

Report of	Meeting	Date
Director Partnerships, Planning and Policy (Introduced by the Executive Member for Policy and Performance)	Executive Cabinet	11 th November 2010

2ND QUARTER PERFORMANCE REPORT 2010/11

PURPOSE OF REPORT

1. This monitoring report sets out performance against the Corporate Strategy for the second quarter of 2010/11, 1st July - 30th September.

RECOMMENDATION(S)

2. That the report be noted

EXECUTIVE SUMMARY OF REPORT

3. This report sets out performance against the Corporate Strategy for the second quarter of 2010/11, 1st July – 30th September 2010. Performance is assessed based on the delivery of key projects and the performance against measures in the Corporate Strategy.
4. Overall performance of key projects remains excellent with 91% of projects either on track, closed or completed. This is an improvement on last quarter's performance of 88%. The 9% of projects which are rated red or amber are expected to be brought back on track over the next quarter.
5. Overall performance for key measures in the Corporate Strategy is strong, with 93% of measures performing above target or within the 5% tolerance. Where performance is below the target, action plans have been developed to outline what action will be taken to improve performance.

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

To facilitate the ongoing analysis and management of the Council's performance in delivering the Corporate Strategy

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

6. None

CORPORATE PRIORITIES

7. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional	✓	Develop local solutions to climate	✓
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economic development in the Central Lancashire sub-region		change.	
Improving equality of opportunity and life chances	✓	Develop the Character and feel of Chorley as a good place to live	✓
Involving people in their communities	✓	Ensure Chorley Borough Council is a performing organization	✓

BACKGROUND

8. The Corporate Strategy is the key strategic document for the authority and is focused on delivering the Council's six strategic objectives that underpin the priorities of: prosperity, people, place and performance. The Corporate Strategy mirrors, and outlines the Council's contribution to, the Sustainable Community Strategy, delivery of which is taken forward by the Chorley Partnership.
9. The Corporate Strategy 2009/10 – 2010/11 identifies a programme of 33 key projects as well as performance measures, which contribute to the achievement of our objectives.

REPORT OVERVIEW

10. The report provides information in the following areas:
 - The Council's progress in delivering the 33 Key Projects identified in the Corporate Strategy 2009/10 – 2010/11
 - The Council's progress in achieving against performance measures that can be measured on a quarterly basis. It is not always possible to report all indicators in the Corporate Strategy on a quarterly basis. Where it is possible, the current performance is illustrated in Appendix 1 and described in the body of the report. In addition, the Council's performance against the national indicator set is illustrated at Appendix 2.
 - Where indicators have missed targets by 5% or more, commentary is included to explain the reasons for lower than expected performance and the action that will be taken to improve performance.

STRATEGIC OBJECTIVE ONE: IMPROVE CHORLEY'S ECONOMIC POSITION IN THE CENTRAL LANCASHIRE SUB REGION

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

11. Overall performance of key projects under this strategic objective continues to be excellent with 100% rated green or complete.
12. The following projects are rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:
 - Produce a marketing package for the town centre, markets and Chorley as a whole
 - Produce Site Allocations Development Plan Document
13. The following table shows the key outcomes from the projects which have completed in the second quarter of 2010/11 under strategic objective one.

Project	Key Outcomes
Secure the redevelopment of Pall Mall Triangle and Market Street	<ul style="list-style-type: none"> • Proposed planning application for this area received a 'minded to' approve at Development Control Committee on 12th October 2010. • The development will provide a Class A1 food store, petrol filling station, associated car parking, servicing, new accesses, public

	<p>realm and landscaping.</p> <ul style="list-style-type: none"> • The development will create circa 400 full and part time jobs. • The proposal represents a significant investment in Chorley and should enhance the profile of the town, stimulating further economic activity in terms of jobs and shopping behaviour.
<p>Refresh the Economic Regeneration Strategy and Town Centre Action Plan</p>	<p>The Economic Regeneration Strategy has now been refreshed and approved by the Executive Cabinet and LSP Economic Regeneration Group.</p> <p>The refreshed strategy focuses on the following priority themes:</p> <ul style="list-style-type: none"> • Promoting knowledge-based inward investment • Creating a thriving 'Contemporary Market Town' • Supporting a strong indigenous business base; and • Ensuring residents and communities reach their full economic potential. <p>Over its lifetime, the strategy will achieve:</p> <ul style="list-style-type: none"> • Private sector investment worth £270 million • The creation of 8,800 new jobs, with more than 3,000 new jobs in higher value sectors • Achieving greater prosperity for all – raising the value of economic activity per head of population. <p>The refreshed strategy and action plan now provides Chorley Council, partners and key stakeholders with clear direction to ensure that the Chorley economy maintains resilience during uncertain economic times as well as facilitating sustainable economic growth as we head towards recovery.</p>
<p>Develop a proposal for improvements to the Flat Iron</p>	<p>Proposed designs for Flat Iron improvements to the public realm and associated costs have been produced for when funding becomes available.</p> <p>Cabinet have approved the phased introduction of Gazebos in 2011 to improve the look and feel of the market and attract new traders and shoppers.</p>

