

# North Lanarkshire Council Report

## Enterprise and Growth Committee

approval  noting

Ref

Date 07/11/19

### The Plan for North Lanarkshire : Strategic Performance Framework reporting arrangements

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#### Executive Summary

Elected Members are aware of The Plan for North Lanarkshire, Programme of Work, and four supporting Strategic Frameworks (i.e. Policy, Performance, Self-Evaluation, and Governance).

Having secured committee approval at Policy and Strategy Committee on 26<sup>th</sup> September 2019, this report outlines the next steps in terms of the reporting arrangements to service committees for the Strategic Performance Framework.

This aims to ensure evidence is presented to committee that allows for day to day activities, and progress towards achieving the shared ambition, to be regularly reported, monitored, assessed, and scrutinised.

This will also enable performance issues to be identified and remedial action to be undertaken to ensure the council remains on track towards achieving the shared ambition.

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#### Recommendations

It is recommended that the Enterprise and Growth Committee:

- (1) Note the contents of this report and accompanying appendices,
- (2) Review the performance presented and identify where further information is required to understand or investigate performance further, and
- (3) Note the next steps.

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#### The Plan for North Lanarkshire

Priority Improve economic opportunities and outcomes

Ambition statements

- (2) Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities
- (3) Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure
- (4) Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit

## (5) Grow and improve the sustainability of North Lanarkshire's economy

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### 1. Background

- 1.1 Members will recall The Plan for North Lanarkshire (approved in February 2019) articulates the long-term vision for North Lanarkshire that focusses on inclusive growth and prosperity for all.
- 1.2 Having set the long-term vision it is important this is cascaded down to day to day activities that provide a consistent focus for resources and working practices.
- 1.3 In this respect, a Programme of Work is in place which outlines the activities required to underpin delivery of The Plan; this was approved at Committee in March 2019.
- 1.4 The Plan and Programme of Work are supported by four complementary frameworks designed to enable a regular structured approach to assessing progress, measuring success, and identifying (where necessary) areas requiring improvement. These are:
- Strategic Policy Framework, approved at Committee in September 2018.
  - Strategic Self-Evaluation Framework, approved at Committee in February 2019.
  - Strategic Performance Framework, approved at Committee in February 2019.
  - Strategic Governance Framework, which is currently under development and will be presented to Corporate Management Team in the autumn of 2019.
- 1.5 This report provides the Enterprise and Growth Committee with an outline of their performance monitoring responsibilities in line with the Strategic Performance Framework. It outlines the Ambition Statements aligned to the Enterprise and Growth Committee and provides the accompanying *extracts* from the Strategic Performance Framework.
- 1.6 The purpose of the report is to set the context, raise awareness, clarify responsibilities and present the performance information, in line with The Plan for North Lanarkshire, which the Committee will be responsible for scrutinising moving forward.
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### 2. Performance results

#### Strategic Performance Framework

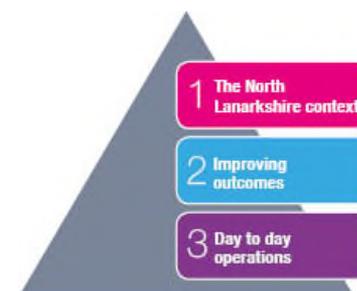
- 2.1 The Strategic Performance Framework comprises a group of performance indicators at three levels. These aim to collectively provide an overview of performance and demonstrate the impact of the programmes of work and service activities on the people and communities of North Lanarkshire.
- 2.2 As has been previously approved, the three levels are summarised below.

##### (1) The North Lanarkshire context

Suite of 28 Health Check Indicators that collectively provide the North Lanarkshire context.

##### (2) Improving outcomes

Suite of indicators and information to enable an assessment of progress towards improving the priorities and ambitions outlined in The Plan for North Lanarkshire.



### (3) Day to day operations

Performance indicators that allow the quality, efficiency, and effectiveness of day to day operations to be assessed.

