EDT Committee

Report title:	**Performance management**
Date of meeting:	**19 January 2018**
Responsible Chief Officer:	**Tom McCabe - Executive Director, Community and Environmental Services**
Strategic impact	

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.

Executive summary

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee.

Of the 13 vital signs indicators that fall within the remit of this committee, three have met the exception criteria based on new data since the last report and so will be discussed in depth as part of the presentation of this report:

- Planning service – speed of determination.
- % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway.
- % of Local Wildlife Sites in positive management.

Technically a further measure complies with the exception reporting criteria:

- % of rural population able to access a market town or key employment location within 60 minutes by public transport. This measure's data is as last reported in the October performance report. There has been no data update received for the quarter 2 period (July, August and September 2017).

Recommendations:

1. **Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).**

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions

- Suggested options for further actions where the committee requires additional information or work to be undertaken

1.   Introduction

1.1.   This is the sixth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 13 vital signs indicators.

1.2.   This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 13 vital signs indicators
- Report cards for the vital signs that have met the exception reporting criteria.

1.3.   The full list of vital signs indicators can be found at Appendix 2. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance.

1.4.   The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2.   Performance dashboard

2.1.   The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 13 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

2.2.   The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.
- Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

Environment, Development & Transport Committee - Vital Signs Dashboard

NOTES:
In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Target
{PE} Percentage of bus services on time	Bigger	80.4%	78.7%	83.9%	84.0%	84.1%	82.9%	83.0%	81.2%	81.0%	79.9%	80.4%	80.5%		79.0%
						56967 / 67738	62541 / 75461	67306 / 81064	64987 / 80040	70925 / 87538	67132 / 84047	66880 / 83224	68119 / 84658		
{HW} Winter gritting - % of actions completed within 3 hours *1	Bigger	86.9%	91.2%	83.3%	90.1%	70.0%								80.3%	80%
		392 / 451	448 / 491	1144 / 1374	326 / 362	14 / 20									
{HW} Street lighting – C02 reduction (tonnes)	Smaller	1,129	1,213	1,176	960	881	692	591	498	554	666	794			827
{PE} Planning service – speed of determination	Bigger	100.0%	100.0%	100.0%	91.7%	100.0%	100.0%	92.3%	66.7%	100.0%	100.0%	100.0%	87.5%		95.0%
					11 / 12	11 / 11	9 / 9	12 / 13	2 / 3	13 / 13	9 / 9	6 / 6	7 / 8		
{HW} Average journey speed during morning peak time	Bigger														Under Development
{FBP} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	29.9%	30.3%	34.4%	35.2%	30.5%	25.1%	27.2%	31.6%	31.6%	32.2%	31.9%	32.5%	32.5%	25.1%
							668779 / 2902606	668779 / 2902606	616456 / 2906104	468833 / 2897615	766311 / 2918805	766311 / 2918809			

Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{HW} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	27.3%	19.0%	20.0%	16.7%	17.8%	20.4%	24.2%	22.9%	32.5%	24.0%	17.6%	30.6%		22%
		6 / 22	4 / 21	6 / 30	4 / 24	8 / 45	11 / 54	16 / 66	11 / 48	13 / 40	12 / 50	6 / 34	11 / 36		
{PE} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	72.0%	68.4%	69.6%	69.4%			75%
{PE} Kilograms of residual household waste per household per week	Smaller		10.4				10.0				10.0				10.1

*1 - Target last year was 100%

Annual (financial / academic)	Bigger or Smaller is better	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Target
{HW} Highway improvements for local communities – parish partnerships	Bigger											145	193	227	227
{CH} % of Local Wildlife Sites in positive management	Bigger							61.0%	61.0%	65.0%	67.0%	75.0%	72.1% 960 / 1331	75.4% 1008 / 1337	85.0%
{PE} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller											100%			
{CH} Equality of Access to Nature for All – number of audited routes	Bigger											1	4	17	8

NOTES:

1. Indicators are usually reported on a monthly, calendar year or financial year basis, the colour of the different headings below corresponds with the colour of the indicator title.

