

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

## Quarter Four Performance Report 2022/23

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

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy during the fourth quarter of 2022/23, covering 1<sup>st</sup> January 2023 to 31<sup>st</sup> March 2023.

### Recommendations to Executive Cabinet

2. That the report be noted.

### Reasons for recommendations

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

### Other options considered and rejected

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

### Executive summary

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

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

### **Corporate priorities**

10. The report relates to the following corporate priorities:

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

### **Background to the report**

11. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and projects that focus on delivering the Council's four priorities.
12. The Corporate Strategy was approved by the Council in November 2022 and includes 19 corporate projects.
13. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions. These are reviewed annually as part of the service level business planning process.

# Housing where residents can live well



## Our commitments:

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

## Delivering Our Commitments in Quarter Four

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

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

### Performance of key projects



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

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

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

# A green and sustainable borough



## Our commitments:

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

## Delivering Our Commitments in Quarter Four

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

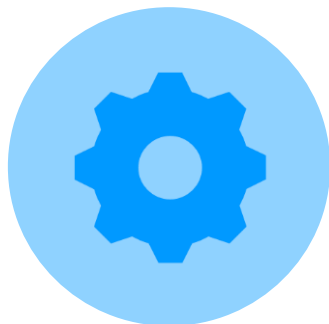
by transforming bus stops into modern, safe, and inviting spaces that all residents throughout the borough can utilise for their sustainable transport needs.

### Performance of key projects



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

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



## Our commitments:

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

## DELIVERING OUR COMMITMENTS IN QUARTER FOUR

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



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

### Performance of key projects



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

# Health, safe and engaged communities



## Our commitments:

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

## DELIVERING OUR COMMITMENTS IN QUARTER FOUR

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

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

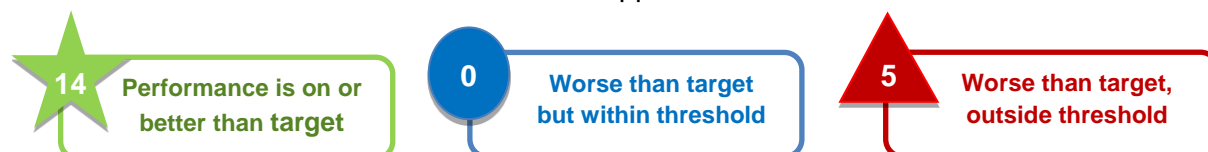
### Performance of key projects



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

## Performance of Corporate Strategy measures 2022/2023

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




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


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


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

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


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

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

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

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

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

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

### Performance of key service measures

43. There are some important indicators that are not included within the Corporate Strategy but are measured locally as indicators of service performance. Of these, seven can be reported at the end of the fourth quarter. The full outturn of information is presented at appendix B. Note that of the seven indicators one is being baseline and therefore does not have a performance rating.



44. Four indicators are performing above or on target:

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

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

- Percentage of Business Rates (NNDR) collected.

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

- Town centre vacancy rate,

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



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

### Climate change and air quality

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

### Equality and diversity

48. An Impact Assessment (IA) was completed in October 2022, which was considered as part of the approval process for the Corporate Strategy 2022. IAs have also been individually conducted for each corporate project as part of the planning and documentation process. This has ensured that the impact on equality, our communities, and the environment has been fully considered and addressed. The completed IA for the Corporate Strategy is available under background documents within this report.

### Risk

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

### Comments of the Statutory Finance Officer

50. There are no directly financial implications arising from this report. There is, however, a direct impact between performance outcomes and the financial position of the

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

### Comments of the Monitoring Officer

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

### Background documents

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

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

### Appendices

53. The following appendixes are included with the report:

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

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

## Appendix A – Performance of 2021 Corporate Strategy key measures

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

<sup>1</sup> Revised cumulative figure reported at Quarter Three.

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

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

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

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

Appendix B – Performance of key service delivery measures

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