

Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member for Resources)	Executive Cabinet	30 June 2016

## **CHORLEY COUNCIL PERFORMANCE MONITORING – FOURTH QUARTER 2015/2016**

### **PURPOSE OF REPORT**

1. This monitoring report sets out the performance against the delivery of the Corporate Strategy, and key performance indicators during the fourth quarter of 2015/16, 1 January to 31 March 2016.

### **RECOMMENDATION(S)**

2. That the report be noted.

### **EXECUTIVE SUMMARY OF REPORT**

3. This report sets out performance against the Corporate Strategy, and key service delivery measures for the fourth quarter of 2015/16, 1 January to 31 March 2016. Performance is assessed based on the delivery of key projects and against the measures in the 2015/16 Corporate Strategy along with key service delivery measures.
4. The report also provides an update on the performance of last year's (2014/15) Corporate Strategy projects and the outcomes achieved. The majority of projects (89%) have been successfully completed or are rated green with highly positive outcomes that have been developed and taken forward in 2016/17. One of the projects which will continue to be progressed through the 2015/16 Corporate Strategy has currently been rated red.
5. Overall performance of 2015/16 key projects is excellent, with 94% of the projects on track. One project however has been rated red; 'Progress the delivery of Friday Street Health Centre'. This rating reflects recent delays to progress, pending the outcomes of a review by the Clinical Commissioning Group which will influence future funding.
6. Performance of the Corporate Strategy indicators and key service delivery measures is excellent. 84% of the Corporate Strategy indicators and 90% of the key service measures are performing above target or within the 5% tolerance
7. The Corporate Strategy indicators performing below target are: Town Centre visits, median workplace earnings in the borough, and growth in the business rate base. Action plans have been developed and this report outlines what actions are being taken to improve performance.
8. The key service delivery measure performing below target is: Average working days per employee per year lost through sickness absence. Again an action plan has been developed and is included within the report which outlines what actions are being taken to improve performance.

<b>Confidential report</b> Please bold as appropriate	Yes	<b>No</b>
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<b>Key Decision?</b> Please bold as appropriate	Yes	<b>No</b>
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**REASONS FOR RECOMMENDATION(S)**

**(If the recommendations are accepted)**

9. To facilitate the on-going analysis and management of the Council's performance in delivering the Corporate Strategy.

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

10. None.

**CORPORATE PRIORITIES**

11. This report relates to the following Strategic Objectives:

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

**BACKGROUND**

12. The Corporate Strategy is the key strategic document for the authority and includes performance indicators and key projects which focus on delivering the Council's four priorities.
13. The Corporate Strategy was refreshed and approved by Council in November 2015. The new strategy includes 16 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
14. Key performance measures have also been updated so that where targets were being successfully achieved they have been amended to ensure that they remain challenging and reflective of the Council's ambitions.

**PERFORMANCE OF 2014/15 CORPORATE STRATEGY PROJECTS**

15. In 2014/15 there were 18 key projects identified for delivery. The majority of these projects have now been completed with positive outcomes.
16. A summary of outcomes achieved by each of the 2014/15 Corporate Strategy key projects can be found at Appendix A.

## PERFORMANCE OF KEY PROJECTS – 2015/16 CORPORATE STRATEGY

17. The 2015/16 Corporate Strategy includes 16 key projects. At the end of the fourth quarter overall performance of key projects is good.

