Report to	Cabinet	Item
	13 July 2016	
Report of	Executive head of strategy, people and neighbourhoods	5
Subject	Quarter 4 2015-16 performance report	J

## **Purpose**

To report progress against the delivery of the corporate plan priorities and key performance measures for quarter 4 of 2015-16.

## 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**

Phil Shreeve, Strategy manager

01603 212356

## **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 fourth quarterly performance report for the recently adopted corporate plan 2015-2020, and the final one for the year 2015-16.
- 2. The corporate plan 2015-20 established five priorities. Progress with achieving these is tracked by forty five 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. At Council on 23 February 2016 it was recognised that later this year some of these measures and targets may need to be reassessed in the light of more detail around financial and legislative change, as well as in line with good practice in reviewing performance measurement.
- 3. 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.
- 4. 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.
- 5. A copy of the full performance report can be found at appendix A.

## **Headlines**

- 6. Overall performance this quarter shows a good picture with all of the council's overall priorities showing as green. There are some areas where the council is performing well and exceeding its targets. For example generally customer satisfaction rates continue to achieve target or better. Each of the performance measures are provided within the relevant section of the performance report at appendix A.
- 7. The following areas of performance are brought to your attention:
  - a) A number of private households continue to be assisted with energy efficiency measures for their homes, bringing the annual performance to 265 against a target of 150.
  - b) Our new measure for our homelessness prevention work shows that 58% of people contacting the council as threatened with becoming homeless were actively prevented from becoming homeless through the council's actions. Our target was 50%.
  - c) Resident satisfaction with service received from the council continues above target.

- d) 97% of income owed to the Council has been collected this quarter compared with the target of 95%.
- e) Our new measure in relation to timely processing of benefits shows a score of 93.7% compared with our target of 100. This is a marked improvement on the previous quarter, and work continues to try and improve this performance.
- f) Contact with the Council that was classified as avoidable this quarter was at 54%, which continues to exceed our target of 15%.
- g) Delivery of additional affordable homes remains significantly below target. The dual impacts of national housing finance changes and the Housing and Planning Act make this a target that is likely to require review. These same changes could also impact on our future performance around council properties meeting the Norwich Standard.
- h) As per the previous quarter's report, the number of empty homes brought back into use in the quarter brought this measure back on target.
- i) The payment of national living wage by contractors and grant recipients shows the target being missed. However, the way that this measure is expressed (as a total number paying the living wage rather than as a proportion) means that, although now 98% of contractors and grant recipients pay the living wage, a reduction in the total number of contractors means that the performance is considered 'red'. Again, this is a measure that merits review as it does not adequately reflect the genuine progress made.
- j) Levels of cycling in Norwich show as remaining lower than target, though there is a considerable time-lag on this data. A more up-to-date and in depth analysis of cycling activity in the city will be published by the county council in late summer 2016

# **Integrated impact assessment**



Report author to complete	
Committee:	Cabinet
Committee date:	13 July 2016
Head of service:	Phil Shreeve
Report subject:	Quarter 4 performance report 2015/16
Date assessed:	June 2016
Description:	This report sets out progress against the key performance measures that are designed to track delivery of the Corporate Plan priorities for quarter 4 of 2015/16.

		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				
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	$\boxtimes$			
Pollution	$\boxtimes$			
Sustainable procurement	$\boxtimes$			
Energy and climate change				
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management				









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### Comments

This is the final performance report for 2015/16 and as usual there are a mixture of results. Overall delivery against all five Corporate Plan priorities is broadly on target. As in previous quarters we continue to operate within challenging financial and regulatory pressures. We have managed to reduce the general fund budget by £2.3M and in many cases continue to deliver high quality services. The years from 2016/17 onwards will be even more challenging as we look to save similar amounts of money each year and at the same time see the Housing Revenue Account come under extreme pressure from legislative changes. The Corporate Plan and what is deliverable within these challenges will be reviewed over summer with cabinet.