2. In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.

3. The target displays the latest target from the latest period shown. That target may be different from the target for the latest actual value shown due to profiling.

4. Where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined or that baseline data is being gathered.

3. Report cards

3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees and updated on a monthly basis.

3.2. Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.

Planning Service – Speed of Determination

The planning system operates in the long term public interest. It doesn't exist to protect the interests of one person or business against the activities of another. Development Management is a key part of the planning system and services that provide certainty and speed of decision making whilst maintaining transparency are central to achieving sustainable economic growth.

Performance

% of County Matter Applications determined within statutory period or agreed timescales

Actual
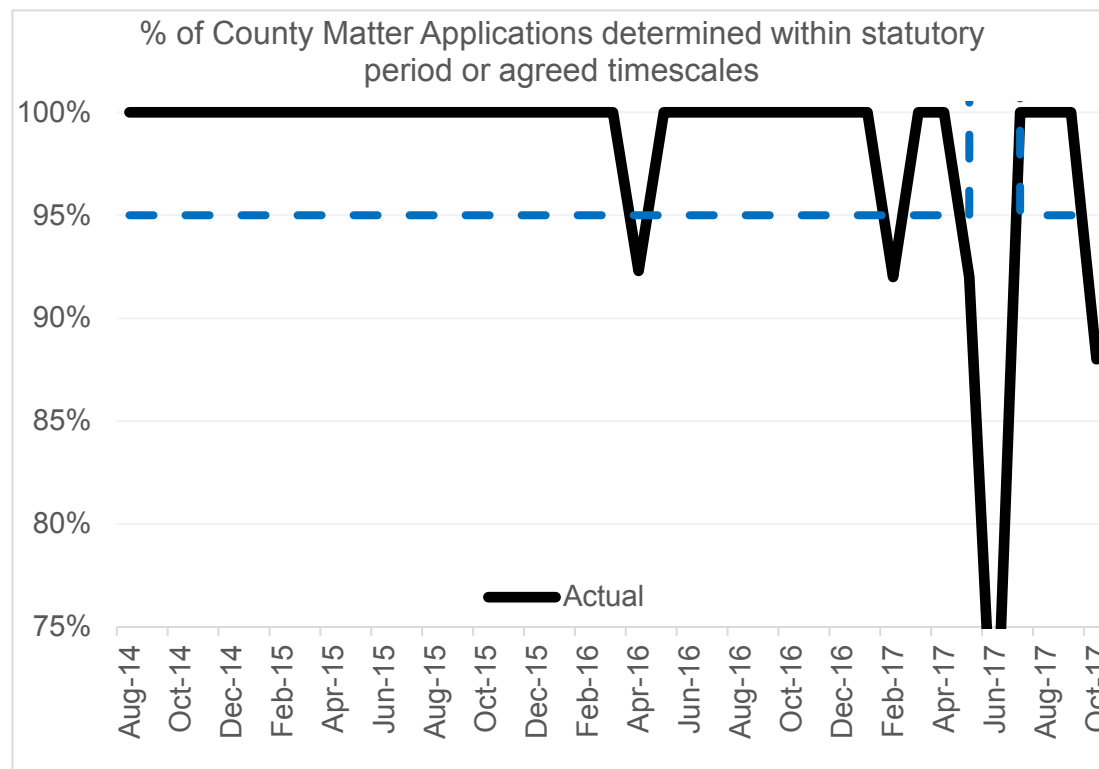
What is the background to current performance?

- Development management services should operate in a climate of continuous improvement
- Norfolk as a planning authority was a pioneer of providing decisions within mutually agreed timescales which take into account that issues may arise, that need to be addressed in the public interest, and that refusing applications in these circumstances can perversely increase the overall time taken to achieve permission.
- Authorities scoring below 50% for major developments over a two year rolling period are liable to be subject to special measures and may lose their decision making powers.
- Performance for June reflects is based on 1 application from 3 being determined outside an agreed time limit. This was due to matters remaining unresolved from a statutory consultee on the 8 week threshold. The decision was issued 2 weeks later. In October 8 applications were determined of which 7 were within agreed timescales. Overall performance for the rolling two year period to October 2017 is 96%. The service will review the approach to negotiation, even if a solution is achievable, but extensions to time cannot formally be agreed.

