional £1.2m

approved by members. The funding will be used to contribute to the Council’s priority to reduce its carbon footprint. This will be invested at the Town Hall site, which will include the installation of LED lighting, insulation, and ventilation as well as replacement windows and an air sourced heat pump. Across the borough, the seasonal planting of mini meadows has been undertaken at 55 high profile tree planting has been undertaken at several sites across the borough as part of the open space enhancement work. This includes at Northgate Drive, Outterside Avenue, and Riverside Crescent. Over 2021/22, 32,538 trees were planted, bringing the total planted since November 2019 to 61,272. This project will significantly improve the environmental performance of the Council to ensure it can lead the way in tackling the Climate Emergency as a community leader by working with residents to develop and implement targeted climate related actions.

**Performance of key projects**



- 15. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
- 16. Two projects are rated as green, meaning they are progressing according to timescales and plan:
  - Launch Astley Hall attraction and visitor experience,
  - Lead activity to address climate change including tree planting.
- 17. One project has not started and is scheduled to commence in quarter one 2022/23:
  - Deliver actions to increase digital skills across the borough.

**Performance of corporate strategy measures**



- 18. At the end of quarter four, it is possible to report on three of the seven corporate performance indicators under this priority.
- 19. Two indicators are performing on or better than target:
  - % of the population with NVQ level 3 and above,
  - Number of people who participate in a volunteering opportunity (as a result of an intervention by the Council).
- 20. One indicator is performing below target and outside the 5% threshold:

Indicator:	Target:	Performance:
▲	400	182
<b>Reason below target:</b>	<p>Number of people who have successfully completed basic digital skills training</p> <p>There has been a lower number of digital skills training courses and classes being delivered by core providers in the area, such as Lancashire Adult Learning, compared to previous years. This has impacted all four quarters over 2021/22 leading to a lower than target final figure for the year.</p> <p>Despite this, the indicator has experienced a consistent upward trajectory compared to the numbers achieved in 2020/21 as training providers relaunch digital skills classes. This is following disruption caused by the pandemic, which meant training could not be delivered. For example, two people had completed digital skills training by quarter four 2020/21 compared to 182 by quarter four 2021/22.</p>	
<b>Action required:</b>	<p>The project to increase digital skills across the borough will be delivered over 2022/23 and will have a significant impact on the indicator. This project will seek to strengthen and promote the pathways into training with local partners, which will increase the number of those competing digital skills training. It will also seek to target those traditionally hard to reach groups through the use of local intelligence and partnership working to understand barriers to support.</p> <p>The project will appoint an external provider to deliver targeted one on one support, which will increase the availability of digital skills training and in turn increase the number of those participating.</p>	
<b>Trend:</b>	<p>The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved from the two reported in quarter four 2020/21 to 182 in quarter four 2021/22.</p> <p>The figure is below the 790 reported in quarter four 2019/20 and the 347 reported in quarter four 2018/19.</p>	

## Clean, safe, and healthy homes and communities



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

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

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

21. The project to deliver affordable housing in the borough achieved progress in the quarter, with the publication of the Registered Provider Framework. This framework aims to increase the availability of and pathways to affordable rental properties by limiting the number of Registered Providers of social housing operating outside the choice-based lettings system. The choice-based system allows prospective tenants to bid on properties through the centralised bidding system, ensuring that properties are allocated fairly according to need and providing flexibility for local people in search of a home. All seven major Registered Providers in the borough have signed up to the framework. The framework also prevents future Registered Providers from operating outside the choice-based system by restricting access to affordable housing stock for social rents if they do not already own properties in the borough. The Council is also seeking to increase the number of affordable units available under its own provision and limits. As part of the project further units are sought to be purchased to bolster the availability of affordable rental homes throughout the borough, which will be owned and managed by the Council. Negotiations are currently ongoing to purchase 24 new build properties from a local developer.
22. Tatton Gardens development continues to progress, mitigating impacts of some delays. Progress over the quarter included completion of drainage works surrounding the facility, works to the exterior courtyard as well as the installation of metal sheet lining on the nursery roof. The show flat has been completed, which will enable the facility to be showcased and marketed to prospective tenants. This is scheduled to open for viewings in July 2022. Works that remain ongoing include the installation of cladding to the building and the fitting out of the apartments. When completed, the development will provide vital amenities for local residents, including improved health provision through a new GP surgery, pharmacy and assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.
23. As part of the project to work with partners and residents to improve local play and community facilities across the borough, several consultations were undertaken in the quarter, including the proposed schemes at Foxcote and Milestone Meadow play areas. The consultation for Milestone Meadow, included flyers to local residents, with 98% of the responses received through consultation being in favour of the proposals. Consultation is an essential part of enabling local people to influence and shape the proposals which allows the Council to ensure the aspects of the designs, landscaping and types of play equipment meets the needs of our diverse communities. Improvement works to the Cripplegate Lane Pond were completed, which involved the refurbishment of the pond and installation of knee railing, installation of a wildflower

