

Report of	Meeting	Date
Chief Executive (Introduced by Executive Member (Resources))	Council	21 st November 2023



Corporate Strategy Refresh 2023/2024

Is this report confidential?	No
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Is this decision key?	Not applicable
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Purpose of the Report

- To seek approval for the refresh of the Corporate Strategy 2023/2024.

Recommendations

- That the Corporate Strategy 2023/2024 be approved.

Reasons for recommendations

- To ensure that the Corporate Strategy reflects the needs of the borough and that council resources are directed towards key priorities.

Other options considered and rejected

- The other option is to not review the strategy. However, this would mean that the Corporate Strategy may no longer reflect the needs of communities and businesses within the Borough, as well key projects and measures no longer being relevant.

Executive summary

- The report provides a summary of the performance of the Corporate Strategy in 2022/23 and the changes proposed as part of the Corporate Strategy refresh for 2023/24.
- The delivery of the Corporate Strategy over the last 12 months has continued to deliver improved outcomes for the borough and its residents, communities and businesses.
- This includes opening a second extra care scheme at Tatton Gardens offering 62 high quality assisted living apartments with a range of facilities supporting independent living. Tatton Gardens has also provided a much needed new community centre, GP surgery and café in one of the most deprived areas of Chorley. Strawberry Meadows

Business Park completed, creating employment space in a prime location, offering a range of office and light industrial units to meet the needs of local businesses. A household energy support scheme was launched to support residents across the borough through the energy crisis. To contribute towards climate change objectives, green spaces and local habitats around the borough including canals and waterways have been enhanced including more tree planting and wildflower meadows. Several projects have supported safe and healthy communities by providing pathways into diversionary and wellbeing focussed activities. This includes the launch of a health and wellbeing programme; family support to enable the best start in life plus jobs skills to ensure meaningful employment. A full summary of the achievements by priority is provided within this report.

8. The Corporate Strategy is the key strategic plan for the council, and that means that it is important for it to remain relevant to the needs of the borough and its residents, recognising the challenges that they face. This includes, for example increases in the cost of living and unprecedented levels of inflation.
9. For the Corporate Strategy 2023, the vision, priorities and long term-outcomes remained the same to ensure that the long term impacts of strategic activity and investment are maintained. This strategy continues to progress on action to address the economic impact of unprecedented inflation rates and high cost of living including support for businesses and activity to increase jobs and skills. The strategy responds to the needs of communities, moving health and wellbeing initiatives into their next phase of delivery and doing more for neighbourhoods right across the borough. Housing and homelessness prevention remain key themes for the strategy with specific council action to ensure that everyone is able to live in good quality, energy efficient and suitable homes. The four priorities continue to be:
 - Housing where residents can live well,
 - A green and sustainable borough,
 - An enterprising economy with vibrant local centres in urban and rural areas,
 - Healthy, safe and engaged communities.
10. In response to challenges facing residents, the key projects in the refreshed strategy for the forthcoming 12 months are focused on home energy, delivering the cost of living action plan and support services for families and young people. Major projects such as improvements to Chorley Bus Station and the development of a Destination Management Plan for the borough will seek to attract visitors to the borough and support economic growth. Delivery of the Jobs and Skills Programme will seek to support access to skills and support job creation across the borough. Action to address and mitigate climate change is cross cutting to ensure that all activity reinforces a commitment to becoming net zero, with specific projects to support energy efficiency for homes and businesses, as well as work to investigate options for future energy creation.
11. The performance measures that help us to know how we are getting better and whether we are achieving our long-term goals have also been reviewed and updated. Indicators have been amended and targets updated to reflect performance over the past months as well as to better align to future priorities.

Corporate priorities

12. The report sets out the Corporate Priorities.

Background to the report

13. The Corporate Strategy provides a clear statement of what the Council aims to achieve over the coming years. The strategy sets out not only the Council's vision, priorities, and long-term outcomes for 2023/24, but also priority activity to be delivered through the corporate projects and how we intend to measure success over the year ahead.

Performance of the Corporate Strategy in 2022/23

14. Progress in implementing the Corporate Strategy has been reported on a regular basis over the last twelve months. The quarterly performance reports set out the performance and focus on areas where delivery is off track, seeking to address any issues.
15. At quarter two, performance against the Corporate Strategy projects was excellent, with 90% (17) of the projects rated as green or complete. A full review of the performance of the Corporate Strategy (including measures) has been completed and is summarised below.

