Report to Cabinet Item
13 March 2019

Report of Strategy Manager

Purpose

Subject

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2018 – 19.

Quarter 3 Corporate Performance Report for 2018-19

Recommendations

To:

- 1) consider progress against the corporate plan priorities for quarter 3 of 2018-19; and
- 2) suggest future actions and / or reports to address any areas of concern.

Corporate and service priorities

The report helps to meet the corporate priority of achieving value for money services.

Financial implications

The direct financial consequences of this report are none.

Ward/s All wards

Cabinet member Councillor Waters - Leader

Contact officers

Adam Clark, Strategy Manager 01603 212273

Ruth Newton, Senior Strategy Officer 01603 212368

Background documents

None

Report

Introduction

- 1. This report sets out progress against the key performance measures that are designed to track delivery of the corporate plan priorities. This is the fifteenth quarterly performance report for the corporate plan 2015-2020.
- 2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty key performance measures. It is these performance measures which form the basis of this report. Most of the performance measures are available quarterly while some are reported six monthly or annually to show general outcomes for residents.
- 3. Methodological changes for some survey derived measures have been included to improve the robustness of the results as agreed at cabinet on 8 November 2017. These include a new methodology and the weighting of measures that are derived from the Local Area Survey and a new text based methodology for overall satisfaction with council services. These improve accuracy but have an impact on reported performance, as can be seen from this guarter and previous quarters' performance.
- 4. Performance status for each of the performance measures is then combined for each priority to show at a glance high level performance. This should enable members to see where performance is improving or falling.
- 5. Performance is based around a traffic light concept where green is on target, red is at a point where intervention may be necessary and amber a point in between these two.
- 6. A copy of the full performance report can be found at appendix A.

Headlines for quarter 3 performance

- 7. Overall performance this quarter has remained similar to last quarter's with two of the council priorities showing amber (safe, clean and low carbon city and healthy city with good housing). However, there are still some specific areas where the council is performing well and exceeding its targets but also some specific issues highlighted below. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
- 8. The following areas of performance are brought to your attention:
 - a) There are a number of customer satisfaction indicators which are under target for the quarter, including residents satisfied with parks and open spaces, satisfied with the local environment. These remain under target following the change in methodology to a text survey. These will continue to be monitored to further understand any trends.
 - b) Though it is below target for Q3 2018/19, the percentage of residents satisfied with opportunities to engage with Council is at 49%, an improvement compared to the previous quarter. A number of activities may have contributed to performance this quarter including targeted work with

- partners in the Heartsease area and increased contacts with residents wishing to establish local groups.
- c) The percentage of residents feeling safe is below target this quarter but has seen fluctuation throughout the year so far. Discussions with the police have indicated a decrease in ASB, burglaries and thefts but increased county lines and drug related crime which is regularly reported in the media. This may be affecting resident feedback on the question of safety. Proposals for improved joint working with the police and other agencies are included in a separate report to Cabinet.
- d) The percentage of residential homes on a 20 mph street has not reached its target for this quarter. However, the number of homes in a 20mph area is still due to be met by the end of the year as approval has been given for extensive rollouts of 20mph restrictions in the northern suburbs, Eaton and Lakenham and will be implemented in Q4 2018-19.
- e) The percentage of food businesses achieving safety compliance is again above target for the quarter. Further support has been developed for businesses such as the introduction of advice visits which are linked to inspections to new businesses and businesses with good hygiene rating history.
- f) The timely processing of benefits is amber for the quarter is slightly below target. This is due new claims processing which is just outside target. However change of circumstances, appeals, and discretionary housing payments are all on target for the quarter.
- g) The delivery of the reducing inequalities action plan is on target for the quarter. Work done as part of the action plan this quarter includes ongoing support for Norwich's Food Poverty Alliance, research on an inclusive economy and the evaluation of a range of projects delivered as part of the Lakenham area-based pilot to inform the Council's approach going forward.
- h) October 2018 saw the launch of Universal Credit in Norwich, and the numbers of learners we engaged with this quarter have increased because of the additional demand in applying for the benefit online or maintaining an online UC account. Training has been delivered to frontline staff about how to support our customers and the project has awarded four new Get Digital Grants to local voluntary and community partners. In addition, two new digital coaches training sessions were held for council staff.
- i) New working practices and more accurate reporting mechanisms have continued to have a positive impact on homelessness prevention which is again above target for the quarter. High quality, person focused housing advice is continuing to achieve successful outcomes.
- j) Tenant satisfaction with the housing service is slightly below target for the quarter by two percentage points. This is an ongoing source of feedback to various managers which ensures that they are fully aware of tenant's experiences and perceptions. A service improvement plan is in place with key projects designed to provide better services to clients.

