

Report of	Meeting	Date
Director (Change and Delivery) (Introduced by Executive Member (Resources))	Executive Cabinet	Thursday, 23 February 2023

Quarter Three Performance Monitoring Report 2022/23

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

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy and key performance indicators during the third quarter of 2022/23, covering 1st October 2022 to 31st December 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 third quarter of 2022/23. The report provides for the final time, assessment of the performance based on the delivery of the 2021 Corporate Strategy along with the key service delivery measures and indicators. From quarter four we will report on the 2022 Corporate Strategy.
6. The overall performance of key projects is excellent with 12 (85%) rated as complete or green and two (15%) 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 85% of Corporate Strategy measures and 86%

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:

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

Background to the report

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

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



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

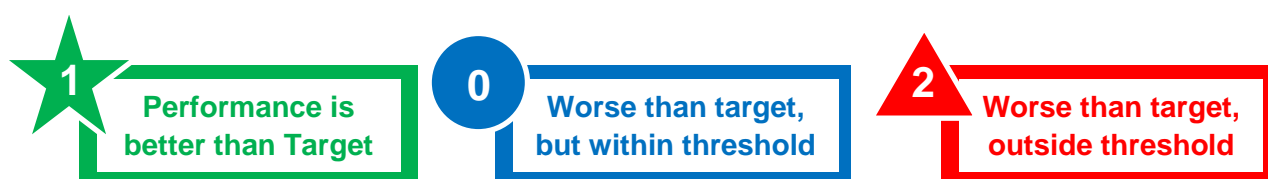
12. There has been significant improvement in the uptake of digital skills courses since the previous period. During the quarter, referral pathways for digital inclusion sessions delivered by local providers, such as Chorley Digital Buddies, Age UK Lancashire, and local libraries, has been strengthened as they are working together to develop a directory of digital support to make it easier for residents to identify the best training packages for them and where to access support. To continue to improve uptake of the digital skills provision, existing sessions have been developed to encourage social activities and socialisation such as including refreshments and friendship making. Additional venues have been identified to offer further sessions, including Brinscall Hillside Methodist Church Hall and Whittle-le-Woods Methodist Church Hall, both of which are linked to the Warm Spaces initiative. Volunteer-led digital skills training provision will help to support sustainable training opportunities beyond the duration of the project, this includes engagement with community groups (faith based, assisted living, and social isolation groups) who will be able to provide additional classes and opportunities. Members have been actively engaged to support the scope for future opportunities to deliver sessions in their ward areas, which can ensure that sessions are designed and based on local knowledge and need.
13. As part of the project to address climate change, 21,500 native trees and hedgerows have been given away to communities. This takes the Council very close to its target of planting 116,000 by 2025 as the current total planted to date stands at 112,311. It is estimated that this goal will be achieved by November 2023. A number of initiatives have been adapted and expanded following resident and member input through the Climate Change Public Consultation. This includes the introduction of a Climate Engagement Strategy, which will seek to increase the level of educational communications and materials in order to encourage engagement with green issues and the environment through school competitions, online campaigns, and business events. Climate Change Officers have received carbon literacy training, which will further allow them to inform, create, and deliver environmental initiatives and policy. This training will be made available to both Members and local businesses in the coming quarters. Ahead of 2023/24 delivery, all 51 wildflower sites have been prepared for sowing in the spring across a number of high profile locations across the borough, contributing to the variety of flora.

Performance of key projects



14. There are three key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter three, overall performance is excellent.
15. One project has been classified as completed indicating that it has delivered milestones planned for this year:
 - Launch Astley Hall attraction and visitor experience (completed quarter two).
16. Two projects are rated as green, meaning they are progressing according to timescales and plan:
 - Deliver actions to increase digital skills across the borough,
 - Lead activity to address climate change including tree planting.

Performance of corporate strategy measures



17. At the end of quarter three, it is possible to report on three of the seven corporate performance indicators under this priority.
18. One indicator is performing on or better than target:
 - The number of claimants as a proportion of resident population of the area aged 16-64.
19. Two indicators are performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
Number of people who have successfully completed basic digital skills training	Bigger is better	225	130	205	▲	Better than Q3 2021/22
Reason below target:	There is still outstanding data from partners that is likely to increase the final output for quarter three. Whilst uptake is still lower than the expected target, the increase from the previous quarter and margin between the target has closed significantly. Factors that are believed to contribute to lower than anticipated uptake include choice of families to learn amongst themselves with friends and relatives with them giving essential support on devices and particular apps. The latest uptake, however, has shown that with targeted engagement and tailoring of courses, there remains a need for individuals to be supported.					
Action required:	Targeted sessions have been designed to support individuals and focus on topics that are relevant and tangible. This includes specific topics such as how to navigate service platforms such as Select Move. The commissioned services from Age UK and UDevelop will continue to be delivered, supporting local residents into developing essential computer skills such as filling out online forms, registering for housing, online					

	<p>shopping, and registering on the My GP app. The sessions provided by UDevelop are advertised through local community networks, internal customer facing teams, as well as through social media with weekly sessions being conducted at Chorley and Eccleston libraries.</p> <p>The digital buddy volunteer team has also been expanded from two to five, which will allow the expansion of digital training sessions being delivered locally across the borough as residents have been upskilled to deliver their own sessions. In addition, the promotion of digital access is being combined with the Councils Winter Play Day event in February to further showcase opportunities to families and young people, who will be able to increase awareness of opportunities through word of mouth to groups that are typically digitally excluded, such as elderly relatives or friends.</p>
Trend:	The indicator has consistently seen an upward trend following disruption caused by the Covid-19 pandemic. The indicator has improved by 58% from the 130 reported in quarter two 2021/22 to the 205 reported in quarter two 2022/23, showing a consistent upward trajectory.