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

16. The Strawberry Meadows Business Park has been completed. The 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. This state-of-the-art facility, will enable the council to continue to succeed in attracting people to do business in Chorley. Demand for the units has been positive attracting 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.
17. Feasibility work has been undertaken for enhancements to local service centres in areas such as Euxton, Coppull, Adlington, Whittle, and Clayton. Site investigations have taken place to evaluate the potential improvements that can be undertaken by the council to improve the identified local areas, with a view of bringing forward a plan for implementation.
18. Following the reopening of Astley Hall, wider improvements to other areas complex have been undertaken, including the reopening of the gallery space to showcase the Hall's art collection and refurbishment of the walled garden glasshouse. Activities have been undertaken to further enhance the visitor experience with the development of a programme linked to UKSPF funding for wider improvements, including the conversion of the Conference Room into a new Workshop and Activity Room for educational visits, and opening of the servants' rooms and oak dressing room in the Hall.
19. To promote future career pathways and provide a local skills pipeline, work has been undertaken with partners to support skills, development, and innovation with the launch of a skills and job programme. Several events have been hosted in partnership with local schools aimed at promoting training opportunities to broaden the career aspirations of young people. Careers events have taken place supporting individuals into employment and training opportunities from a variety of sectors. The

comprehensive Skills and Jobs Programme for Chorley will allow aspiring local businesses to stay and grow in the borough.

A green and sustainable borough

20. A bus shelter improvement plan has been developed, which is part of the council's commitment to improving public transport networks. The programme covers a five-year programme to replace 83 bus shelters. A tender process has been undertaken and a contract award presented for approval. 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.
21. Delivering natural green initiatives to tackle climate change has moved forward with the Westway Nature Reserve enhancement scheme completed, making improvements to the pathways and implementation of natural enhancements to the pond. The launch of a new tree giveaway initiative has taken place this year, with the successful promotion at the Chorley Flower Show. 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.
22. To address the challenge of rising energy costs for businesses and contribute to the council's carbon neutral ambitions, a package of support was launched offering grants that can support energy efficiency measures and adaptations. The scheme provides a grant of up to £2,000 towards the costs of purchasing energy reduction equipment identified by free certified energy audits. It also provides information for businesses 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. A full launch event took place on 1 November and included the introduction of the council's Climate Change Accreditation Scheme, to ensure that businesses continue to survive and thrive despite the economic landscape.
23. The improvement to council buildings has progressed with an Accommodation Officer Working Group being established, bringing together different services across the council to provide a consistent and co-ordinated approach to drive forward all non-routine improvements to the council's working accommodation to ensure a modern and fit for purpose environment that supports the workplace strategy.
24. To support the council's carbon neutral ambitions, the exploration of the feasibility of green energy production in Chorley has progressed with the completion of a low carbon technology options report. The options paper provided an overview of the available low carbon and renewable technologies for the council. Additionally, an electric vehicle (EV) charge point study has been drafted and will enable the council to set a future budget and ensure that a definitive plan is in place for future electric vehicle charging points to be installed across the borough.

Housing where residents can live well

25. Tatton Gardens has now been completed and provides vital amenities for local residents, including improved health care provision delivered through an onsite GP surgery and pharmacy, assisted living accommodation units and recreation ground improvements, supporting wellbeing outcomes and wider benefits such as community cohesion and reduced anti-social behaviour.

26. A two-year home energy programme has been developed to provide energy advice and practical support to install energy saving measures supporting residents with the increasing cost of energy. In collaboration with partners, the scheme offers visits to households who are vulnerable or in fuel poverty to undertake a home audit and provide advice on efficiency measures and is linked to the existing council-based services.
27. Work to progress the new Central Lancashire Local Plan has continued. The first phase of consultations on the preferred Local Plan options concluding in February 2023, with over 2,000 responses received providing feedback. An outline structure of the new Central Lancashire Local Plan has been developed and a desktop assessment of all remaining and new sites for housing and employment has been undertaken. The sites have been mapped and provided to the various consultants and statutory consultees/public bodies for assessment. Work is being undertaken with all stakeholders to conclude the site assessment and viability work and bring forward a report to Council which will include a revised Local Development Scheme (LDS) setting out the time frame for the plan making process.
28. Affordable and flexible housing remains a challenge and key priority for the council. Work has been undertaken to prepare for the development of a new Housing Strategy and action plan to develop further options for the delivery of solutions for high quality, affordable and green housing.