area, and planting an orchard, edible hedgerow and native wetland plants. Together, all of the improvements delivered through the project promote clean, safe and healthy communities in both rural and urban locations and ensure residents can access high quality park, play areas and open spaces.

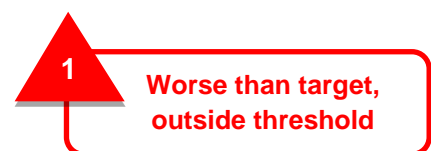
**Performance of key projects**



- 24. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is good.
- 25. Two projects are rated as green, meaning they are progressing according to timescales and plan:
  - Deliver affordable housing within the borough,
  - Work with partners and residents to improve local play and community facilities across the borough.
- 26. One project is rated as amber, which is an early warning sign of delays within the project’s delivery:
  - Open the Tatton Gardens Extra Care development and community facilities.

Project title:		Project status:
Open the Tatton Gardens Extra Care development and community facilities		Amber
Explanation:	There are delays to the overall timescales of the project. These delays have been the result of a fire on site and further water ingress causing damage which has had to be remedied.  The impact of a sub-contractor going into administration also has impacted overall timescales, as a new sub-contractor has had to be appointed which has taken time and delayed progress.	
Action required:	To mitigate the impact of the delays work has been progressed on areas that can move forward. This includes the creation of a show apartment for perspective tenants, which will enable the marketing of the development to commence as scheduled ahead of viewings in July 2022. The new sub-contractor has now also been employed and good progress is being made on delivering the mechanical, electrical, and plumbing engineering elements of the build.  A revised programme of works is due for approval in quarter one.	

**Performance of corporate strategy measures**




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

28. Five indicators are performing on or better than target:

- The number of visits to Council's leisure centres,
- Number of volunteer community groups supported to improve by the Council,
- Number of long-term empty properties within the borough,
- Percentage of household waste sent for reuse, recycling or composting,
- Number of improvements to parks, open spaces and playing pitches linked to strategy delivery.

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

Indicator:	Target:	Performance:
	Number of affordable homes delivered	63
<b>Reason below target:</b>	The period of operation for the local plan is close to its expiration. Under the plan there are few allocated housing sites remaining for development for new affordable homes, therefore, reducing the number of affordable homes being delivered.	
<b>Action required:</b>	<p>The Central Lancashire Local Plan is being progressed with additional resources being injected to accelerate the process which will deliver new supply of allocated housing sites and deliver affordable housing over the next local plan period.</p> <p>As part of the 2021 Corporate Strategy, the project to deliver more affordable housing in the borough will address some supply and the shortfall in provision, which will involve two elements. Firstly, working with Registered Providers to increase the number of social housing available through choice-based lettings, strengthening pathways to affordable homes. Secondly, the Council will seek to purchase housing units to increase the provision of affordable rental properties. Currently, there are 24 properties that have been identified for potential bulk purchase from a developer, with negotiations continuing.</p>	
<b>Trend:</b>	The figure has increase by 34% from the 47 reported in quarter four 2020/21. The indicator is performing lower than the figure of 202 reported in quarter four 2019/20 and 166 reported in quarter four 2018/19.	