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	56	82	13	▲	Worse than Q3 2021/22
Reason below target:	<p>There have been a low number of referrals for the quarter, reducing by 48% compared to the number received in quarter two 2021/22.</p> <p>Volunteering is a challenge within and throughout the voluntary sector. Fewer people are offering their time to volunteer in contrast to the spike during the pandemic when people were motivated to volunteer as a result of the national call for help. This downward trend could be explained, for example, by a decline in motivation or people having less availability now that the furlough scheme has ended.</p> <p>One of the main pathways for matching individuals to volunteering opportunities both within the organisation and with voluntary sector partners has been via the Department of Works and Pensions (Job Centre) and these have also reduced.</p>					
Action required:	<p>Taking in to account the societal and behaviour changes influenced by the impacts of the pandemic the Council has revised and implemented a new volunteering policy.</p> <p>The aim of the policy is to develop within the council opportunities for people to volunteer, supporting steps into employment through confidence and skill building. The policy is in its first phase of implementation and is focused on working with a number of services to identify the volunteer opportunities. The services involved include, Streetscene, Property and Development, Operational Assets, Communities and Housing, and Public Protection.</p> <p>Once the opportunities have been established it will better enable the</p>					

	<p>Council to provide the DWP with specific opportunities that can be matched with potential volunteers, promoted via job coaches who can assess suitability upfront and provide choice to interested individuals.</p> <p>More broadly, a Community Welcome Event will be hosted in quarter one 2023/24 to promote pathways into volunteering and bring together key partners with the purpose of highlighting support services.</p>
Trend:	<p>The figure reported in Q3 2022/23 is worse than the 82 reported in the in Q3 2021/22. The indicator has shown a consistent downward trajectory over the 2022/23 period.</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 THREE

20. The project to open the Tatton Gardens Extra Care development and community facility has moved forward and is due to complete by end of February 2023. Official handover of the site was conducted in December 2022, with the Council's operational team taking over management of the extra care facility. To date, 32 provisional offers have been made for the 62 apartments with a further 51 applications being considered and assessed. The procurement for audio-visual equipment has been started which will equip the meeting rooms, community centre, and reception areas with modern screens, creating an accessible and multi-functional space. The nursery moved into their new unit in January following temporary relocation during construction, with the GP surgery scheduled to move in from February. When fully complete, the development will provide on-site amenities such as a courtyard garden, pharmacy, community café, new community centre, hair salon, mobility scooter hire and much more. Tatton Gardens is an example of the Council delivering specialist housing solutions to meet the needs of residents, which remains a commitment in the refreshed Corporate Strategy 2022.
21. Access to affordable and safe housing remains a key priority. Negotiations have continued with a local developer to purchase new homes, which will provide affordable rental units for residents. Housing has also been placed as a central priority for the new 2023/24 Corporate Strategy, with several projects dedicated to delivering affordable homes. The strategy involves the creation of a plan for the development and acquisition of affordable homes and actions to strengthen pathways into specialist and transitional housing as well as the/ implementation of the Local Plan to ensure sustainable development.
22. As part of the project to work with partners and residents to improve local play and community facilities across the borough, several improvement schemes have been completed. This includes Milestone Meadows, where new play equipment, safety surfacing, and greenery was installed following an extensive public consultation involving 500 households. The Foxcote Play Area scheme was completed, which included the installation of a multi-use climbing and sliding unit as well as a variety of swings. During the quarter, works commenced on site at King George V Playing Fields, which will include a new changing facility when completed that will house a kiosk and foyer space for refreshments. Other schemes that commenced in the quarter include the Wigan Lane improvements, which will involve building an archery facility, landscaping, and creating a car park and a football pitch. Together, all of these 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



23. There are three key projects included in the 2021 Corporate Strategy under this priority.
24. One project is rated as green, meaning it is progressing according to timescale and plan:
 - Work with partners and residents to improve local play and community facilities across the borough.
25. Two projects are rated amber, which is an early warning sign of delays within the projects:
 - Deliver affordable housing within the borough,
 - 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:	<p>The principle reason for this project remaining amber is due to the final agreements on costs for the project remaining unsettled. Spend outside the original projected costs on the project has been the result of several factors, including administration of the mechanical and electrical contractor, fire damage, amendments to the S278 works, delays to legal agreements, and the utilities provision.</p> <p>Whilst the build element of the project is scheduled to be completed in quarter four, with apartments available for tenants to move to from February 2023, until issues are resolved within the project it will remain amber.</p>	
Action required:	<p>Delay damages are being sought to recover costs owed by the Contractor to the Council.</p> <p>Discussions are ongoing to resolve the outstanding claims, which are to be determined by an assessment conducted by an independent project manager (to be assessed in quarter four).</p>	

Project Title:		Project Status:
Deliver affordable housing within the borough		Amber
Explanation:	The purchase of new build homes as affordable units for rent has not yet be completed. The purchase is subject to negotiations and further details are not available due to the nature of the negotiations.	
Action required:	Negotiations with the developer will continue into quarter four, with the final agreement subject to approval by members. In the long term the Council has set out in its Corporate Strategy 2022, to develop its approach to affordable housing and specialist housing. This is being scoped and further details on the approach to be shared with members later in the year.	