18. At the end of the fourth quarter, 15 projects (94%) were rated green, meaning that they are progressing according to timescale and plan:

- Develop a new community centre for Buckshaw Village
- Working with communities to deliver improved outcomes
- Explore and deliver an integrated sports offer for the Westway area
- Improve connectivity in rural areas
- Deliver improvements to the Astley Walled Garden
- Deliver improved CCTV provision
- Deliver the Extra Care facility for Chorley
- Deliver the Market Walk extension
- Develop an economic masterplan for the Botany Bay area
- Improve the look and feel of the town centre
- Develop Chorley's town and rural tourism economy
- Reform Public Services in Chorley
- Progress the delivery of the Chorley Youth Zone
- Review the way the Council operates and implement changes
- Develop a skills framework for Chorley

19. One project (6%) is currently rated as 'red', which indicates more serious problems such as falling behind schedule or exceeding budgets:

Project Title		Project Status
Progress the delivery of Friday Street Health Centre		Red
<b>Explanation</b>	<p>Following the Project Board in June 2015, the decision was taken to continue to progress the Friday Street Health Centre however due to a lack of clarity around financing, the project was rated Amber.</p> <p>The process for gaining approval from NHS England for new health facilities has now changed which means that Friday Street will undergo further consideration as part of a review by the Clinical Commissioning Group to gain approval from NHS England and access to finance via the Estates and Technology Fund.</p>	
<b>Action Required</b>	<p>The project team are in regular dialogue and continue to work to ensure that Friday Street Health Centre is recognised as a high priority by the Clinical Commissioning Group in support of the funding submission to the NHS England Estate and Technology Fund.</p> <p>Guidance suggests that the initial review process will be complete and feedback available by the end of August 2016 and the current outlook is positive.</p>	

## PERFORMANCE OF CORPORATE STRATEGY MEASURES

20. At the end of the fourth quarter, it is possible to report on 19 of the key performance indicators within the Corporate Strategy, and 15 of these indicators (79%) were performing on or better than target. The full outturn information for the performance indicators is included at Appendix B.
21. The following indicators are performing better than target:
- % of the population with NVQ level 3 and above
  - % increase in the number of volunteering hours earned
  - Overall employment rate
  - Number of projected jobs created through targeted interventions
  - Number of projected jobs created through inward investment
  - % of working age people on out of work benefits
  - The % of 16-18 year olds who are not in education, employment or training (NEET)
  - % of businesses ceasing to trade
  - The number of visits to Council's leisure centres
  - Number of young people taking part in 'Get Up and Go' activities
  - Number of affordable homes delivered
  - Number of Homelessness Preventions and Reliefs
  - Number of long term empty properties in the borough
  - % of households living in fuel poverty
  - % customers dissatisfied with the service they have received from the council
22. One indicator (5%) is performing slightly below target, but is within the 5% tolerance threshold:
- % service requests received online
23. Three indicators (16%) performed below target; the number of town centre visits, the median workplace earnings in the borough, and growth in the business rate base.
24. The table below gives the reasons why performance is currently below target, and the steps that are being taken to improve performance. A brief analysis of trend has also been provided to give some context to the performance value:

Performance Indicator		Target	Performance
<b>Number of town centre visits</b>		32,588	30,223
<b>Reason below target</b>	<p>There are numerous factors that can affect the number of town centre visits during the collection period however further analysis of the data indicates that footfall on a Saturday is in strong decline.</p> <p>Research suggests that families continue to be attracted to out-of-town shopping centres and retail parks, and nationally there is a decreasing footfall on the high street and an increase in on-line purchasing.</p>		

<b>Action required</b>	<p>It is anticipated that the Market Walk extension will improve the retail and leisure offer in the town centre, attracting quality national retailers, which in turn will increase the number of visitors.</p> <p>A Market Walk marketing action plan was developed and implemented between April 2015 and March 2016. This has been effective with footfall increasing in the centre when activities have taken place. In particular the February 2016 half term footfall figures indicated that over 1,000 more people visited Market Walk on the Thursday than the same Thursday during February half term in the previous year.</p> <p>A 2016/17 marketing action plan is currently being developed for Market Walk which will again include various family events taking place during the school holidays, with a view to attracting more visitors to the town centre.</p>
<b>Trend:</b>	At the end of quarter four 2014/15 performance was 31,037, current performance shows a 2.6% decrease year on year.