Healthy, safe and engaged communities

29. 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, the action plan has delivered the warm spaces programme, providing warm and friendly places for over 2,800 residents at key venues across the borough in response to rising energy costs. The Warm Spaces Programme was expanded to cover the summer months and the Welcome Spaces Programme, supporting residents to access cost of living support alongside social inclusion activity. The uniform swap shop scheme was expanded with schools and the Household Support Fund phase 3 was completed, with 6,744 households being supported financially to a total value of £426k.
30. The project to increase digital connectivity in rural areas has been changed during the year to the development of the Rural England Prosperity Fund, which seeks to help support specific challenges in rural areas by offering a rural grants scheme to enable eligible businesses to make capital improvements to their operations. To ensure that the scope of the scheme is aligned to local needs and priorities, a consultation has been undertaken with local businesses to understand the level of demand and identify potential applicants. The scheme was launched on 15 September for rural businesses across the borough to apply for grant funding.
31. Health and wellbeing remain a key priority and progress has been made working closely with local providers to develop a community-based health and wellbeing programme. The programme employs different locally delivered initiatives focused on improving mental and physical health. This includes the Holiday Activities and Food (HAF) where the summer programme has engaged with 1,409 individuals; a Suicide Prevention Action Plan to increase awareness of support and reduce stigma; and the Adult Health and Wellbeing Grant continues to be distributed with a wide range of activities being delivered across the borough, examples include walking netball, walking football and seated yoga.

32. To support families and young people to start and live well, several events were delivered 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. A Winter Play Day was also hosted in collaboration with Inspire Youth Zone. Additionally, a plan for a parenting programme, which will deliver sessions at the local level in order to provide reassurance, tips and guidance to young families was developed.
33. To ensure high quality and responsive services, the council has progressed the delivery of its ambitious transformation programme with the implementation of a single shared operating model for Property and Development and Pest Control. This forms part of the wider programme of shared services, which will provide greater capacity, more resilience, and create development opportunities for staff. Work is underway to implement new technology and review the council's website to ensure that services are more accessible for residents.

Project Delivery

34. As well as delivering major schemes, the 2022/23 Corporate Strategy included a number of projects that focused on progressing priorities over multiple years. Some projects will be completed within the year, however there are a number of projects that will continue with future delivery plans to be developed.
35. The projects that are yet to be completed have identified clear timescales for delivery and will continue to be monitored through to completion alongside the new Corporate Strategy projects and reported through quarterly monitoring reports. A full list of projects, along with a current position statement is available in Appendix B.

Performance

36. The 2022/23 strategy also included 24 key measures to make it possible to monitor progress towards achieving the priorities and long-term outcomes. The measures were selected to demonstrate progress made in achieving the ambitions of the council. At the end of quarter two, 79% of Corporate Strategy measures were performing on or above target or within the 5% threshold. Further details are available in the quarter two performance monitoring report, which was presented to the November Executive Cabinet.

Development of the Corporate Strategy 2023/24

37. In line with the priorities set out in the Corporate Strategy the council has delivered significant achievements for Chorley over the last few years. Large scale capital projects, community-based activities and economic support have accomplished better outcomes for residents, communities, and businesses. The council continues to take action to support its residents when they face challenges, from the pandemic through to the cost of living crisis and inflationary pressure. Work already in place, such as social prescribing and community development has been supplemented by new programmes such as HAF and energy schemes. It is important, however, to ensure that the council continues to review its work and ensure that it responds to new challenges.
38. The Corporate Strategy for 2023/24 has been refreshed to reflect the future ambitions and objectives of the Council. Building on progress made over the last few years, the strategy will concentrate on ensuring that Chorley is in the best possible position for the future. Key issues include housing, climate change, community resilience and wellbeing.

39. The vision continues to be: *Enabling strong communities, a resilient economy, excellent services, a greener future and successful people.*

The four priorities are:

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

40. Each of the four priorities is supported by a number of commitments from the Council:

Priority	Our Commitment
Housing where residents can live well	<ul style="list-style-type: none"> • Deliver affordable and energy efficient housing, • Strive for good quality housing for all, • Work with partners supporting new ways to prevent homelessness, • Support our most vulnerable residents.
A green and sustainable borough	<ul style="list-style-type: none"> • 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.
An enterprising economy with vibrant local centres in urban and rural areas	<ul style="list-style-type: none"> • 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.
Healthy, safe and engaged communities	<ul style="list-style-type: none"> • 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.