- 2.3 The detailed Strategic Performance Framework, approved in September 2019, aligns the indicators to one or more of the 25 Ambition Statements in The Plan for North Lanarkshire. It also shows the connections between the Ambition Statements, Programme of Work elements, Strategic Policy Framework, and performance indicators at the three levels in the Framework.

### Enterprise and Growth Committee responsibilities

- 2.4 In line with terms of reference outlined in the Scheme of Administration, the Enterprise and Growth Committee will be responsible for monitoring and reviewing performance information for the following Ambition Statements:

2. **Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities.**
3. **Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure.**
4. **Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit.**
5. **Grow and improve the sustainability of North Lanarkshire's economy.**

- 2.5 The Strategic Performance Framework *extracts*, relevant to the Enterprise and Growth Committee (see Appendix 1), provide all relevant information that aligns to The Plan for North Lanarkshire for these Ambition Statements. This information comprises the following:

- **Priorities**      Ambition Statements 2, 3, 4, and 5 mainly impact on two priorities:  
(1) Improve economic outcomes and opportunities  
(5) Improve North Lanarkshire's resource base.
  
  - **Strategic Policy Framework**      There are 7 service policies / strategies in place to facilitate delivery of Ambition Statements 2 and 3:
    - Economic Regeneration Delivery Plan
    - Glasgow City Region Economic Strategy
    - Local Housing Strategy
    - Local Development Plan
    - Strategic Development Plan - Clydeplan
    - Communication Strategy
    - Digital and IT Strategy
  
  - **Programme**      There are 6 corresponding
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| There are 8 service policies / strategies in place to facilitate delivery of Ambition Statements 4 and 5: <ul style="list-style-type: none"><li>- Glasgow City Region Economic Strategy</li><li>- Strategic Development Plan - Clydeplan</li><li>- Economic Regeneration Delivery Plan</li><li>- Local Development Plan</li><li>- Tourism Lanarkshire 2020</li><li>- Tackling Poverty Strategy</li><li>- Workforce for the Future</li><li>- Communication Strategy</li><li>- Digital and IT Strategy</li><li>- Events Strategy</li><li>- Equality Strategy</li></ul> |
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- |                           |
|---------------------------|
| There are 9 corresponding |
|---------------------------|

	<p>elements in the Programme of Work:</p> <ul style="list-style-type: none"> <li>- P001 Enterprise contract - strategic procurement</li> <li>- P018 Economic Regeneration Delivery Plan</li> <li>- P019 Finalise updated Local Development Plan</li> <li>- P020 Town centre and community regeneration (including developing business/industrial areas)</li> <li>- P021 City Deal / infrastructure</li> <li>- P067 Digital economy and place</li> </ul>	<p>elements in the Programme of Work:</p> <ul style="list-style-type: none"> <li>- P001 Enterprise contract - strategic procurement</li> <li>- P007 Communications Strategy</li> <li>- P008 Events Strategy</li> <li>- P018 Economic Regeneration Delivery Plan</li> <li>- P022 Business and industry</li> <li>- P023 Marketing and tourism</li> <li>- P024 Employability services</li> <li>- P059 Improve procurement capability</li> <li>- P067 Digital economy and place</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Health Check Indicators</b> (level 1)</li> </ul>	<p>There are 3 main indicators which activities towards Ambition Statements 2 and 3 are expected to have an impact on:</p> <ul style="list-style-type: none"> <li>- Population projections - % change</li> <li>- Growth in Gross Value Added</li> <li>- % of VAT/PAYE registered businesses that survive for at least three years</li> </ul>	<p>There are 9 main indicators which activities towards Ambition Statements 4 and 5 are expected to have an impact on:</p> <ul style="list-style-type: none"> <li>- Population projections - % change</li> <li>- Mid-year population estimates</li> <li>- Total net migration rate per 1,000</li> <li>- Growth in Gross Value Added</li> <li>- Gross weekly pay - residents</li> <li>- % of all people economically active in employment</li> <li>- % of VAT/PAYE registered businesses that survive for at least three years</li> <li>- Total employment in sustainable tourism as % of growth sector employment</li> <li>- Gross Value Added per head in sustainable tourism</li> </ul>

- **Performance Indicators** (for level 2 and 3) - this contains the detail for each performance indicator in the Strategic Performance Framework relevant for the Enterprise and Growth Committee. Where provided by services, this also shows baseline, trend, and target/threshold information for each indicator.