Performance of corporate strategy measures



26. At the end of quarter three, it is possible to report on four of the nine corporate performance indicators under this priority.
27. Four indicators are performing on or better than target or within the 5% threshold:
- The number of visits to Council's leisure centres,
 - Number of volunteer community groups supported to improve by the Council,
 - Number of long-term empty properties within the borough,
 - Percentage of household waste sent for reuse, recycling or composting.

A strong local economy



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

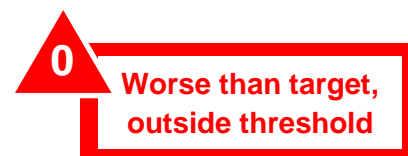
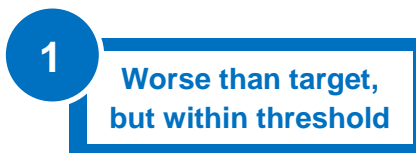
28. The project to deliver the Strawberry Fields employment site was completed, with the official opening of the new facility in October 2022 and handover to the Property Management Team, who will ensure the long-term management of the facility and tenants. The site boasts a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough. Of the 33 units at the site, 26 have now been let to a variety of tenants, including a florist, an online auctioneer, a scaffolder, and an engineering firm. The new facility promotes Chorley as a place to locate for business and stimulate job opportunities for expanding and new businesses.
29. The 1498 @ The Markets seating area was completed as part of the project to deliver town centre improvement and create a vibrant town centre. The new leisure area within the covered market features communal seating and a contemporary industrial design and was opened in time for Chorley Live. It will further promote the borough as a great place to live, work and visit and will ensure the long-term sustainability of the market by providing a versatile leisure space. Further works to the public realm in the town centre were conducted, including the installation of height barriers to the carparks, which will increase security and prevent misuse. Additionally, the consultation on proposed works to the Queens Road car park was completed, providing local residents and users the opportunity to provide their feedback and shape the proposals. This subsequently informed the decision to approve the proposals, which include making the car park more accessible by widening the parking spaces, planting more greenery and trees, as well as erecting a plaque to commemorate Her Majesty Queen Elizabeth II. The tendering process has commenced for contractors to conduct the improvement works, which are expected to be completed in 2023/24.
30. During the last quarter the Council has continued to deliver business support workshops and webinars, with a total of 255 business engagements and 90 businesses referred for support. Three in-person seminars were hosted at Strawberry Fields Digital Hub. The seminars were focused on recruitment and retention as well as supporting businesses around challenges such as the cost of living and recovery from the impacts of the Covid-19 pandemic. Six webinars focused on media and digital marketing were also delivered as part of the overall package of support available to local businesses. Strengthening the Council's dialogue with local businesses, two round table events have been hosted through the Chorley and South Ribble Partnership. The topics focused on skills and recruitment in November and the rural economy in January, where it was hosted at the Brindle Distillery. The feedback from these events provides important knowledge exchange and intelligence that the business support team is able to use to shape plans and interventions.

Performance of key projects



31. There are four key projects included in the 2021 Corporate Strategy under this priority and at the end of quarter three, overall performance is excellent.
32. Two projects has been classified as completed, indicating that it has delivered its milestones:
 - Deliver Strawberry Meadows employment site (completed quarter three),
 - Refresh the Economic Development Strategy (completed quarter two).
33. Two projects are rated as green, meaning they are progressing according to timescales and plan:
 - Complete the town centre projects including market renovations,
 - Provide support for enterprise across the borough post Covid.

Performance of corporate strategy measures



34. At the end of quarter three, it is possible to report on three of the seven corporate performance indicators under this priority.
35. All three indicators are performing on or better than target or within the 5% threshold:
 - Overall employment rate,
 - Number of projected jobs created through Chorley Council intervention,
 - % increase in visitor numbers.

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



The long-term outcomes for this priority are:

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

ACHIEVING THE LONG-TERM OUTCOMES IN QUARTER THREE

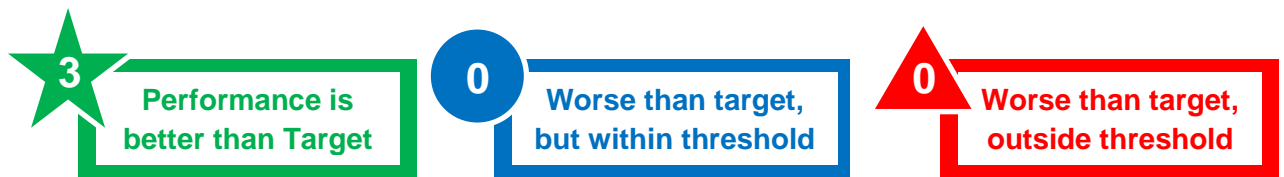
36. The Council has an ambitious transformation programme, which includes delivering an even better customer experience. In quarter three, the new telephony system was implemented across Customer Services. This provides better routing functionality to move customers more quickly through to officers who can provide specialist support. The transformation roadmap continues to be developed, which will focus on implementing digital solutions and automation, such as in Revenue and Benefits to improve efficiency and ensure that customers can be responded to quickly and effectively. Work remains ongoing on the development of the new Customer Care Policy, which will seek to ensure that our approach to working with customers remains responsive to their needs and accessibility requirements. The new policy will take into account best practice from other local authorities and the private sector, the shift in customer expectations and behaviour as a result of the COVID-19 pandemic, and the efficiencies of automated and digitised services.
37. The project to deliver the Future Workplace Strategy has achieved progress in the quarter, with the successful rollout of the new workspace desktops and laptops, which will allow staff to work more seamlessly and flexibly from home and in the office as well as across shared service sites. This project seeks to enhance working practices and workspaces at the Council in order to provide dynamic and efficient working environments. Progress has been made on developing options for a more energy efficient heating system at the Town Hall. Officers are working through the options for the level of refurbishment with Members to ensure proposals fully accommodate business need and working practices of the future.
38. Application of technologies to tackle grot spots is one of the ways the council is taking forward its priorities on cleaner and greener streets and neighbourhoods. Following the installation of ten dual waste bins in the town centre and Astley Park as part of the initiative to increase recycling rates. Monitoring of the contents and contamination has been collated and the data is being analysed to inform future recycling schemes. Intelligence has also been used to identify littering and fly tipping hot spots. These sites have been included in the litter picking schedule and CCTV options are being explored to act as fly tipping deterrents and to capture perpetrators. To address weed growth, quad bikes have been deployed to increase the levels of weed treatment using Nomix Dual and Duplex herbicides that contain lower levels of glyphosate and kinder to the wider environment. This contributes towards the council's objectives for addressing climate change and supports communities to take part in sustainable practises and recycling whilst out in the town centre. The mini-meadows and wildlife programme for 2022/23 has completed, with the cutting back of the existing sites ahead of the commencement of the 2023/24 programme.

Performance of key projects



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

Performance of corporate strategy measures



41. At the end of quarter three, it is possible to report on three of the six corporate performance indicators under this priority.
42. 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

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



44. Six of the key service measures are performing on or above target or within the 5% threshold:
- Average working days per employee (FTE) per year lost through sickness absence,
 - % Council Tax collected,
 - % Business Rates (NNDR) 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,
 - Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit.
45. One indicator is performing below target and outside the 5% threshold:

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.2%	11.05%	▲	Better than Q3 2021/22
Reason below target:	<p>Anecdotal feedback from businesses is indicating challenges as a result of the cost of living and is one of the main factors impacting business closures. Reduced consumer consumption of services and increased costs combined with the impact of Covid-19, and debt incurred during that time is having a long term effect. This is reflected across the region and country in town centre vacancies.</p> <p>However, Chorley is performing better than other town centres. The figure remains below its peak of 11.9%, which was reported in quarter one 2021, and below the regional average (12.%) that was last reported in October 2022.</p> <p>Locally the rates have been impacted due to one tenant (former Bees Country Kitchen) moving from the Covered Market, to Primrose Gardens as well as a number of vacancies that are yet to be filled (seven in total), including four on Market Street, one on Gillibrand Street, one on Farrington Street, and one on Fazakerley.</p> <p>Whilst there are these new vacancies, six new businesses opened in the town centre during quarter three. This includes businesses such as a clothing store, café, and a beauty salon.</p>					
Action required:	<p>Proactive marketing of vacant units is undertaken and the Council works in association with local agents in order to market and manage vacancies in the town centre as well as handling direct enquiries from prospective businesses.</p> <p>The Shop Front Improvement Grant is one of the tools used to support local businesses and within the quarter offers were able to be made to two properties on Market Street and one property of Chapel Street. The grant is available to landlords or prospective tenants of vacant properties to encourage investment in the visual appearance of shop frontages which will support its promotion for letting purposes.</p> <p>As part of the Economic Strategy 2022, the Council will be working closely</p>					

	with local business in order to define a clear plan for the future of the town centre that supports our wider economic development and growth aspirations. This will be developed further over 2023/24, which will determine how It will be delivered.
Trend:	The indicator is performing better than the 11.2% reported in Q3 2021/22, which was also worse than target. The indicator has performed consistently below target across 2022/23.

Climate change and air quality

46. The work noted in this report impacts on the following areas of climate change and sustainability targets of the Councils Green Agenda: net carbon zero by 2030, reducing waste production, limiting non sustainable forms of transport, working with sustainable and green accredited companies, limiting or improving air quality, limiting water waste and flooding risks, improving green areas and biodiversity.

Equality and diversity

47. An Impact Assessment (IA) 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

48. 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

49. There are no direct financial implications arising from this report. Performance across the organisation however has a direct impact upon financial performance which is reported in the quarterly financial reports.