What will success look like?

- All Applications are agreed within statutory time periods or agreed timescales. This approach supports developers and planners working to address/mitigate potential concerns to ensure development is within policy requirements and acceptable to communities

Action required

- Increased uptake on pre application advice provided for a fee to shorten time to determine applications
- Engagement with applicants to get applications that meet statutory consultees requirements as submitted.

Responsible Officers

Lead: Nick Johnson, Head of Planning   Data: Mark Dyson , Business Support

% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway

Why is this important?

Norfolk's population is expected to rise by 16% over the next 20 years (+ 140,000 people), so growth must come forward in a safe and sustainable manner. Unless appropriately mitigated, new development can give rise to otherwise avoidable safety implications for those living on new developments and the travelling public in general, leaving significant legacy issues for public service providers including the County Council.

Performance
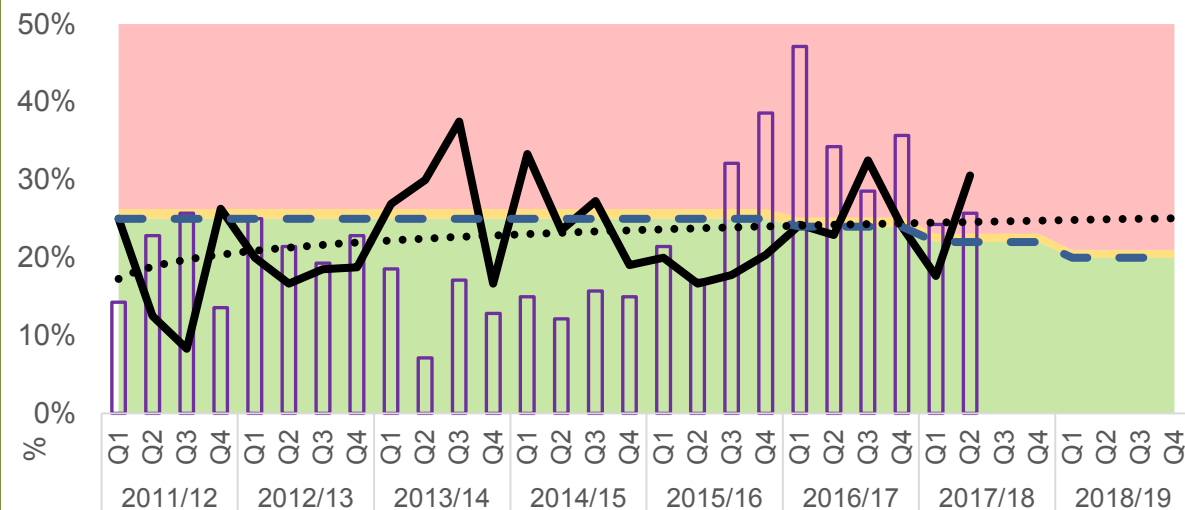
What is the background to current performance?

We have a good record of influencing the outcome of planning considerations set against the existing baseline: 25% (2015/16). The delivery of well planned, safe, sustainable development will result in :-

- Safe and attractive travel networks which will contribute to improved health and wellbeing outcomes
- Opportunities to deliver modal choice, contributing to a sustainable transport infrastructure which is more resilient and otherwise less congested
- A pro-rata reduction in call upon public services

Performance measured against target has fallen again, as has the number of LPAs in Norfolk who can still demonstrate a 5 year housing land supply, impacting on their ability to refuse planning applications. Performance is continually monitored against both LPA and Planning Inspectorate determinations, resulting in our criterion for the assessment of small scale proposals being altered to ensure alignment with Appeal decisions.

