

Place Scorecard - 2020/21 Q2

PI Ref	Team	Service	Measure	Polarity	Scorecard Category	Department Plan Measure	Portfolio	Q2 2019/20	2019/20 Baseline	Q1	Q2	Q3	Q4	RAG/ Covid-19 impact	Comments
PEN001	Environment and Neighbourhood Services	Development Management	Processing of Major planning applications within time	High is better	Service and Project Excellence	Yes	Planning	95%	99%	95%	96%				Continued strong performance on the determination of major planning applications despite the service disruption as a result of the coronavirus outbreak.
PEN002	Environment and Neighbourhood Services	Development Management	Processing of 'Non Major' planning applications within time	High is better	Service and Project Excellence	Yes	Planning	90%	92%	87%	88%				Continued high-level of performance on the determination of the smaller scale planning applications, although the slight drop in performance is attributable to service disruption as a result of the coronavirus outbreak.
PEN003	Environment and Neighbourhood Services	Development Management	Average Planning applications per case officer	On target	Service and Project Excellence	No	Planning	44	45	59	62				Average caseloads are too high and are not at a long term sustainable level. This reflects staffing issues and service disruption affecting efficient working practices during the coronavirus outbreak. The difficulty of being able to recruit and replace vacancies during the outbreak has also been a problem.
PEN004	Environment and Neighbourhood Services	Development Management	Major Applications registered	High is better	Service and Project Excellence	No	Planning	44	148	34	30				A good number of major applications registered despite the coronavirus outbreak.
PEN005	Environment and Neighbourhood Services	Development Management	'Non Major' Applications registered	High is better	Service and Project Excellence	No	Planning	736	3,022	685	854				A good number of smaller scale applications registered despite the coronavirus outbreak.
PEN006	Environment and Neighbourhood Services	Development Management	Average level of customer satisfaction with Planning by those who submitted a planning application	High is better	External	Yes	Planning	N/A	45%	N/A	N/A	N/A			This is the first time we have measured customer satisfaction against this service via a residents' survey, and provides us with a baseline against which we will monitor improvements going forwards. The survey also provided a satisfaction rating by those who had commented on / viewed a planning application, only, where satisfaction stood at 19%. This is in part because the majority will only comment on an application if they object. However, satisfaction by those who had submitted a planning application stood at 45%, with an additional 20% who were neither satisfied nor dissatisfied.
PEN007	Environment and Neighbourhood Services	Development Management	Pre applications - registered	High is better	Service and Project Excellence	No	Planning	106	414	71	75				A reduction in the normal level of pre-application submissions. Potentially a short-term consequence of the coronavirus outbreak.
PEN008	Environment and Neighbourhood Services	Development Management	Planning Appeals allowed (%)	Low is better	Service and Project Excellence	No	Planning	26%	24%	27%	42%				Appeals performance in this quarter has seen more Appeals allowed and potentially indicates some greater training needs in the service and at commit level. This data set largely relates to decisions made by the LPA, before the pandemic. This indicator does fluctuate and will likely average out over the course of the year and this will only become a concern if the trend is sustained over several quarters.
PEN009	Environment and Neighbourhood Services	Strategic Planning	Net Housing growth in the Borough	High is better	External	Yes	Planning	N/A	3,065	N/A	N/A	N/A			Our 2019/20 figure of 3,065 against a target of 1,800 is a third consecutive oversupply, which helps to reduce our overall supply shortfall against the Local Plan target (to provide a "minimum of 36,000 homes between 2010 and 2030) to 2,317.
PEN010	Environment and Neighbourhood Services	Regulatory Services & Health	% of inspections completed against the annual scheduled animal welfare inspection programme	High is better	Service and Project Excellence	Yes	Communities	100%	91%	32%	85%				There were 29 inspections overdue at the end of QTR 1. QTR 2 had a scheduled inspection total of 35 and 30 inspections were completed (not including multiple visits to a problem premises). The figure reported therefore reflects 30/35 inspections however the running performance total - across QTR1 and QTR 2 is 44/78 56%
PEN011	Environment and Neighbourhood Services	Regulatory Services & Health	% of Food Safety A-D inspections completed against the annual programme.	High is better	Service and Project Excellence	Yes	Communities	66%	91%	14%	22%				In response to guidance by the FSA the service was able to embark on virtual inspections during QTR 2 following these up with physical visits where necessary. 57/258 scheduled inspections were completed in this manner. In addition 33/231 overdue inspections from QTR 1 were completed = 14% - the updated figure provided. Remote interventions of A-D premises cannot be classed as an official control and counted as an 'inspection'. This still leaves a backlog of 399 which are currently being managed. Within these are schools and care homes where it has been decided to defer inspections due to the presence of vulnerable individuals/infection transmission risks. Updated guidance provided by the FSA on 30.09.2020 is now permitting greater flexibility moving forward and the move to physical inspections where resources allow and taking into consideration the wider impacts of Covid-19 on the commercial services team.