It is particularly good to see that services for the most vulnerable people such as homelessness prevention and quick reletting of empty council homes to meet high demand are meeting targets. Delivery of the benefit service is also showing sign of improvement. We do face increasing challenges to deliver affordable housing given not only the impending changes to our own finances but also changes in national policy toward the delivery of reduced cost home ownership instead of affordable rented housing. This is an area we need to consider as part of the review of the Corporate Plan

Despite these challenges we are not complacent about services which are not meeting targets and staff will continue to work with elected members to get a good balance of performance and cost reduction

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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Measure	Actual	- Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL8 % of adults living in the City Council's area who cycle at least once per week	16.3%	23.0%	<b>A</b>	•	16.3%	23.0%	<b>A</b>

Comments: The reported figure relates to the period mid Oct 2013 - mid Oct 14. It compares to 2012/13 = 16.6%, 2011/12 = 20.1%, 2010/11 = 17.7%. Over the four year period from 2010/11 to 13/14 it suggests that the level of cycling in Norwich has remained static or even declined slightly. The latest data was gathered before the completion of any Push the Pedalways projects. A Bicycle Account will be published in the spring by the County and City Council that contains lots of locally gathered data that will provide a much richer set of data to combine with the national information.

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
SCL01 % of streets found clean on inspection	89%	94%	•	•	91%	94%	0

Comments: In all 306 sites across the city were surveyed in March 2016. With regard to littering five streets were graded D (Plumstead Road, Vancouver Road alley, Marryat Road alley, Hooker Road alley and Redfern Road alley) eleven sites were graded C, and three sites graded C-.

The survey revealed that the areas with the highest percentage of detritus were in areas with prevalence for parked cars and other highways. Of the sites surveyed, two were graded at D, these were both alleyways, one off Marryat Road and one off Redfern Road. Nine sites were graded at C and four graded at C-. Five roads graded C or C- for detritus are due for a deep clean within the next 18 months alongside the regular street cleans.

The alleyways in question all had their latest regular street clean towards the end of April, meaning they were at that stage back up to grade A standard. The issue with litter on shopping parades has been discussed with Norwich Norse management and cascaded to the supervisors, and the teams will ensure they are cleaning 50 metres either side of the parades in both directions on a daily basis Monday to Friday.

## SCL02 % of people satisfied with waste collection 79% 85% 85%

Comments: Officers are continually working with Biffa to improve the standard of service provided to residents. The numbers completing the surveys are relatively small and therefore individual issues can cause large swings in the %age rates. Such issues are investigated and wherever there are wider lessons to be learned these will be applied - in other parts of the city and with other collection crews as appropriate.

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### Comments:

The target of 30% of residential homes being in a 20mph hour was narrowly missed. This was due to a delay in implementing the city centre 20mph zone associated with the pink pedalway. This 20mph area is currently under construction and we are on course to exceed the target by the end of the next quarter.

roads	SCL07 Number of accident casualties on Norwich roads  434	400	•	?	434	400	•
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### Comments:

While it is disappointing that the total number of road casualties exceeds the target, it is comforting to see a significant reduction in the total number of accidents over the course of the year from 483 at the end of 2014/15 to 434 at the end of 2015/16. We continue to work with partners at Norfolk County Council and Norfolk Constabulary to further reduce these numbers.

SCL11 % of people satisfied with parks and open	7.4%	75%			74%	75%	_
spaces	14%	1370	_	•	1470	1370	_

Comments: The increase in satisfaction from 70% in the previous quarter is a reflection of the on-going efforts to maintain and increase quality despite pressure on resources.









Tall City Prosperous and vibrant City Pall City		City	nealthy city with good housing			Value for n	ioney services	Corporate plan			
- Measure				Actual	Target		RAG Status	DoT	Actual YTD	J	RAG YTD
<b>⊞</b> SCL0	3 % of people feeling safe			76%		76%	*		77%	76%	*
Comments: Performance remains strong for 2015-16 which is on target at year end. Opportunities for benchmarking with similar cities will take place to understand how performance compares.											
SCL0 (Kg)	4 Residual household waste per	household		104		105	*	•	408	420	*

Comments:

These comments are for Q3 2015/16 data.

Residual waste has been increasing across the county and across the country in recent years, though the evidence from these figures is that the rate of increase may be declining. Waste reduction is a key element of the 'Re-imagining Norfolk' project and future long-term reductions in residual waste will be achieved through the on-going work of the Norfolk Waste Partnership.

CL05 % of food businesses achieving safety  ompliance  94.5%  90.0%	* *	94.5% 90.09	*
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Comments:

The levels of broad compliance continued to rise throughout the year. This result reflects the positive work of the food safety officers with the failing businesses, offering advice, enforcing where necessary and ultimately carrying out an unannounced rerating visit when the business demonstrated improvement.