2.6 The Strategic Performance Framework established a set of guiding principles to ensure the right information to the right audience at the right time. Members may wish to use this as a guide when reviewing the performance information presented to Committee.

2.7 The guiding principles are that reporting is:

- **Aligned** - to The Plan for North Lanarkshire to give stakeholders an insight into the performance of council activities in the short-term and against the shared ambition in the long-term.
- **Consistent** - to ensure a standard process across time and each committee. This aims to help build credibility, reliability, and a common understanding.
- **Transparent** - to allow stakeholders to understand what is being measured, what it means, and what level of performance has actually been achieved and what change has taken place.
- **In context** - to avoid the *So What?* question and provide a coherent narrative to

ensure fully informed review, scrutiny, and decision making processes.

- **Balanced** - to ensure any text adds value and tells a balanced narrative that identifies areas requiring improvement and any remedial action undertaken.

## Next steps

- 2.8 Having set the scene, future reports in 2020 will thereafter update the Enterprise and Growth Committee on performance against the items outlined in the Strategic Performance Framework *extracts*.

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## 3. Equality and Diversity

### 3.1 Fairer Scotland Duty

There is no requirement to carry out a Fairer Scotland Duty assessment on this report. However, services will provide further information to the Enterprise and Growth Committee, where relevant, in this respect.

### 3.2 Equality Impact Assessment

There is no requirement to carry out an equality impact assessment on this report. However, services will provide further information to the Enterprise and Growth Committee, where relevant, in this respect.

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## 4. Implications

### 4.1 Financial impact

There is no financial impact arising from the performance information presented in this report. However, services will provide further information to the Enterprise and Growth Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.2 HR/Policy/Legislative impact

There are no HR/policy/legislative impacts arising from the performance information presented in this report. However, services will provide further information to the Enterprise and Growth Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.3 Environmental impact

There is no environmental impact arising from the performance information presented in this report. However, services will provide further information to the Enterprise and Growth Committee, where relevant, in response to any matter in this respect arising from the performance results and scrutiny process.

### 4.4 Risk impact

Risks are identified in each service specific report when the respective policies/strategies are presented to committee. Risks are also identified within each Programme of Work report. This identifies what the risk is and where the risk is managed (i.e. through the corporate risk register, service risk register, or a particular project management framework).

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## 5. Measures of success

- 5.1 Key measures of success include the following:

- The evidence presented demonstrates a positive impact on day to day operations and improving outcomes for the people and communities of North Lanarkshire.
- The evidence presented supports the delivery of The Plan for North Lanarkshire.

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## 6. Supporting documents

- 6.1 Appendix 1 - Strategic Performance Framework *extracts* relevant to the Enterprise and Growth Committee



**Katrina Hassell**  
**Head of Business Solutions**

Inclusive growth and prosperity for all - where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit



**Priorities:**

- 1. Improve economic opportunities and outcomes.
- 5. Improve the council's resource base.