	<b>Performance Indicator</b>	<b>Target</b>	<b>Performance</b>
	<b>Median workplace earnings in the borough</b>	Better than the North West average £488.80	£443.90
<b>Reason below target</b>	<p>Performance shows that Median Workplace Earnings in Chorley are lower than the regional and national average.</p> <p>Whilst significant progress has been made to both attract new business to Chorley and support the expansion of existing Chorley-based businesses, there is a 12 to 18 month lead-in time for jobs created with the support of the Choose Chorley grant and Chorley Business Investment for Growth grant.</p> <p>The earnings by residence is £513.50, which is higher than the North West average of £492.00; this suggests that residents continue to commute outside the borough for higher paid jobs.</p>		
<b>Action required</b>	<p>The Council will continue to drive forward plans to bring well paid jobs to Chorley including working with developers and land owners to bring forward employment land eg Euxton Lane, promoting inward investment through Choose Chorley for Business, and supporting existing business expansion through the business advice service.</p> <p>There are plans in place to bring forward employment land to generate high value jobs, with considerable progress made at Euxton Lane, where planning permission has been approved for the new Digital Office Park, Data Centre and Business Centre which will bring well paid jobs to Chorley.</p> <p>The Chorley Skills Framework was developed during 2015/16 and delivery has now commenced, this project will support local businesses to access the workforce they need to support change and growth, as well as ensuring that residents are equipped with the skills required by employers.</p>		
<b>Trend:</b>	At the end of quarter four 2014/15 performance was £455.50, current performance shows a 2.5% decrease year on year. North West has seen an increase of 1.26% and National an increase of 1.7%		

Performance Indicator		Target	Performance
<b>Growth in the business rate base</b>		2.00%	0.64%
<b>Reason below target</b>	<p>This indicator compares the total rateable value at 31 March of one year to the total rateable at the 31st March the following year to ascertain growth, and growth has reduced during 2015/16 from the previous year.</p> <p>The economic development projects Market Walk Extension and Digital Health Village at Euxton Lane, have been in the development phase and these will ultimately achieve business growth through the creation of significant new floorspace.</p> <p>Furthermore, during 2015/16, there was a considerable devaluation of business rates payable at Charnock Richard Motorway Services following a successful appeal process. This has had a considerable impact on the total rateable value.</p>		
<b>Action required</b>	<p>Delivery of the Town Centre Masterplan, Inward Investment Action Plan and key flagship projects to attract new investment into the Borough will continue, which it is anticipated will result in an increase in the total number of properties on the rating list, thus increasing the total rateable value.</p>		
<b>Trend:</b>	<p>At the end of quarter four 2014/15 performance was 2.62%</p>		

## PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

25. There are some important indicators that are not included within the Corporate Strategy, but are measured locally as indicators of service performance. There are ten indicators that can be reported at the end of the fourth quarter. The full outturn information for this is included at Appendix C: Key Service Delivery Measures.
26. Nine (90%) of the Key Service delivery measures are performing on or better than target:
- Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit
  - Processing of planning applications as measured against targets for 'major' application types
  - Processing of planning applications as measured against targets for 'minor' application types
  - Processing of planning applications as measured against targets for 'other' application types
  - Number of households living in Temporary Accommodation (NI 156)
  - Number of missed collections per 100,000 collections of household waste
  - Supplier Payment within 30 days
  - Vacant town centre floor space
  - Percentage of Council Tax collected
27. There is only one indicator (10%) that is performing below target; the average working days per employee per year lost through sickness absence. The table below gives the reasons for this worse than anticipated performance, and the steps that are being taken to improve performance:

Performance Indicator		Target	Performance
<b>Average working days per employee per year lost through sickness absence</b>		6.0 days	9.33 days
<b>Reason below target</b>	<p>There have been a large number of both short-term and long-term absences during 2015/16. This equates to a total of 297 occasions of short term absence and 29 long term. There have been 7 occasions of long term sickness which each exceeded 26 weeks in duration.</p> <p>The highest number of occasions of short term sickness absence were in June (35), September (29) and March (29).</p>		
<b>Action required</b>	<p>The welfare process for managing long-term absences will continue, including issuing notifications in a timely manner and referring to occupational health for further guidance and advice. Absence review meetings are held within 10 working days for employees triggering stage 1 of the short term absence process. HR will continue to assist managers to offer support where possible; as well as the issuing of sanctions as necessary, and the communication of the annual flu vaccination service and physio provision.</p> <p>Human Resources have organised Health and Wellbeing days for individual services and the full council - e.g. Streetscene in September and Customer Services in January, and a full council Health and Wellbeing day was held in June 2016.</p> <p>Wellbeing initiatives for staff continue to be organised and promoted such as the Fit Camp and running club, as well as lunch time activities; all aiming to help reduce stress.</p> <p>Sickness absence was considered by the Overview and Scrutiny task group in January. The overall conclusion of the panel was that “the increase in the level of sickness absence did not suggest any underlying cause for concern and is a blip”.</p> <p>The Committee also felt the Council’s current Sickness Absence Policy and approach to short and long term staff sickness absence was fair and proportionate to manage staff sickness effectively. The Committee was also pleased with the range of health and wellbeing initiatives and interventions available to staff to help maintain a healthy workforce. The Committee agreed it was important to have a consistent approach throughout the Council and the Committee agreed it was essential that managers had training on applying the policy and in particular how to support staff through the sickness absence procedures which would improve staff confidence in the Council being a caring and supportive employer.</p> <p>A number of recommendations were agreed by the task group to be considered by the Executive Cabinet. This report can be found elsewhere on the agenda.</p>		
<b>Trend:</b>	Performance at the same time last year, end of quarter four 2014/15, was 5.98 days		

## IMPLICATIONS OF REPORT

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

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

CHRIS SINNOTT  
DIRECTOR (POLICY AND GOVERNANCE)

There are no background papers to this report.

<b>Report Author</b>	<b>Ext</b>	<b>Date</b>	<b>Doc ID</b>
Louise Wingfield	5061	30 June 2016	Fourth Quarter Performance Report 2015/16



## Appendix A: Performance of 2014/15 Corporate Strategy projects

### INVOLVING RESIDENTS IN IMPROVING THEIR LOCAL AREA AND EQUALITY OF ACCESS FOR ALL

<b>Digital Access and Inclusion</b>	<b>Green</b>
<p>More people have been encouraged and enabled to get online with 56 individuals attending supported sessions and improved access to online facilities through providing new equipment to create access hubs in rural areas. A Digital Access Officer has now been appointed; the project will continue in 2016/17 and will be monitored through the organisational plan.</p>	

<b>Development and Delivery of Community Action Plans</b>	<b>Green</b>
<p>A plan has been developed for each of the four areas to set out how communities can work together to improve long term outcomes for the area and residents. Decisions have been made around budget with initial activity underway including: a targeted assessment of housing standards in Chorley East; support for businesses in Astley; employment projects and opportunities for young people in Clayton and; health walks, parking improvement and elderly resident engagement in rural areas.</p> <p>This project will carry over into this year as a 2015/16 corporate strategy project and year two will see these plans being strengthened, co-ordinated and delivered.</p>	

<b>Implement a Working Together with Families Employment Scheme</b>	<b>Green</b>
<p>Through working with partners including social landlords and the Council's Integrated Action Team, this project has successfully identified and supported 8 families with a range of complex needs and worked intensively with them to access further training or employment. Three individuals have completed the Chorley Works Placement Programme and two have been successful in gaining part time paid employment with their placement provider.</p> <p>This project will continue into 2016/17 as the "Vulnerable Families Employment Project" and will continue to support families to access training and employment, being monitored through the organisational plan.</p>	

