

Report to Cabinet
14 March 2018
Report of Strategy Manager
Subject Quarter 3 2017 - 18 performance report

Item

6

Purpose

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 3 of 2017 - 18.

Recommendations

To:

- 1) consider progress against the corporate plan priorities; 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
Ruth Newton, Senior Strategy Officer

01603 212273
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 eleventh 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 three 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 quarter's 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

7. Overall performance this quarter has improved on last quarter's with only one of the council priorities now showing amber; this is a result of the prosperous and vibrant city objective returning to green status this quarter. There are some specific areas where the council is performing well and exceeding its targets but there are 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) National data has now been published reporting the proportion of adults cycling at least three times a week in Norwich in 2016 as 12%. Whilst this is slightly under the corporate plan target of 14%, it places Norwich as the sixth highest performing authority in England.
 - b) Accident casualties on Norwich roads have fallen this quarter following a period where they have remained high; efforts are underway with partners to consolidate this reduction.

- c) The proportion of homes on a 20mph street increased from 39% in quarter 2 to 45% in quarter 3, bringing it back on target for the year.
- d) There has been an increase in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces and with the local environment and the proportion of people feeling safe, although these still remain under target following the change in methodology to a text survey. Satisfaction with opportunities to engage with the council has now increased above the target to 75%.
- e) The amount of funding secured by the council for regeneration activity has continued to exceed the target, with an additional £328,000 secured from the Department for Transport and the Business Rates Pool.
- f) Delivery of the digital inclusion action plan remains on or ahead of target, with a new action plan currently being developed for 2018-20.
- g) The number of private sector homes where council activity has improved energy efficiency has risen to 443, exceeding the annual target of 123.
- h) Proportion of upgrades complete has increased from 43% to 58%, although remaining below the target of 70%, a number of measures have been put in place to ensure continued improvement in performance.
- i) Average re-let time is back on target at 15 days in quarter 3 following a challenging period in the first two quarters.
- j) Performance on the channel shift indicator has dipped slightly, with 17% of contact with the council taking place electronically in quarter 3, below the target of 25% by the end of 2017-18; this is despite new processes being introduced, for example to stop issuing of parking permits through face-to-face contact.

Integrated impact assessment



NORWICH
City Council

Report author to complete

Committee:	Cabinet
Committee date:	14 March
Head of service:	Adam Clark
Report subject:	Quarter 3 performance report 2017/18
Date assessed:	February 2018
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 2017/18.

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

	Impact			
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

Safe, clean and
low carbon city

Prosperous and
vibrant city

Fair city

Healthy city with
good housing

Value for money
services

Comments

This is the city council's performance report for the third quarter of the 2017-18 financial year. Four of our five corporate priorities are green overall, an improvement on the quarter 2 report, as a result of the prosperous and vibrant city priority returning to green status.

Quarter 3 has seen an improvement in performance on a number of customer satisfaction indicators, including satisfaction with parks and open spaces and with the local environment and the proportion of people feeling safe, although these still remain under target following the change in methodology to a text survey. Satisfaction with opportunities to engage with the council has now increased above the target to 75%.

New nationally published data on the proportion of adults cycling at least three times a week in Norwich in 2016 is reported here, showing levels in Norwich which, while slightly under the corporate plan target, place Norwich as the sixth highest performing authority in England.

Progress has also been made on a number of other areas including the proportion of homes on a 20mph street, the amount of funding secured by the council for regeneration activity and average re-let times which is now back on target after a challenging period in the first two quarters. The report also highlights areas of ongoing focus including completion of affordable homes, housing upgrades and channel shift.

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

[illegible]

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
SCL01 % of streets found clean on inspection	87.3%	88.0%	●	🟢	87.3%	90.0%	●	12/17
Comments: All staff have completed the Keep Britain Tidy training for local environment quality surveys. The results are just below target with the majority of failures for detritus in high and medium obstruction housing and other highways								
SCL04 Residual household waste per household (Kg)	98.5	93.8	●	🟢	299.8	286.5	●	12/17
Comments: This is a key indicator of the success of the council's waste and recycling strategy and it is encouraging to see that the amount of waste produced by Norwich households continue to decline.								
+ SCL11 % of people satisfied with parks & open spaces (Q)	80.1%	85.0%	●	🟢	81.8%	85.0%	●	12/17
Comments: We are continuing to develop work with community groups involved with the practical management of their local spaces; managing resources effectively and working more efficiently, to enable us to improve quality and deliver more with reducing resources.								
+ SCL12 Percentage of people satisfied with their local environment	74.3%	80.0%	●	🟢	71.3%	80.0%	▲	12/17
Comments: The % of people satisfied with their local environment remains under target this quarter, however, there has been a large improvement when compared to Q2. This is one of three measures where a different methodology is being used which better reflect the residents of the city. This has resulted in lower performance and it is anticipated that the year-end out turn will be below the current target. The target will be reviewed now Q3 data is available.								