**Ambition statement 2** Refocus our town centres and communities to be multi-functional connected places which maximise social, economic, and environmental opportunities

**Ambition statement 3** Maximise the use of our marketable land and assets through improved development in business and industrial infrastructure

Strategic Policy Framework	Programme of Work / Activities
<p><b>Strategic Policy Framework</b></p> <ul style="list-style-type: none"> <li>* Communication Strategy</li> <li>* Digital and IT Strategy</li> <li>* Economic Regeneration Delivery Plan</li> <li>* Glasgow City Region Economic Strategy</li> <li>* Local Housing Strategy</li> <li>* Local Development Plan</li> <li>* Strategic Development Plan - Clydeplan</li> </ul>	<p><b>Programme of Work</b></p> <ul style="list-style-type: none"> <li>* <b>P001</b> Enterprise contract - strategic procurement</li> <li>* <b>P018</b> Economic Regeneration Delivery Plan (ERDP)</li> <li>* <b>P019</b> Finalise updated Local Development Plan (LDP)</li> <li>* <b>P020</b> Town centre and community regeneration (including developing business/industrial areas)</li> <li>* <b>P021</b> City Deal / infrastructure</li> <li>* <b>P067</b> Digital economy and place</li> </ul>

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C16: <b>Growth in Gross Value Added</b> - income approach <i>Annual</i>	3.7 2016	3.2 2016	Increased our economic output	Continued economic growth in this area.	GVA growth remains strong in NL suggesting the economy continues to improve. GVA per head however is still lower than west central Scotland and Scotland as a whole.
C19: <b>% of the VAT / PAYE registered businesses that survive for at least three years</b> <i>Annual</i>	58.7% 2016	62.1% 2016	Increased and sustained our new businesses	More locally generated and incoming businesses being created, surviving and sustaining in the longer-term.	Business survival rates in NL show a decline, but this requires to be considered within the context of a significant increase in self-employment rates.

**2. Improving Outcomes**

- \* **Town centre vacancy rates** - % of vacant commercial units as % of total units for the local authority town centre.
- \* **Vacant and derelict land** - number of hectares improved, remediated, or developed using the Vacant and Derelict Land Fund.
- \* **Commercial planning applications** - average time (weeks) to process business and industry planning applications.
- \* **Greenspace** - external investment in sites.

New indicators under development:

- \* **Town centres** - change in range and usage over time (e.g. from retail to leisure and residential).
- \* **Local Development Plan** - take up and usage of land allocated for development.

**3. Day to Day Operations**

- \* **Development plans** - % population covered by local plans adopted / finalised within last 5 years.
- \* **Major planning developments** - average time (weeks) taken to deal with applications.
- \* **Local planning developments** - average time (weeks) taken to deal with applications.
- \* **Commercial planning applications** - cost per application.

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi009</b> Town centre vacancy rates - % of vacant commercial units as % of total units for the local authority town centre	<b>18.9%</b> 2017/18 <i>ranked 24 out of 32</i> <u>Family group average:</u> <b>12.0%</b> <u>National average:</u> <b>11.5%</b>	↑	This measure is used for benchmarking purposes		
<b>Pi010</b> Town centres - change in range and usage over time (e.g. from retail to leisure and residential)	As the Programme of Work and eight vision plans are developed, a more relevant indicator will be that which measures the change in usage over time as each town centre is redeveloped. An indicator is under development to capture this information; baseline information will be available as at 2019/20 year end.				
<b>Pi011</b> Local Development Plan - take up and usage of land allocated for development	As the Programme of Work develops, a more relevant indicator will be one to assess planning permissions granted on land allocated for such development in the LDP or in accordance with LDP zoning. An indicator is under development to capture this information; baseline information will be available as at 2019/20 year end.				
<b>Pi012</b> Vacant and derelict land - number of hectares improved, remediated or developed using the Vacant and Derelict Land Fund (VDLF)	<b>1.9ha</b> of vacant and derelict land removed from the register using the VDLF 2018  Industrial: 0.82ha Sports / leisure: 0.24ha Community allotments: 0.63ha Community green-space: 0.21ha				
<b>Pi013</b> Commercial planning applications - average time (weeks) to process business and industry planning applications	<b>6.9 weeks</b> 2017/18 <i>ranked 4 out of 32</i> <u>Family group average:</u> <b>8.9 weeks</b> <u>National average:</u> <b>9.3 weeks</b>	↓	This measure is used for benchmarking purposes		
<b>Pi014</b> Greenspace - external investment in sites	<b>£271,089</b> 2017/18		<b>£300,000</b> + / - 10%	<b>£300,000</b> + / - 10%	<b>£300,000</b> + / - 10%

