Appendix B

Quarter 1 2013-14

Priority 1: A clean Safe and sustainable Borough

Overall Progress Report

Overall our progress with our outcomes for this priority is positive. A combination of monitoring and target driven indicators are measured with two indicators (1.3.5 & 1.4.2) introduced for 2013-14 for which it will be the baseline year. The performance for this quarter is shown where possible for the monitoring indicators where a comparison or previous results are known.

The Town Centre Vacancy Rate indicator is off target this quarter with a result of 16.21% against a target of 15% however it is to be noted that the indicator measuring the Percentage of investment portfolio (NBC owned) vacant continues to perform well with a result of 8.4%, similar to the last quarter.

Environmental and Waste indicators are performing well, and also there are no concerns with the Crime and disorder indicators in comparison with results in 2012-13.

Outcome 1.1 Ensure high standards of safety and public health – Lead Member Cllr. Ann Beech, Lead Officer Nesta Henshaw

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
1.1.1	Percentage of food premises that have a zero or one national food hygiene rating.	Baseline year	-	Low	Quarterly	1.87% (14 '0/1' premises out of 746 published).	Monitoring indicator	-	Partial

This indicator measures the percentage of food premises that have a zero or one national food hygiene rating. where following each Food Hygiene Inspection, a food business is awarded a rating of between zero (Urgent improvement necessary) and Five (Very good). These ratings are published on the website at http://www.newcastle-staffs.gov.uk/environment_content.asp?id=SXC69E-A7811729&cat=1390 or http://ratings.food.gov.uk/ Those premises that are rated zero (urgent improvement necessary) or one (major improvement necessary) have been found to be not complying with Food Hygiene Regulations and will be subjected to enhanced business support visits/revisits (and in the most serious cases enforcement action) to help them raise their compliance and protect public health. These premises will then receive a further unannounced inspection approximately 6-9 months later where they will receive a new rating.

	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Full/ Partial/ None
1.1.2	The percentage of food establishments which are broadly compliant with good hygiene law	91%	85%	High	Quarterly	92.1% (1,028 out of 1,116 premises deemed broadly compliant)	85%	Î	Partial
	Following each food hygiene inspection a with 1. Food Hygiene Procedures, 2. Struthey are defined as being 'broadly compli	icture and 3. Coi	nfidence in	Managemer	it. Where a	premises scores 10	or better in ea	ch of these 3 ca	ategories
	deemed 'Broadly Compliant'.		J		ioi describes	s the percentage of t	ousinesses in t	the borough tha	it are
Ref	Indicator	2011 Baseline (year)	Target	Good is	How often reported	Result 2012	Target	How have we performed?	Control Full/ Partial/ None
1.1.5	Indicator	Baseline			How often	Result 2012		How have we	Con Full Part

Outcome 1.2 Newcastle will be safer with vulnerable victims of crime and disorder receiving high quality support. – Lead Member Cllr Tony Kearon, Lead Officer Mark Bailey

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
1.2.3	Reduction in the number of incidents of violence with injury	680	-	High	Quarterly	170	Monitoring Indicator		Partial
	The comparative result for Qtr 1 in 2012	2-13 for this m	easure was alr	nost the same	with 168 incide	ents reported.			
1.2.4	Reduction in the number of incidents of anti-social behaviour	3,831	-	High	Quarterly	1,022	Monitoring Indicator	Î	Partial
	The result has slightly improved this year	ar compared v	vith the result o	f 1049 incide	nts reported for	Qtr 1 in 2012-1	3.		
1.2.5	Reduction in the number of incidents of serious acquisitive crime	773	-	High	Quarterly	182	Monitoring Indicator	$\langle \Box \rangle$	Partial
	The comparative result for Qtr 1 in 2012	2-13 for this m	easure was the	same with 1	82 incidents rep	orted.			•

Outcome 1.3 The negative impact that the Council, residents and local businesses have on the environment will have reduced – Lead Member: Cllr. Ann Beech, Lead Officers: Trevor Nicoll/Nesta Henshaw