What will success look like?

- Where new development is likely to affect the highway network in terms of safety, capacity and/or sustainability, we are consulted on our views to ensure the impacts are mitigated, avoiding an unacceptable burden on other road users or the County Council. Well connected new development allows travel choice, encouraging safe and healthy lifestyles. Easy access to the public realm leads to greater social interaction, reducing isolation and the call on public services. This measure shows the importance of influencing the decision making process as a planning consultee.

Action required

- Proactive continued participation to influence positive outcomes through the planning process
- Measure and review success; refine guidance and practices to ensure development safety impacts are suitably assessed and addressed whilst also delivering modal choice and active travel options.

Responsible Officers

Lead: Matt Tracey, Highways Network Manager   Data: Michelle Melton, Research & Agreements Team Leader

Access to market towns and key employment locations using public transport

Why is this important?

Access to key locations is important for those living in rural areas so that they can access not only work but also health and other essential services, shopping, education and leisure activities. This in turn reduces social and rural isolation and contributes to overall wellbeing of residents.

Performance

Graph shows the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport between 0700-1000 with a return between 1600-1900.

What is the background to current performance?

- Performance has dropped this year after being fairly stable between 73.5% and 75.5% for the last 3 years. It is measured quarterly, but the data does not capture flexibuses and other feeder type services that are in place. A move toward these types of solutions and operator service changes, (both subsidised and commercial) including changes to routes, frequencies and times all contribute to a drop in the performance figure. In reality the figure is higher, but it is difficult to measure simply in an accurate and consistent way (this used to be a national performance indicator and we are not currently aware of any other authorities who continue to measure it on a regular basis, therefore there is no benchmarking data). The current target is only reporting on scheduled registered local bus services and therefore reflects the limited opportunities to increase subsidised public transport within the current financial climate.
- September 2013 saw the introduction of a journey to work service by the Swaffham flexibus. This is still current, but other services change causing the dip in the figure presented.
- A minor change in service, such as times of operation can cause the indicator to dip, but this does not necessarily mean that it affects current customers already using a service.
- Current target reflects the limited opportunities to increase subsidised public transport within the current financial climate – progress will be made by working with commercial operators and integrating with other transport services.
- Key risk - fluctuation in operational costs, particularly fuel, which could lead to reductions in transport being operated commercially – this is identified on our risk register.
- Other key risks - Commercial operators streamlining services as they review revenues and effects of previous subsidy cuts, which puts pressure on areas with lower patronage and the reliance of passengers on use of concessionary passes and an unwillingness to engage with other transport modes that do not accept them.
- Flexible services, unregistered feeder services and Community Transport dial-a-ride services are not represented in the figures given, therefore the measure is only of registered local bus services.

What will success look like?

- An increase in the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport (at peak times), to 75%
- A reduction in the number of unemployed in Norfolk, including NEETs
- An increase in the number of young people able to access their local market town for work, leisure and education opportunities without the use of a car.

Action required

- Build journeys to work into future Flexibus and flexible feeder contracts where possible
- Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations
- Incorporate local bus services into school transport provision as much as possible.
- Review the data that is reported so that it fully represents the transport network available.
- TRACC training to be completed for TTS so that data can be interrogated and recommendations for changes made.
- Target Level of Service has been put forward as a suggestion to deliver a clearer, more relevant and easily reportable indicator as a replacement for this

Responsible Officers

Lead: Tracy Jessop, AD Planning & Economy   Data: Martin Stringfellow/Sean Asplin, Passenger Transport Managers

% of Local Wildlife Sites (LWS) in positive management (Single Data List indicator 160/Biodiversity 2020 indicator 16) – our target is 100% by 2020

Why is this important?
As a lead partner in the LWS Partnership we need to ensure that Norfolk's important natural capital assets are safeguarded and integrated into decision-making to support and promote future growth.