Food businesses can be high risk because they are failing, because they serve vulnerable people or because they use higher risk food treatments. All high risk food businesses in Norwich that were due for inspection were inspected by the end of the final quarter.

## SCL09 CO2 emissions for the local area 2.5% 2.4% 🖈 2.5% 2.4%

Comments: 2013 saw carbon dioxide emissions drop across all three sectors - Industry (-3.3%), Domestic (-2.4%) and Transport (-0.62%), whereas in 2012 there had been an increase in both the Industry and Domestic sectors. The population of the city increased in 2013 to 135,900 residents from 134,300 in 2012. However, over the same period the per capita emissions decreased from 5.4 tonnes per capita to 5.2 tonnes per capita. Since recording began in 2005 emissions have dropped overall from 7 tonnes per capita.

tonnes per capita. Since recording began in 2005 emissions have dropped overall from 7 tonn	ies per capita.							
SCL10 CO2 emissions from local authority	4.2%	2.2%	*	•	4.2%	2.2%	*	

Comments: Over the period 1 April 2014 to 31 March 2015 the council reduced its carbon dioxide emissions by 4.2%, or 342 tonnes of CO2e (342,841 kg). This brings the total reduction, against a 2007 baseline, to 30,8% and brings us closer to achieving the ambitious 40% earliest required to the council reduction against a 2007 baseline, to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to achieving the ambitious 40% earliest required to 30,8% and brings us closer to 30,8% and 30,

to 30.6% and brings us closer to achieving the ambitious 40% carbon emissions reduction tar	get set in the cou	ıncıı s recent envi	ironmentai strate	gy.			
SCL12 Percentage of people satisfied with their local environment	87%	75%	*	**	86%	75%	*

Comments: This is a new target for 2015-16 that is showing excellent performance at year end which is above target. Benchmarking will take place with similar cities to understand how performance compares











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▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD	
PVC4 Number of new business start ups	88	3 10	00 🔺	?		88	100	
Commenter								

### Comment

In 2015/16 Enterprise Norfolk (Norwich CC was a partner) ceased due to County level cuts. We have also had a slight hiatus in the support delivered at Norwich Enterprise Centre due to a delay in the New Anglia Growth Hub (which is the primary funder) securing ERDF continuation funding.

- Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC2 Delivery of the council's capital programme	70%	80%	0	•	70%	80%	0
Comments: A number of projects are amber as they have been put on hold until 2016/17 when funding is available. Other red or amber projects have this status due to budget issues, which are being resolved or a lack of take-up of grants							
PVC7 Delivery of the heritage investment strategy action plan	40	50	•	<b>₩</b>	40	50	•

### Comments:

The Strategy contains a commitment to implement eighteen policies and ten projects. The majority of these have been either completely or partly implemented. Successes include the establishment of a group of officers to implement the strategy, including the identification of an excellent surveyor in NPS to be dedicated to working on historic buildings; the introduction of a new protocol to secure council buildings that become vacant (e.g. Carrow Hill House); an acceptance that the council will look at broader criteria than just price when considering the future of listed buildings especially in relation to stewardship properties (e.g. Britons Arms); the provision of more thorough information about the heritage significance of buildings to people buying properties (e.g. 41 All Saints Green); and the inclusion of public realm improvements with traffic management schemes (e.g. Tombland and Westlegate). Several policies around training and awareness among staff and reviewing asset registers are behind schedule due to staffing turnover in the conservation team.

A start has been made on most of the projects. Chapelfield Gardens and Memorial Gardens undercroft have been completed. Construction work on the landscape project for the Magpie Printers has been completed. Heathland restoration on Mousehold is ongoing. Funding has been allocated and feasibility work has begun on Castle Gardens. A feasibility study for the Halls and roof repairs to The Halls will take place in 2016/17. The Mile Cross Gardens project has just started. The Trust for Ninhams Court (of which the Council is sole trustee) is exploring the possibility of working with the Norwich Preservation Trust to being the building back into beneficial use. A quotation has been received for the demolition of the disused toilet on Tombland but funding has not yet been found to implement this.

