

Report of	Meeting	Date
Director (Policy and Governance) (Introduced by the Executive Member for Resources)	Executive Cabinet	22 June 2017

CHORLEY COUNCIL PERFORMANCE MONITORING – FOURTH QUARTER 2016/17

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 2016/17, 1 January – 31 March 2017.

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 2016/17. Project performance is assessed based on the delivery of key projects outlined within the new 2016 strategy and against the measures in the 2015 Corporate Strategy along with key service delivery measures for individual services.
4. Overall, performance of key projects is good, with nine (64%) of the projects rated as green and four (29%) of projects are currently rated amber; actions plans for each of these projects are contained within this report. One project (7%) is now complete and outcomes have been recorded.
5. Performance of the Corporate Strategy indicators and key service delivery measures is also good. 73% of Corporate Strategy measures are performing on or above target and 70% of key service delivery measures are performing on or above target or within the 5% threshold. Those indicators performing below target have action plans outlined with measures which will be put into place to improve performance.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

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

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

7. None.

CORPORATE PRIORITIES

8. 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

9. 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.
10. The new Corporate Strategy was approved by Council in November 2016. It includes 14 key projects, with a particular focus on delivering some of the large scale, ambitious schemes that will have a significant impact on local outcomes.
11. Key performance measures for each service have been set so that targets remain challenging and reflective of the Council's ambitions.



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

The long term outcomes for this priority are:

- Residents who take pride in where they live and their achievements
- All residents are able to take an active part in their community
- Easy access to high quality public services

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

12. The project to 'improve the look and feel of local neighbourhoods' looks to bring together the principles of Neighbourhood Working and Community Action Plan delivery as a way of not only supporting environmental projects but also directing resources to address longer term concerns linked to the wider determinants of health and social inequalities. As part of preparatory work, the 24 neighbourhood priority projects for 2016/17 have been reviewed and a further 24 projects identified for delivery in 2017/18. The implementation of the new Integrated Community Wellbeing Service for Chorley contributes additional value to integrated place based delivery, particularly focusing on those wards and issues that put higher demands on both the council and wider public services. This will be developed further as part of the next phase of the project.
13. Work has also progressed on the project to develop new ways of delivering services for communities, with the council and the community 'doing their bit' together to provide the best service solutions for people living in the Chorley area. This project has now commenced with a partnership analysis session of the practical findings of the Chorley Time Credits work over the last year, to inform the next stage of this project. This has helped to formulate the future business plan for developing new ways to deliver services for communities which will be presented to Executive Cabinet in August.
14. During quarter four there has been a 63% increase in the number of volunteering hours earned meaning more people are providing a valuable contribution towards their local community. We continue to deliver work to ensure that all of our residents take pride in where they live and the things that they achieve; the percentage of the population with NVQ level 3 and above is performing above target at 58%, this is higher than both the national (56.9%) and North West (53.7%) averages.
15. We have increased the number of digital access points across the borough by 44% this quarter, exceeding the target of 11%. Chorley now has a substantial list of locations where residents can get online or have received digital training including Tatton Community centre and Clayton Brook Village Hall. This quarter, we have delivered 26 digital sessions, 52 hours in total to 59 learners which is equivalent to 424 learner hours. Customers at our Union Street offices have received one to one assistance with using digital terminals, increasing their confidence in using technology and supporting the Council's digital strategy through encouraging people to get online and do more online.

Performance of Key Projects



16. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the fourth quarter overall performance is good, with two projects reported as green and on track:
- Develop new ways of delivering services for communities
 - Improve the look and feel of local neighbourhoods across the borough
17. One project is currently rated as amber which is an early warning that there may be problem with the project:

Project Title		Project Status
Progress delivery of the Westway integrated sports facility		AMBER
Explanation	<p>This project is currently in the stages of negotiation between partners regarding funding and planning consent. There has been little progress made this quarter with work currently halted on site whilst negotiations continue.</p> <p>Any further progression is dependent on complex interdependencies within the project including the release of funding which is tied to numerous conditions including planning consent and community benefit outcomes. This project is dependent on a number of complex agreements between parties and partnership arrangements.</p> <p>Due to delays with progress and further decisions to be made by partners, this project has been rated as Amber for this quarter.</p>	
Action Required	<p>Chorley Council has been proactive in taking part in negotiations between partners.</p> <p>A risk management strategy will be prepared detailing how Chorley Borough Council manages the potential risks with regards to not securing funding or any potential partnership failures.</p>	

Performance of Corporate Strategy Measures



18. At the end of the fourth quarter, it is possible to report on three of the seven performance indicators under this priority. These are all performing better than target:
- % increase in the number of volunteering hours earned
 - % increase in digital access points across the borough
 - % of the population with NVQ level 3 and above
19. The full outturn information for the performance indicators is included at Appendix A.