- k) The percentage of residents satisfied with the service they received from the Council is above target for the quarter and demonstrates the improvements to the service following the restructure within the service that is now having a positive impact.
- Performance remains good for channel shift against the current target of 20% and we continue to review this measure to support the behaviour change internally and externally to deliver the value for money services and improve the customer experience.
- m) The General Fund revenue budget is forecast to underspend by £1,612,000 and is green for the quarter. This is mainly arising from higher than budgeted income from property acquisitions and from staff vacancies.

Integrated impact assessment



Report author to complete	
Committee:	Cabinet
Committee date:	13 March
Head of service:	Adam Clark
Report subject:	Quarter 3 performance report 2018/19
Date assessed:	February 2019
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 3 of 2018/19.

		Impact		
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)				
Other departments and services e.g. office facilities, customer contact	\boxtimes			
ICT services				
Economic development				
Financial inclusion				
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults				
S17 crime and disorder act 1998				
Human Rights Act 1998				
Health and well being				
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	\boxtimes			

		Impact		
Eliminating discrimination & harassment				
Advancing equality of opportunity				
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	\boxtimes			
Natural and built environment	\boxtimes			
Waste minimisation & resource use				
Pollution				
Sustainable procurement				
Energy and climate change				
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management				

Recommendations from impact assessment
Positive
Negative
Neutral
Issues
The range of council activity represented by this report means that it is not possible to identify the aggregate impact; this is covered by the individual impact assessments that are conducted as part of routine council business











Safe, clean and low carbon city

Prosperous and vibrant city

Fair city

Healthy city with good housing

Value for money services

Corporate plan

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Comments

Overall performance for quarter three has remained similar to last quarter's with two of the five Council priorities showing amber (Safe, clean and low carbon city and healthy city with good housing). There are some specific areas in which the Council is performing well and exceeding its targets but there are still some specific issues.

Although below target for the quarter, Norwich is still the fourth highest performing local authority for the percentage of adults cycling at least 3 times a week, only behind Cambridge, Oxford and Hackney. The percentage of people feeling safe is below target for the quarter but proposals for improved joint working with the police and other agencies have been considered and are included in a separate Cabinet report for consideration to improve perceptions of safety. There has been an improved performance with the percentage of residents satisfied with waste collection this quarter

The Reducing Inequalities Action Plan is on target for the quarter, highlighted by ongoing support Norwich's Food Poverty Alliance and evaluation from the area based pilot in Lakenham. In addition, Digital Inclusion Action Plan is also on target for the quarter, supporting a higher number of leaners brought about due to the launch of Universal Credit in October 2018.

The Council approach to provide high quality, accessible and person-focused housing advice is continuing to have a positive impact on homelessness prevention statistics.

The percentage of upgrades complete is below target this quarter and this is due to issues with doors and electrical upgrades. This is due to new government legislation which has caused nationwide disruption to door installations and issues with accessing properties.

Channel Shift and avoidable contact levels both continue to be green for the quarter as does the percentage of residents satisfied with the service they have received from the Council.

Green is on target, amber between target and cause for concern and red is cause for concern.

For more information please contact the Strategy & Transformation team on ext 2535 or email strategy@norwich.gov.uk

Key to tables (following pages):

RAG - Red, Amber, Green; **DoT** - Direction of Travel: a green upward arrow signifies an improvement in performance compared with the previous reporting period, a red downward arrow shows a drop in performance and a blue horizontal arrow shows no change. **YTD** - data shown is for the (financial) year to date









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is an ongoing trend of satisfaction level falling or if this was just a season fluctuation.