PERFORMANCE OF CORPORATE STRATEGY MEASURES

14. It is possible to report on two of the key measures under Strategic Objective One at the end of quarter two. Both these measures are performing on or above target.
15. The following measures are performing on or above target:
 - The number of new businesses established. There were 33 new businesses established between April 2010 and September 2010 against a target of 26.
 - NI 152: Working age people on out of work benefits. 10.6% were claiming benefits against a target of 12.2%. (Smaller performance is better)

STRATEGIC OBJECTIVE TWO: IMPROVING EQUALITY OF OPPORTUNITY AND LIFE CHANCES

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

16. Overall performance of key projects under this strategic objective continues to be excellent with 100% rated green or closed off
17. The following projects are rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:
- Evaluate the Families First project and establish intervention arrangements for vulnerable families
 - Increase weekend and diversionary provision for children and young people
 - Improve co-ordination of work with children and young people
 - Implement Year 2 of the 50+ Active Generation Project
 - Deliver Chorley's key actions for Year One of the Health Inequalities Strategy
18. The following table shows the project which has been closed off in the second quarter of 2010/11 under strategic objective two.

Project	Reason for being closed off
Evaluate the free swimming scheme and agree a way forward	There has been a good public take up of free swimming; however evidence showed that the scheme was taken up by people who already went swimming, rather than encouraging more people to start. The public were made aware of the final date for free swimming and we will continue to provide residents with details of alternative free and low cost activities on offer around the borough.

PERFORMANCE OF CORPORATE STRATEGY MEASURES

19. It is possible to report on two of the key measures under Strategic Objective Two at the end of quarter two. Both of these measures are performing on or above target.
20. The following measures are performing on or above target:
- The number of junior visits made to leisure facilities. There were 287,106 visits between October 2009 and September 2010 against a target of 282,996.
 - The rate of participation in regular volunteering among older people was 31.9% against a target of 21.6%.

STRATEGIC OBJECTIVE THREE: SUPPORTING PEOPLE TO GET INVOLVED IN IMPROVING THEIR COMMUNITIES

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

21. Overall performance of key projects under this strategic objective is excellent with 100% of projects rated green or complete.
22. The following projects are rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:
- Develop a community engagement strategy
23. The following table shows the key outcomes from the projects which have completed in the second quarter of 2010/11 under strategic objective three.

Project	Key Outcomes
Develop and deliver an action plan to increase	<ul style="list-style-type: none"> • Reviewed and improved our systems for people to volunteer with Chorley Council, for example, sports events and at

volunteering	<p>Yarrow Valley Country Park</p> <ul style="list-style-type: none"> • Support provided to increase opportunities for people to volunteer, for example, advice and guidance for local organisations and training course held targeting young people who are not in employment, education or training • Raised awareness of the role and importance of volunteers in media releases • 12% increase in volunteering
Work with local residents to transfer community facilities into community management	<ul style="list-style-type: none"> • BMX facility transferred into community management with Mid Lancs BMX Club • Work underway on numerous other possible asset transfers, for example, Chisnall Playing Fields and Clayton Brook Village Hall. • Programme of works agreed for the possible transfer of assets

PERFORMANCE OF CORPORATE STRATEGY MEASURES

24. It is possible to report on all four of the key measures under Strategic Objective Three at the end of quarter two. All of these measures are performing on or above target.
25. The following measures are performing on or above target:
- The % of people who feel they can influence decisions in their locality was 45.8% against a target of 31.4%.
 - The % of people who feel their communities are places where people from different backgrounds get on well together was 84.7% against a target of 81.9%.
 - The % of people who regularly participate in volunteering was 33.4% against a target of 25%.
 - The number of assets under community management. There was one asset transferred into community management between October 2009 and September 2010 against a target of one.