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
PVC1 Number of new jobs created/ supported by council funded activity	551	300	*	*	551	300	*
Comments: Total: 551 (369 Apr-Sept 2016, 182 Oct-Mar 2016)							
PVC3 Amount of funding secured by the council for regeneration activity (£ thousands)	842,000	250,000	*	•	842,000	250,000	*
Comments: It should be noted that we only spent £355k and the DfT have allowed the	remainder to be ca	rried forward to 201	6/17				
PVC5 Provision of free wi-fi in City Centre	2	2	*	?	2	2	*
Comments: The free Wi-Fi network was launched with 23 installed Access Points on 3rd December, in order to provide coverage in the run up to Christmas. Three more points are ready for installation pending road closure for access: Five more sites for points are under negotiation and are expected to be operating by 13th June							
PVC6 Planning service quality measure	93%	83%	*		93%	83%	*

### Comments:

The system to monitor planning service quality that has been developed by PAS (Planning Advisory Service) has been tested and is now available for use. Measurement will commence in quarter 1, 2016-17 and this will enable a wider range of factors to be captured, other than speed. We aim to be able to report on the planning service quality measure by the end of Q2 16/17. 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. It is hoped that future quarters outputs will appear in a different format, and will include measurements of speed, as part of a broader measure. 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.

PVC8 % of people satisfied with leisure and cultural facilities	95%	85%	ŵ	#	95%	85%	*
Comments: The data displayed is for Q3-Q4.							
PVC9 Number of visitors to the City	11,476,300	10,927,000	*	•	11,476,300	10,927,000	*
Comments: This is the appual year and figure. This measure is only reported a	DOO O WOOF						

Comments: This is the annual year end figure. This measure is only reported once a yea











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▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
FAC6 % increase in contractors, providers and partner organisations paying a living wage	-25%	10%	<b>A</b>	?	-25%	10%	<b>A</b>

### Comments:

98% of the council's contractors and delivery partners were paying a living wage at the end of 2015-16 which as a rate is an increase on 2014-15. The current indicator is calculated using absolute numbers of suppliers, but as the number of suppliers has decreased, this has led to an decrease in the number paying a living wage. Performance based on a ratio has significantly increased. It is proposed that the calculation is amended using a ratio as this will not be influenced by the actual number of suppliers.

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
FAC1 Delivery of the reducing inequalities action plan	90%	100%	•	•	90%	100%	•

Comments: A small number of activities have slipped beyond the end of 2015/16 but should be delivered early in 2016/17. Conversely, some additional activities have taken place in response to new opportunities, in line with the iterative nature of this programme. There is a capacity issue in reviewing contractual arrangements which may delay this aspect a little longer, but this remains an objective for 2016/17

### FAC4 Timely processing of benefits

93.7%

100.0%

84%

150

**₽** 

93.7%

100.0%

Comments: Quarter 4 has seen much stronger performance however the overall year to date figure of 82.9% reflects lower performance during earlier periods. In Q4 processing speeds for new claims (22 days), change of circumstances (15 days), discretionary housing payments (3 days) and appeals (2 days) are all good resulting in performance being just outside of the 100% target. This performance looks set to continue and improve further as LGSS and the council work together to strive to reach the target.

Measure	Actual	Target	RAG Status	DoT	Actual YTD		RAG YTD
FAC3 Delivery of the digital inclusion action plan	25	25	<b>1</b>	?	25	25	*

Comments: Performance on this action plan is on track with initial work to identify resources and build relationships with partners progressing well. The new responsive website was launched in February and we are now in Phase 2 of the further development of that key customer channel. Volunteer recruitment and training is also gathering momentum and support to customers is being rolled out with a variety of pilot projects across a range of client groups.

■ FAC2 % of	people saying	debt issues	had
become ma	nageable follo	wing face to	face
advice			

100%

•

100%

84%

\*

### Comments:

The good performance, reflects the effectiveness of the work of council's debt services provided by 3<sup>rd</sup> sector partners and the delivery of positive outcomes.

### FAC5 No of private sector homes where council activity improved energy efficiency

265

a a

265

150

\*

### Comments:

In quarter 4, 27 private households were helped with energy efficiency measures for their homes. This constituted completed boiler replacements, cavity wall insulation, loft insulation, energy performance certificates and heating upgrades. Additionally, there were 50 small insulation measures given away to residents at the One Planet Norwich Festival.