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
SCL05 % of food businesses achieving safety compliance	96.3%	90.0%	★	🟢	96.3%	90.0%	★	12/17
Comments: The hygiene standard of food premises in the City is has increased slightly to 96.3.								
SCL06 % of residential homes on a 20mph street	44.5%	43.3%	★	🟢	44.5%	43.3%	★	12/17
Comments: With the support of the Department for Transport cycle ambition grant, pleasing progress is being made on ensuring households in residential areas benefit from a 20mph speed restriction.								
SCL07 Number of accident casualties on Norwich roads	386	400	★	➡	386	400	★	12/17
Comments: Following a period of stagnation the casualty rate for Norwich is now showing a decrease. Efforts continue with our partners at Norfolk County Council and the Safety Camera partnership to consolidate this reduction								
SCL09 CO2 emissions for the local area	4.2%	2.4%	★	🔴	4.2%	2.4%	★	04/17
Comments: The council will continue to use any energy efficiency funding from central government to continue our work on reducing emissions from residential and commercial sectors. E.g. ECO2 (a scheme where energy companies subsidise installation of insulation and modernising heating systems). The council will also continue to promote sustainability via its wider remit as a conduit of behavioural change and pro-environmental behaviours. (E.g. push the Pedalways / One Planet Norwich)								
The council has reduced per capita emissions by 13.5% since 2013/14								
Norwich has the lowest per capita emissions (4.50t/capita) of any Norfolk LA. In 2005 the per capita emissions were 6.9 t per person. This has fallen to 4.5 per person.								
SCL10 CO2 emissions from local authority operations	14.6%	2.2%	★	🟢	14.6%	2.2%	★	04/17
Comments: The figure of 1,031,718 Global kg of CO2e is a 14.6% reduction on the previous year and represents a 54.1% reduction compared to the 06/07 baseline.								
This takes into account the 6 months of electricity provided under the OFGEM certified Green Tariff which the council has purchased from TOTAL. The Green Tariff contributes significantly to this year's carbon reduction.								



Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
---------------------------------	-----------------------------	-----------	--------------------------------	--------------------------	----------------

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC1 Number of new jobs created/ supported by council funded activity	127	150	▲	▲	127	150	▲	09/17
Comments: This indicator is reported biannually so this report contains previous data from Quarter 2. In Quarter 2 the Economic Development team contributed to this target through advice, partnership working and relationship management.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC2 Delivery of the council's capital programme	79%	80%	●	▲	79%	80%	●	09/17
Comments: This indicator is reported biannually so this report contains data from Quarter 2; however this data has been updated to give a more accurate picture of performance in Quarter 2 which was not reflected in the previous report. Of the red/amber projects, the main reasons for the status are: concern over actual or potential overspends, delays in timescales due to lack of staff resource to deliver or lack of other funds.								
PVC8 % of people satisfied with leisure and cultural facilities	92.0%	95.0%	●	▲	92.0%	95.0%	●	09/17
Comments: This indicator is reported biannually so this report contains previous data from Quarter 2. Riverside Leisure Centre is aiming to maintain its "Quest Excellent" accreditation, the UK quality scheme award for sport and leisure and the Norman Centre is now working towards "Quest Entry".								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
PVC03 Amount of funding secured by the council for regeneration activity (4 year rolling average)	£3,083	£2,000	★	▲	£3,083	£2,000	★	12/17
Comments: An additional £65K of revenue funding has been awarded by the DfT, through the CCAG programme jointly to the city and county in Q.3. The funding is to finance the technical support required for Local Cycling and Walking Infrastructure plan to be created. There is also Business Rates Pool match funding of up to £262,750 which has been awarded.								
PVC09 Amount of visitors at council ran events	98,945	85,200	★	▲	98,945	85,200	★	12/17
Comments: This indicator presents the rolling 12 month sum of visitors at council ran events, showing that almost 100,000 people visited events run by the council in the last year - slightly below the previous quarter but well above the target of 85,000.								
PVC6 Planning service quality measure	87%	83%	★	▲	87%	83%	★	12/17
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. However, this will be dependent on the receipt of information which is outside the council's full control (as information will be processed via PAS) and the successful operation of the new quality measures.								