Clean, Safe and Healthy Communities

The long term outcomes for this priority are:

- Clean and safe streets
- Reduced health inequalities
- A wide range of quality recreational activities
- High quality, affordable and suitable housing
- High quality play areas, parks and open spaces

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

20. Over the fourth quarter, preparations have commenced to ensure the building site for the Primrose Gardens Retirement Village is ready for construction. Work has progressed well with the marketing and communications strategy evolving, a website being developed for the village and public realm discussions having taken place with residents and the local Doctors Surgery. The delivery of Primrose Gardens remains on track and will see the delivery of 65 supported units for older people in Chorley, providing purpose built accommodation to support older residents when they need it most.
21. In quarter 4, work to bring LCFT and Chorley Council teams together as part of the enabling phase of the Integrated Community Wellbeing Service progressed with the aim of having the new service co-located by the end of April 2017. Staff engagement sessions were held with information and development sessions attended by all LCFT and Council staff involved. The Executive Group and Senior Management Team for the integrated service have also been established and continue to provide oversight and guidance to the new service.
22. Residents have been encouraged to be healthier as the number of visitors to Council leisure centres continues to increase, with 40,000 more visits than the same time last year. In addition, 5,344 young people took part in 'Get up and Go' activities during this fourth quarter.
23. The number of long term empty properties has decreased by 4% compared to the same period last year, and the number of people who present as homeless for support by the council has exceeded the target set for this quarter, supporting the long term outcomes for clean, safe and healthy communities.

Performance of Key Projects



24. There are three key projects included in the 2016/17 Corporate Strategy under this priority and at the end of the fourth quarter overall performance is good.

25. Two projects were rated as green, meaning they are progressing according to timescale and plan:
- Deliver the Primrose Gardens Retirement Village for Chorley
 - Deliver the enabling phase of Integrated Community Wellbeing
26. One project is currently rated as amber which is an early warning that there may be a problem with the project:

Project Title		Project Status
Deliver a project to get people ready for work (Chorley Futures)		AMBER
Explanation	<p>Since January 2017, this project has been awaiting a formal offer letter from the DWP. Since this date, and therefore across the quarter, there has been little progress made in this project. This is because the Chorley Futures Project is externally funded by the European Social Fund (60% ESF). The project was approved in January 2017 at the ESF committee; however a formal offer letter has not yet been received from DWP.</p> <p>Response received from DWP states that the Treasury have given assurance that any agreements entered into before the UK exit the commission will be honoured and that there are additional requirements that will need to be fulfilled in light of this before an agreement can be entered into.</p> <p>Preparatory work on the project has continued including development of initial assessment forms, referral arrangements and marketing literature. However, due to a lack of progress and confirmation on funding, an Amber rating has been given and remains in place.</p>	
Action Required	<p>Chorley Council has been proactive in chasing DWP for updates both directly and through the ESIF committee and will continue to be proactive in this.</p> <p>Once the formal offer letter is received, and Chorley Council are made aware of timescales involved, a full re-profile of key programme milestones will be required to be completed. Staff will be recruited to ensure the project outputs are within the timescales of the project, with planned dates for this activity to be re-scheduled. The programme will be marketed and development of a tender specification for procurement of a skills workshops training provider.</p>	

Performance of Corporate Strategy Measures



27. At the end of the fourth quarter, it is possible to report on five of the nine key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.



28. Four of these indicators were performing on or better than target at quarter four:

- The number of visits to Council leisure centres
- The number of people taking part in get up and go activities
- Number of long term empty properties across the borough
- Number of homelessness preventions and reliefs

29. One indicator is performing below target, outside of the 5% tolerance threshold:

- Number of affordable homes delivered

The reasons for this are listed in the table below:

Performance Indicator		Target	Performance
	Number of affordable homes delivered	100	87
Reason below target	National welfare reform measures including the social rent reduction has led to significant reductions in Registered Providers' appetite to develop new social housing. The pending regulations for the Housing and Planning Act including the detail regarding starter homes has resulted in developers not wanting to finalise Section 106 agreements because a high percentage of starter homes has resulted in providers being unwilling to accept intermediate home ownership units on section 106 sites.		
Action required	Action which will be taken over the next quarter to improve performance will include proactively and robustly negotiating section 106 sites and challenging viability claims for reduced affordable contributions and maintaining engagement with Registered Providers to maximise opportunities for grant funded scheme. Clawback clauses on section 106 agreements will also be introduced where there has been a deviation to the policy for affordable contributions proactively working with the Homes and Communities Agency and other partners to bring forward appropriate allocated housing which includes affordable housing. The Council is developing its own affordable housing scheme, Primrose Gardens (65 units) which will be completed in 2019.		
Trend:	 Performance at the end of quarter three 2016/17 was 60, with a target of 75 (20% off target). Out turn this quarter is 13% off target, meaning that for quarter four, the difference between the target and actual has reduced, creating a positive trend although indicator is still off target		



A strong local economy

The long term outcomes for this priority are:

- A vibrant town centre and villages
- A strong and expanding business sector
- Access to high quality employment and education opportunities

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

30. Over the fourth quarter, there has been further development and promotion of the Chorley visitor website, 'Check out Chorley' to improve access to information regarding Chorley as a visitor destination. Work has focused on developing and improving the content of the Check out Chorley website including the use of blogs, marketing the website and continuing to work with Marketing Lancashire to promote visitor attractions and events in the borough. Visitors to the website increased by 1,139 this quarter compared to last, totalling 4,715 visitors to the website for quarter four.
31. Promotion of Chorley's extensive event programme has continued this quarter, with the third Chorley Grand Prix being held in March. This event was a resounding success with the town centre packed with people of all ages and a great involvement of local businesses and community groups. Around 2,000 people visited the cycle village on Park Road throughout the day and social media posts about the event reached over 55,700 people. The increased visitor numbers that Chorley Grand Prix brought to the town centre across the weekend helped the local town centre economy thrive and exhibited Chorley as a vibrant town centre.
32. The Market Walk extension has been progressing well over the fourth quarter, with a significant amount of work being undertaken during this time period. There has been a continued push towards filling the remaining vacant units, a car parking feasibility strategy has been prepared setting out short, medium and long term strategy and site preparation works are commenced on site in mid-April 2017. In addition to this, over the last quarter a more detailed project plan has been developed which still aims to deliver the new extension ready for Christmas opening 2018.
33. We continue to aim to ensure that our residents are supported to access to high quality employment and education opportunities through the work that we do. This quarter, the number of projected jobs created through targeted interventions has increased by 20% compared to quarter three, with 26 more jobs created this quarter.

Performance of Key Projects



34. There are five key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the fourth quarter overall performance is good.
35. At the end of the fourth quarter, two projects were rated green, meaning that they are progressing according to timescale and plan:

- Develop activity to promote Chorley as a visitor destination including the Chorley Flower Show
- Deliver the extension to Market Walk

36. At the end of the fourth quarter, one project has been completed and the key outcomes are detailed below:

- Deliver economic opportunities at Botany

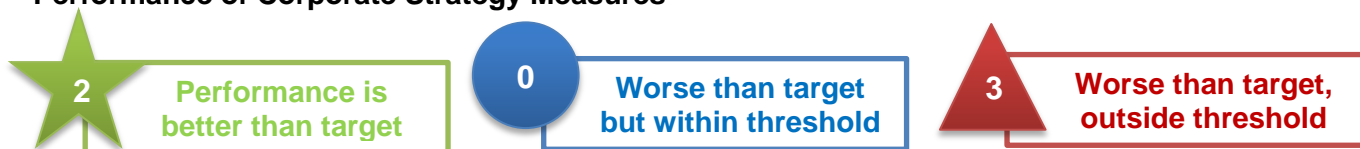
Project Title	Project Status
Deliver economic opportunities at Botany	COMPLETE
<p>The Botany masterplan has been delivered and will support a key priority of the Economic Development Strategy by promoting and increasing levels of inward investment in Chorley. This will maximise the best use of employment land and buildings in the borough in order to support economic growth and provide a mix of well paid, high and low skilled jobs.</p> <p>The delivery of the masterplan will maintain and grow the business rate base which will be fundamental to the Council's future financial stability. Further scoping will be undertaken following the completion of the masterplan and work packages for each of the sites to be brought forward developed to be managed through business as usual. Next phases and major sites will be considered as part of the corporate planning process for 2017/18 to identify possible strategic opportunities.</p>	