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
1.3.1	The amount of residual waste per household	421.64 kgs	425 kgs	Low	Quarterly	102.50 kgs	105kgs	Î	Partial
	The performance this quarter has improved	l on the resul	t for the cor	nparative	quarter for Qtr 1 in	2012-13	of 107.31kgs		
1.3.2	Percentage of household waste sent for reuse, recycling and composting	51.69%	52%	High	Quarterly	54.9%	54%		Partial
	On target this quarter with a total 658 tonne	es.							
1.3.5	The level of air quality	Baseline year 2013-14	-	Low	Quarterly	N/A	Monitoring indicator	-	Partial

The Council has a statutory duty to assess air quality for compliance against the standards set in the Air Quality (England) Regulations 2000 for a range of pollutants which have an impact on health. This regime requires monitoring, assessment and interpretation of air quality. Further assessment (including computer modelling of pollution levels), the declaration of Air Quality Management Areas (AQMAs) and action plans to reduce pollutant levels have to be undertaken if any exceedances of the legal 'objective level' are identified.

In this quarter we commissioned a statutory detailed assessment and a further assessment of air quality due to exceedances of the statutory annual mean objective for nitrogen dioxide for four geographic areas located in Kidsgrove, Madeley, Newcastle Town Centre and Porthill/Maybank area. This report, submitted to DEFRA in quarter 2 will form the basis of consultation with stakeholders and residents on the boundaries of air quality management areas. Once the AQMAs have been declared, an air quality action plan will be developed for submission to DEFRA within 18 months. Work will also be commenced on the preparation of planning guidance and an air quality strategy for Newcastle-under-Lyme. A progress report will the be submitted to DEFRA in 2013. The Borough Council monitors air quality through the use of nitrogen dioxide diffusion tubes installed in 50 locations across the Borough and analysed on a monthly basis and an air quality monitoring station at Queen's Gardens which continuously measures concentrations of nitrogen dioxide and particulate matter.

Outcome 1.4 Our streets and open spaces will be clean, clear and tidy- Lead Member CIIr Ann Beech, Lead Officer Roger Tait

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
1.4.1	Levels of street and environment cleanliness (LEQ survey) free / predominantly free of litter, detritus, graffiti and fly-posting)	12.5 11.67 1.71 0.16	9 9 3 1	Low	Quarterly	Reported in Qtr 2	-	-	Partial
	There are three surveys undertaken in the year an	d the first one	e is underta	ken in Qt	r 2. The targe	ets for the year	ar are the s	ame as 2012-13.	

Outcome 1.5 Town centres across the borough will be sustainable – Lead Member Cllr Terry Turner, Lead Officers Simon Smith/ Louise Beeby

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None		
1.5.1	Town Centre Vacancy Rate	13	15	Low	Quarterly	16.21%	15%		Partial		
	A total of 53 premises are vacant at the moment but there are two premises due to open which would move the rate to 15.6. This indicator is useful to show movement in the local high street. The Council is working in partnership with the Town Centre Partnership to promote the use of the town centre for retail and leisure. The Town Centre Partnership has adopted a Business Plan which sets out the priorities and planned activities to support the town centre. As part of this the Council is supporting new businesses to move into vacant shops through the Enterprize scheme. This scheme seeks to provide empty shops from the Council and other private landlords and combined with business support through the Chamber of Commerce seeks to ensure business plans are robust prior to the businesses starting.										
1.5.2	Percentage of investment portfolio (NBC owned) vacant	(Qtr 4) 7.8%	14	Low	Quarterly	8.4%	12%		Partial		
	The percentage for this quarter is within target and g	iven the curr	ent econom	nic climate	is a positive	result. Only	y 15 out of 1	79 properties are v	acant.		

Quarter 1 2013-14

Priority 2: Borough of Opportunity

Overall Progress Report

Overall our progress with our outcomes for this priority is fairly positive. A combination of monitoring and target driven indicators are measured to give a clearer picture of certain issues such as worklessness, albeit some of the information available is not for the current quarter. The performance for this quarter is shown where possible for the monitoring indicators where a comparison or previous results are known.

The Percentage of Minor Adaptations delivered within four months indicator is off target this quarter with a result of 61% against a target of 75% however the reasons for this result is given and the situation performance managed. The supporting of the homeless indicator continues to perform well with a total of 130 clients given help to prevent homelessness.

A positive result is the involvement of volunteers at the museum who spent a total of 481 hours supporting activities and events.