Projects

41. Projects will build on the successful delivery of key schemes in recent years, as well as refocusing activity to make progress in new areas such as destination management. New projects have been included, for example, to ensure the borough continues to thrive, attracting visitors through more effective marketing of the borough's amazing assets, and improving the welcome to the town centre by taking on the management of the bus station. These activities will ensure that the council continues 'Making it Happen' for communities across the borough.
42. The council recognises the importance of everyone being able to live in a suitable and affordable home. The Prevention of Homelessness Strategy will be refreshed, working with partners to address existing and emerging issues that mean that homelessness is an increasing challenge within the borough and across the country. The Housing Strategy will also be refreshed to ensure that the council continues to have a clear vision and priorities to ensure everyone in the borough is able to live in good quality and suitable homes. A household energy support scheme will be delivered to support residents through the energy crisis including practical support to install energy saving measures. This will also contribute towards climate change objectives. The council will develop and deliver a plan to improve housing standards across the borough to ensure that everyone is able to live in a home that is safe
43. Tackling climate change continues to be a key priority for the borough, with the council working towards our commitment to be carbon neutral by 2030. Improving biodiversity and open spaces not only supports mitigating the impact of climate change, it also encourages the use of parks and open spaces and improves the wellbeing of residents. The council will increase the number of parks with a Green Flag status in order to enhance local parks and natural habitats. The council will continue to encourage use of public transport as bus shelters are improved and green shelters introduced to boost biodiversity. Chorley Bus Station will be improved under the council's management in order to transform it into a key transport hub to welcome visitors. The council will maintain and improve council buildings to create a modern environment and attractive workspace to support the way we work. As well as considering its own assets, businesses will be supported through the delivery of the Business Energy Support Scheme. This will boost businesses across the borough providing support and advice on energy adaptations and potential improvement grants. Specific support packages will be created for rural businesses through a Rural Business Support and Grant Scheme.
44. A strong local economy across the borough is vital to ensuring that the borough remains a vibrant place. The council will deliver a jobs and skills programme to upskill residents to ensure that our residents have the skills they need to succeed and our businesses the talent available for them to grow.. To ensure the borough's economy continues to grow over the long term, there will be a refresh of the Economic Development Strategy.
45. The borough already has a visitor economy worth over £130 million each year, with assets that attract visitors. More can be done to support the visitor economy and to ensure that Chorley is better known and recognised as a place to visit. Work will be undertaken to develop a Destination Management Plan to enhance reputation of the borough, and to ensure that the destinations and attractions across the borough, including rural areas, are well connected and marketed.
46. The Council has a strong track record of supporting communities. This will continue as the council will launch an enhanced social prescribing service focussed on supporting family and early years. We will deliver a health and wellbeing programme to support the

needs of residents across the borough. There will be further provision as we deliver the cost of living action plan by providing a range of support and intervention including food and fuel poverty, debt, and housing. The council will work with our partners and businesses to tackle anti-social behaviour issues across the borough quickly and effectively.

47. The key projects that will be delivered under each priority, to support the Council to meet its commitments are:

Housing where residents can live well	
Refresh the Prevention of Homelessness Strategy	Homelessness continues to provide an increasing challenge for our residents, with increases in the cost of living, a reducing private sector rental market and a lack of access to specialised support being key issues. The refresh of the Prevention of Homelessness Strategy will seek to further the council's work in working closely with partners to address existing and emerging issues.
Develop and Deliver a Plan to Improve Housing Standards Across the Borough	This project will guide the work of the council's Housing Standards Officer and wider teams to drive improvement in housing standards, particularly in social and private rented housing across the borough, providing support to residents to live in housing that keeps them healthy and safe.
Deliver the Home Energy Support Scheme	This project will deliver energy advice and practical support to install energy saving measures, so that residents are able to address increasing energy costs and support action to tackle climate change.
Refresh the Housing Strategy	<p>Housing is a varied and diverse subject, ranging from the delivery of new homes and supporting those in need of housing, through to supporting people to live independently for longer and to stay safe in high quality and warm. It is widely acknowledged that housing has a direct and substantial impact on the health and wellbeing of individuals.</p> <p>Our Housing Strategy will provide guiding priorities and actions to ensure that the council is proactive in ensuring that everyone in the borough is able to live in good quality, energy efficient and suitable homes. It will build on the work already undertaken over the current strategy period.</p>
Deliver the Local Plan	Work on the development of a new Local Plan for central Lancashire continues. It will provide a clear plan for development in the coming years, supporting effective locally led decision making.