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Measure	Actual	- Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
CPlan15-20 Safe, Clean & low carbon city: SCL13 % change in the number of cyclists counted at automatic count sites	1.3	5.0	A	?	1.3	5.0	A	12/18
Comments: Against a target of 5% that had been set for 2017/2018; there was a 1. 1017 and 2018. With further new ACCs introduced in 2018 (now 22), over 1.8 million					utomatic cycle o	ounters (ACC)	that have com	parable data for both
SCL06 % of residential homes on a 20mph street	42.0%			•	42.0%			12/18
Comments: There were no new 20mph zones completed this quarter so this figure SCL03 % of people feeling safe	is unchanged. T 55.4%			mph schemes v	vhich will be cor 55.4%			12/18
ome categories, for example anti-social behaviour, domestic burglary and theft, the	ere has been a	decrease in rep	orts. For other	categories, for	example crimes	that could be	considered to li	ink with county lines
some categories, for example anti-social behaviour, domestic burglary and theft, th and drug related crime and regularly reported in the media, have seen increases. It	ere has been a dis possible that	decrease in rep this is influenci	orts. For other ng the resident	categories, for t feedback for t	example crimes his performance	that could be of indictor. Propo	considered to li	ink with county lines
some categories, for example anti-social behaviour, domestic burglary and theft, the and drug related crime and regularly reported in the media, have seen increases. It he police and other agencies to combat some of these increased levels of crime an	ere has been a dis possible that	decrease in rep this is influenci me parts of the	orts. For other ng the resident city are conta	categories, for t feedback for t	example crimes his performance	that could be of indictor. Propolinet.	considered to li sals for improv	ink with county lines red joint working with
Comments: Performance for the % of residents feeling safe has fluctuated throughout some categories, for example anti-social behaviour, domestic burglary and theft, the and drug related crime and regularly reported in the media, have seen increases. It he police and other agencies to combat some of these increased levels of crime at SCL12 Percentage of people satisfied with their local environment. Comments: Performance for this performance indicator has similarly varied this perperformance measures for service delivery to help understand what may be driving	ere has been a dis possible that nd disorder in so 63.2% fod. No explanate	decrease in rep this is influenci me parts of the 75.0%	orts. For other ng the residen e city are conta	categories, for t feedback for thined in a separa	example crimes his performance ate report to cab 63.2%	that could be of indictor. Proposinet.	considered to li esals for improv	ink with county lines yed joint working with 12/18

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured	
CPlan15-20 Safe, Clean & low carbon city:									
SCL08 % of adults cycling at least 3x per week	13.0%	16.0%	0	•	13.0%	16.0%	0	04/18	
for utility purposes									
Comments: 13% of adults in Norwich are cycling for travel three or more times per v	veek. By this ke	y measure, No	rwich has risen	(from sixth) to	become the fou	rth highest perf	forming local au	thority in England	
behind only Cambridge, Oxford and Hackney.									
SCL01 % of streets found clean on inspection	87.9%	88.0%	0		84.9%	88.0%	0	12/18	
Comments: This quarter we have seen a significant improvement in the cleanliness	of streets. This	is due to a red	uction in plant of	downtime and the	ne continued eff	orts of our cont	ractor.		