New performance measures not contributing to council performance until Q4

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



	Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
--	---------------------------------	-----------------------------	-----------	--------------------------------	--------------------------	----------------

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC1 Delivery of the reducing inequalities action plan	70%	75%	●	🔴	70%	75%	●	12/17
Comments: Progress has continued on a range of projects aiming to reduce inequalities across the city, and the programme overall remains on track to be delivered by the end of the year, despite some delays. Projects delivered in quarter 3 include a targeted city-wide campaign to increase the take up of free school meals and pupil premium benefits based on the successful pilot run in Lakenham last year. A partnership-based programme of support to help people stay warm over winter has also begun delivery, with further work, including targeted visits to improve the energy efficiency of homes of vulnerable residents, planned over remaining winter months.								

Measure		Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
FAC3 Delivery of the digital inclusion action plan	Quarterly	90%	90%	★	🔴	90%	90%	★	12/17
Comments: Performance remains on or ahead of target as we enter the last quarter of the current action plan for the Digital Inclusion project. We are working with new and existing partners offering Digital Hub sessions, staffed by our trained community volunteers, including early evening provision in the city centre. The roll out of Digital Coaches training at Norwich City Council is almost complete for current frontline staff with a couple of catch up sessions scheduled for January and February 2018. Get Online Week was a success in October 2017, featuring 6 days of activities coordinated by ourselves and our partners, including activities within our Digital Hubs across the city. The events supported people with basic digital skills and confidence, and signposted people onto ongoing sessions, it also aimed to raise awareness across the city of the support the project offers and encouraged people 'to try one thing'. We are developing a new action plan for the two year period of April 2018 to March 2020. This will extend and develop the current action plan (which is due to end in March 2018) and will include new priorities reflecting and responding to the changing landscape for Norwich residents.									
FAC4 Timely processing of benefits	Quarterly	100.0%	100.0%	★	➡	100.0%	100.0%	★	12/17
Comments: Processing of new claims, change of circumstances, appeals and reviews and discretionary housing payments remains on target. This along with maximum utilisation of the discretionary housing payment fund is supporting our customers who are most in need.									
FAC5 No of private sector homes where council activity improved energy efficiency (YTD)	Quarterly	443	123	★	🟢	443	123	★	12/17
Comments: In quarter 3, 443 private households were helped with energy efficiency measures for their homes. This constituted of boiler replacements, heating upgrades, cavity wall insulation, loft insulation, energy performance certificates and boiler repairs.									

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:
FAC02 % of people who felt their wellbeing had been improved following receiving advice
Comments: Norwich Community Advice network are gathering data from the partners involved in the financial inclusion consortium about changes in wellbeing of people receiving advice. This will be reported in quarter 4.

+	% of upgrades complete	Quarterly	58%	70%			58%	70%		12/17
---	------------------------	-----------	-----	-----	--	--	-----	-----	--	-------

Commentary provided by John Hodson and Dave Shaw, NPS:

In summary, It is considered very positive that we now have the potential to use two contractors to deliver kitchen and bathroom upgrades, and this, moving forward, would help to reduce the risk of delivery failure. It is also positive that NPS Norwich is making improvements in the management of projects via the Projects Dashboard - NPS Norwich Ltd looks forward to continuing to improve the visibility, accountability and works programmes leading to better clarity around budget controls, including over and under spends.

Comments: Progress has continued to be made in a number of key areas, although many of these are reliant on a range of partners' resources and timescales, meaning some delays have been experienced. Social prescribing projects have been continuing at Tuckwood and Gurney Surgery, while wider plans to roll out the project across the city continue to be developed. The Energise programme in Lakenham has continued to deliver a range of community-based physical activity programmes, ranging from women's self-defence to dog walking, which have been attended by large numbers of local residents.



Safe, clean and low carbon city	Prosperous and vibrant city	Fair city	Healthy city with good housing	Value for money services	Corporate plan
---------------------------------	-----------------------------	-----------	--------------------------------	--------------------------	----------------