PEN012	Environment and Neighbourhood Services	Regulatory Services & Health	The % of Food Safety E rated premises that receive intervention activity	High is better	Service and Project Excellence	Yes	Communities	46%	80%	18%	8%				See above for information on FSA guidance. During QTR 2 8% of Category E inspections were completed and a small number of overdue QTR 1 inspections were completed amending the previously reported total of 16%.
PEN013	Environment and Neighbourhood Services	Regulatory Services & Health	The % of environmental health service requests responded to within 5 working days	High is better	Service and Project Excellence	No	Communities	82.5%	86.8%	91.0%	80.5%				Environmental Protection - 66% response within time from 1005 service requests (this is the highest recorded complaint numbers for a single quarter since the inception of CE) Commercial Services - 644 Service Requests (An increase of 32% on previous quarter reflecting Covid led complaints) - 95% within response time
PEN014	Environment and Neighbourhood Services	Regulatory Services & Health	Total number of Air Quality Management Areas in Cheshire East	Low is better	Service and Project Excellence	Yes	Communities	17	19	19	19				Defra have approved our plans to revoke 7 AQMA's. This work will commence in Q3.
PEN015	Environment and Neighbourhood Services	Regulatory Services & Health	% of Air Quality Management Areas with an associated Air Quality Action Plan	High is better	Service and Project Excellence	Yes	Communities	100%	100%	100%	100%				The CE Action Plan is currently being reviewed to reflect new AQMA's declared in Autumn 2019 (within 18 month timescale) but also to reflect the plans to revoke 7 existing AQMA's.
PEN016	Environment and Neighbourhood Services	Neighbourhood Services	Number of visitors to libraries (Cumulative data)	High is better	External	Yes	Communities	741,118	1,370,475	0	160,347				Public libraries were required by central government to close from 8pm on 23rd March. The phased reopening of our libraries began on Monday 6th July 2020, meaning a 0 figure for Q1. During Q2, due to restricted service in line with government restrictions we recorded only 160,347 visits. However, library staff worked hard to promote our online offer amongst other things resulting in some significant increases in e-lending during Q1 and Q2. During the first half of the year, 1,036 new borrowers registered for e-audio books, 2,687 registered for e-books, and 4,219 registered for e-magazines.
PEN017	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Libraries (by users of libraries)	High is better	External	Yes	Communities	N/A	93%	N/A	N/A	N/A			Annual survey. Satisfaction levels of library users in response to the Residents' Survey 2019/20 exceeded our target by some distance.
PEN018	Environment and Neighbourhood Services	Neighbourhood Services	Increase usage of Council-owned Leisure Facilities by % per year (Cumulative data)	High is better	External	Yes	Communities	1,786,656	3,524,938	108	169,249				Leisure Centres were closed throughout Q1 as a result of the Covid-19 pandemic. However, tennis started in June, at the Barony, and in total there were 108 participations in Q1. Q2 delivered the safe, phased re-opening of all leisure facilities across the borough. Initially focused on fitness and group exercise, this was followed by opening all pools and restarting the learn to swim scheme along with club bookings. The supporting PPE was purchased, risk assessments were completed with a number of spaces redesigned to ensure a COVID secure environment is provided to all customers and staff.
PEN019	Environment and Neighbourhood Services	Neighbourhood Services	Deliver Bikeability Level 2 or 3 cycle training to young people aged 8-18 years in the Borough (Cumulative data)	High is better	External	No	Communities	3,204	6,315	0	571				No Bikeability sessions were run during Q1 as a result of the Covid-19 pandemic. September saw the return of Bikeability delivery in schools for the first time since March. The ratios have now returned to normal which has allowed for more schools to be booked in for the rest of the year. The initial feedback that had been received has been positive.