Comments of the Monitoring Officer

50. The report is for noting and consideration. The report enables members and the public to assess the council's performance in a number of key areas. There are no direct legal implications arising from it.

Background documents

51. 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

52. The following appendixes are included with the report:

- Appendix A – Performance of Corporate Strategy key measures,
- Appendix B – Performance of key service delivery measure,
- Appendix C – Status of the 2022/23 Corporate Strategy Projects.

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Appendix A: Performance of Corporate Strategy key measures



Performance is better than target



Worse than target but within threshold



Worse than target, outside threshold

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
Involving residents in improving their local area and equality of access for all						
Number of people who have successfully completed basic digital skills training	Bigger is better	225	130	205	▲	Better than Q3 2021/22
People who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	Bigger is better	56	82	13	▲	Worse than Q3 2021/22
The number of claimants as a proportion of resident population of the area aged 16-64	Smaller is better	3.8% (NW average)	New for 2022/23	2.6%	★	New for 2022/23
Clean, safe, and healthy homes and communities						
Number of visits to Council leisure centres	Bigger is better	Baseline	104,493	72,237	-	Worse than Q3 2021/22
Number of volunteer community groups supported to improve by the Council	Bigger is better	75	89	143	★	Better than Q3 2021/22
Number of long-term empty properties within the borough	Smaller is better	150	148	125	★	Better than Q3 2021/22
Percentage of household waste sent for reuse, recycling or composting	Bigger is better	46.9%	49.1% ¹	45.3% ²	●	Worse than Q2 2021/22
A strong local economy						
Overall employment rate	Bigger is better	78.5% (National average)	73.2%	75.7%	●	Better than Q3 2021/22
Number of projected jobs created through Chorley Council support or intervention	Bigger is better	150	138	220	★	Better than Q3 2021/22

Indicator	Polarity	Target	Q3 2021/22	Q3 2022/23	Symbol	Trend
The % of 16-17 year olds who are not in education, employment or training (NEET)	Smaller is better	3%	2%	2.4%	★	Worse than Q3 2021/22
% increase in visitor numbers	Bigger is better	2%	-69.4%	113%	★	Better than Q3 2021/22
An ambitious council that does more to meet the needs of residents and the local area						
Percentage of service requests received online	Bigger is better	40%	52.1%	60.8%	★	Better than Q3 2021/22
Percentage of customers dissatisfied with the service they received from the Council	Smaller is better	20%	14%	17.56% ³	★	Worse than Q3 2021/22
Number of people referred to social prescribing, including Population Health Management	Bigger is better	525	913	1,501	★	Better than Q3 2021/22

¹Performance is for quarter two 2021/22.

²This is the confirmed quarter two 2022/23 data as there is always a delay in the reporting of this indicator due to receipt of third-party information. Therefore, due to the timescales for this report a provisional figure for quarter three 2022/23 is not available at this time.

³Provisional figure for quarter three 2022/23 as the satisfaction survey for the quarter is still open.

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	Q3 2021/22	Q3 2022/23	Symbol	Trend
Town Centre Vacancy Rate	Smaller is better	8%	11.2%	11.05%	▲	Better than Q3 2021/22
% MINOR planning applications decided within 8 weeks or agreed time extension	Bigger is better	85%	100%	98%	★	Worse than Q3 2021/22
% MAJOR planning applications decided within 13 (16 for EIA) weeks or agreed time extension	Bigger is better	80%	100%	100%	★	Same as Q3 2021/22
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	Target to be Baselined	2.65	8.23	★	Worse than Q3 2021/22
Percentage of Council Tax collected	Bigger is better	82.11%	81.94%	85.09%	★	Better than Q3 2021/22
Percentage of Business Rates (NNDR) collected	Bigger is better	77.95%	99.95%	79.9%	★	Worse than Q3 2021/22
Average time taken to process new council tax support, housing benefit claims and change in circumstances	Smaller is better	3.76 days	3.76 days	3.86 days	●	Worse than Q3 2021/22

Appendix C: Status of the 2022/23 Corporate Strategy Projects

Project	Status	Position Statement (Q3)
Involving residents in improving their local area and equality of access for all		
Launch Astley Hall attraction and visitor experience	COMPLETE	<p>This project was completed in quarter two 2022/23</p> <p>Astley Hall reopened in May 2022, completing two years of extensive renovations as a result £1.3 million investment.</p> <p>Thousands of visitors have been welcomed back, and the Hall provided a stunning backdrop to the three-day Chorley Flower Show held at the end of July. Residents continue to benefit from a discounted membership fee, aimed at making sure they can affordably continue to visit the Hall over the year and remain positively engaged in supporting the Hall's future.</p>
Lead activity to address climate change including tree planting	GREEN	<p>This project will be completed by March 2023</p> <p>This project aims to significantly improve the environmental performance of the Council, ensuring it can lead the way in tackling the Climate Emergency as a community leader, working with residents to develop and implement targeted climate related actions.</p> <p>The project has carried out a consultation on the Climate Change Strategy. It has developed a Climate Change Handbook, due for publication during quarter four, which provides tips and guidance for individuals and households to support climate change objectives. It provides information on wate and recycling, energy saving tips tailored to different rooms in a typical house, as well as guidance on travelling sustainably.</p> <p>Carbon Literacy training programmes has been approved for officers and members, with training commencing in quarter four.</p> <p>A Business Green Accreditation Scheme has been developed and is due for approval and launch in quarter four.</p> <p>Fifty-five wildflower meadow plantings were successfully planted over the summer period Q2. During Q3 the areas were mowed and treated in preparation for the coming spring planting season. The new locations were found to be successful</p>