STRATEGIC OBJECTIVE FOUR: IMPROVE ENVIRONMENTAL SUSTAINABILITY AND COMBAT CLIMATE CHANGE

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

26. Overall performance of key projects under this strategic objective is good with 80% of projects either rated green or complete.
27. The following project is rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:
- Deliver food waste recycling
28. The following table shows the key outcomes from the projects which have completed in the second quarter of 2010/11 under strategic objective four.

Project	Key Outcomes
Establish a community growing scheme	A community growing scheme has been developed and is being implemented and monitored via the Chorley Community Food

	<p>Growing Action Plan.</p> <p>The PCT has invested funding via Lancashire Wildlife Trust to deliver the Action Plan; £60,000 has been allocated to appoint a part time project officer for three years.</p>
Ensure development of Group One woodland management plan	<ul style="list-style-type: none"> • All trees (circa 3,000) have been surveyed on the site and a plan produced showing the location of trees etc. • Work has commenced on tree maintenance in line with the plan on the Chorley area. This includes removal of damaged or diseased trees, thinning of canopy etc. • Tree Preservation Orders for specific areas covering Chorley trees are currently being processed • Survey information has been sent to South Ribble BC so they can commence the TPOs for their area.

29. The following table shows the project which has been given a 'red' rating. This indicates more serious problems such as falling behind schedule or exceeding budgets.

Project Title	Project Status	Explanation	Action Required
Carry out energy audits of all remaining council buildings	Red	This project is currently behind schedule because negotiations are ongoing with the energy saving trust.	We will continue to pursue negotiations with the Energy Savings Trust to ensure that the work that is required to be carried out is commissioned over the next quarter.

PERFORMANCE OF CORPORATE STRATEGY MEASURES

30. It is possible to report on two of the key measures under strategic objective four at the end of the second quarter. Both these measures are performing on or above target.

31. The following measures are performing on or above target:

- 49.2% of household waste was landfilled against a target of 50% (smaller performance is better)
- NI 192: 50.8% of waste was recycled or composted against a target of 50.19%¹

STRATEGIC OBJECTIVE FIVE: DEVELOP THE CHARACTER AND FEEL OF CHORLEY AS A GREAT PLACE TO LIVE

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

32. Overall performance of key projects under this strategic objective is very good with 86% either rated green, complete or closed off.

33. The following projects are rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:

- Deliver key projects from neighbourhood action plans
- Deliver parks, open spaces and play review and complete improvement plan

¹ The waste figures are up to date in the current position at the end of June. Information for Quarter 2 will be received at the end of December 2010 and the outturn will change as more information is received.

34. The following table shows the project, which has been given an 'amber' rating. This is an early warning that there may be a problem.

Project Title	Project Status	Explanation	Action Required
Establish a choice based lettings scheme	Amber	Internally, a lot of progress has been made on the project. However, there have been some delays experienced by the wider partnership in the development of the required software. However, sign off has now been achieved and this issue should not arise again.	Renewed timescales have been agreed with partners and the Choice Based Lettings system will go live in March 2011. Going forward, we will continue to work with partners to establish one robust waiting list. As well as training staff, developing a property shop and promoting the new service.

PERFORMANCE OF CORPORATE STRATEGY MEASURES

35. It is possible to report on eleven of the key measures under strategic objective five at the end of the second quarter. Of these, seven are performing on or above target, three are off target but within the 5% threshold and one is off target by 5% or more.

36. The following measures are performing on or above target:

- The % of people who were satisfied with their neighbourhood as a place to live was 89.4% against a target of 84%
- NI 195a: Improved street and environmental cleanliness, litter. Performance was 3% against a target of 4.5% (smaller performance is better).
- NI 195d: Improved street and environmental cleanliness, flyposting. Performance was 1% against a target of 1% (smaller performance is better).
- Feelings of safety during the day were 92.2% against a target of 90%
- Feelings of safety during the night were 71% against a target of 50%
- NI 16: Serious Acquisitive Crime rate. The rate was 3.1111 per 1,000 population, against a target of 3.9650 (smaller performance is better).
- NI 156: Number of households in temporary accommodation. Six families were in temporary accommodation against a target of 13 (smaller performance is better).