PEN020	Environment and Neighbourhood Services	Neighbourhood Services	Increase the number of Leisure Services volunteer hours (Leisure Development) (Cumulative data)	High is better	External	No	Communities	3,899	6,770	0	0				No Leisure Services volunteer hours recorded during the first half of 2020/21 as a result of the Covid-19 pandemic.
PEN021	Environment and Neighbourhood Services	Neighbourhood Services	Average level of customer satisfaction with Leisure Services (by users of leisure services)	High is better	External	Yes	Communities	N/A	78%	N/A	N/A	N/A			We will use this baseline data and any supporting information from the Residents' Survey to inform and target service improvements where necessary in 2020/21.
PEN022	Environment and Neighbourhood Services	Environmental Services	Residual household waste collected per household (kgs)	Low is better	Service and Project Excellence	Yes	Highways and Waste	127kg (Estimate)	478kg (Pending approval)	119kg (Pending approval)	127kg (Estimate)				Draft performance subject to DEFRA approval. The impact of Covid has seen in an increase in the amount of waste in our black bin this quarter.
PEN023	Environment and Neighbourhood Services	Environmental Services	% of all household waste collected: recycled, reused and composted	High is better	Service and Project Excellence	Yes	Highways and Waste	58% (Estimate)	56.5% (Pending approval)	61% (Pending approval)	57% (Estimate)				Draft performance subject to DEFRA approval. The Covid effect remains with an increase in the tonnages of material collected, particularly in the garden bin.
PEN024	Environment and Neighbourhood Services	Environmental Services	% of all household waste collected: sent for energy recovery	High is better	Service and Project Excellence	Yes	Highways and Waste	37% (Estimate)	41% (Pending approval)	38% (Pending approval)	40% (Estimate)				Draft performance subject to DEFRA approval. Of all the waste and recycling we collect around 40% goes to an energy from waste plant. We continue to work hard to reduce the amount of waste in our black bins and manage this waste by gaining energy from it rather than sending it to landfill.
PEN025	Environment and Neighbourhood Services	Environmental Services	% of all household waste collected - sent to landfill	Low is better	Service and Project Excellence	Yes	Highways and Waste	New measure for 2020/21	3% (Pending approval)	1% (Pending approval)	3% (Estimate)				Due to the majority of our residual waste being managed through an energy from waste facility and the introduction of food waste recycling taking more waste out of the black bin, we have a minimal amount of waste going to landfill.

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PEN026	Environment and Neighbourhood Services	Environment of Services	We will increase the tonnage of materials re-used by 1% per year	High is better	Service and Project Excellence	Yes	Highways and Waste	400 tonnes (Estimate)	1,047 tonnes (Pending approval)	<10 tonnes (Pending approval)	50 tonnes (Pending approval)				Reuse tonnages have remained much lower than our average of 400 tonnes per quarter largely due to Covid restrictions at our household waste recycling centres and the need to change normal working practices.
PEN027	Environment and Neighbourhood Services	Environment of Services	Average level of customer satisfaction with Waste Management	High is better	External	Yes	Highways and Waste	N/A	84%	N/A	N/A	N/A			Feedback from the Residents' Survey exceeded our annual target despite major changes to collection days to bring in more efficient collection routes.
PH001	Infrastructure and Highways	Strategic Infrastructure	Delivery of the capital programme on time and on budget	High is better	Service and Project Excellence	Yes	Highways and Waste	0	100% (4 out of 4)	0 of 6	1 of 6				This indicator measures actual progress against planned progress across the Major (>£5m) Highway Schemes by measuring progress against project milestones (gateways) throughout the year on the Council's large highway infrastructure programme. Planned reviews for the following Schemes: <ul style="list-style-type: none"> A500 Dualing – Complete Q2 North West Crewe Package Middlewich Eastern Bypass Flowerpot Junction Improvements Crewe and Winslow Walking and Cycling Schemes (LGF) Sydney Road bridge The remaining gateway reviews are planned for Q3 & 4
PH002	Infrastructure and Highways	Strategic Infrastructure	Percentage of Highway Consultation on Planning Applications responded to within target	High is better	Service and Project Excellence	No	Highways and Waste	87%	88%	93%	87%				In Q1 331 application consultations were responded to within time out of 356 received. In Q2 283 application consultations were responded to within time out of 326 received.