Project	Status	Position Statement (Q3)
		<p>and members will be asked in the new year for any new locations to add to the roster.</p> <p>A tree giveaway in November had over 700 orders with almost third of the orders being multiple tree orders for larger landowners. The success of the tree giveaway means that the planting programme is ahead of schedule with the Council expected to reach its 2025 goal of 116,875 trees by November 2023. Large planting has taken place on the private land of farmers, united utilities land and Council developments such as at Alker Lane.</p> <p>Looking forward to Quarter Four, a Sustainable Building Policy is expected to be approved, and a Waste and Recycling Strategy is expected to be published for consultation.</p> <p>Plans to set up and operate a trial of HVO fuel for the council's RV fleet have been paused due to the increased cost of HVO fuel. This trial will be delivered as a 2023/24 business plan project once the cost of HVO fuel has reduced sufficiently to make it viable.</p> <p>An options paper for low carbon technology has been reprofiled to be included within the Councils Corporate Strategy to look at options for green energy production.</p>

Project	Status	Position Statement (Q3)
<p>Deliver actions to increase digital skills and access across the borough</p>	<p>GREEN</p>	<p>This project will be completed by March 2023</p> <p>The project is focused at supporting those who are vulnerable and digitally excluded by removing the barriers to accessing the internet and digital based services, providing them with broad digital life skills.</p> <p>Two providers were commissioned to deliver a programme of activity, funded up until March 2023. Age UK are engaged to support distribution of digital devices, and UDevelop to provide access to training for digital skills in small group and 1:1 sessions. These providers were commissioned to identify and target areas with the most severe digital skill gaps and engage with local communities providing sessions in community venues. Training focuses on topics such as online shopping, video calling, navigating health and social care, accessing employment and housing services, as well as promoting the use of Chorley Council's digital customer-based applications.</p> <p>The scheme launched in quarter two and, having gained momentum due to improved engagement and communication, had reached 205 participants by the end of 2022, it is anticipated that the scheme will have reached 300 participants by the end of March.</p> <p>Links with local stakeholders and community networks have been developed and are being utilized to encourage residents to take part. All areas have been offered provision through local elected members, parish councils, established community groups and targeted events. Advertising of these continues through all known platforms including social media, community networks, local press, posters, flyers, and referrals from council officers.</p> <p>The capacity to sustain an adequate level of digital skills provision beyond the duration of the project has been built through partnership building with Chorley Digital Buddies, Age UK, Lancashire Libraries and Chorley Council. Identifying, upskilling and supporting residents to become volunteer Digital Buddies with Chorley Buddies or signposting to ongoing library sessions where appropriate.</p>

Project	Status	Position Statement (Q3)
Clean, safe, and healthy homes and communities		
Open the Tatton Gardens Extra Care development and community facilities	AMBER	<p>This project will continue to be delivered as part of the 2023/24 Corporate Strategy until any outstanding activities are complete.</p> <p>Tatton Gardens will provide vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.</p> <p>Having experienced a number of delays, mainly as a result of the original Mechanical and Electrical (M&E) contractor going into administration and lead time for getting power to the site, the project is now nearing completion.</p> <p>A partial possession certificate was issued by Building Control in mid-December to allow the council to take the building. The nursery area is now occupied, and the nursery is operational. The GP surgery have started installation of fixtures and equipment ahead of lease commencement, which is expected at the end of January. Conditional offers have been issued for over half of the assisted living apartments, a programme of occupation will start once all snagging is complete and the apartments are available.</p> <p>The recreation ground was formally re-opened in quarter 2, with the occasion being marked by an event which included children from Tatton Nursery and St James CE Primary School, who were invited to test the new play equipment.</p> <p>Formal completion is expected in February following removal of the temporary nursery and contractor cabins, and completion of final landscaping.</p>

Project	Status	Position Statement (Q3)
<p>Work with partners and residents to improve local play and community facilities across the borough</p>	<p>GREEN</p>	<p>This project will be completed by March 2023. Any remaining works will be delivered as a 2023/24 business plan project.</p> <p>This project has carried out improvements to play, recreational and community facilities across the borough, to ensure that they continue to provide high quality green spaces for residents and families to enjoy, building on similar initiatives delivered in previous years.</p> <p>A number of schemes have been completed to date, which include:</p> <ul style="list-style-type: none"> • Enhancement of Phyliss Nelson Memorial Garden, • Improvements at Riverside Crescent in partnership with Croston Together Community Group, • Carr Brook Natural Flood Management Scheme, • Astley lighting scheme, • Cripplegate Lane Pond enhancement, • Wigan Lane Playing Pitch scheme which has created a well-drained, level playing field for use both for football and archery, • Tree works and planting to Northgate Drive and Wood End Road. • Milestone Meadow Play Area and Foxcote Play Area <p>Further schemes are in progress:</p> <ul style="list-style-type: none"> • Wigan Lane Archery Facility and King George V Pavilion have started on site, both to be completed by April 2023. • Westway play area has been tendered and a contractor appointed, work is expected to start on site in March. • Longfield Avenue Road Safety Scheme - this is now programmed by LCC for delivery. Exec Cabinet approval will be sought in February 23 for extra budget and a wavier sought to direct award from which there is a 12 week lead in to start on site. Expected start on site July 23. • Meadow St Play Area is a parish council site and Chorley Council have a facilitating role, phase 1 is complete with a grant awarded from LEF, phase two is awaiting grant confirmation.