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured		
SCL02 % of people satisfied with waste collection	86.5%	85.0%	*	•	82.7%	85.0%	•	12/18		
Comments: Both the council and Biffa continue to monitor performance and continue to seek improvements wherever possible. As a result we are currently achieving our target for customer satisfaction.										
SCL04 Residual household waste per household (Kg)	85.4	93.8	*	#	292.0	281.3	•	12/18		
Comments: During last year significant intervention measures were taken to ensure that as many residents as possible were using the council's food waste collection service. As a result over 10,000 new food waste caddies have been issued and the rise in collected food waste is reflected in the fall in residual waste per household.										
SCL05 % of food businesses achieving safety compliance	95.9%	94.0%	*	•	95.9%	94.0%	*	12/18		
Comments: The hygiene standard of food premises in the City remains steady at ap are linked to inspections for new businesses and businesses with a good hygiene ra		%. Further sup	port for busines	sses has now b	een developed	with the introdu	iction of busine	ss advice visits which		
SCL07 Number of accident casualties on Norwich roads	370	400	*	•	370	400	*	12/18		
Comments: In line with the long term historic trend, the figure for the number of people Killed or Seriously Injured figure a gradual increase which must be viewed alongside the increases in journeys during the same period.										
SCL09 CO2 emissions for the local area	11.6%	2.4%	*	27	11.6%	2.4%	*	04/18		
Comments: The figures for 2016 were released at the end of June 2018.	<u> </u>									

During the period Norwich had the lowest per capita emissions (joint with Great Yarmouth) of any Norfolk LA at 3.80 tonnes/capita.

Norwich achieved a per capita emissions reduction of 11.6% in 2017/18, for the year 2016.

In the period 2005 to 2016 Norwich achieved a total per capita emissions reduction of 44%. This compares favourably against reductions made in other Norfolk LA areas: Breckland (-33%), Broadland (-25%), Great Yarmouth (-35%), KL&WN (-30%), North Norfolk (-31%), South Norfolk (-30%).

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SCL10 CO2 emissions from local authority	2 0%	2.20/	-	-	2 00/	2.20/	-4-	04/18
operations	2.570	2.2 /0	W	_	2.5 /0	2.2/0	W.	04/10

Comments: Using the 2017 DEFRA conversion factors, Norwich City Council has made an additional 2.9% reduction in its carbon emissions taking the total reductions to 57% saving against its target of 40% by 2019.









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Measure	- Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured	
PVC09 Amount of visitors at council run events	104,120	85,200	*		104,120	85,200	*	12/18	
omments: The cities free events continue to be an attraction for both the wider Norwich community and tourists, with the mix including neighbourhood and city centre events. The larger events attract increasing mbers into the city centre.									
PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£2,906	£2,000	*	•	£2,906	£2,000	*	12/18	

Comments: No change as per previous quarter. This indicator is based on a four year rolling average to account for any fluctuations in funding and is above target for this quarter. Further funding is expected later in the year.

^ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC6 Planning service quality measure	81%	83%	•	•	81%	83%	0	12/18

Comments: The result reported here is a proxy using the planning performance measures reported to central government i.e. speed of processing of Major, Minor and Other applications. Outputs will soon include both these measurements of speed of processing and quality of service by way of feedback received from a customer survey process. We will soon analyse the survey responses and will agree how the data will be presented and how it will be targeted.

Performance measures not contributing to council performance this quarter

Measure

CPlan15-20 Prosperous and vibrant city: PVC1 Number of new jobs created/ supported by council funded activity

Comments: A majority of these jobs have been created by businesses which are growing with support from the New Anglia Lep's grant schemes.

CPlan15-20 Prosperous and vibrant city: PVC2 Delivery of the council's capital programme

Comments: Green overall for the quarter. The main reasons for projects not being green are due to funding issues, legal actions arising from land ownership related matters, delays with companies, resourcing and a delay in agreeing a strategy for updating the City Hall telephony platform.

CPlan15-20 Prosperous and vibrant city: PVC8 % of people satisfied with leisure and cultural facilities

Comments: Overall it is above target for the quarter, the Norman Centre achieved "Quest Entry" accreditation in October 2018.

PVC07 No. of priority buildings on the 'at risk register' saved from decay by council interventions

Comments: The target for 2017/18 was to save one priority buildings on the 'at risk register' from decay and dereliction through the intervention of the city council.

This target was achieved when Howard House on King Street was removed from the register following an intensive period of collaborative working between the city council conservation team and Orbit Housing.

Other non-priority buildings that were removed from the register during 2017/18 were Waterloo Park Pavillion and Weavers House on Mountergate.