37. Two projects are currently rated as amber which is an early warning that there may be a problem with the projects:

Project Title	Project Status
Deliver street level improvements in the town centre	AMBER
Explanation	<p>The progress of this project has experienced some delays this quarter.</p> <p>Firstly, Gala Bingo is in need of relocation before the Civic Square can progress and the United Reformed Church needs relocating to progress Hollinshead Street Car Park. Therefore, the early elements of this project are being reprioritised to account for the relocation difficulties.</p> <p>The timing of the consultation has been reviewed and re-profiled in light of significant activity in town centre.</p>
Action Required	<p>Dialogue will continue with Gala Bingo and United Reformed Church over potential sites for relocation.</p> <p>Preparation will commence to prepare for public consultation on later phases and the wider plan. Although timescales have not fully been defined for this work it is expected that consultation will take place sometime late summer/early autumn.</p>



Project Title		Project Status
Deliver the Steeley Lane Gateway Project		AMBER
Explanation	<p>Year 1 elements (and Fazakerley Street) of the projects have not yet started. The project is currently waiting on the signing of a Section 278 agreement by Lancashire County Council (LCC). This agreement needs to be signed to allow for works to the highway to process. LCC have agreed the possibility of beginning the works in parallel with the signing of a S278.</p> <p>The subway elements of this project is currently still in the process of progressing further with liaison with Network/Northern Rail over funding for station accessibility.</p>	
Action Required	<p>The S278 agreement is to be agreed with LCC during quarter one meaning work can progress with the highways elements of the project.</p> <p>Discussions with Northern Rail over funding for station accessibility vital for Year 2 subway elements will continue.</p>	



Performance of Corporate Strategy Measures





38. At the end of the fourth quarter, it is possible to report on six of the 11 key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
39. Two of these indicators, are performing on or better than target:
 - The number of projected jobs created through targeted interventions
 - The number of employment sites being brought forward
40. Three indicators are performing below target, outside of the 5% tolerance threshold:
 - Overall employment rate
 - Growth in business rate base
 - Number of projected jobs created through inward investment

41. The reasons for areas of underperformance are listed in the tables below:

Performance Indicator		Target	Performance
	Overall employment rate	80%	74.8%
Reason below target	Whilst Chorley's employment rate is considered to be high compared to North West (71.6%) and national (74.0%) averages, performance in this area has declined when compared to the same period last year (when performance was at 80.8%). DWP state that reasons for this decline in performance in Chorley include the fact that there has been a steady negative impact from Universal Credit which allows claimants to remain on benefit whilst being able to work up to 24 hours per week and not classed as in work.		
Action required	Whilst we will continue with our successful Chorley Works programme, our employability service will expand through our Chorley Futures programme; subject to the award of European Social Funding. The Chorley Futures programme aims to support people to move towards the labour market and therefore closer towards employment opportunities, enabling people with multiple and complex barriers to move towards employment, training or education.		
Trend:	 Performance at the end of quarter three 16/ 2017 was 77.6%		

Performance Indicator		Target	Performance
	Growth in business rate base	1%	-0.145%
Action Reason below target	A revaluation of rateable values came into effect in England and Wales on 1 April 2017. At revaluation, the Valuation Office Agency (VOA) adjusts the rateable value of business properties to reflect changes in the property market. The 2017 revaluation has resulted in this reduction in gross rateable value.		
Action required	An external organisation, Capacity Grid, is working on behalf of Chorley Council to identify new non-domestic assessments. This, along with our internal inspections regime which is carried out as and when we are notified of new business properties or alternatively on a monthly basis and identifies any new properties subject to business rates, should increase the gross rateable value by 31 March 2018.		
Trend:	 Performance at the end of quarter four 2015/2016 was 0.64% against a target of 2%		

Performance Indicator		Target	Performance
	Number of projected jobs created through inward investment	60	25
Action Reason below target	Our Choose Chorley grant is the main driver for attracting business to re-locate to Chorley and therefore provide inward investment jobs. There are a number of reasons for underperformance in this area with regards to company re-locations and they include demand, competition from surrounding areas, lead in timescales and eligibility of those companies coming forward to access the grant. This year, one company has re-located to Chorley, bringing with it a total of 25 jobs.		
Action required	Investor development will be a main priority for the Employment and Skills Team in the coming year which should impact on a greater number of inward investment relocations. A number of potential re-locations are in the pipeline and will be progressed over the next quarter. Promotion of the Choose Chorley Grant will continue through the Council website, promotional signage on the M61 and continued delivery and coordination of the Choose Chorley business events, the next of which will be held on 13 July at Runshaw Business Centre.		
Trend:	 Performance at the end of quarter three 2016/2017 was 0 with a target of 11		