PH003	Infrastructure and Highways	Strategic Infrastructure	Percentage of pre-application enquiries responded to within target (721 calendar days)	High is better	Service and Project Excellence	No	Highways and Waste	100%	99%	92%	100%				In Q1 11 were responded to in time out of 12 pre-applications received. In Q2 10 were responded to in time out of 10 pre-applications received.
PH004	Infrastructure and Highways	Highways Contract Management	Average level of customer satisfaction with Highway service	High is better	External	Yes	Highways and Waste	47%	47%	N/A	N/A		N/A		NHT Customer Satisfaction Results anticipated during the third quarter for reporting early in 2021.
PH005	Infrastructure and Highways	Strategic Transport & Parking	Customer satisfaction with Parking Services (by users of parking services)	High is better	External	Yes	Highways and Waste	N/A	49%	N/A	N/A	N/A			We will use this baseline data and any supporting information from the Residents' Survey to inform and target service improvements where necessary in 2020/21.
PH006	Infrastructure and Highways	Strategic Transport & Parking	Average subsidy per passenger using local supported bus services	High is better	Service and Project Excellence	Yes	Deputy Leader	N/A	Pending	N/A	N/A	N/A			New measure for 2019/20, reported annually.
PH007	Infrastructure and Highways	Highways Contract Management	%reputation of highways insurance claims	High is better	Service and Project Excellence	Yes	Highways and Waste	97%	94%	90%	88%				There has been a slight drop in the repudiation rate in Q2. This can be attributed to the fact that a high number of claims are still open from the early part of the year when incoming claim volumes were high. It is anticipated that we should see an increase in the Q3 level of repudiation.
PH008	Infrastructure and Highways	Highways Contract Management	Insurance Claims - Target a reduction in insurance claims against Highways	Low is better	Service and Project Excellence	No	Highways and Waste	225	954	106	87				106 claims were received in Q1, in comparison to 136 claims received in the first quarter of 2019/20. This is the lowest quarterly figure since 2015 when 85 claims were received. 18 of these claims were trip related. There could be an associated increase due to the Covid-19 restrictions when more people were taking more exercise closer to their homes. 1 claim related to a falling branch of a tree and three related to flooding with the remainder related to highway defects. 87 claims were received in Q2 this compared with exactly the same volume of claims received in the same period of 2019/20. Out of the claims received – 4 were related to trees, 2 of these were related to potential property damage, 6 claims were related to flood damage, and 15 claims were related to trips/possible injury. The volume of incoming claims have now returned to the anticipated seasonal level following the Covid 19 lockdown in the early part of the year. There has been a slight drop this quarter in the repudiation rate. This can be contributed to the fact we have a high number of claims that are still open from the early part of the year when incoming claims volumes were high.
PH009	Infrastructure and Highways	Highways Contract Management	% of Safety Inspections completed on time on the network	High is better	Service and Project Excellence	Yes	Highways and Waste	76%	96%	86%	99.5%				During April and May, in the height of the COVID-19 pandemic the safety inspections focussed on A's, B's and C roads as well as high risk unclassified roads. Once restrictions were lifted (around June) the normal safety inspection regime resumed. With this in mind, out of the 2,184km programmed, 1,878.6km were inspected resulting in 86% completed within timeframe. From the 1,878.6km of network inspected, 3,604 actionable defects were identified by the Section 58 Safety Inspectors. Between July and September a total of 2,426km were inspected out of 2,439km programmed inspection. This resulted in 99.5% of safety inspections completed within Quarter 2. From the 2,426km of network inspected, 4,848 actionable defects were identified by the Section 58 Safety Inspectors.
PH010	Infrastructure and Highways	Highways Contract Management	Potholes repaired within code of practice timeframes	High is better	Service and Project Excellence	Yes	Highways and Waste	90%	17,026	5,835	2,705				A total of 2,862 potholes were repaired during Q2 - 1,216 repaired in July, 798 repaired in August and 848 repaired in September. 94.5% (2,705 potholes) were repaired within timeframe. During this period, network use continued to return to somewhere near normal levels. Highway safety inspections were completed in accordance with the required schedule and numbers of reports from members of the public increased. However, the number of potholes recorded and repaired is lower than previous years and monthly figures lower than forecast.