37. Of particular note is the improvement in performance of the street cleanliness indicators, which have improved substantially since March 2010. Levels of litter have improved from 6.1% to 3% and is now hitting target. Levels of detritus have improved from 9.7% to 4.5% and has only just missed hitting the challenging target.

38. The following measures have missed target but are within the 5% threshold:

- NI 195c: Improved street and environmental cleanliness, graffiti. Performance was 2% against a target of 1% (smaller performance is better).
- NI 20: Assault with Injury Crime Rate. The rate was 2.9198 per 1,000 population, against a target of 2.87 (smaller performance is better).
- The % of people who were satisfied with parks and open spaces was 71.5% against a target of 74%

39. The following table shows those measures that are performing below target by 5% or more

Performance Indicator	Target	Performance	Reason below target	Action required
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<p>NI 195b: Improved street and environmental cleanliness, detritus</p>	<p>4.5%</p>	<p>5%</p>	<p>The target of 4.5% is an extremely challenging target when compared to other Lancashire districts. Performance in 2009/10 was 9.7%. Therefore, our current performance of 5% represents a significant improvement against last year's actual performance. This performance has come about as a result about due to the new street cleaning arrangements, following the Council's decision to invest a further £60,000. These new arrangements have also resulted in NI 195(a), levels of litter, improving significantly and bettering the 4.5% target. The new arrangements are now embedded and it has been very successful as the feedback received has been very positive and it has made a clear impact on the standards of cleanliness across the Borough.</p>	<p>We are satisfied that the new system will continue to improve the detritus levels. Therefore, we propose to continue with the current arrangements.</p>
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STRATEGIC OBJECTIVE SIX: ENSURE CHORLEY COUNCIL IS A CONSISTENTLY TOP PERFORMING ORGANISATION

PERFORMANCE OF KEY CORPORATE STRATEGY PROJECTS

40. Overall performance of key projects under this strategic objective is very good with 86% either rated green, complete or closed off.
41. The following project is rated green, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:
- Complete Year 3 of the VFM Programme
42. The following table shows the project, which has been given an 'amber' rating. This is an early warning that there may be a problem.

Project Title	Project Status	Explanation	Action Required
<p>Develop a staff engagement strategy</p>	<p>Amber</p>	<p>The first draft of the employee engagement framework is now complete. However, the project is slightly behind schedule because further review is required before consultation and implementation.</p>	<p>It is anticipated that the project will be delivered by the end of November.</p>

43. The following table shows the project which has been closed off in the second quarter of 2010/11 under strategic objective six.

Project	Reason for being closed off
<p>Refresh the Council's Marketing & Communications Strategy</p>	<p>A first draft of the refreshed Communications and Marketing Plan has been completed as per the corporate project mandate within the corporate strategy. However, pending a review of the service and its budget, the Chief Executive has decided to postpone approval of a final draft.</p>

44. The following table shows the key outcomes from the project which has completed in the second quarter of 2010/11 under strategic objective six.

Project	Key Outcomes
Refresh Chorley's Sustainable Community Strategy	<p>Chorley's Sustainable Community Strategy has now been refreshed. A new vision and set of priorities has been developed, based on the needs of our communities. In addition, both public and partner consultation has been undertaken on the new strategy.</p> <p>It has also identified a forward plan of work to ensure that it is fully embedded for delivery</p>

PERFORMANCE OF CORPORATE STRATEGY MEASURES

45. It is possible to report on six of the key measures under strategic objective six at the end of the second quarter. Of these, five are performing on or above target and one is off target by 5% or more.

46. The following measures are performing on or above target:

- The % of people who were satisfied with the way the Council runs things was 62.9% against a target of 50.5%
- The % of residents who feel that Chorley Council provides value for money was 57.5% against a target of 41.4%
- The % of residents who are satisfied with the service they receive in the Contact Chorley was 100% against a target of 98%
- The rate of avoidable contact was 14.86% against a target of 19%
- The % of staff satisfied to work for Chorley Council was 91% against a target of 80%

47. The following table shows those measures that are performing below target by 5% or more

Performance Indicator	Target	Performance	Reason below target	Action required
% of National Indicators on target	73%	62%	The Council has responsibility for the reporting and monitoring of a small number of National Indicators. This means that a small number of indicators have a big impact upon the overall figure. There are four indicators currently below target. The reasons for the lower than targeted performance is detailed in the relevant action plan.	The actions identified in the relevant action plans for each indicator that is below target will be undertaken to improve performance.