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- Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	•	RAG YTD	Date Measured
FAC4 Timely processing of benefits	Quarterly	95.8%	100.0%	0		95.8%	100.0%	0	12/18
Comments: Observe of significations of appeals and discretionary beginning to	umanata ara all an i		alainea neces		alimbel, autoid				

Comments: Change of circumstances, appeals and discretionary housing payments are all on target but new claims processing remains slightly outside of target.

Measure	Frequency	Actual	Target	A RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	Quarterly	75.0%	75.0%	ŵ	#	75.0%	75.0%	*	12/18
Commonts: Work as part of the reducing inequalities estion plan has included	d angaing augned	to Monujoblo E	Tood Dougets	Allianaa raaaa	arch around on	s inclusive less	Locopomicop	d the evelveti	on of the renge of

Comments: Work as part of the reducing inequalities action plan has included ongoing support to Norwich's Food Poverty Alliance, research around an inclusive local economy and the evaluation of the range of projects delivered as part of the area-based pilot in Lakenham in order to inform the council's approach going forward.

FAC3 Delivery of the digital inclusion action plan 75% 75% 75% 12/18 Quarterly

Comments: October 2018 saw the launch of Universal Credit in Norwich, and the numbers of learners we engaged with this quarter have increased because of the additional demand in applying for the benefit online or maintaining an online UC account. Training has been delivered to frontline staff about how to support our customers with UC questions and queries (including making a new application). The project has awarded four new Get Digital Grants to local voluntary and community partners, and two new digital coaches training sessions were held for council staff. This quarter also saw some activities celebrating Get Online Week 2018 including a promotional session at the Millennium Library, and a family learning session at East City Childrens Centre.

FAC5 No of private sector homes where council	
activity improved energy efficiency (YTD)	

Quarterly

123

396

123

12/18

Comments: 396 measures have been completed as of Q3 (Small measures, loft and cavity wall insulation, boiler replacements etc).

Performance measures that are not contributing to performance this quarter

Measure

CPlan15-20 Fair city: FAC06 % of comm. org. who pay the living wage for services delivered on behalf of NCC

Comments: The few community organisations which do not currently pay the living wage to all staff are striving to achieve this.

FAC02 % of people who felt their wellbeing had been improved following receiving advice

Comments: The data showing improved wellbeing due to social welfare advice shows improvements for most beneficiaries, however the data is not sufficient at this stage to give a statistically robust figure. This will be available by Q4.









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HCH03 No of empty homes brought back into use Quarterly 11 20 11 20 11	Measure	Frequency	Actual	Target	* RA		DoT	Actual YTD	Targe YTD		RAG YTD	Date Measured
	— · · · · · · · · · · · · · · · · · · ·	Quarterly	11	20	D	A	*		1	20	A	12/18

Comments: The private sector housing team still does not have sufficient resource to carry out empty homes work due to the increasing demands from sub-standard privately let dwellings and HMO licensing.

HCH04 Affordable Homes measure		Quarterly	200	350	A	₽	200	350	A	12/18
Comments: Estimated delivery is still 212	for year end									
% of upgrades complete		Quarterly	53%	74%	A		53%	74%	A	12/18

Comments: Heating: 549 heating upgrades were completed as at the end of quarter 3. The contract is running to programme and we expect to fulfil the annual programme by year end.

Kitchens and bathrooms: 248 kitchen upgrades and 303 bathroom upgrades were completed as at the end of quarter 3. The contracts are running to programme and we expect to fulfil the annual programme for both kitchens and bathrooms. However, a number of upgrades have been refused (both kitchen and bathrooms) meaning the original property address list has changed from the start of the 18/19 year.

Doors: This year's composite door programme was for a total of 1257 homes, of which 399 were completed as at the end of quarter 3. New government legislation caused nationwide disruption to door installations during Q1, and although installations have since resumed, the impact means we will be unable to deliver the full programme. The properties that do not get completed this year will move onto next year's programme.

Electrical: the programme of electrical upgrades and testing is on course for completion at year end, but rewires, which are a key component for achievement of target, are being disrupted by access issues, i.e. contractors being refused access on the day of an agreed appointment. Work is being done within NPS to understand why tenants are refusing work at such a late stage.