PH011	Infrastructure and Highways	Parking Services	Civil Enforcement Officer Penalty Charge Notices cancelled due to insurance errors (lower result is better) (Cumulative performance)	Low is better	Service and Project Excellence	Yes	Highways and Waste	0.88%	1.22%	1.41%	0.86%				All but high priority enforcement action ceased from 27/3/2020 to 15/6/2020 including car park charges due to Covid-19 and the Civil Enforcement Officers being partially redeployed onto a Shielding, PHP and other vulnerable persons assistance like delivering food parcels and prescriptions. Most regular work re-commenced on 15th June. In total 4,649 PCN's were issued between during the first two quarters (of which only 427 were during the first quarter) and 40 were cancelled due to insurance errors. These figures compare with 9,761 PCN's issued during the same period in 2019.
PGE001	Growth and Enterprise	Estates (Assets and Farms)	Capital Receipts across assets and farms disposals (Cumulative data)	High is better	Finance and VFM	Yes	Environment and Regeneration	£3,806,966	£5,673,996	£0	£160,000				The disposal programme is lower value than in recent years (estimated at £1.195m), with Farms comprising the bulk of anticipated receipts. 2 modest disposals of £160k have been banked so far with auctions being postponed in the initial phase of lockdown
PGE002	Growth and Enterprise	Estates (Assets and Farms)	Income across non-operational assets and farms estates (Cumulative data)	High is better	Finance and VFM	Yes	Environment and Regeneration	£1,619,952	£2,353,684	£688,872	£1,333,646				Both Assets and Farms rental income is only slightly behind profile at Q2, as while the service has been asked for, and granted, some rent breaks and holidays, they have been generally for low value agreements (total c£25k) and in most instances repayment has been agreed for in year - at this stage. The figure excludes £408k received from B&Q as this is being moved to a reserve for use to pay loan facility (and so is outside the service target).
PGE003	Growth and Enterprise	Strategic Housing	Major home adaptations for older and/or disabled residents (Cumulative data)	High is better	Service and Project Excellence	Yes	Environment and Regeneration	1,293	480 Major Adaptations	67 Major Adaptations	214 Major Adaptations				Major adaptations for Q1 totalled 67, which was below target due to Covid-19 restrictions placed on working in vulnerable people's homes. During Q2, 147 were completed.
PGE004	Growth and Enterprise	Strategic Housing	Increase the supply of new affordable housing (Cumulative data)	High is better	Service and Project Excellence	Yes	Environment and Regeneration	76 (195 cumulative)	482	56	207				Q1 return was under target due to the Covid-19 situation and the effect it had on development of new homes. Completions for Q2 were 151, and the total is back on target to meet the 355 affordable completions required for 2020/21.
PGE005	Growth and Enterprise	Strategic Housing	Maintain the number of long-term empty homes in Cheshire East to less than 1%	Low is better	Service and Project Excellence	Yes	Environment and Regeneration	N/A	0.9%	N/A	N/A	N/A			Annual target met in 2019/20, an improvement on 0.97% in 2018/19.
PGE006	Growth and Enterprise	Strategic Housing	Increase number of preventative and relief actions taken in order to reduce levels of homelessness in Cheshire East (Cumulative data)	High is better	Service and Project Excellence	Yes	Environment and Regeneration	577	1,149	229	492				Q1 – Preventions 147 Relief 82 – total 229 Q2 – Preventions 175 Relief 89 – total 264 We are considerably lower on Preventions than in previous years but this is mainly due to the change in S21s and the Government's change in legislation in relation to evictions.
PGE007	Growth and Enterprise	Strategic Housing	Households helped to achieve affordable warmth (Cumulative data)	High is better	Service and Project Excellence	Yes	Environment and Regeneration	121	480	10					Q1 performance significantly impacted by Covid-19.