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

The long term outcomes for this priority are:

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

ACHIEVING THE LONG TERM OUTCOMES IN QUARTER FOUR

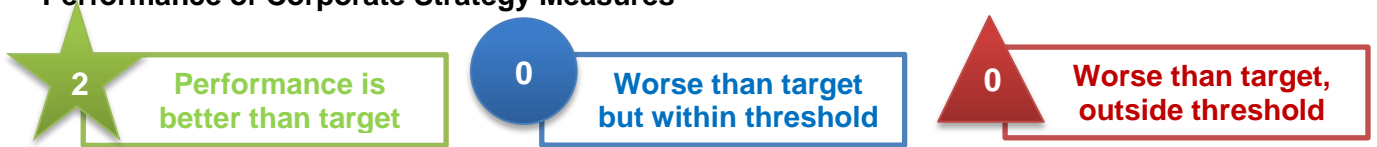
42. The delivery of the Youth Zone is progressing well, with the construction phase underway. There have been some delays to the projects progression due to design and site conditions and some drainage issues. However, project managers state that there is a reasonable expectation that the project will remain on timetable. The construction phase will continue and the steel frame should start to be erected before the end of June 2017.
43. The year two work programme for the Chorley Public Service Reform Programme is now in the delivery phase and progressing activity to integrate public services and improve wellbeing outcomes with a focus on prevention. Plans to establish a collocated service hub at Washington Hall community fire station have been developed to go live from the start of April 2017. This team will test out coordinated case management of vulnerable individuals with representatives from six services including fire, police, council and mental health operating from a single base. Work is also commenced with primary care to test more effective management of GP frequent attenders through the Primary Care User Support Team, operating across four GP Practices in Chorley to help identify early interventions, and create capacity in primary care settings.
44. During this fourth quarter there has been a significant increase in the percentage of people making service requests online, with 29% increase compared to the same period last year. The WorkSmart programme, which is working towards improving access to council services by making service more efficient, is on schedule with an organisational development plan and communications plan drafted. Co-location of teams has begun and the new office environments including reduced desk sizes, removal of pedestals and increased meeting spaces are being implemented.

Performance of Key Projects



45. There are three key projects included in the 2016/17 Corporate Strategy under this priority, and at the end of the fourth quarter overall performance is excellent.
46. At the end of the fourth quarter, all three projects were rated as green, meaning that they are progressing according to timescale and plan:
- Improve access to council services by making service more efficient
 - Integrate public services through the Chorley Public Service Reform
 - Deliver the Chorley Youth Zone

Performance of Corporate Strategy Measures



47. At the end of the four quarter, it is possible to report on two of the five key performance indicators under this priority. The full outturn information for the performance indicators is included at Appendix A.
48. Both of these indicators, are performing on or better than target:
 - % Service requests received online
 - % customers dissatisfied with the service they received from the Council

PERFORMANCE OF KEY SERVICE DELIVERY MEASURES

49. 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 B: Key Service Delivery Measures.



50. Five of the Key Service delivery measures are performing on or above target:

- 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
- Vacant Town Centre Floor Space


51. Two indicators are performing slightly below target, but within the 5% tolerance threshold:


- Supplier payment within 30 days
- % Council Tax collected



52. There are three indicators performing below target at the end of quarter four:



- Time taken to process all new claims and change events for Housing Benefit and Council Tax benefit
- Number of missed collections per 100,000 collections of household waste
- Average working days per employee (FTE) per year lost through sickness absence

The reasons for this are listed in the tables below:

Performance Indicator		Target	Performance
	Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	6 days	6.4 days
Action Reason below target	This was an ambitious target and the legislation dictates that claimants have a calendar month in which to supply information in support of their claim so improvement in performance is partly influenced by customer behaviour. There is still improvement to be made in the productivity in the single front office		
Action required	Weekly reports are received showing the days to process for new claims and changes by user. These reports are worked through and any cases with long processing times are investigated. Where an error has been made this is corrected. Where there is a training need this will be feedback to the assessor. The team leader has introduced a spreadsheet of outstanding new claims allocated and monitors on daily basis when reminders are sent to customers chasing information and the days to process for new claims. Customers will continue to be proactively chased for information which will hasten the processing of their claim and changes in circumstances. Training continues to enable additional resources to be focussed on benefit processing which will help to reduce processing times.		