Performance	What is the background to current performance?
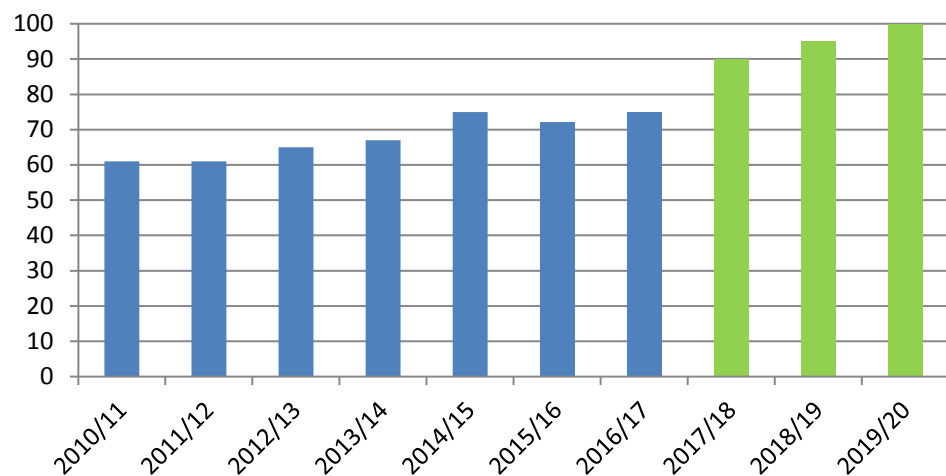
(Actual values in blue, targets for future reporting years in green) | • Effective partnership working allows us to make the best use of limited resources and to increase action.
• External project funding such as EU Interreg allows us to deliver biodiversity action despite reduced resources within NCC.
• Effective targeting of existing resources allows us to maximise impact
• A successful strategic approach to planning allows us to maximise gains for biodiversity through effective siting of green infrastructure.
• Access to high quality biodiversity data allows effective decision making and informs strategic planning.
• In-house technical expertise allows effective decision making.
• External funding through SLA/MoA secures resources for our work and builds positive relationships with partners. |

What will success look like?	Action required
• An increasing proportion of Local wildlife sites will be positively managed (Biodiversity 2020 national indicator 16, SDL 160).
• Biodiversity data and information will be used effectively for decision making (Biodiversity 2020 national indicator 24).
• Partnership working will ensure effective delivery of our work and will improve the health of the natural environment
• Local plans found sound with regards to the Habitat Regulations 2010
• New developments deliver sustainable GI, supported by effective ecological advice
• Number of sites adversely affected by access or recreation reduced	• Better co-ordination between the strategic focus provided by the Environment Team in NCC, districts and the Broads Authority.
• Develop effective partnerships with external organisations
• Develop effective funding strategies for Green Infrastructure
• Training provided for planners, developers, consultants
• Advice to development management and strategic planning officers
• Monitor quality of key sites
• Develop recording networks for tree pests and diseases and IAS
• Prioritise funding bids to address key biodiversity issues

Responsible Officers	Lead: Martin Horlock – Senior Biodiversity Officer Data: Sam Neal – Biodiversity Officer (Information)

## 4. Exceptions (additional explanation) and other updates

4.1. • Planning Service – Speed of Determination
(Oct 2017 was Red: 87.5% against a target of 95% - Sept 2017 was 100%)