N.B. Figures are based on completion packs received. Actual completions may be slightly higher.

Measure	- Frequency	Actual		RAG Status	DoT		•	RAG YTD	Date Measured
HCH1 Delivery of the Healthy Norwich action plan	Quarterly	74%	75%	•	₽	74%	75%	•	12/18

Comments: The Healthy Norwich programme has continued to deliver a number of successful projects, while there has also been a wider review of the programme and its set up involving a number of stakeholders. The Heartsease Healthy Living project has funded seven community projects following a public vote, including community meals at a local café and church, a cycling project and table tennis taster

SESSIONS.							
HCH8 % of tenants satisfied with the housing	Quarterly	82%	84%	•	82%	84%	12/18

Comments: 1,000 council tenants have participated in this telephone survey within the last 12 months, 250 responses collected per quarter. This is the recommended sample size for a landlord of our stock size, ensuring results are representative of the wider tenant body. Satisfaction with the housing service is currently two percentage points below target at 82%. The target of 84% is the median level of satisfaction amongst a peer group of 75 local authorities participating in the HouseMark benchmarking submission.

Separate surveys are also carried out for the specific housing services, monitoring tenants' experience of each area. This is an ongoing source of feedback to the various service managers, which ensures that they are fully aware of tenants' perceptions and experiences.

A service improvement plan is in place with key projects, the overall aim of which is to provide better services to tenants.

Measure	Frequency	Actual	Tardet	- RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH2 Relet times for council housing	Quarterly	16	16	*	•	15	16	*	12/18
Comments: The number of council homes relet in quarter 3 (227) was aroun									
quarter. With the current shortage of social housing it is important re-let time aim continues to be achieved.	s are kept to a mir	nimum, and clo	se monitoring	of performan	ce, combined	with the efforts	of the Letting	s team, have	ensured that this
HCH6 % of people who feel that the work of the									
HIA has enabled them to maintain independent	Quarterly	100	90	-	100	100	90	-	12/18
living				_	,			_	
Comments: Continuing to exceed the target.									
	Quarterly	80.7%	60.0%		•	83.4%			12/18
Comments: New working practices and more accurate recording mechanism									
statistics. The latest figures illustrate that, despite ever increasing caseloads	, our commitment	to providing a	high quality, a	ccessible and	l person-focus	ed housing ad	vice service is	achieving su	ccessful outcomes
for our clients.					970				10110
HCH9 No of private sector homes made safe	Quarterly	101	75	**	4	101	75	**	12/18
Comments: Annual target exceeded									

Performance measures not contributing to the performance score for the Objective this quarter

Measure
 ⊕ HCH7 % of council properties meeting Norwich standard Comments:









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Corporate plan

Measure	Actual	Target	RAG Status	DoT	Actual YTD		RAG YTD	- Date Measured
 VFM8 % of customers satisfied with the opportunities to engage with the council 	49%	54%	•	**	49%	54%	•	12/18

Comments: Has shown further improvement during Q3 though the indicator remains below target for the quarter. There are a number of activities which may have contributed to this performance this quarter. This has included some targeted work with partners and communities in Heartsease and the Russell Street area as part of the work to reduce inequalities in target areas; the community enabling team have seen an increase in contacts from residents wishing to establish local groups. Performance will continue to be monitored.

Measure	Frequency	Actual	- Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM5 Channel shift measure	Quarterly	21.00%	20.00%	*	•	21.93%	20.00%	*	12/1
Comments: Performance against our current target remain or deliver value for money services and improve the custon		inue to review and be	nchmark this me	easure in ord	er to support	the behavioural chan	ge that is needed	d both interna	lly and externally
VFM4 Avoidable contact levels	Quarterly	34.0%	35.0%	*	•	31.1%	35.0%	*	12/
Comments: This target remains an important measure for collected that provides further insight to better understand VFM1 % of residents satisfied with the service they received from the council			the different ser	vices that we		75.0%	75.0%		12/
Comments: Performance for the third quarter has improve positive impact on how we are delivering services. Inform									ow having a
source impact on now we are delivering pervises. Inform									