Outcome 2.1 Levels of worklessness will have reduced- Lead Member Cllr Terry Turner, Lead Officer Kim Graham

Ref	Indicator	2011-12 Baseline (Apr 11 – Mar 12)	2012/13 Target	Good is	How often reported	Result 2012-13	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.1.1	Level of employment in the borough*	69.9%	N/A	High	Annual	72%	Monitoring indicator	Î	Partial
	The level of employment at March 2013 was 72%	6 which com	pared well	to the We	est Midlands a	verage of	68.4%.		
2.1.2	The percentage of working age people claiming Job Seeker's Allowance (JSA)	2.9% (Jun 12)	N/A	Low	Quarterly	2.7% (Jun 13)	Monitoring indicator	Î	Partial
	This compares to the West Midlands result of 4.2 shows that Newcastle has a larger proportion (6.								sis of this

^{* %} of working age population (aged 16-64) who are economically active and in employment

Ref	Indicator	2011 Baseline (Nov 11)	2012/13 Target	Good is	How often reported	Qtr 1 (Nov 12)	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.1.3	The percentage of working age people claiming key out-of-work benefits*	11.5%	N/A	Low	Quarterly	10.1%	Monitoring indicator	Î	Partial
The m	nonitoring indicators 2.1.1, 2.1.2 and 2.1.3 all show	a positive tr	end when	compared	to information	n of their	respective prev	ious period.	

^{* %} of working age population (16-64) who are claiming JSA, ESA or Incapacity Benefit, lone parent and other income related benefits

Ref	Indicator	2012-13/	2012/13	Good	How often	Result	Target	How have we	Control
		Baseline (year)	Target	is	reported	Dec 2012	Qtr 1 2013-14	performed?	Full/ Partial/ None
2.1.4	The level of 16-19 year olds Not in Education, Employment or Training (NEET)	N/A	N/A	Low	Quarterly	4.91%	Monitoring Indicator	-	Partial
	This data is now available for December 2012, a average of 4.6%.	nd shows th	at Newcast	le has 4.9	91% of young	people in	this group compar	ed to the Stafford	dshire

Outcome 2.2 Local people will be able to access opportunities for personal development and growth – Lead Member: Cllr. Ann Beech, Lead Officer: Trevor Nicoll/Rob Foster

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.2.6	Number of hours worked by volunteers in council co-ordinated activities (museum)	2234	N/A	High	Quarterly	516	481		Partial
	The museum and art gallery currently has 15 vol								
	enquiries, research, cleaning collections, docume		itisation, har	nging exh	ibitions, invig	ilating, an	d assistance at ev	ents. During the	first
	quarter the hours equate to more than a full time	post.							

Outcome 2.3 Housing will be available and accessible to meet a range of diverse needs

Lead Officer: Jo Halliday

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.3.4	Facilities Grants (DFG) approved within six months	100%	N/A New target	High	Quarterly	100%	100%		Partial
	A total of 22 referrals have been approved in the	last three mo	onths within	the targe	<u>et timescale.</u>				
2.3.5	Percentage of minor adaptations delivered within four months	71%	N/A New target	High	Quarterly	61%	75%		Partial
	A total of 11 out of 18 adaptations were completed a range of reasons including remediation of defermatters fall outside the direct control of your office the performance target.	cts, delivery t	ime of spec	ialist equ	ipment and la	ate submi	ssion of invoice. W	hilst some of the	se

Ref	Indicator	2012-13/	2012/13	Good	How	Result	Target	How have we	Control
		Baseline	Target	is	often	Qtr 1	Qtr 1	performed?	Full/
		(year)			reported		2013-14		Partial/
									None
2.3.6	Number of homelessness cases where positive action was successful preventing	554	500	High	Quarterly	130	125	Î	Partial
	homelessness (from the PIE)								
	The service has successfully prevented homeles	sness in a tot	al of 130 c	ases with	the service p	orojecting	a target of 125.		