## A strong local economy



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

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

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

30. Initial steps have been taken to refresh the Economic Development Strategy. The first stages of scoping and reviewing intelligence has been undertaken. The focus of the refreshed strategy will be to enable the Council and its partners to respond effectively to the impacts of the pandemic and the needs of business in the local area. The refreshed strategy will have a strong partnership focus, recognising that the biggest gains will be achieved if partners from a range of sectors work together towards common economic goals, and collaborate to share skills and expertise. The strategy will take into account the findings of the recent Economic Summit hosted by the Chorley and South Ribble Partnership in November 2021, which determined a number of specific priorities linked to employment and skills, land and assets, and sustainable business and will also reflect developing national, regional and sub regional policy including the Levelling Up White Paper and Greater Lancashire Plan.
31. Commencing in quarter one 2022/23, plans for supporting enterprise across the borough post Covid-19 will be developed, to focus efforts and resources to address the impact of the pandemic on Chorley businesses and jobs. This will include understanding the needs of businesses and emerging sectors across the borough alongside delivering interventions to encourage business growth and self-employment options for residents.
32. Town centre improvements over the quarter included the completion of the condition survey of Chapel Street and vacant town centre properties, the findings of which are currently being reviewed. The findings will support the development of an action plan, to tackle empty units as well as renovate the exterior of selected shop fronts and facades to ensure the town centre remains an attractive commercial hub for residents, visitors, and businesses alike. A schedule of public realm remedials and improvements has been agreed with Lancashire County Council, which will include improving the aesthetics of pedestrianised areas, removing potential trip hazards along the pavements, and installing bollards throughout the town centre. Improvements to the Covered Market seating area have progressed with the commencement of designs for the '1498 @ The Markets' venue trader kitchen. Once completed, the venue will help to transform this area of the market to accommodate food and drink stalls, diversifying the space for residents and visitors to meet, greet, and eat.
33. The project to deliver Strawberry Meadows employment site has continued in quarter four. Works to Blocks A, B, C, and D are nearing completion, with the commencement of the interior fit and decoration, including joinery, internal boarding and skimming, as well as mechanical, electrical, and plumbing works. These blocks are scheduled to be completed in April. In Blocks E and F, the installation of the attenuation tanks has started, which will remove excess rainwater and prevent future flooding, and works are

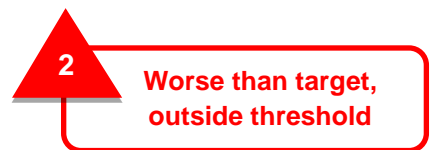
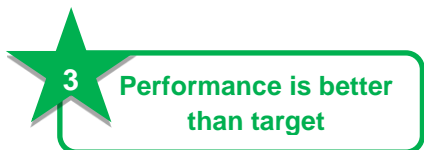
scheduled to be completed in May. Across the site, landscaping has made significant progress and the roadways continue to be defined whilst edging along the pavements are currently being installed. The marketing of the facility is ongoing. So far, seventeen offers have been accepted from prospective tenants, with four entering final negotiation. Only twelve of the 33 units at the development remain available. Once complete, Strawberry Meadows will provide essential commercial buildings to accommodate the ambitions of the business sector, supporting economic growth in the borough by promoting inward investment.

**Performance of key projects**



- 34. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is excellent.
- 35. Three projects are rated as green, meaning they are progressing according to timescales and plan:
  - Complete the town centre projects including market renovations,
  - Deliver Strawberry Meadows employment site,
  - Refresh the Economic Development Strategy.
- 36. One project has not started and is scheduled to commence in quarter one 2022/23:
  - Provide support for enterprise across the borough post Covid.

**Performance of corporate strategy measures**





- 37. At the end of quarter four, it is possible to report on six of the seven corporate performance indicators under this priority.
- 38. Three indicators are performing on or above target:
  - Number of projected jobs created through Chorley Council support or intervention,
  - The % of 16-17 year olds who are not in education, employment or training (NEET),
  - Earnings by place of residence better than the North West average.
- 39. One indicator is performing worse than target but within the 5% threshold:



- Median workplace earnings in the borough better than the North West average.