OTHER NATIONAL INDICATORS NOT IN THE CORPORATE STRATEGY

48. There are some important indicators that are not included within the Corporate Strategy, but are measured locally and are indicators of service performance. There are six such indicators that can be reported at the end of the first quarter. Two are performing better than target, while four are performing worse than target.

49. The following measures are performing on or above target:

- NI 181: Time taken to process housing benefit/council tax benefit new claims and change events, taking 8.2 days against a target of 10 days
- NI 182: Satisfaction of businesses with local authority regulation services, with 96.8% of businesses satisfied against a target of 90%

50. The following table shows those measures that are performing below target by 5% or more

Performance Indicator	Target	Performance	Reason below target	Action required
NI 151 Overall Employment Rate	76%	69.6%	The method for collecting and reporting this data has changed to include females up to the age of 65, where previously, it had been 59. This makes performance look worse. JSA Claimant figures show that unemployment well below the Lancashire average.	Continue to deliver employment initiatives, such as Employment Charter, Redundancy Task Force and Future Jobs fund.
NI 157a Processing of planning applications as measured against targets for 'major' application types	81%	71.88%	Performance has not achieved target mainly due to the increase in workload and the number of current major applications which take up a considerable amount of senior planners time to progress to the stage where they can be considered by Development Control Committee.	As previously reported, we have had a few staff recently take maternity leave. To address this, we have recruited three fixed term planners for a 12 month period and, as a consequence, all 12 posts within the Development Control service are currently filled either on a permanent or temporary basis. In addition, given all the current staff have large caseloads, in order to improve performance we have engaged the services of an additional temporary officer for the next couple of months to deal with Householder applications The effect of the additional staff is expected to make an impact in the remaining two quarters.
NI 157b Processing of planning applications as measured against targets for 'minor'	82.5%	55.41%		
NI 157c Processing of planning applications as measured against targets for 'other' application types	92%	75.47%		
			<p>The first six months of this financial year we received a total of 608 applications compared to 495 over same period last year, a 23% increase overall. During the same period, 18 Major applications were received in 2009 compared to 36 applications received in 2010 a 100% increase. Householder applications during the same period have increased from 178 to 288 which is a 62% increase.</p> <p>In addition, appeals have increased significantly, due in the main to garden grabbing issues and in response to the Council taking enforcement action. 12 appeals were received in the first six months of 2009 compared to 26 received up to mid Oct 2010.</p> <p>Appeal work takes up a significant amount of time and up to 3 staff may be required to give evidence in Inquiries. This additional workload, the nature of some of the larger applications and the appeal enquiry work has consequently impacted on the</p>	

CONCLUSION

51. The performance in this second quarter report shows that the Council continues to perform well. The progress made in delivering key projects and measures from the Corporate Strategy demonstrates that we continue to deliver against our priorities.
52. The actions and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.

IMPLICATIONS OF REPORT

53. This report has implications in the following areas and the relevant Directors' comments are included:




Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		No significant implications in this area	X






















LESLEY-ANN FENTON
DIRECTOR OF PARTNERSHIPS, PLANNING AND POLICY







There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Adele Reynolds	5325	22 nd October 2010	2 nd Quarter Performance Report 2010/11