A green and sustainable borough

Continue to deliver improvements to Chorley's Bus Shelter Network	<p>Encouraging the use of public transport as well as improving the borough's public realm, this project will replace over 80 Chorley Council owned bus shelters over the coming five years. The project will also introduce five 'living roof' shelters to the borough, highlighting the need for increased biodiversity and awareness of the challenges posed by climate change.</p>
Increase the Number of Parks with a Green Flag Status	<p>In 2023, six Chorley parks have been awarded the prestigious Green Flag status. Astley Park, Withnell Linear Park Nature Reserve, Harpers Recreation Ground, Rangleetts Recreation Ground, Yarrow Valley Country Park, and Coronation Recreation Ground.</p> <p>The award recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of recreational outdoor spaces. In the forthcoming year we will focus on gaining Green Flag status for two additional parks, Carr Brook Linear Park and Tatton Recreation Park.</p>
Deliver the Business Energy Support Scheme to Boost Businesses Across the Borough	<p>Following a successful launch, the council will now deliver a package of support for businesses to undertake energy adaptations including an energy audit, recommending actions and potential grant support towards improvements.</p> <p>The project will provide an audit scheme that can support businesses to identify opportunities for reducing energy costs through green technologies</p> <p>A small grants scheme will be developed to initiate improvements whilst also collating and publishing a range of resources that will support businesses to access larger grants, advice, and tips.</p>
Deliver a Rural Business Support and Grant Scheme	<p>This project will deliver the rural business grants scheme to support business based in rural areas to grow and thrive. This could include, for example, farm diversification, rural tourism or community infrastructure.</p>
Maintain and Improve Council Buildings	<p>The council's main office building and leisure centres need to remain fit for purpose to ensure that they continue to support the delivery of high-quality services. This project will develop plans for the future use and maintenance of the main office buildings and</p>

	leisure centres, and also ensure that opportunities to decarbonise are identified and pursued.
Develop and Deliver a Plan to Improve Chorley Bus Station	Chorley bus station is a vital asset for the town and wider borough. It should provide a key transport hub as well as welcoming visitors to the town centre. The council has taken over its management from the county council, and this project will focus on ensuring that the bus station is better managed and developed to secure those benefits - including, increased use of public transport, reduced anti-social behaviour, increased utilisation of the space within the bus station and the benefits to the town centre.
An enterprising economy with vibrant local centres in urban and rural areas	
Develop a Destination Management Plan for the Borough	<p>Chorley already has a visitor economy worth over £130m per year. It has great assets that attract visitors. This project recognises that more can be done to exploit the opportunities that Chorley's location and assets presents to improve place recognition and create a cohesive offer that encourages more visitors to the borough.</p> <p>The project will work with destination management and visitor economy experts to develop a destination management plan for the borough, with the objective of improving the visitor offer and economy.</p>
Deliver a Jobs and Skills Programme to upskill residents across the borough	<p>Deliver new initiatives to promote future career pathways and develop the future skills pipeline to meet the needs of local enterprise. The programme to be developed will focus on engagement with businesses.</p> <p>Delivery would include the provision of career day showcase/roadshows for businesses to target recruitment and careers at job seekers. We will also engage in partnership working with Myerscough College</p> <p>Providing businesses with a hub/space for promoting careers/pathways and enable prospective/interested candidates to register interest and connect the two together</p>
Refresh of the Economic Development Strategy to promote growth across the borough	The strategy refresh will focus on the future for economic growth, investment and business support, identifying priority areas and sectors to secure the future growth of Chorley's economy.
Healthy, safe, and engaged communities	
Launch an Enhanced Social Prescribing	This project will develop, with local partners, an enhanced social prescribing service that expands to