A review of 2017/18 performance to date identifies that the running total for the year to date is 95% and the rolling two year target remains above 95%. Trend suggests that by year end the performance for the year should be close to or above Target:
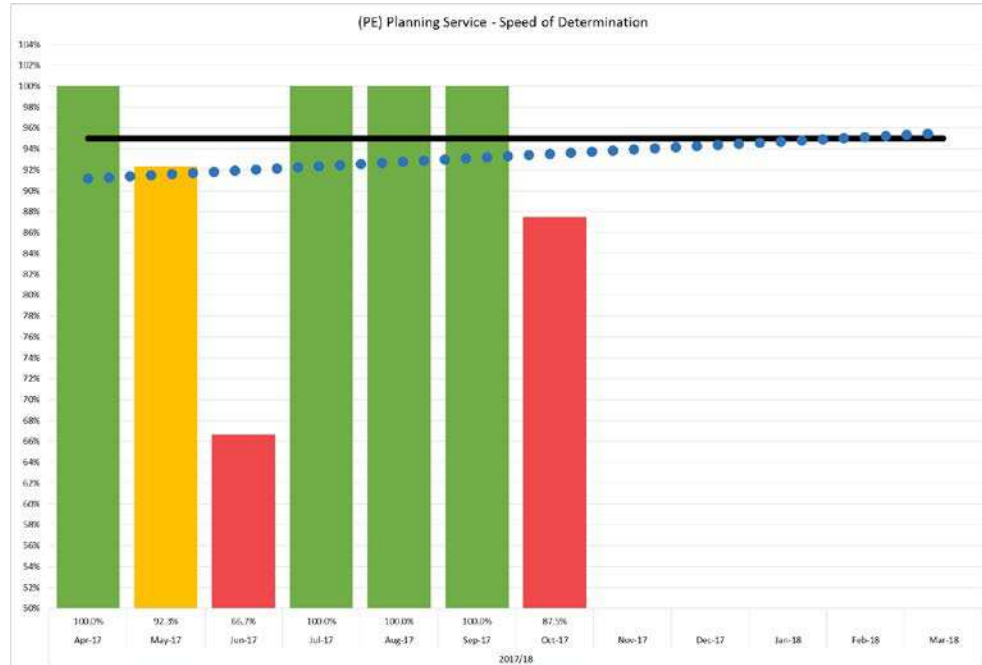
4.2. • % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway
(Sept 2017 was Red: 30.6% against a target of 22% - *Jun 2017 was 17.6%*)

A review of 2017/18 performance to date identifies that the average performance of Actual against Target % is 24.10%. Trend (over previous year and current year) also shows significant variation from Target:
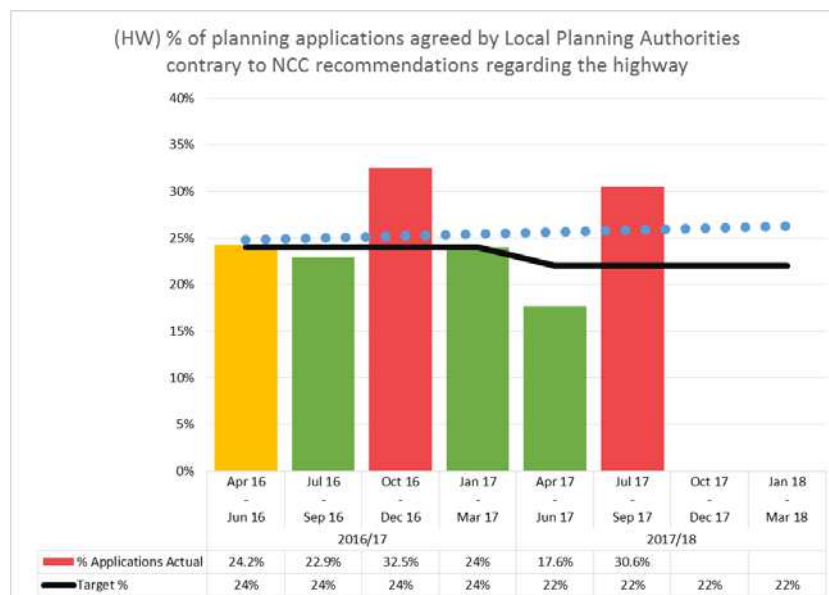
Last month it was reported to CES DMT that there may be an issue with the figures contained within the DEF system for the Sept 17 figure of 30.6%. An initial drilldown into those figures has not clarified the cause of the problem. As a result a manual deeper drill down into several hundred Planning application responses for the period is taking place to try and find the error. Once the error with the report has been resolved, the figures will be substantiated and the position can be updated.