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

Indicator:		Target:	Performance:
	Overall employment rate	80%	74.3%
<b>Reason below target:</b>	The employment rate is below the target of 80% and is slightly below the national average (74.8%) but higher than the regional average of (72.9%%). The rate has been steadily decreasing over the past two years from its peak of 87.9% for the period July 2017 to June 2018.		
<b>Action required:</b>	<p>A number of support measures are being undertaken as a result of the covid pandemic upon employment including Job Matching in partnership with Job Centre Plus and facilitating referrals to providers of the Kickstart scheme, which supports unemployed 16 to 24 year olds into work. We have created and shared guidance materials for local business on how to get involved in the Kickstart scheme independently, which will support the creation of jobs available on the programme.</p> <p>The Business Engagement team have been undertaking a number of ongoing activities throughout the year as part of its COVID-19 business recovery plan, including training and support webinars for sectors in distress and financial health checks for business impacted by COVID-19. This includes six webinars delivered over quarter four, which were attended by 99 people, with an additional six webinars scheduled to take place in quarter one. This includes social media sessions in order to support businesses to adapt to customer trends and maximise sales. This will support both the retention and creation of jobs by supporting business expansion.</p> <p>Additional Covid support grants to hospitality, leisure and other affected businesses has been paid out as well. This includes over £223k paid out to 110 business in the borough.</p>		
<b>Trend:</b>	The indicator has consistently decreased, in line with national trends, from 87.8% in quarter four 2018/19, to 77.3% in quarter four 2019/20 and 74.6% in quarter four 2020/21.		

Indicator:		Target:	Performance:
	Growth in the business rate base (annual)	0.5%	0.1%
<b>Reason below target:</b>	There are several factors that have influenced the growth rate. This includes the impact of the pandemic, which has decreased the volume of new business being developed. In addition, there have been several buildings that have been taken out of commission that has reduced the number of rateable value premises.		

Indicator:		Target:	Performance:
▲	Growth in the business rate base (annual)	0.5%	0.1%
<b>Action required:</b>	<p>There are upcoming developments that will increase the number of rateable value premises and in turn the growth rate. This includes Strawberry Meadows, which will secure additional light industrial units for local business, as well as Tatton Gardens, which feature a café and pharmacy. These will be delivered over 2022/23.</p> <p>There are also revived plans that are in early development to build at the former Botany Bay site, which will involve the creation of new business premises. This will also contribute to the increase in gross rateable value.</p>		
<b>Trend:</b>	<p>The indicator was last reported in quarter four 2017/20, where the business rate base stood at 0.7%. Before that, in quarter four 2018/19, the figure was reported as -0.13.</p>		

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



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

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

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

41. The Shared Services Development Plan was published in January 2022 and delivery will commence from quarter one. The plan includes focusing on reviewing duty officers to ensure customers can access specialists in key front facing areas, developing a service transformation programme to enable efficiencies to be delivered across the service, and reviewing opening hours to align with customer access standards and service demand. The plan will also focus on refreshing the Customer Care Policy to ensure the council provides excellent services to residents using our services. The outcomes of the plan will be to redevelop the customer environment and transform the way that services are delivered digitally, making the best use of technology and self-service to enable more focus on people who need the most help.
42. Over quarter four, the project to deliver street level improvements to ensure cleaner and greener streets and neighbours across the borough has achieved progress. The asset management software has now gone live across key services, including culvert inspections, pre-use checks on machinery and fleet vehicles, tree inspections, town centre and Saturday bin litter bins, and the Ranger Team's work. This will improve the efficiency and responsiveness of service delivery through the utilisation of technology and help us meet potential increases in future service demand. Work to quantify the volume of waste that is collected by the Council is being conducted, which will be used to measure the effectiveness of waste collection and inform future service plans. The proposed procurement of a small electric van fleet has been approved, with the specification drafted ahead of the commencement of the tender exercise in quarter one. A new quad bike has also been purchased and installed with a weed spraying kit to aid with weed treatment work. As part of the seasonal work, installation of the mini-meadows and wildlife corridors commenced in quarter, with ground preparation and sowing works.
43. Delivery of the Future Workplace Strategy has moved forward in quarter four. Building surveys of the former White Heart building and the Town Hall were conducted. Following this, invitation to quote tender documents were created ahead of the commencement of the procurement process for a Structural Engineer, Quantity Surveyor, Project Manager, and mechanical, electrical, and plumbing contractors, who will be vital in the delivery of the main redevelopment works. In addition to this, three quotes were secured for the Principal Designer and a preferred consultant was selected. The project once completed will provide a working environment and model that is designed to best meet the needs of the organisation, employees, and