Outcome 2.4 Key parts of the borough will have been regenerated and there will have been overall economic growth—Lead Member: Cllr Terry Turner, Lead Officer: Jo Halliday/Louise Beeby

Ref	Indicator	2010 Baseline (year)	2012/13 Target	Good is	How often reported	Result 2011	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.4.3	Rate of Business Births and Deaths	8.3% -Births 10.6% -Deaths Stock total 3,485	N/A	Business birth rate ≥ Business death rate	Annual	10.1% – Births 10.2% -Deaths Stock total 3,415	Monitoring Indicator	-	Partial

There is a time lag in the data supplied from the ONS Business Demography: Enterprise Births and Deaths and the data shows that there was an increase in business set ups between 2010 and 2011. In terms of business support to prevent business death, Business Boost is open to all businesses in the borough to encourage and support business planning. The scheme then rewards businesses which have the potential to grow. Information on business start up and business support is now available on the Council's website; this includes referring customers to the LEP helpline if their business is in difficulty.

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
2.4.4	Average stall occupancy rate for markets	54%	55%	High	Quarterly	61%	55%	Î	Partial

The occupancy rate has improved since the last quarter and has exceeded the target of 55%; this reflects the seasonal variances that more occasional trading occurs in the dry summer months.

Quarter 1 2013-14

Priority 3: A healthy and Active Community

Overall Progress Report

Overall our progress with our outcomes for this priority is positive. A combination of monitoring and target driven indicators are measured to give context to the work undertaken by services. The performance for this quarter is shown where possible for the monitoring indicators where a comparison or previous results are known.

Unfortunately the targets are not yet available for the indicators (3.3.2 and 3.3.3) measuring progress of people to the GP referral programme but current information on the programme is detailed. Positive results for the measures relating to the Parks and Open Spaces are to be noted with 9 Green Flag awards and an improved satisfaction result by users. Another positive result is the number of visitors to the museum which is over the target of 15,000 and a good start to 2013-14. The target for number of leisure facility users this quarter was not achieved but the number of users has increased. It should be noted that the target for this indicator has been increased by 100,000 for the year.

Outcome 3.1 People who live, work, visit or study in the borough will have access to high quality facilities— Lead Member Cllr Ann Beech, Lead Officer(s) Roger Tait

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
3.1.1	Number of parks which have Green Flag status	9	9	High	Annual	9	9		Partial
	A total of nine green flags have been awarded for 20	13-14. New	castle is the	e top perf	ormer in Sta	ffordshire f	or these aw	ards.	
3.1.2	Level of satisfaction with Council run parks and open spaces	70.2	-	High	Annual	78.2	70.2	Û	Partial
	Satisfaction with Council run parks has improved over	er the last ye	ar.						

Outcome 3.2 Levels of cultural activity and participation in the arts will have increased—Lead Member Cllr Elsie Bates , Lead Officer - Rob Foster

Ref	Indicator	2012- 13/ Baselin e (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None	
3.2.2	Number of people visiting the museum	51,364	63,000	High	Quarterly	15225	15,000	Î	Partial	
	The number of visitors to the museum is 1500 higher year to allow for the seasonal nature of the service. I key objective for the museum during 2013/14									
3.2.3	Number of people attending the local theatre	106,398	N/A	High	Quarterly	21,717	Monitoring Indicator	-	Partial	
	The New Vic Theatre is the main theatre serving the annual funding stream and partnership working on a These figures are for theatre visits only and do not in	number of	projects.		J			for the theatre is	through an	
3.2.6	Impact of community-run cultural events and people attending	£14,327. 50	£14,360	High	Quarterly	£2,000	Monitoring Indicator	-	Partial	
	In 2012-13, a total of 20 Community groups and organisations applied for Cultural Grants for funding £29,277 and 14 groups were awarded grants totalling £14,327.50 out of an annual budget of £14,360. For 2013-14, 4 applications for Cultural Grants were received in the first quarter and two have been awarded grants. New criteria for 2013-14 states 'The panel will look favourably on projects which aim to commemorate the centenary of the First World War with particular reference to the Borough and its residents, and which take place between 2014-18'. The aim is to increase and encourage community involvement in the commemorations and to increase the diversity of activity. The awards were £1500 to the Moseley Railway and £500 to the Friends of Talke library for events relating to the Great War Commemorations.									