<p>service focussed on supporting family and early years</p>	<p>target support at family and early years, taking an approach to early action and prevention.</p> <p>Aligning with the UK Shared Prosperity Fund, this project will increase capacity within the social prescribing team to provide support for early years and family. The intention is that it supports early action to give children the best start, particularly those impacted by health inequalities.</p> <p>The service will seek to develop and work with key partners such as the LCC family hubs and other providers so there is a defined package of support that can help families.</p>
<p>Deliver the cost of living action plan</p>	<p>This project will deliver the cost of living action plan to provide a range of support and intervention including food and fuel poverty, debt, and housing.</p> <p>The action plan includes a range of support and intervention, with a particular focus on fuel poverty, debt and housing. The activity outlined in the action plan falls within five key themes:</p> <ul style="list-style-type: none"> • Partnerships, • Communication, • Data, evaluation, and monitoring, • On ground activity, • Psychological and wellbeing support. <p>The principles around the project are to ensure that the council mitigates as far as possible the impacts of the cost of living on residents.</p> <ol style="list-style-type: none"> 1. Communities are better informed about their options and available support services/funding. 2. The household support fund is targeted at those in need. 3. Providing digital support/training to those adversely impacted by being digitally excluded. 4. Local grants are targeted towards those most in need to ensure impact is maximised.
<p>Deliver a Health and Wellbeing Programme to support the needs of residents across the borough</p>	<p>The council will work with local providers to develop a community-based health and wellbeing programme that can provide support around mental health as well as physical health.</p> <p>Building on the success of the Couch to 5k scheme, the council will work with local providers to develop a community-based health and fitness programme such as bootcamps or outdoor gyms.</p> <p>Given higher than average rates of suicide in Chorley, this activity could be tailored to support the needs of 'at risk' groups with referrals into diversionary based</p>

	health activities such as walking or cycling groups.
Delivery of a Borough anti-social behaviour action plan	Chorley is a safe place to visit, but anti-social behaviour has the potential to discourage visitors and damage businesses. The borough wide centre anti-social behaviour action plan will ensure we work with our partners and businesses to tackle issues quickly and effectively and give a clear message that poor behaviour is not tolerated in Chorley.
Refresh and deliver the Transformation Programme	The council continues to face significant challenges - from increasing costs, uncertain funding arrangements and a competitive jobs market. The transformation programme ensures that the organisation responds to these challenges effectively. It will be refreshed to support budget planning and high quality service delivery.

Measuring Progress

48. The strategy includes a suite of performance indicators that will be measured and reported against to demonstrate success and progress towards achieving the priorities and long-term outcomes. All the measures and targets have been reviewed and updated to ensure that they remain challenging to reflect the council's ambition.
49. Two new indicators will be included to help measure the delivery of the strategy:

Indicator	Priority	Target	Reason
Average improvement wellbeing score following support from the council	Healthy, safe and engaged communities	70%	This measure will assess the impact of the council's social prescribing service, to ensure that it is supporting improved outcomes for residents.
Average % reduction in GP appointments following support from the council	Healthy, safe and engaged communities	Baseline	Improving individual outcomes, as measured in the indicator above, is important. The work of the social prescribing service also has additional benefits in reducing demand on other public services. This indicator will measure the impact of the service in that regard.

50. Four indicators are proposed to be removed from the corporate indicator list to reflect changes in delivery or where a more appropriate indicator has been substituted to better reflect performance. The reason for the change is indicated in the below table:

Indicators	Reason
Number of people who participate in a volunteering opportunity (as a result of an intervention by the Employment Service)	The service provided by the council will continue, but the way in which the main source of referrals (which is the DWP) now works means that the demand for this particular element is significantly reduced. In addition, the new indicators proposed provide better measures of the outcome of the council's work.
Number of volunteer community groups supported to improve by the Council	The council continues with its extensive programme of support for community groups, including funding and advice. The new indicators proposed, however, provide a better indicator of how well the council is achieving its priority and long-term outcomes.
Number of people referred to social prescribing, including Population Health Management	The new proposed performance indicators provide a better measure of the long-term improvements and outcomes to communities' health and wellbeing following support from the council.
Percentage of the population with NVQ level 3 and above	The data for this indicator is no longer available on the Office National Statistics (ONS) website and therefore cannot be reported.

51. Five indicators have targets amended to reflect service changes or better align to future priorities. This includes the following:

Indicators	Action	Reason
Number of affordable homes delivered	Change the target from 111 annually to 75 to ensure this remains realistic	The delivery of affordable homes is dependent on developers. This is based on analysis of the sites coming forward, but continues to ensure that the council works hard to secure the affordable housing that should be delivered through the development process.
Number of Bus Shelters improved	The target has been increased from 19 annually to 26	The target is in line with the Corporate Strategy project and the next phase of delivery.
Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	This target has been change from 10 annually to 6 in line with the programme.	The council has delivered significant improvements to parks, open spaces and playing pitches over the last decade. The change to the target better reflects the required improvements in the forthcoming year.