<b>Chorley Flower Show</b>	<b>Complete</b>
<p>The Chorley Flower Show 2015 event took place on the 1st and 2nd August 2015 and was very successful, performing well against all planned targets. Visitor numbers to the event reached 10,000+ which surpassed expectations. People came to the show from across the North West and further afield, raising the profile of Chorley and supporting the local economy.</p> <p>Planning is well underway for the 2016 Flower Show, which hopes to build upon the success of the 2015 event. The Flower Show 2016 project will be monitored through the organisational plan.</p>	

### CLEAN, SAFE AND HEALTHY COMMUNITIES

<b>Destination Play Area Astley Park</b>	<b>Complete</b>
<p>This project has focused on delivering aspects of the Astley 2020 development plan including the delivery of a themed play area for children at the park. The play area opened on 29th May 2015 within timescales and budget and has received very positive feedback with initial issues around ASB successfully addressed in partnership with the Police. The site is being well used locally, attracting visitors from across the central Lancashire area and offering another key attraction as part of the Chorley visitor offer.</p>	

<b>Deliver Improvements to Ranglett's Recreation Ground</b>	<b>Complete</b>
<p>Major improvements have been made to Ranglett's Recreation Ground as part of a two year, larger programme of work to improve play areas, sports facilities and open spaces throughout the Chorley borough.</p> <p>Developments this year have included an allotment site, (with all allotments now filled), grass pitch, footpath works, drainage scheme, lighting scheme and CCTV installed. The play area, MUGA ball court and the skate park are also now complete and providing a vital local asset for young people in the area.</p>	

<b>Develop and Agree Plans for Delivery of the Friday Street (Chorley East) Health Centre</b>	<b>Red</b>
<p>This project aims to deliver and agree with partners, plans for a new health centre on Friday Street (Chorley East). The project team continue to work with NHS England and the Chorley and South Ribble Clinical Commissioning Group (CCG) to progress the business case and funding for the scheme. The Health Centre is currently being considered as part of the CCG asset review and the project team work to position Chorley to respond efficiently to the outcomes of this process. This project will continue to be progressed through the 2015/16 Corporate Strategy project to ensure suitable provision for this locality.</p>	

<b>Establish a business case and model for an extra care scheme including Land Assembly</b>	<b>Complete</b>
<p>The project has developed a business case for an extra care scheme which aims to deliver housing options for older people in Chorley with the introduction of a 65 bed scheme. This year, work has included exploring the feasibility and cost-benefits of such a scheme for Chorley. A full planning application has also been submitted with a decision due at the end of June, and significant work has been completed to revise the financial model to reflect national changes to the social sector rent policy.</p> <p>There is a new Corporate Strategy project this year 'Deliver the Extra Care Scheme' which will move this project into the next phase of delivery.</p>	

<b>Explore Alternative Ways of Providing Home Ownership</b>	<b>Complete</b>
<p>This project developed a proposal and model for intermediate home ownership in Chorley to support a range of options that will enable more residents to get onto the property ladder, establishing a strong basis to inform future schemes.</p>	

<b>Delivery of an improved CCTV provision</b>	<b>Green</b>
<p>The project has supported an upgrade of the Council's CCTV infrastructure with the contract awarded and initial delays related to the physical location of the CCTV suite now overcome and physical work underway.</p> <p>The project is continuing as a Corporate Strategy project for this year and will see the delivery of the infrastructure. The upgraded CCTV system will provide better quality images and full digital recording availability for images captured and will support Police in crime detection and provision of evidence.</p>	

## **A STRONG LOCAL ECONOMY**

<b>Deliver Improvements to Market Street</b>	<b>Complete</b>
<p>This project aimed to undertake work to improve the public realm at the northern end of Market Street. Following the progress made over the last year on the concept design for the town centre public realm to incorporate the Market Walk extension, Youth Zone and high street projects, the scope of this project has now been extended beyond Market Street to consider improvements to the wider town centre areas.</p> <p>The original project has been incorporated into a new project to 'Improve the look and feel of the town centre' which has a widened scope and will consider improvements to wider town centre areas. The project was considered and approved as part of the Corporate Strategy refresh and will be delivered as a 2015/16 Corporate Strategy project.</p>	