4.3
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.
  (2017/18 Q1 was Red: 69.4% against a target of 75% - *2016/17 Q4 was 69.6%*)

A review of 2016/17 performance identifies that the average performance of Actual against Target % was 70.5%. Trend (over previous year and current year) also shows significant variation from Target:
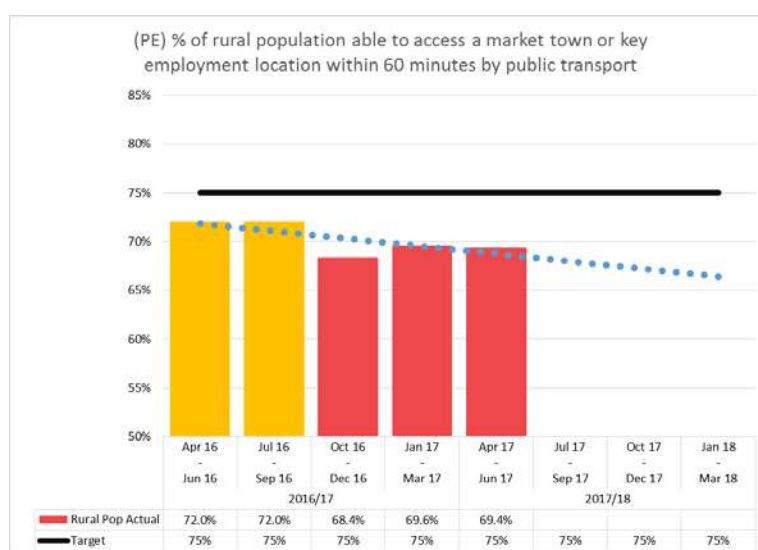

This measure is currently the subject of ongoing review as technical difficulties in extracting accurate and meaningful data suggest that the measure (as is) isn't fit for purpose and does not give an overall picture of what transport is available and relevant for all rural areas. Development work is ongoing seeking to replace the current measure with a more accurate and reliable measure. It is proposed that there is a move to a more realistic "target level of service" with agreed service levels for specific places that are relevant to the size and residential needs of the place. It has been used previously and would represent a report on the amount of Parishes/ villages or towns that meet the agreed level of service that has been attached to it. This would focus on specific types of service i.e do residents have public transport for journey to work, shopping/leisure, access to local surgery/healthcare. Though this may take some work in setting up, it would be easier to monitor and keep up to date and would include dial-a-ride provision and flexible services and give a much more inclusive overview of what transport is available to rural residents, rather than the very narrow (and problematic) process we are currently using, which only really gives a view on accessibility in relation to registered scheduled bus services only.

4.4
- % of Local Wildlife Sites in positive management
(2016/17 was Red: 75.39% against a target of 80% - *2015/16 was 72.1%*)