customers through the redevelopment of the workspace environment and enhancement of technology.

- 44. The project to join up public services by working with our partners through the Chorley and South Ribble partnership has made a positive start in the quarter. This project seeks to build strong communities, improve outcomes for residents, reduce inequalities, enhance access to local services, and foster economic growth in collaboration with local partners. In quarter four, initial scoping sessions were hosted with partners to take forward the development of a data and intelligence solution. The aims of the data and intelligence solution will be to enhance the way information can be shared across partners to inform decision making and shaping of priorities. Advancing the economic strand of the partnerships workstream, a series of round table discussions have been commissioned for the economic and employment sector. This will support the Economic Strategy for Chorley and continue to build relationships with key employers and business sector leaders and inform the vision for local economic investment and support.

**Performance of key projects**



- 45. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter four overall performance is good.
- 46. Three projects are rated as green, meaning they are progressing according to timescales and plan:
  - Deliver the Future Workplace Strategy,
  - Join up public services by working with our partners through the Chorley and South Ribble partnership.
  - Deliver street level improvements to ensure cleaner and greener streets and neighbours across the borough.
- 47. One project has not started and is scheduled to commence in quarter one 2022/23:
  - Deliver an even better customer experience and increase access to services for everyone

**Performance of corporate strategy measures**



- 48. At the end of quarter four, it is possible to report on three of the six corporate performance indicators under this priority.

49. All three indicators are performing on or above target:

- Percentage of service requests received online,
- Percentage of customers dissatisfied with the service they received from the Council,
- Number of referrals to Social Prescribing service.

**PERFORMANCE OF KEY SERVICE MEASURES**

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




51. Four of the key service measures are performing on or above target:

- % Council Tax collected,
- % major planning applications decided within 13 (16 for EIA) weeks or agreed time extension,
- % minor planning applications decided within 8 weeks or agreed time extension,
- Average working days per employee (FTE) per year lost through sickness absence.

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

- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit.

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

Indicator:	Target:	Performance:
	Town Centre Vacancy Rate	8%      10.6%
<b>Reason below target:</b>	<p>Whilst the figure currently remains below target, there have been a total of eight new business in the town centre, opening in quarter four. This includes a new hair and beauty salon, health and wellness centre, and restaurant.</p> <p>The marketplace has been active, with the opening of 13 units. Two new tenants have signed up into council properties along with another expanding into the unit on Market Street.</p>	
<b>Action required:</b>	<p>The council is currently accepting expressions of interest for six market cabins from three existing market traders expanding their businesses, and three new applicants.</p> <p>The positive action is to continue to promote Chorley as a good place to do business, investing in the market and Market Walk to keep a vibrant town centre.</p> <p>A number of council owned sites have leases commencing and further improvement is expected in the next quarter. This includes the former Clinton's card shop. In addition to this, 'To Let' signs are displayed in any vacant property advertising the letting agent details.</p>	

Indicator:	Target:	Performance:
▲	Town Centre Vacancy Rate	8% 10.6%
Trend:	<p>The figure is worse than the 10.3% reported in quarter four 2020/21 as well as the 9.3% recorded in quarter four 2019/20.</p> <p>However, it should be noted that town centre vacancy rates are better than the average national vacancy rate (14.1%) and regional vacancy rate (15.7%).</p>	