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Development plans - % population covered by local plans adopted / finalised within last 5 years	<b>100%</b> 2018/19	↑	<b>100%</b> + / - 0	<b>100%</b> + / - 0	<b>100%</b> + / - 0
Major planning developments - average time (weeks) to deal with applications	<b>17.0 weeks</b> 2018/19	↑	<b>30</b> + / - 5	<b>30</b> + / - 5	<b>30</b> + / - 5
Local planning developments - average time (weeks) to deal with applications	<b>7.9 weeks</b> 2018/19	↑	<b>10</b> + / - 1	<b>10</b> + / - 1	<b>10</b> + / - 1
Commercial planning applications - cost per application	<b>£4,331</b> 2017/18 <i>ranked 14 out of 32</i> <u>Family group average:</u> <b>£5,634</b> <u>National average:</u> <b>£5,087</b>	↓	This measure is used for benchmarking purposes		

### Trend

This arrow shows the pattern of change from the data in the previous period compared to the current period.

↔ Performance has remained the same since last figure reported

For indicators where a higher number is the preferred direction of travel:

↑ Performance has improved since last figure reported  
↓ Performance has not improved since last figure reported

For indicators where a lower number is the preferred direction of travel:

↓ Performance has improved since last figure reported  
↑ Performance has not improved since last figure reported

The trend arrow is based on a simple statistical comparison of the data from one reporting period to the next, e.g. one year to the next year.

Inclusive growth and prosperity for all - where North Lanarkshire is the place to Live, Learn, Work, Invest, and Visit

Shared  
Ambition

The Plan for  
North Lanarkshire

5 priorities  
25 ambition statements  
28 health check indicators

Strategic  
Policy  
Framework

Programme  
of Work /  
Activities

**Strategic Policy Framework**

- \* Glasgow City Region Economic Strategy
- \* Strategic Development Plan - Clydeplan
- \* Economic Regeneration Delivery Plan
- \* Local Development Plan
- \* Tourism Lanarkshire 2020
- \* Tackling Poverty Strategy
- \* Workforce for the Future
- \* Communication Strategy
- \* Digital and IT Strategy
- \* Events Strategy
- \* Equality Strategy

**Programme of Work**

- \* **P001** Enterprise contract - strategic procurement
- \* **P007** Communications Strategy
- \* **P008** Events Strategy
- \* **P018** Economic Regeneration Delivery Plan (ERDP)
- \* **P022** Business and industry
- \* **P023** Marketing and tourism
- \* **P024** Employability services
- \* **P059** Improve procurement capability
- \* **P067** Digital economy and place