PGE008	Growth and Enterprise	Estates (Facilities Management)	Total cost of corporate office buildings	Low is better	Finance and VFM	Yes	Environment and Regeneration	N/A	£1,761,031	N/A	N/A	N/A			Delamere – £424,303 (increase from £399,553 in 2018/19) Cleford – £101,585 (increase from £88,100 in 2018/19) Macc Town Hall – £612,417 (increase from £566,727 in 2018/19) Municipal Crewe – £243,082 (increase from £219,373 in 2018/19) Westfields – £379,644 (increase from £339,269 in 2018/19)

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PGE009	Growth and Enterprise	Estates (Facilities Management)	% reduction in Council carbon emissions from the baseline	Low is better	Service and Project Excellence	Yes	Environment and Regeneration	7,676 tonnes	-2.6%	N/A	N/A	N/A			Footprint baseline established for 2019/20. The footprint has increased in that year by 2.55%, due to an increase in Heat and Fuel - the fuel footprint by 12% and in the gas (Heat) footprint by 11% on the baseline, NB based on 2019/20 figures before the Action Plan was adopted, and reflects the margin of error in the original baseline. To be reported annually, due to the nature of some supporting information being reported on an annual basis. Investigations being made by the Carbon Board to consider what supporting measures could be reported on a quarterly basis moving forwards.
PGE010	Growth and Enterprise	Tatton Park	Visitors to Tatton Park (Cumulative data)	High is better	Service and Project Excellence	No	Environment and Regeneration	584,973	716,986	See commentary; finalised figures to follow at Q2	194,584				Due to the COVID pandemic, Tatton Park was closed to all visitors from Monday 23rd March up to and including the 2nd June 2020. Vehicle entries commenced on the 3rd June and two trading outlets, Housekeepers Store and Tuck Shop opened on the 8th June 2020. As part of the relaxation of visitor attractions in line with Government guidance, the Gardens also opened on the 8th June with the Farm and Mansion opening in July 2020. The on-site catering facility operated by TPE Ltd reopened partially on the 11th June and has to date been well received by visitors with the offer of a restricted menu. Visitor numbers since reopening both to the Park and across the attractions and trading outlets has been buoyant, with comparator numbers since reopening been above those recorded in 2019 in particular up to and including the end of the school holidays. The one exception was the Mansion where a business decision was made in September to close the mansion as an attraction due to a combination of visitor numbers and the issues with air flow through the structure. The closure will continue for the rest of the season with a new opening planned again at the beginning of April 2021. Again, final visitor number projections tend to be reported with caution in light of further developments of the pandemic.
PGE011	Growth and Enterprise	Tatton Park	Income - Tatton Park (Cumulative data)	High is better	Finance and VFM	No	Environment and Regeneration	£2.454m	£4.041m	See commentary; finalised figures to follow at Q2	£1.033m				Tatton Parks income did not commence until the 3rd June 2020, but in addition, all events including weddings and group visits were being postponed and the Education schools programme again was subject to many cancellations following school closures which will have a large impact on income streams in 2020/2021. Since re-opening, the total amount of income of £1.033m is on track to achieve an amended income target via the Cheshire East financial tracker. Despite the late start to the season, Tatton is particularly exceeding expectations in income when compared over the same period in 2019, obviously lower than a full reporting year on the whole in 2019 but a very promising re-start.
PGE012	Growth and Enterprise	Public Rights of Way	Protect CE rural and urban character through ensuring the ease of use of 80% of the Public Rights of Way	High is better	Service and Project Excellence	Yes	Environment and Regeneration	N/A	70%	N/A	N/A	N/A			This is significantly lower than the previous results since 2009 (averaging 81%) and the 2018/19 result (of 86%), due in part to flooding and the temporary closures in place on the network as a result of unsafe bridges damaged during the extreme weather events of 2019/20.
PGE013	Growth and Enterprise	Countryside	Increase annual number of Countryside Volunteer days	High is better	Service and Project Excellence	No	Environment and Regeneration	626 days	1,200 days	N/A	300 days (approx)	N/A			To the end of September we had approximately 300 days' worth of volunteers to help the rangers look after the countryside sites. Most of these are volunteering as a way to help out, whilst also enabling them to be able to get outside with a purpose during a difficult time. We're not currently working with volunteer groups, only individuals.
PGE014	Growth and Enterprise	Countryside	Maintain satisfaction with countryside events at greater than 95%	High is better	External	No	Environment and Regeneration	96.4%	96.8%	N/A	Nil	N/A			No events held due to the pandemic. We have recorded 100% satisfaction for country parks, although across only 23 replies.
PGE015	Growth and Enterprise	Visitor Economy	Overall growth in the Visitor Economy	High is better	Service and Project Excellence	Yes	Environment and Regeneration	2018 (latest figures) actual of £9.63m	2018 (latest figures) actual of £9.63m	N/A	N/A		N/A		STEAM figures being collated as at November 2020 due to delays relating to furlough and access to required data.