Project	Status	Position Statement (Q3)
<p>Deliver affordable housing within the borough</p>	<p>AMBER</p>	<p>This project will continue into 2023/24, further plans will be developed and taken forward as part of the refreshed Corporate Strategy</p> <p>Access to affordable and safe housing remains a key priority. The Council has been focused on continuing to stimulate an increase in additional housing units to support vulnerable members of the community. Nine properties have been sourced to support the housing of refugees and are at various stages of renovation, purchase, and occupation.</p> <p>The Council launched its Registered Provider Framework in quarter one. All seven registered providers signed up to the framework and this will help to mitigate and limit the number of providers which operate outside the choice-based lettings system.</p> <p>The Council is in negotiations with a developer for the bulk purchase of up to 24 affordable homes being built as part of an upcoming development. The negotiations are ongoing.</p>

Project	Status	Position Statement (Q3)
A strong local economy		
Provide support for enterprise across the borough post Covid	GREEN	<p>This project will be completed by March 2023</p> <p>Enterprise support remains essential to support local businesses from the pressures on the economy as well as part of recovery from the pandemic.</p> <p>A review of the Council's grant support programme was completed at the beginning of the project. The review included establishing industry best practice, identification of business priorities and needs, and ways to make the process easier and more streamlined. The outcome of the review was to ensure that new and expanding businesses are able to access financial support effectively and that the support the council provides benefits the local job market.</p> <p>At end of quarter three, there have been 255 business engagements and 90 businesses supported directly or referred for further support from other agencies. The project has delivered a number of in-person events, including 30 businesses attending a 'Recharge Your Business' event at Strawberry Fields, delivered in conjunction with Boost and Access to Finance, informing businesses of the available support from Chorley Council and other agencies.</p> <p>The digital support programme has continued by delivering 6 more webinars on social media platforms, covering topics including using creative content and analytics to help strengthen and grow market penetration. The council has also hosted two 'Tech Talks' at Strawberry Fields in conjunction with LCC and Innovate Lancashire, opening the doors to new visitors and technologies. There have been 48 face to face meetings with businesses and partners to help understand their needs, plus 10 business networking events attended and also another round table event hosted by a local rural business for rural businesses.</p> <p>This coming March, The Lancastrian will host the first Careers and Skills Event organised by the Business Engagement Team, a new programme of Digital Skills webinars will be kicked-off and Strawberry Fields will begin hosting a new programme for a cohort of businesses covering recruitment and staff retention in partnership with a local Chorley agency.</p>

Project	Status	Position Statement (Q3)
<p>Refresh the economic development strategy</p>	<p>COMPLETE</p>	<p>This project is complete</p> <p>The Economic Development Strategy was finalised and approved by Council and an action plan to deliver the priorities was developed.</p> <p>The Economic Strategy sets out a clear ambition and vision for Chorley, considering the local, regional and national context. It sets out a new vision, priorities, objectives and action plan to provide direction and guide the allocation of resources.</p> <p>Each priority is accompanied by a number of objectives and supporting actions set out in the strategy, along with a summary of delivery options such as business support, employability services and investment, and success measures have also been identified to monitor the effectiveness of the strategy and help to provide a strong local economy within Chorley.</p>
<p>Complete the town centre projects including market renovations</p>	<p>GREEN</p>	<p>This project will be completed by March 2023.</p> <p>In Chorley Town Centre, works to the Covered Market are in most part complete. This includes the 1498@The Markets seating being completed and opened ahead of Chorley Live, the completion of cabin upgrades, communal seating, and heating and lighting installed, and additional food and beverage cabins available for lease.</p> <p>In other areas, works to install height barriers at ten car parks in and around the town centre is now complete, this should help to improve safety and prevent misuse. Consultation on the proposed designs for the redevelopment of the Queens Road Carpark has been completed, with works expected to be completed during March and April.</p> <p>A condition survey of Chapel Street and town centre vacant properties was completed earlier in the year. The next phase, which is to agree and deliver an action plan with landlords/occupiers for making shop front improvements, will be carried out as a 2023/24 business plan project</p>

Project	Status	Position Statement (Q3)
Deliver Strawberry Meadows employment site	COMPLETE	<p>This project is complete.</p> <p>The Strawberry Meadows employment site provides a mixture of light industrial units, hybrid units containing workshop and office space, and larger units capable of being expanded, helping to provide a strong and expanding business sector across the borough.</p> <p>Practical completion and contractor handover was achieved in October 2022, and the site has been handed over from Commercial Services to Property Management.</p> <p>As of quarter three, 26 of the 33 units have been let, with just seven remaining to be let.</p>