Number of visits to council leisure centres	Reduce the target from 468,000 annually to 340,000	The baseline used to set the previous target was based on data from the previous operator and then significantly affected by the pandemic. The new target has now been based on the updated baseline and provides a target that will increase visits to the leisure centres by 15,000 visits per annum (4.4%).
Number of Trees Planted	New target to plant 23,000 trees	The council has exceeded its original target to plant 116,875 trees across the borough by 2025. A new target to plant a further 23k trees has been set for 2024/25 and a plan is to be brought forward to establish a long term tree planting target for the future years.

Proposed Corporate Strategy Indicators

Priority	Indicator	Frequency	Annual Target
Housing where residents can live well	Number of long-term empty properties in the borough	Quarterly	Less than 150
	% of households living in fuel poverty	Annual	Better than regional average
	Number of affordable homes delivered	Annual	75
A green and sustainable borough	Number of Bus Shelters Improved	Bi- Annual	26
	Number of Trees Planted	Bi-Annual	23,000
	Number of improvements to parks, open spaces and playing pitches linked to strategy delivery	Annual	6
	% of household waste sent for reuse, recycling or composting	Quarterly	46.04%
An enterprising economy with vibrant local centres in urban and rural areas	Number of projected jobs created through Chorley Council support or intervention	Quarterly	200
	The % of 16-17 year olds who are not in education, employment or training (NEET)	Quarterly	3%
	Number of Business Engagements by the Council	Quarterly	900
	Growth in business rate base	Annual	0.50%

Priority	Indicator	Frequency	Annual Target
Healthy, safe and engaged communities	% of service requests received online	Quarterly	50%
	% of customers dissatisfied with the service they have received from the Council	Quarterly	Less than 17%
	% increase in visitor numbers	Annual	+2%
	Average improvement in wellbeing score following support from the council		70%
	Average % reduction in GP appointments following support from the council	Quarterly	Baseline
	Number of visitors to council leisure centres	Quarterly	340,000

52. In addition to delivery indicators, the Council also measures outcomes compared to national and regional performance indicators. The proposed indicators are:

Indicator	Frequency	Annual Target
Overall employment rate	Quarterly	Better than Regional Average
The number of claimants as a proportion of resident population of the area aged 16-64	Quarterly	Better than Regional Average
Town Centre Vacancy Rate	Quarterly	Better than National Average
Median Workplace Earnings	Annual	Better than Regional Average
Earnings by place of residence	Annual	Better than Regional Average

Climate change and air quality

53. In particular the report impacts on the following activities:
- a. net carbon zero by 2030,
 - b. energy use / renewable energy sources
 - c. waste and the use of single use plastics,
 - d. sustainable forms of transport,
 - e. air quality,
 - f. flooding risks,
 - g. green areas and biodiversity.

Equality and diversity

54. The review of the strategy each year provides the opportunity to consider the latest demographic information, policy context and implications for services. The strategy sets out support for those in communities who may have unfair disadvantages in accessing support, services, and opportunities.
55. As the strategy is delivered over the next 12 months and each project is implemented, an equality impact assessment will be undertaken to consider the equality and diversity implications.

Risk

56. The Council maintains a strategic corporate risk register which sets out the main risks to the organisation and delivery of its services and strategy. In considering the key risks to the delivery of the corporate strategy, the main risks will be related to resourcing and finance, particularly the impacts of the poor economic forecasts and predictions at a national level, including the cost of living crisis. To manage these risks there are mitigation plans in place and each project listed in the strategy is required to undertake and maintain its own risk register.

Comments of the Statutory Finance Officer

57. There are no direct financial implications of this report but the Corporate Strategy forms a key element of producing the Medium Term Financial Strategy presented each Spring. The direction provided by this report will be following into budget setting.

Comments of the Monitoring Officer

58. The matters and priorities to be addressed within the Corporate Strategy relate to statutory duties or are within the general power of competence and can lawfully be adopted for delivery. The measures proposed will enable the council to properly consider whether the priorities and associated interventions have delivered value for money which will in turn serve to inform future decision making.

Background documents

There are no background papers to this report.

Appendices

Appendix A Chorley Council Corporate Strategy 2023/2024

Appendix B Corporate Strategy Projects Position Statement

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