**Priorities:**

1. Improve economic opportunities and outcomes.
5. Improve the council's resource base.

**Ambition statement 4** Market and promote North Lanarkshire as the place to live, learn, work, invest, and visit

**Ambition statement 5** Grow and improve the sustainability of North Lanarkshire's economy

1. Health Check Indicators	Baseline -NL	Baseline-Scotland	Measuring this indicator will tell us if we have we have	What does success look like	The North Lanarkshire context
C01: <b>Population projections - % change</b> <i>Every 2 years</i>	+1.0% 2016-26	+3.2% 2016-26	Increased our population and net inward migration	Steadily increasing population in NL, and in particular growth in the number of school age children and the working age population.	The NL population is projected to increase 1% by 2026, then decrease by 0.9% to 2041, meaning a net change overall of 0.1% (+233 people) by 2041. Of note is the change in the structure of the population which will see a 16% reduction in the number of school age children and a 10% reduction in the working age population, but a 51% increase in adults aged 65+.
C02: <b>Mid-year population estimates</b> <i>Annual</i>	339,960 Mid-2017	5,424,800 Mid-2017			NLs population has been growing since 2008 (+2%, +6,900 people), however this is at a lower growth rate than the national average. It is estimated NLs population growth will continue to be favourable for the next 10 years.
C03: <b>Total net migration - rate per 1,000</b> <i>Annual</i>	2.16 2017	4.4 2017			Inward migration in NL has been positive in recent years, meaning more people have moved in than out. Inward migration is a general sign of a positive economic picture. It is anticipated that the level of investment underway across NL will result in inward migration continuing.
C16: <b>Growth in Gross Value Added - income approach</b> <i>Annual</i>	3.7 2016	3.2 2016	Increased our economic output	Continued economic growth in this area.	GVA growth remains strong in NL suggesting the economy continues to improve. GVA per head however is still lower than west central Scotland and Scotland as a whole.
C17: <b>Gross weekly pay - residents (full-time employees)</b> <i>Annual</i>	£548.90 2018	£562.70 2018	Increased the earnings of people who live in North Lanarkshire	Earnings for people who live in NL continue to grow on a par with national levels.	While wages have risen steadily for the people who live in NL, this has been at a lesser rate than earnings at national and UK levels. There continues to be a gap between NL earnings and national and UK levels.
C18: <b>% of all people economically active in employment (16-64 years)</b> <i>Annual, updated quarterly</i>	77.8% October 2017/ September 2018	77.6% October 2017/ September 2018	Increased the number of our residents in employment	More people aged 16 to 64 living in NL are economically active and contributing to the local / national economy.	Employment rates in NL remain relatively steady since 2014 and on a par with the national average.
C19: <b>% of the VAT / PAYE registered businesses that survive for at least three years</b> <i>Annual</i>	58.7% 2016	62.1% 2016	Increased and sustained our new businesses	More locally generated and incoming businesses being created, surviving and sustaining in the longer-term.	Business survival rates in NL show a decline, but this requires to be considered within the context of a significant increase in self-employment rates.
C27: <b>Total employment in sustainable tourism as % of growth sector employment</b> <i>Annual</i>	25.2% 2017	28.7% 2017	Increased benefit from tourism in our area	Continued economic growth in this sector.	Sustainable tourism is one of 6 sectors used to assess growth in employment nationally. In NL, employment in sustainable tourism is in line with national growth in this sector suggesting the local economy benefits from tourism.
C28: <b>Gross Value Added per head in sustainable tourism (employment)</b> <i>Annual</i>	£16,052 2016	£19,314 2016			GVA growth in the sustainable tourism sector has fluctuated in NL over 2008 to 2016. This is similar to the national trend, albeit to a lesser extent.

## 2. Improving Outcomes

- \* **Living wage** - % of people (age 18+) in employment in NL earning less than the living wage.
- \* **Business growth** - number of new business start ups; number of business start ups per 10,000 population; number of existing businesses supported by Business Gateway and wider engagement activity.
- \* **Business support** - number of jobs forecast to be created from Business Gateway and engagement activity.
- \* **Properties** - % occupied within the commercial property portfolio.
- \* **Broadband** - % of properties receiving superfast broadband.
- \* **Procurement contracts** - % qualifying contracts awarded to clients who meet fair work criteria; % qualifying contracts awarded to local organisations; % qualifying contracts awarded to SMEs; % qualifying contracts greater than £1m containing a community benefit requirement.
- \* **Employment** - number of people supported into employment by the council; % of unemployed people assisted into work from council funded/operated employability programmes; % people successfully obtaining and sustaining employment for 6 months or more through council employability programmes.
- \* **Supported employment** - % with supported needs or barriers sustaining employment for 6 months or more.
- \* **Adult learning qualifications** - number of SQA qualifications gained by learners taking part in adult learning programmes; number of candidates taking part in adult learning programmes achieving SQA qualifications.
- \* **Adult learning programmes** - number of adult literacy and numeracy learning outcomes achieved by participants; outcomes achieved on ESOL programmes.
- \* **Community learning and development programmes** - % of adult learners enrolled from the 20% most deprived areas.
- \* **Community capacity building** - number of voluntary and community organisations receiving support.