Appendix 1: Corporate Strategy Performance Quarter Two 2010 / 2011















	Performance is better than target		Worse than target but within threshold		Worse than target, outside threshold
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Indicator Code	Indicator Name	Polarity	Target Q2 2010/11	Performance Value Q2 2010/11	Symbol	Quartile
CS 1.1.1 09/10-10/11	Number of new businesses established	Bigger is better	26	33		
CS 1.3.1 09/10-10/11	Working age people on out of work on benefits	Smaller is better	12.2%	10.63%		Upper
CS 2.2.2 09/10-10/11	The number of junior visits made to leisure facilities	Bigger is better	282,996	287,106		
CS 2.3.2 09/10-10/11	Rate of participation in regular volunteering among older people	Bigger is better	21.6%	31.9%		
CS 3.1.1 09/10-10/11	% of people who feel they can influence decisions in their locality	Bigger is better	31.4%	45.8%		Upper
CS 3.1.2 09/10-10/11	People from different backgrounds getting on well together (including neutral responses)	Bigger is better	81.9%	84.7%		Upper
CS 3.2.1 09/10-10/11	% of people who regularly participate in volunteering	Bigger is better	25%	33.4%		Upper
CS 3.3.1 09/10-10/11	Number of assets under community management	Bigger is better	1	1		
CS 4.1.3 09/10-10/11	% of household wasteland filled	Smaller is better	50%	49.2%		
CS 4.2.1 09/10-10/11	Recycling & composting performance	Bigger is better	50.19%	50.8%		Upper
CS 5.1.1 09/10-10/11	% people satisfied with their neighbourhood as a place to live	Bigger is better	84%	89.4%		Upper
CS 5.1.2.1 09/10-10/11	Improved street and environmental cleanliness: litter	Smaller is better	4.5%	3%		Upper
CS 5.1.2.2 09/10-10/11	Improved street and environmental cleanliness: detritus	Smaller is better	4.5%	5%		Upper
CS 5.1.2.3 09/10-10/11	Improved street and environmental cleanliness: graffiti	Smaller is better	2%	1%		2 nd
CS 5.1.2.4 09/10-10/11	Improved street and environmental cleanliness: flyposting	Smaller is better	1%	1%		3 rd
CS 5.2.1 09/10-10/11	Number of households living in Temporary Accommodation	Smaller is better	13	6		
CS 5.4.1 09/10-10/11	Feelings of safety during the day	Bigger is better	90%	92.2%		
CS 5.4.2 09/10-10/11	Feelings of safety during the night	Bigger is better	50%	71%		
CS 5.4.3 09/10-10/11	Serious acquisitive crime	Smaller is better	3.9650 per 1,000	3.3111 per 1,000		3 rd
CS 5.4.4 09/10-10/11	Assault with injury crime rate	Smaller is better	2.87 per 1,000	2.9198 per 1,000		Lower
CS 5.5.1 09/10-10/11	% of people satisfied with parks and open spaces	Bigger is better	74%	71.5%		

Indicator Code	Indicator Name	Polarity	Target Q2 2010/11	Performance Value Q2 2010/11	Symbol	Quartile
CS 6.1.1 09/10-10/11	Satisfaction with the way the Council runs things	Bigger is better	50.5%	62.9%		Upper
CS 6.1.4 09/10-10/11	% residents who feel that Chorley Council provides Value for Money	Bigger is better	41.4%	57.5%		Upper
CS 6.3.1 09/10-10/11	% of National Indicators on target	Bigger is better	73%	62%		
CS 6.3.2 09/10-10/11	Customer satisfaction with the service received in the Contact Chorley	Bigger is better	98%	100%		
CS 6.4.1 09/10-10/11	Avoidable contact: The average number of customer contacts per resolved request	Smaller is better	19%	14.86%		
CS 6.4.2 09/10-10/11	Staff Satisfaction	Bigger is better	80%	91%		

Appendix 2: National Indicator Set Performance Quarter Two 2009 / 2010

	Performance is better than target		Worse than target but within threshold		Worse than target, outside threshold
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Indicator Code	Indicator Name	Polarity	Target Value	Performance Value	Symbol	Quartile
NI 16	Serious acquisitive crime	Smaller is better	3.9650 per 1,000	3.3111 per 1,000		3 rd
NI 20	Assault with injury crime rate	Smaller is better	2.87per 1,000	2.9198per 1,000		Lower
NI 151	Overall employment rate	Bigger is better	76%	69.6%		Lower
NI 156	Number of households living in Temporary Accommodation	Smaller is better	13	6		
NI 157a	Processing of planning applications as measured against targets for 'major' application types	Bigger is better	81%	71.88%		3 rd
NI 157b	Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	82.5%	55.41%		Lower
NI 157c	Processing of planning applications as measured against targets for 'other' application types	Bigger is better	92%	75.47%		Lower
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Smaller is better	10 days	8.2 days		Upper
NI 182	Satisfaction of businesses with local authority regulation services	Bigger is better	90%	96.8%		
NI 192	Household waste recycled and composted	Bigger is better	50.19%	50.8%		Upper
NI 195a	Improved street and environmental cleanliness: levels of litter	Smaller is better	4.5%	3%		Upper
NI 195b	Improved street and environmental cleanliness: levels of detritus	Smaller is better	4.5%	5%		Upper
NI 195c	Improved street and environmental cleanliness: levels of graffiti	Smaller is better	1%	2%		2 nd
NI 195d	Improved street and environmental cleanliness: levels of flyposting	Smaller is better	1%	1%		3 rd