Outcome 3.3 There will be a range of healthy lifestyle choices, resulting in an increase in participation – Lead Member Cllr John Williams, Lead Officer - Rob Foster

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None			
3.3.2	Number of referrals from GPs to organised sporting activity	Baseline –New indicator	N/A	High	Quarterly	101	To be agreed	-	Partial			
	The GP referral programme is led by the County and the targets will be set by December. Last year Newcastle had a total of 391 referrals with 61 people improving their health at the end of the 12 week programme. In this quarter 16% of referrals completed the course and improved their health.											
3.3.3	Percentage of people referred for exercise by GPs whose health improves	Baseline – new indicator	N/A	High	Quarterly	16%	To be agreed	-	Partial			
	See comment for 3.3.2.											
3.3.4	Number of people accessing leisure and recreational facilities	579,575	570,000	High	Quarterly	148,206	167,500	Î	Partial			
	The breakdown of users is as follows: Jubilee 2 - 94,389, Kidsgrove Sports Centre - 47,151, Knutton Recreation Centre – 426, Sports & Events Team -6,240. There has continued to be short term closures at Kidsgrove Swimming Pool due to electrical faults and mechanical failure. This has impacted on meeting the target set, however Jubilee 2 continues to perform well and the figures overall has increased.											

Priority 4: A co-operative Council, delivering high –value, community-driven services

Overall Progress Report

Overall our progress with our outcomes for this priority is positive. A combination of monitoring and target driven indicators are measured with two indicators (4.2.3 and 4.2.4) introduced for 2013-14 for which it will be the baseline year. The performance for this quarter is shown where possible for the monitoring indicators where a comparison or previous results are known.

The Skills and Competencies of Staff indicator result collated in Qtr 1 is excellent with a 96.4% achieved against a high target of 95%. Added to this the Customer Service indicator - Percentage of requests resolved at first point of contact (4.4.8) continues to do well with a high result of 96.4%, increased from 95.2% at the end of 2012-13.

However the result for staff sickness -Average number of days per employee lost to sickness has started 2013-14 off target but is being pro-actively managed as detailed in the report.

Outcome 4.1 The council will have increased the capacity and skills of its workforce—Lead Member Cllr Gareth Snell, Lead Officer Richard Durrant

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 4	Target Qtr 4 2014-15	How have we performed?	Control Full/ Partial/ None
4.1.5	Percentage of staff who feel they have the necessary skills/ competencies to do their job effectively	96.4%	95%	High	Biennial	-	95%	Î	Full

The result for this indicator, which is collected biennially, has now been collated for 2012-13 and available to be reported in Qtr 1. It is a very good result and is over the high target set of 95%.

Outcome 4.2 Councillors will be community champions and powerful community advocates—Lead Member Cllr. Gareth Snell, Lead Officer - Mark Bailey

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
4.2.3	Percentage attendance at planned meetings by members	Baseline -new indicator	-	High	Quarterly	87.78%	Monitoring	-	Partial
	This indicator is calculated using the informati	on from Mod	lern.gov ar	nd is avail	able for public view	ving on the v	website after e	ach meeting.	
4.2.4	Items raised by members on the Scrutiny Work programme.	Baseline – new indicator	-	High	Quarterly	To be updated in Qtr 2	Monitoring	-	Partial

Outcome 4.3 The Council will have delivered further efficiencies – Lead Member Cllr Mike Stubbs, Lead Officers - Dave Roberts/Richard Durrant

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
4.3.2	Percentage projected variance against full year council budget	0%	No variance	Low	Quarterly	0%	No variance		Full- Partial
4.3.3	The Council Revenue Budget is at a break-even position Average number of days per employee lost to sickness	8.06 days (long term 5.08 and short term 2.98 days)	6.9	Low	Quarterly	2.16 days (1.48 long term and 0.68	1.88 days	Ţ	Partial

Quarter 1 result is not on target and for this period in 2012-13 the result was 1.62 days. Cases are being pro-actively but sympathetically managed and due to the 'intervention' point of 2.08 days being triggered, it was recommended that the monthly short/long-term statistics that are supplied to each service area should be scrutinised and discussed at respective monthly Departmental Management Team meetings, with a view to ensuring that Heads of Service and Business Managers are consistent and proactive in their approach and that early Occupational Health referrals are made in all cases of potential long-term sickness. Added to this it was recommended that absence rates should continue to be reported to Executive Management Team on a monthly basis while they remain above the cumulative target/intervention rate.