## 3. Day to Day Operations

- \* **Economic development and tourism** - cost of council spend per 1,000 population.
- \* **Procurement spend** - % with local organisations.
- \* **Procurement spend** - % with small medium enterprises.
- \* **Employability** - % of Family Firm trainees / Project Ability trainees who have entered positive sustainable destinations.
- \* **Community learning and development** - % satisfaction with service / staff.

### Trend

This arrow shows the pattern of change from the data in the previous period compared to the current period.

↔ Performance has remained the same since last figure reported

For indicators where a higher number is the preferred direction of travel:

↑ Performance has improved since last figure reported  
↓ Performance has not improved since last figure reported

For indicators where a lower number is the preferred direction of travel:

↓ Performance has improved since last figure reported  
↑ Performance has not improved since last figure reported

The trend arrow is based on a simple statistical comparison of the data from one reporting period to the next, e.g. one year to the next year.

## 2. Improving Outcomes

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi015</b> Living wage - % of people (age 18+) in employment in NL earning less than the living wage	<b>19.8%</b> 2017/18 <i>ranked 14 out of 32</i>  Family group average: <b>17.1%</b> National average: <b>18.4%</b>	↓	This measure is used for benchmarking purposes		
<b>Pi016</b> Business growth - number of new business start-ups in the financial year	<b>512</b> 2018/19	↑	<b>500</b> + / - 5%	<b>500</b> + / - 5%	*Targets to be confirmed for 2021/22 - Business Gateway contract ends February 2020
<b>Pi017</b> Businesses, existing - number supported by Business Gateway and wider engagement activity	<b>1,403</b> 2018/19	↓	<b>1,000</b> + / - 5%	<b>1,000</b> + / - 5%	
<b>Pi018</b> Business Gateway - number of start-ups per 10,000 population	<b>15.5</b> 2017/18 <i>ranked 23 out of 32</i>  Family group average: <b>15.0</b> National average: <b>16.8</b>	↓	This measure is used for benchmarking purposes		
<b>Pi019</b> Business support - jobs forecast to be created from Business Gateway and engagement activity	<b>1,555.5</b> 2018/19		<b>1,500</b> + / - 10%	<b>1,500</b> + / - 10%	*
<b>Pi020</b> Properties - % occupied within the commercial property portfolio	<b>88.6%</b> 2018/19	↔			
<b>Pi021</b> Broadband - % of properties receiving superfast broadband	<b>97.0%</b> 2017/18 <i>ranked 3 out of 32</i>  Family group average: <b>96.1%</b> National average: <b>91.1%</b>	↑	This measure is used for benchmarking purposes		
<b>Pi022</b> Procurement contracts - % qualifying contracts awarded to clients meeting fair work criteria	<b>83.6%</b> 2018/19 new for 2018/19		<b>85%</b> + / - 5	<b>90%</b> + / - 5	<b>95%</b> + / - 5
<b>Pi023</b> Procurement contracts - % qualifying contracts in the reporting period awarded to local organisations	<b>52.5%</b> 2018/19 new for 2018/19		<b>43%</b> + / - 5	<b>44%</b> + / - 5	<b>45%</b> + / - 5
<b>Pi024</b> Procurement contracts - % qualifying contracts in the reporting period awarded to small medium enterprises (SMEs)	<b>80.9%</b> 2018/19 new for 2018/19		<b>70%</b> + / - 5	<b>70%</b> + / - 5	<b>70%</b> + / - 5
<b>Pi025</b> Procurement contracts - % qualifying contracts greater than £1m containing a community benefit requirement	<b>66.7%</b> 2018/19 new for 2018/19		<b>85%</b> + / - 5	<b>90%</b> + / - 5	<b>95%</b> + / - 5
<b>Pi026</b> Employment - number of people supported into employment by the council	<b>1,340</b> 2018/19	↑	<b>997</b> + / - 10%	<b>997</b> + / - 10%	<b>997</b> + / - 10%
<b>Pi027</b> Employment support - % of unemployed people assisted into work from council funded / operated employability programmes	<b>25.0%</b> 2017/18 <i>ranked 3 out of 32</i>  Family group average: <b>14.1%</b> National average: <b>14.4%</b>	↑	This measure is used for benchmarking purposes		