Whilst trend (over years) demonstrates significant improvement, projected trend suggests a shortfall against future targets based on current assumptions:
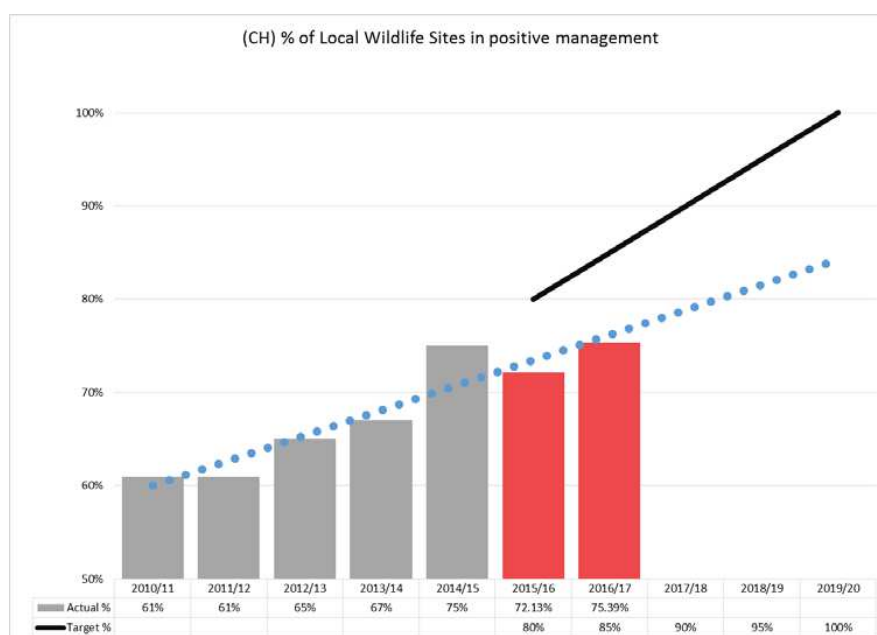
The reasons for improvement from the last reporting period is primarily from having Countryside Stewardship scheme data this year from Natural England and further survey work. Contributing factors for failing to meet the intended target is due to the above new scheme having only recently been implemented, hence slow uptake by landowners at the start and ironing out issues being required. In addition to this the drop off of the previous scheme agreements has been higher than the uptake of the new scheme, due to there being less money for the new scheme and the wish to have a more targeted approach, where more money goes to less land holdings. The new scheme is less likely to be appropriate to Local Sites with many not within large land holdings.

In order to improve performance, we will be lobbying for more survey on sites that have no information for PCM, and therefore had to be classed as not in PCM. We also are looking to improve monitoring of these unknown sites and should have updated numbers for 2016/17 in mid-2018 or as part of the 2017/18 reporting numbers in October 2018. Lobby for improved coverage and benefit to Local Sites from the new agri-environment schemes post Brexit.

There have been ongoing discussions at meetings, including in the County Wildlife Sites Steering group which is essentially the group that can make decisions on aspects of work towards this measure. There was an agreement with the wildlife trust that we will have a specific meeting over the winter to look at ways of improving the quantity and speed of surveys to identify sites in PCM. In addition there has been discussion about advertising for a volunteer to, amongst other things, analyse the drop-off rates of various agri-environment schemes to predict likely issues for this measure and to identify a possible survey strategy for sites with unknown PCM. All this is currently an ongoing and will be updated in the next report.

5. Recommendations

5.1 Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

6. Financial Implications

6.1. There are no financial implications arising from the development of the revised performance management system or the performance and risk monitoring reports.

7. Issues, risks and innovation

7.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance and risk monitoring reports.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Performance: **Officer name :** Austin Goreham **Tel No. :** 01603 223138

Email address : austin.goreham@norfolk.gov.uk

Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1.   Why are we not meeting our target?
2.   What is the impact of not meeting our target?
3.   What performance is predicted?
4.   How can performance be improved?
5.   When will performance be back on track?
6.   What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – recommended actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. There are 13 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

Vital Signs Indicators	What it measures	Why it is important
Bus journey time reliability	% of bus services that are on schedule at intermediate time points	Better transport networks bring firms and workers closer together, and provide access to wider local markets
Planned growth in the right places	% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.
Highway improvements for local communities - parish partnerships	Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid	Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy
Public Transport Accessibility	**% of rural population able to access a market town or key employment location within 60 minutes by public transport**	**Access to work and key facilities promotes economic growth and health and wellbeing**
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice
Street lighting – C02 reduction (tonnes)	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs

Vital Signs Indicators	What it measures	Why it is important
Residential house waste collection	**Weekly kg of residential house waste collected per household**	**The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures**
Protection of the natural environment	% of Local Wildlife Sites (LWS) in positive management	The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk
Management of flood risk	Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Flooding undermines existing infrastructure and impacts directly on health and economy
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding

Those highlighted in bold above, 2 out of 13, are vital signs indicators deemed to have a corporate significance and so will be reported at both the EDT Committee and the Policy and Resources Committee.

One of the vital signs indicators listed above also appears on the Communities Committee list:
- 'Income and external funding successfully achieved as a % of overall revenue budget'.