Project	Status	Position Statement (Q3)
<p style="color: green; text-align: center;">An ambitious council that does more to meet the needs of residents and the local area</p>		
<p>Deliver an even better customer experience and increase access to services for everyone</p>	<p>GREEN</p>	<p>This project will be completed by March 2023. The Council has an ambitious transformation programme which includes delivering an even better customer experience. The approach to improving the customer experience is to better use technology and redevelop the customer environment to effectively meet our customers' needs. A new telephony system was procured and implemented in quarter three. This new system enables customers of the Council to be directed more quickly through to officers who can provide specialist support. The programme continues, with a transformation road map to be developed and rolled out during the remainder of the project through to March 2023, to consider automation, system and process improvements, staff training and development.</p> <p>Key policies and charters form part of the project and good progress has been made. A new 'Customer Care Policy' has been written and approved and is currently being implemented. A draft Customer Access Charter is complete and ready for decision by Cabinet in January 2023. The charter takes into account best practice from other local authorities and the private sector, the shift in customer expectations and behaviour as a result of the COVID-19 pandemic, and the efficiencies of automated and digitised services. Following approval duty officers will be available for all front facing services and corporate training will be delivered to embed the new culture across all teams.</p>
<p>Deliver street level improvements to ensure cleaner, greener streets and neighbourhoods across the borough</p>	<p>GREEN</p>	<p>This project will be completed by March 2023 and outstanding deliverables and any longer-term actions such as tree stock mapping will roll into 2023/24 business plans.</p> <p>Technology is being used to deliver street level improvements and tackle grot spot areas. Grot spots throughout the borough have been identified using data from historic service requests and then reviewed against existing schedules to ensure that the appropriate areas are being targeted. Data has also been successfully collated from street litter bins on waste volumes and will be used to review collection schedules to ensure they are effective and responsive to service demand. Within the town centre and Astley Park, dual waste bins have been installed that accommodate both mixed and recyclable waste, weekly collections of waste and monitoring of contamination is being undertaken by Waste Services team.</p> <p>To address weed growth, a new method of weed control has been introduced across the borough to limit the impact of herbicides. The alternative product contains up to a third less glyphosate. Weed treatment is heavily dependent on the</p>

Project	Status	Position Statement (Q3)
		<p>weather and is affected by rainfall or when it is windy. To mitigate this, additional hours have been made available and operatives have been deployed using handheld devices to apply herbicide where safe to do so. A review of the effectiveness of weed control has commenced.</p> <p>The procurement of small electric panel vans is underway, however following a poor response to the tender process, alternative purchase routes are being considered.</p> <p>Investigation into the possible use of CCTV to monitor fly tipping hotspots is continuing with a meeting held with United Utilities to explore opportunities for collaboration. United Utilities are to undertake a review of the hotspots and look at funding for potential CCTV.</p> <p>Implementation of the asset management software is progressing. Work to plot the council's tree stock continues. Due to the scale of the work, it is estimated that it will take 1-2 years to complete the mapping. Bespoke schedules for litter bin emptying over the Christmas Shutdown were implemented as well as Winter gritting schedules using Alloy software.</p>
<p>Join up public services by working with our partners through the Chorley and South Ribble Partnership</p>	GREEN	<p>This project will be completed by March 2023</p> <p>Chorley and South Ribble partnership have hosted a series of round tables to engage proactively with a wide range of businesses and economic leaders across Chorley and South Ribble. The voices of local businesses have been used to shape the economic strategy recently approved by Council and identified key challenges around land supply, infrastructure and employment needs.</p> <p>By the end of March 2023, the Partnership is set to launch a place-based intelligence dashboard. Having worked with our partners in health over the past two quarters, progress has been made to address data governance and transfer enabling work to move forward on designing a single interactive and visual dashboard with area profiles and maps.</p> <p>Plans to host a 'cost of living' summit in quarter 4 have been reviewed (and subject to partnership approval) to include a focus on integrated locality models and how services are working across the district to address system pressures and respond to the changing environment.</p>
<p>Deliver the Future Workplace</p>	GREEN	<p>To be taken forward into refreshed Corporate Strategy for 2023/24.</p>

Project	Status	Position Statement (Q3)
Strategy		<p>Plans for the Council's employee sites are being developed with a view to take forward works in the coming 12 months. Workplace includes how the council and all its members and officers have access to the right equipment and systems to be agile and responsive. Work has been completed to relocate the ICT server room to enable the installation of new ICT infrastructure to support standardisation of kit. Following the successful roll out of new mobile devices (iPads and iPhones), the wider rollout of the new desktop solution (workspace) to all staff is well underway, including provision of standardised laptops.</p> <p>The accommodation element of the project has seen the appointment of Architects, MEP Consultants, Quantity Surveyors, Principal Designers and Structural Engineers. These consultants have formed the professional design team. RIBA Stage 2 design stages have been completed with revised project cost estimates produced and presented to key stakeholders.</p> <p>The project will work with M&E consultants to determine options for heating systems at the Town Hall, advantages and disadvantages of each option, energy efficiency/new zero achievements of each option and associated cost to be presented to members for decision.</p>