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Measure	Actual	Target	▲ RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
HCH4 Number of new affordable homes developed on council land or purchased from developers	25	80	<b>A</b>	4	25	80	<b>A</b>

Comments: The programme is currently at risk due to the Housing and Planning Act 2016 which is creating considerable uncertainty for the HRA business plan. The housing programme is also at risk due to reductions in social housing rents introduced through the Welfare and Reform Act 2016.

▲ Measure	Actual	Target	Status	DoT	YTD	o o	YTD
HCH1 Delivery of the Healthy Norwich action plan	90%	100%	0		90%	100%	•
Comments: A lot of work continues day to day with colleagues in the CCG and Public Health							
and partner engagement so, by its nature, evolves over the course of the year. Though we ha	ive not delivered	every aspect of the	he 2015-16 actio	n plan, it has pro	vided a strong pla	tform to take forv	ward the key
objectives of the programme in 2016-17.							
■ HCH7 % of council properties meeting Norwich	91.8%	97.0%	_	4	91.8%	97.0%	_
standard	31.070	31.070	_	_	31.070	31.070	

Comments: As we work around the city's various housing districts as part of the ongoing yearly programmes, it is inevitable that a number of properties in areas we've not yet reached will now contain individual elements not meeting the Norwich Standard. The programme for the forthcoming financial year contains these remaining properties so we are very much where we hoped we would be at the start of 2016/17. There's still a great deal of work to do this year, but we can be proud of the fact that 13,705 of Norwich City Council's housing properties meet the Norwich standard.

▲ Measure	Actual	Target	RAG Status	DoT	Actual YTD		RAG /TD
☐ HCH2 Relet times for council housing	16	1	6 🎓	•	15	16	*
Comments: Improved turnaround time was sustained for the remainder of 2015/16 with an a for local authorities last year was 24 days, whilst this year's performance is due to be submit year.	verage of 15 days ted for benchmar	for the year. To king for an up to	urnaround time ha date comparison	as now been under with our peers. In	r 16 days for four n total 975 counci	consecutive years homes have been	s. Top quarti n let this
HCH3 No of empty homes brought back into use	20	2	0 🛊	•	20	20	*
Comments:							
HCH5 Preventing homelessness	58%	509	% 🚖	•	62%	50%	*
Comments: Meeting this indicator is a significant achievement given the difficult external env performance relies upon maintaining our bespoke housing options model; an accessible, foc	ironment causing used and pro-act	increased dem ve service desi	and on housing a gned to deliver sp	dvice and homele ecialist advice at	ss services. Our an early stage to	ability to continue prevent homelessi	such ness.
HCH6 % of people who feel that the work of the HIA has enabled them to maintain independent living	91	9	0 🎓	?	91	90	*
Comments:							
HCH8 % of tenants satisfied with the housing service	84%	779	% 🍁	#	84%	77%	*
Comments: Over 900 housing tenants responded to this question in 2015/16 as part of the question in 2015/16 as part of the questly score up to 84%. The most recent STAR survey was conducted at the end of 2014/15							

yearly score up to 84%. The most recent STAR survey was conducted at the end of 2014/15 with a result of 82%, an increase of 11 percentage points on the previous survey. The STAR survey is a representative carried out every two years.

HCH9 No of private sector homes made safe 107 100 🛊 107 100

Comments:



**■ VFM4** Avoidable contact levels



DoT



Target

YTĎ

39.1%



Measure

plan

Comments: Complete

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Actual

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15.0%

▲ Target

RAG Status Value for money services

Actual

YTD

Corporate plan

RAG

YTD

15.0%

Measure	Actual	Target	RAG Status	DoT	Actual YTD	Target YTD	RAG YTD
VFM1 % of residents satisfied with the service they received from the council	99.0%	93.0%	*	<b>₽</b> I	97.0%	93.0%	*
omments: Satisfaction has increased each quarter. Changes to customer survey for 20 them.	16-17 will continue to	monitor satisfacti	ion whilst active	ly seeking custom	ers views as to h	ow we could imp	ove our serv
VFM2 Council achieves savings targets (£ thousands)	2,300,	2,300,	*	•	2,300,	2,300,	*
omments: We successfully delivered a package of general fund savings of £2.3 million	for 2015/16 achieving	the target.					
VFM3 % of council partners satisfied with the opportunities to engage with the council	89.6%	80.0%	*	*	89.6%	80.0%	À
mments:							
/FM5 Channel shift measure	17.6%	5.0%	**	<b>1</b>	17.6%	5.0%	
	1.1.00		4.7	1			
mained stable throughout the year, however, it seems targets for future years should be	e reviewed and made	more challenging is).	g. This measure				
nained stable throughout the year, however, it seems targets for future years should be t electronically (emails and forms) as a percentage of all contacts (in person, letters, pl vFM6 % of income owed to the council collected	e reviewed and made hone, emails and form 97.0%	more challenging ns). 95.0%	g. This measure	represents the pe	ercentage of contage 97.0%	act with the Coun	cil that is ca
nained stable throughout the year, however, it seems targets for future years should be telectronically (emails and forms) as a percentage of all contacts (in person, letters, played with the council collected mments: Please note that an error was discovered in the data reported for sundry incombounds.	e reviewed and made hone, emails and form 97.0%	more challenging ns). 95.0%	g. This measure	represents the pe	ercentage of contage 97.0%	act with the Coun	cil that is ca
mained stable throughout the year, however, it seems targets for future years should be telectronically (emails and forms) as a percentage of all contacts (in person, letters, plovFM6 % of income owed to the council collected amments: Please note that an error was discovered in the data reported for sundry incombounds.  VFM7 % of income generated by the council compared to expenditure	e reviewed and made hone, emails and form 97.0% ome from Apr 15 - Feb 47.6%	more challenging ns). 95.0% o 16. This has bee	g. This measure   representation of the contract of the contra	the entire 2015-1	97.0% 97.0% 6 year to reflect c	95.0% orrectly in the Q4	cil that is ca
nained stable throughout the year, however, it seems targets for future years should be telectronically (emails and forms) as a percentage of all contacts (in person, letters, plyFM6 % of income owed to the council collected imments: Please note that an error was discovered in the data reported for sundry incombined substitutions.  VFM7 % of income generated by the council compared to expenditure imments: The quarter 4 outturn general fund income for 2015/16 financial year is forecalisation of the accounts in June.	e reviewed and made hone, emails and form 97.0% ome from Apr 15 - Feb 47.6%	more challenging ns). 95.0% o 16. This has bee	g. This measure   representation of the contract of the contra	the entire 2015-1	97.0% 97.0% 6 year to reflect c	95.0% orrectly in the Q4	cil that is ca
mained stable throughout the year, however, it seems targets for future years should be telectronically (emails and forms) as a percentage of all contacts (in person, letters, plevFM6 % of income owed to the council collected omments: Please note that an error was discovered in the data reported for sundry incomshoards.  VFM7 % of income generated by the council compared to expenditure omments: The quarter 4 outturn general fund income for 2015/16 financial year is forecalisation of the accounts in June.  VFM8 % of customers satisfied with the	e reviewed and made hone, emails and form 97.0% ome from Apr 15 - Feb 47.6%	more challenging ns). 95.0% o 16. This has bee	g. This measure	the entire 2015-1	97.0% 97.0% 6 year to reflect c	95.0% orrectly in the Q4 43.2% isional figures pe	cil that is ca
omments: This is the 4th Quarter where we have measured channel shift performance. mained stable throughout the year, however, it seems targets for future years should but electronically (emails and forms) as a percentage of all contacts (in person, letters, plocetic plants) of income owed to the council collected omments: Please note that an error was discovered in the data reported for sundry incomes incomes.  VFM7 % of income generated by the council compared to expenditure omments: The quarter 4 outturn general fund income for 2015/16 financial year is foreclalisation of the accounts in June.  VFM8 % of customers satisfied with the opportunities to engage with the council omments: Performance remains strong for this measure. Some benchmarking will take VFM9 Delivery of local democracy engagement	e reviewed and made hone, emails and form 97.0% ome from Apr 15 - Feb 47.6% ast to equate to 47.5%	more challenging (as). 95.0% 16. This has been 43.2% 6 of expenditure	g. This measure	the entire 2015-10 the target of 43.3%	97.0% 6 year to reflect c 47.6% 6. These are prov	95.0% orrectly in the Q4 43.2% isional figures pe	/year end

54.0%