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
HCH03 No of empty homes brought back into use	Quarterly	46	20	★	★	46	20	★	12/17
Comments: This continues to be on target to bring 20 homes back in to use by the end of the year.									
HCH2 Relet times for council housing	Quarterly	14	16	★	★	17	16	●	12/17
Comments: Average re-let time is once again back on target at 15 days in quarter 3 following a challenging period in the first two quarters. This improvement brings year-to-date outturn closer to target at 17 days. It follows significant efforts to get back on track from our contractor Norse, property services partner NPS Norwich Ltd and council service areas. Benchmarking results for 2016/17 are now available and once again Norwich City Council are ranked as a top quartile performer for this indicator. The council had the third fastest turnaround time from 62 local authorities participating in the submission, whilst top quartile required an average of 24 days or less.									
HCH5 Preventing homelessness	Quarterly	74.3%	60.0%	★	★	67.2%	60.0%	★	12/17
Comments: Our gold standard approach, with focus on provision of an accessible, specialist service to prevent homelessness, continues to deliver excellent and cost-effective performance to a vulnerable client group. Future challenges such as the change in the way that the council deals with customer contact, the implementation of the Homelessness Reduction Act and the introduction of Universal Credit will cause significant pressure on this service and in such a challenging environment, such high performance in the prevention of homelessness may be difficult to maintain.									
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	Quarterly	100	90	★	★	100	90	★	12/17
Comments: The target continues to be exceeded and has improved on last quarter's figure. The pilot to provide rapid assistance to inpatients at the NNUH where a need for adaptation repair or improvement of their homes has been successfully concluded. It will continue until the end of this financial year and will now be funded by the health service. Further funding has also been received which has enabled the team to offer assistance in urgent cases to prevent the immediate risk of admission to hospital									
HCH8 % of tenants satisfied with the housing service	Quarterly	86%	83%	★	★	86%	83%	★	12/17
Comments: As previously indicated (in the Q2 commentary) we are now using results from the rolling STAR survey. Results as at the end of Q3 include 500 responses for the first two quarters (July to December 2017) rather than the 1,000 responses that we will eventually be using on a rolling 12-month basis. Latest results should therefore be treated with a degree of caution, until we have collected the recommended 1,000 responses required for statistically accurate results. Having said that, the change in methodology has barely affected results, with the latest figure of 86% from STAR being one percentage point higher than last quarter's. It has, however, improved by three percentage points over the last two years.									
HCH9 No of private sector homes made safe	Quarterly	78	75	★	★	78	75	★	12/17
Comments: On target to make 100 homes safe. The first financial penalty under the new enforcement system has been recovered (£6,000) with more cases currently being processed.									

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

Measure
HCH7 % of council properties meeting Norwich standard
Comments:



Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM5 Channel shift measure	17.17%	21.25%	▲	🔴	16.86%	17.50%	●	12/17
Comments: Performance has dipped slightly against Q2 despite new processes being launched in June 2017 resulting in some services like parking permits no longer being generally available face to face. We need to review the methodology for this target.								

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VFM1 % of residents satisfied with the service they received from the council	72.5%	75.0%	●	📌	74.5%	81.0%	●	12/17
Comments: This is the 3rd quarter outturn using the new methodology which is using a 'text' to measure satisfaction. The 3rd quarter outturn has increased slightly against the new agreed target of 75% and is providing us with a wealth of data to help drive forward improvements and identify areas for transformation and savings across the authority.								

Measure	Frequency	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	Date Measured
VF02 Council achieves savings target	Quarterly	-£937,631	£0	★	➡	-£937,631	£0	★	12/17
Comments: The quarter 3 general fund forecast outturn for the 2017/18 financial year is an underspend against budget of £937k.									
VF04 Avoidable contact levels	Quarterly	32.7%	35.0%	★	➡	32.7%	35.0%	★	12/17
Comments: Performance in this 3rd quarter is within target but has seen a slight increase. We continue to work with service areas to understand the reasons for this and identify areas for transformation. The new and improved electronic contact channels together with improvements in customer access are continuing to focus on the highest areas of avoidable contact.									
VF06 % of income owed to the council collected	Monthly	96.3%	95.0%	★	➡	96.3%	95.0%	★	12/17
Comments: Timely collection of income performance remains strong supporting the council's finances. Debt is well managed to increase the likelihood of early collection, avoiding later debt recovery action.									
VF07 % of income generated by the council compared to expenditure	Quarterly	50.8%	45.2%	★	➡	50.8%	45.2%	★	12/17
Comments: The quarter 3 outturn general fund income for 2017/18 financial year is forecast to equate to 50.83 % of expenditure which is above the target of 45.2%.									
VF08 % of customers satisfied with the opportunities to engage with the council	Quarterly	75%	54%	★	➡	52%	54%	●	12/17
Comments: People's satisfaction with the opportunities to engage with the council has increased significantly this period when compared to Q2 performance which was 27.00% and is now above target for the quarter. This is one of three measures where a different methodology is being used which better reflect the residents of the city. The target will be reviewed now Q3 data is available. The indicator will be monitored closely to understand if there is a broader reason for this change given that there have been increasing number of opportunities for engagement with new resident groups establishing and the emerging community engagement work under the banner of Get Involved, may have a positive impact once fully implemented.									
VF09 Delivery of local democracy engagement plan	Biannual	2	2	★	➡	2	2	★	09/17
Comments: Local Democracy Week was between 9 October and 13 October 2017. This included a voter registration event at the UEA, be a councillor session and an open day where the public were invited to have look at City Hall and meet the Lord Mayor and leader.									
We have run voter registration events across the year. These took place April and May in the run up to the election and in September when the new set of students started. We have also visited care homes in November.									