<b>Progress Key Employment Sites</b>	<b>Amber</b>
<p>A number of key employment sites have been identified as suitable for inward investment. A hands on approach has been undertaken in working with developers, land owners and the LEP to enable these sites to be brought forward for development with work packages established for these sites. Whilst the majority of these sites have been progressed, on some sites it has not been possible to progress work as quickly as anticipated. Work will continue through the new budget growth project 'Furthering Key Employment Sites'.</p> <p>One of the identified sites, Botany Bay, will be progressed through the 2015/16 Corporate Strategy project 'Develop an economic masterplan for the Botany Bay area'.</p>	

<b>Increase visitor numbers to Chorley</b>	<b>Green</b>
<p>The aim of this project was to capitalise on the wider success of tourism in Lancashire and promote Chorley as a visitor destination to support a positive impact on the local economy. This included detailed market research, developing relationships with key attractions and improving Chorley's online presence.</p> <p>As a result of this process, a new visitor website for Chorley called checkoutchorley.com has been launched which aims to provide a platform to promote the attractions Chorley has to offer and provide information for visitors, the website had just over 7,000 page views in the first month of its launch.</p> <p>The project will carry over to be delivered as the 2015/16 Corporate Strategy project, 'Develop Chorley's town and rural tourism economy' which will aim to further increase visitor numbers to both Chorley's town and rural areas.</p>	

<b>Progress plans to Extend Market Walk</b>	<b>Complete</b>
<p>Following extensive consultation and development planning during 2015, plans to extend Market Walk and to develop a seven unit retail and leisure development were approved by Development Control Committee and Full Council in September 2015.</p> <p>The project aims to improve the retail and leisure offer in the town centre, attracting national retailers and increasing visitors and therefore creating growth and opportunities for the future.</p> <p>The delivery of the Market Walk extension will be carried out as a 2015/16 Corporate Strategy project.</p>	

## **AN AMBITIOUS COUNCIL THAT DOES MORE TO MEET THE NEEDS OF RESIDENTS AND THE LOCAL AREA**

<b>Improve the functionality of online services</b>	<b>Complete</b>
<p>Improvements have been made to the Councils external facing website to support the Digital Strategy. The developments have included replacing the current text based design with a more popular icon driven interface which has improved the functionality of the website and supported the change in user habits towards tablets and mobile based devices, whilst improving customer experience and continuing to increase the use of our online channels for service requests by the public. The new look website has had over 94,000 page views between December 2015 and May 2016.</p>	

<b>Investigate future business models for public services in Chorley</b>	<b>Complete</b>
<p>The project has provided the Council with a strong foundation to lead the change needed in public services. The work has been useful in supporting the proposed changes to the Councils management structure, in ensuring that Chorley is well- represented in discussions about the Combined Authority for Lancashire, and in changes to the delivery of healthcare.</p> <p>The delivery of the recommendations which have arisen from the project will be managed through the councils newly developed Transformation Strategy, new management structure and will be taken forward through the 2015/16 Corporate Strategy project 'Review the way the Council operates and implement changes'.</p>	

<b>Deliver the Chorley public service reform board work plan</b>	<b>Green</b>
<p>The project has facilitated the Chorley Public Service Reform Board in its aim to provide a clear focus regarding how organisations can work together to deliver high quality, effective public services with a focus on early intervention and prevention. Since the first meeting of the Executive in September 2015, the partnership has developed and commenced a full programme of activity for year 1 based on an extensive data collation exercise to produce a locality profile, for the first time on a partnership basis. Year 1 activity has included:</p> <ul style="list-style-type: none"> <li>• Establishing a strong and effective task group of frontline partners to deliver new ways of working</li> <li>• Undertaking community based initiatives to increase resilience</li> <li>• Appointing a provider to test and develop a model for increasing community capacity</li> <li>• Brokering relationships with GP's to increase primary integration</li> <li>• Completing extensive work to address information sharing barriers.</li> </ul> <p>Year two of the work will be delivered as part of the 2015/16 corporate strategy project 'Integrate partner services through the Chorley Public Service Reform Partnership.'</p>	
<b>Continue to explore options to deliver the Chorley youth zone</b>	<b>Complete</b>
<p>In its second year, this project has explored options for the Youth Zone, which has included the agreement of its site which to date, has been agreed as Railway Street. Local young people have agreed and launched their new brand for the youth zone - 'Inspire – do your thing'.</p> <p>The work will be taken forward through the 2015/16 Corporate Strategy project 'Progress the delivery of the Youth Zone'.</p>	