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
<b>Pi028</b> Employment - % people successfully obtaining and sustaining employment for 6 months or more through council employability programmes	<b>78.6%</b> 2018/19 (995 out of 1,266 people)	↑	<b>70%</b> + / - 10%	<b>70%</b> + / - 10%	<b>70%</b> + / - 10%
<b>Pi029</b> Supported employment - % with supported needs or barriers sustaining employment for 6 months or more	<b>84.6%</b> 2018/19 (55 out of 65 people)	↑	<b>70%</b> + / - 10%	<b>70%</b> + / - 10%	<b>70%</b> + / - 10%
<b>Pi030</b> Adult learning - number of SQA qualifications gained by learners taking part in adult learning programmes	<b>809</b> 2018/19	↑	<b>600</b> + / - 10%	<b>610</b> + / - 10%	<b>620</b> + / - 10%
<b>Pi031</b> Adult learning - number of candidates taking part in adult learning programmes achieving SQA qualifications	<b>580</b> 2018/19	↑	<b>300</b> + / - 10%	<b>305</b> + / - 10%	<b>310</b> + / - 10%
<b>Pi114</b> Community capacity building - number of voluntary and community organisations receiving support	<b>60</b> 2018/19	↓	<b>80</b> + / - 10%	<b>82</b> + / - 10%	<b>84</b> + / - 10%
<b>Pi115</b> Adult learning - number of adult literacy and numeracy learning outcomes achieved by participants on adult learning programmes	<b>4,312</b> 2018/19	↑	<b>1,000</b> + / - 10%	<b>1,250</b> + / - 10%	<b>1,500</b> + / - 10%
<b>Pi116</b> Community learning and development programmes - % of adult learners enrolled from the 20% most deprived areas	New for 2019/20	↑	<b>48.5%</b> + / - 10%	<b>49%</b> + / - 10%	<b>49.5%</b> + / - 10%
<b>Pi117</b> Adult learning - number of learning outcomes achieved by participants on ESOL programmes	<b>2,260</b> 2018/19	↑	<b>1,650</b> + / - 10%	<b>1,700</b> + / - 10%	<b>1,750</b> + / - 10%

## 3. Day to Day Operations

What is being measured?	Baseline	Trend	2019/20 Target / threshold	2020/21 Target / threshold	2021/22 Target / threshold
Economic development and tourism - cost of council spend per 1,000 population	<b>£46,591</b> 2017/18 <i>ranked 9 out of 32</i>  Family group average: <b>£137,663</b> National average: <b>£91,779</b>	↓	This measure is used for benchmarking purposes		
Procurement spend - % with local organisations	<b>27.1%</b> 2018/19  Family group average: <b>26.5%</b> National average: <b>27.4%</b>	↑	<b>43%</b> + / - 5	<b>44%</b> + / - 5	<b>45%</b> + / - 5
Procurement spend - % with small medium enterprises (SMEs)	<b>45.1%</b> 2018/19	↑	<b>45%</b> + / - 5	<b>47%</b> + / - 5	<b>50%</b> + / - 5
Employability - % entering positive sustainable destinations - % Family Firm trainees - % Project Ability trainees	new for 2019/20				
Community learning and development - % customers satisfied with how well staff did their jobs	<b>96.9%</b> 2018/19	↑	<b>92.5%</b> + / - 8	<b>93%</b> + / - 8	<b>93.5%</b> + / - 8
Community learning and development - % customers satisfied with overall service	<b>97.3%</b> 2018/19	↑	<b>92.5%</b> + / - 8	<b>93%</b> + / - 8	<b>93.5%</b> + / - 8