Outcome 4.3 cont'd The Council will have delivered further efficiencies – Lead Member CIIr Mike Stubbs, Lead Officers - Dave Roberts/Richard Durrant

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
4.3.7	Net income collected from Council assets	85.6%	No variance	High	Quarterly	95.6%	No variance	Û	Partial
	Income is still affected by economic downturn.								

Outcome 4.4 Local communities are engaged and able to shape and deliver services which impact on their lives – Lead Member Cllr John Williams, Lead Officer Jeanette Hilton

Ref	Indicator	2012-13/ Baseline (year)	2012/13 Target	Good is	How often reported	Result Qtr 1	Target Qtr 1 2013-14	How have we performed?	Control Full/ Partial/ None
4.4.8	Percentage of requests resolved at first point of contact	95.20	75.00	High	Quarterly	96.41	80		Partial
	Our performance continues to be above target.								

Table of indicators to be collected and reported at later dates

Ref	Indicator	Frequency
1.1.3	The area of contaminated land that has been remediated or is determined suitable for use	Annual
1.1.4	Percentage of Category 1 housing disrepair hazards concerns brought to the attention of the Council that are investigated and addressed	Annual
1.2.1	Level of satisfaction with the support provided to vulnerable citizens	Annual
1.2.2	Support given to vulnerable citizens and victims of crime (narrative)	Annual
1.3.3	The amount of carbon emissions by the Council	Annual
1.3.4	Number of non-residential collections covered by the trade waste recycling scheme – includes Council properties and schools	Annual
1.4.2	Number of community volunteer groups/hours spent caring for their local green spaces and neighbourhoods	Annual
1.4.3	Satisfaction with cleanliness of streets and green spaces	Annual
2.2.1-3	Number of people/ volunteers gaining NVQ/additional educational qualifications/employment (narrative) .	Annual
2.2.4	Narrative on the impact of the Council's role as employer of volunteers	Annual
2.2.5	Number of organisations working with the council to take on volunteers	Annual
2.3.1	The number of affordable homes provided as a result of partnership working with Registered Providers and the Homes and Communities Agency	Annual
2.3.2	The net number of additional homes provided	Annual
2.3.3	Number of empty properties brought back into use	Annual
2.4.1	Economic health across the borough (Narrative)	Annual
2.4.2	Buildings within the built heritage asset register improved and no longer at risk (narrative)	Annual
3.1.3-5	Level of satisfaction with Council-run leisure, cultural and bereavement services	Annual
3.1.6	Level of service equality of the two main Council information centres	Annual
3.1.7	Percentage of town centres public toilets that meet the Council's minimum standard for quality and cleanliness	Annual

3.2.1	Visitor satisfaction	Annual
3.2.4	Economic impact of visitors to museums (narrative)	Annual
3.2.5	Impact of volunteer development programme (narrative)	Annual
3.3.1	Percentage of primary school children who are categorised as obese	Annual
3.3.5	Number of teenage pregnancies	Annual
3.3.6	Number of premature deaths	Annual
4.1.1	Number of apprenticeships/shared apprenticeship placements offered	Annual
4.1.2	Percentage of workforce with completed learning and development plans	Annual
4.1.3	Percentage of staff who have completed accredited training courses	Annual
4.1.4	Number of e-learning modules completed-	Annual
4.2.1	Percentage of elected members who have a personal development plan	Annual
4.2.2	Impact of actions from the workplans (narrative)	Annual
4.2.5	Percentage of candidates and agents satisfied/very satisfied with the electoral service	Annual
4.3.1	Percentage of planned procurement efficiencies achieved	Annual
4.3.4	Percentage of residents who feel that the Council is providing VFM	Annual
4.3.5	Percentage return on council investments	Annual
4.3.6	Ratio of planned versus responsive maintenance expenditure on all Council owned buildings	Annual
4.3.7	Net income collected from Council Assets	Annual
4.4.1-2	Level of satisfaction with the role of the council in supporting communities	Annual
4.4.3	Impact of the Council's support in empowering communities to solve specific local problems (narrative)	Annual
4.4.4	Overall level of satisfaction with the Council as a provider of services	Annual
4.4.5	Percentage of people who feel that they can influence Council decisions	Annual
4.4.6	Level of satisfaction with the support provided to LAPs and other community group	Annual
4.4.7	Increase the number of residents, community and voluntary groups engaged with LAPs (narrative)	Annual