## Appendix B: Performance of Corporate Strategy Key Measures

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

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend*	% Change (year on year)
% of the population with NVQ level 3 and above	Bigger is better	57.0%	<b>60.7%</b>	★	↑	+0.3%
% increase in the number of volunteering hours earned	Bigger is better	35%	<b>36%</b>	★	→	N/A
Town centre visits	Bigger is better	32,588	<b>30,223</b>	▲	↓	-2.6%
Median workplace earnings in the borough <i>(better than the North West average)</i>	Bigger is better	£488.80	<b>£443.90</b>	▲	↓	-2.5%
Overall employment rate	Bigger is better	80%	<b>80.8%</b>	★	↓	+5.5%
Number of projected jobs created through targeted interventions	Bigger is better	128	<b>185</b>	★	↑	+45.7%
Number of projected jobs created through inward investment	Bigger is better	50	<b>59</b>	★	→	-4.8%
% of working age people on out of work benefits <i>(better than national average)</i>	Smaller is better	8.9%	<b>7.85%</b>	★	↑	-5.42%
The % of 16-18 year olds who are not in education, employment or training (NEET)	Smaller is better	4.8%	<b>4.5%</b>	★	↓	+25%
Growth in the business rate base	Bigger is better	2.00%	<b>0.64%</b>	▲	↓	-75.6%
% of businesses ceasing to trade <i>(better than the North West average)</i>	Smaller is better	10.1%	<b>9.2%</b>	★	↑	-4.2%
The number of visits to Council's leisure centres	Bigger is better	1,000,000	<b>1,098,959</b>	★	↑	+0.2%
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	20,000	<b>26,462</b>	★	↑	+26.3%
Number of affordable homes delivered	Bigger is better	300	<b>379</b>	★		
Number of Homelessness Preventions and Reliefs	Bigger is better	200	<b>713</b>	★	↑	-11.97%
Number of long term empty properties in the borough	Smaller is better	190	<b>167</b>	★	↑	-20.5%
% households in fuel poverty <i>(better than the North West average)</i>	Smaller is better	10.9%	<b>8.2%</b>	★	↑	
% customers dissatisfied with the service they have received from the council	Smaller is better	20%	<b>17.1%</b>	★	↑	-19.7%
% service requests received online	Bigger is better	18%	<b>17.4%</b>	●	↑	N/A

\*Trend shown is for change from quarter 3 2015/16

## Appendix C: Performance of key service delivery measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend*	% Change (year on year)
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	10 days	7.72 days	★	↑	-33.7%
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	91.13%	★	↓	+26.8%
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	73.53%	★	↑	+14.7%
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	81.38%	★	↑	+3.7%
Number of households living in Temporary Accommodation (NI 156)	Smaller is better	15	12	★	→	0
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	46	★	↑	+12.2%
Supplier Payment within 30 days	Bigger is better	99%	99.35%	★	↓	+0.1%
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	6.0 days	9.33 days	▲	↓	+56.0%
Vacant Town Centre Floor Space	Smaller is better	6%	4.28%	★	↓	-28.9%
% Council Tax collected	Bigger is better	97.80%	97.86%	★	↑	+0.1%

\*Trend shown is for change from quarter 3 2015/16