Trend:	 Performance at the end of last month Feb 2017 was 7.19 days
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Performance Indicator		Target	Performance
	Number of missed collections per 100,000 collections of household waste	49	55
Reason below target	As also reported at quarter 3, the changes to collection crews and rounds so paper and card can be collected together has resulted in an increased level of missed bins. Some of the reports will be due to errors by collections crews; others will be due to residents presenting their bins for collection later as they "expect" the vehicle later in the day. We ask all residents to put their bins out for collection from 7am on collection day.		
Action required	The Council is working with its contractor, Veolia, to reduce the number of missed collections. With further changes taking place to waste collections, we will continue to monitor progress and seek improvement in this area.		
Trend:	 Performance at the end of last month February 2017 was 54		

Performance Indicator		Target	Performance
	Average working days per employee (FTE) per year lost through sickness absence	7 days	8.24 days
Reason below target	<p>There have been high levels of long-term absence experienced during the year. In March there were five cases of long-term absence due to personal stress, work-related stress, suspected neurological disorder and cancer. Two cases relating to personal stress have now ended with two employees returning to work on a phased return.</p> <p>There have also been a high number of short term absences in 2016-2017 with around 70 days lost to short term absence across the council this month. This has been due to 20.55 days to Operations, 24.59 days to stomach related absences, 12.00 days to infection, nine days to shoulder injuries and suspected broken rib, two days to back and neck problems, 1.6 days to anxiety and 1.0 day to toothache.</p>		
Action required	We will continue to manage both long term and short term cases in accordance with the Council's attendance policy, and have implemented the actions agreed as part of the review undertaken by overview and scrutiny during 2016/17.		
Trend:	 Performance at the end of last month Feb 2017 was 7.4 days against a target of 6.42 days		

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		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.

Report Author	Ext	Date	Doc ID
Kate Cronin	5061	6 th June 2017	Fourth Quarter Performance Report 2016/17

Appendix A: Performance of Corporate Strategy Key Measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend
% increase in the number of volunteering hours earned	Bigger is better	20%	63%	★	↑
% of the population with NVQ level 3 and above	Bigger is better	57%	58%	★	↓
% increase in digital access points across the borough	Baseline	11%	44%	★	→
Overall employment rate	Bigger is better	80%	74.8%	▲	↓
Number of projected jobs created through targeted interventions	Bigger is better	150	159	★	↓
Number of projected jobs created through inward investment	Bigger is better	60	25	▲	↑
Number of employment sites being brought forward	Bigger is better	2	3	★	N/A
The number of visits to Council's leisure centres	Bigger is better	1million	1,139,070	★	↑
Number of young people taking part in 'Get Up and Go' activities	Bigger is better	20,000	24,856	★	↑
Number of Homelessness Preventions and Reliefs	Bigger is better	600	659	★	↑
Number of affordable homes delivered	Bigger is better	100	87	▲	↓
Number of long term empty properties in the borough	Smaller is better	190	161	★	↓
% service requests received online	Bigger is better	18%	57.8%	★	↑
*% customers dissatisfied with the service they have received from the council	Smaller is better	20%	18.3%	★	↓
Growth in business rate base (#)	Bigger is better	1%	-0.145%	▲	↓

Trend shown is for change from quarter three 2016/17 (# trend from Q4 2015/16)

*Figure shown is from February 2017

Appendix B: Performance of key service delivery measures

★ Performance is better than target

● Worse than target but within threshold

▲ Worse than target, outside threshold

Indicator Name	Polarity	Target	Performance Quarter 4	Symbol	Trend
Time taken to process all new claims and change events for Housing Benefit and Council Tax Benefit	Smaller is better	6 days	6.4	▲	↑
Processing of planning applications as measured against targets for 'major' application types	Bigger is better	70%	83%	★	↓
Processing of planning applications as measured against targets for 'minor' application types	Bigger is better	65%	85%	★	↑
Processing of planning applications as measured against targets for 'other' application types	Bigger is better	80%	92%	★	↑
Number of households living in Temporary Accommodation	Smaller is better	15	7	★	↑
Number of missed collections per 100,000 collections of household waste	Smaller is better	49	55	▲	↓
Supplier Payment within 30 days	Bigger is better	99%	97.42%	●	↓
Average working days per employee (FTE) per year lost through sickness absence	Smaller is better	7 days	8.24 days	▲	↓
Vacant Town Centre Floor Space	Smaller is better	6%	4.52%	★	↓
% Council Tax collected	Bigger is better	98.8%	98.02%	●	↓

Trend shown is for change from quarter three 2016/17.