### Climate change and air quality

54. 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

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

### Risk

56. 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

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

### Comments of the Monitoring Officer

58. No comments.

### Background documents

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

### Appendices

60. The following appendixes are included with the report:

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

Report Author:	Email:	Telephone:	Date:
Jon-James Martin (Performance and Policy Officer)	jon-james- martin@chorley.gov.uk	01257 515151	18/05/2022



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

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

Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
<b>Involving residents in improving their local area and equality of access for all</b>						
Number of people who have successfully completed basic digital skills training	Bigger is better	400	2	<b>182</b>	▲	Better than Q4 2020/21
% of the population with NVQ level 3 and above	Bigger is better	57%	58.1%	<b>69.6%</b>	★	Better than Q4 2020/21
Number of people who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	75	New for 2021/22	<b>142</b>	★	N/A
<b>Clean, safe, and healthy homes and communities</b>						
The number of visits to Council's leisure centres	None	Baseline	0	<b>378,482</b>	N/A	Better than Q4 2020/21
Number of volunteer community groups supported to improve by the Council	Bigger is better	75	105	<b>142</b>	★	Better than Q4 2020/21
Number of affordable homes delivered	Bigger is better	100	47	<b>63</b>	▲	Better than Q4 2020/21
Number of long-term empty properties within the borough	Smaller is better	150	165	<b>142</b>	★	Better than Q4 2020/21
Percentage of household waste sent for reuse, recycling or composting (Quarter Three)	Bigger is better	42.8%	42.8% <sup>1</sup>	<b>46.9%<sup>2</sup></b>	★	Better than Q3 2020/21
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Bigger is better	15	19	<b>22</b>	★	Better than Q4 2020/21
<b>A strong local economy</b>						
Overall employment rate	Bigger is better	80%	74.6%	<b>74.3%</b>	▲	Worse than Q4 2020/21
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	200	366	<b>202</b>	★	Worse than Q4 2020/21
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3.0%	3.5%	<b>2.8%</b>	★	Better than Q4 20/21
Growth in the business rate base (annual)	Bigger is better	0.5%	Not reported	<b>0.1%</b>	▲	N/A
Median workplace earnings in the borough better than the North	Bigger is better	£575.80	£498	<b>£562.30</b>	●	Better than Q4 20/21


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


Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
West average						
Earnings by place of residence better than the North West average	Bigger is better	£578.00	New for 2021/22	<b>£641.00</b>	★	N/A
<b>An ambitious council that does more to meet the needs of residents and the local area</b>						
Percentage of service requests received online	Bigger is better	40%	52.74%	<b>50.5%</b>	★	<b>Worse than Q4 2020/21</b>
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	15.79	<b>14.94%</b>	★	<b>Better than Q4 2020/21</b>
Number of referrals to Social Prescribing service	Bigger is better	500	548	<b>1178</b>	★	<b>Better than Q4 2020/21</b>


<sup>1</sup>Performance for quarter three 2020/21


<sup>2</sup>This is the confirmed quarter three 2021/22 data as there is always a delay in the reporting of this indicator due to receipt of third-party information. Therefore, due to the timescales for this report a provisional figure for quarter four is not available at this time.

**Appendix B: Performance of key service delivery measures**

 Performance is better than target

 Worse than target but within threshold

 Worse than target, outside threshold

Indicator	Polarity	Target	Q4 2020/21	Q4 2021/22	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	3.37 Days	3.37 Days	3.52 Days		<b>Worse than Q4 2020/21</b>
% Council Tax collected	Bigger is better	96.98%	96.98%	97.16%		<b>Better than Q4 2020/21</b>
% major planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	100%		Same as Q4 2020/21
% minor planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	94%	100%		<b>Better than Q4 2020/21</b>
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	7.95 Days	3.15 Days	3.27 Days		<b>Worse than Q4 2020/21</b>
Town Centre Vacancy Rate	Smaller is better	8	10.3%	10.6%		<b>Worse than Q4 2020/21</b>

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