

17 July 2024		ITEM: 14
Cabinet		
End of Year / Quarter 4 (April 2023 to March 2024) Interim Corporate Performance Report		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Councillor Lynn Worrall, Deputy Leader of the Council		
Accountable Assistant Director: Patrick McDermott		
Accountable Director: Alex Powell, Assistant Chief Executive		
This report is Public		
Version: Final/ Cabinet		

Executive Summary

This report provides the final outturn position for 2023/24 in relation to the performance of a suite of service delivery, demand management and organisational health indicators.

The report shows that

- 66.7% of indicators (with targets) achieved target
- 63% were better than or the same as the previous quarter
- 69% were better than or the same as the previous year

This report completes the first phase of the wider Performance Management and Assurance Framework (PMAF) project which was agreed at Improvement and Recovery Board in November 2023 and was designed as an interim framework for the remainder of 2023/24 whilst the Corporate Plan was being developed.

The next corporate performance report will focus on the new Corporate Plan and will be used as the primary monitoring and reporting mechanism to show progress against the new corporate priorities, objectives and intended outcomes of the council.

Commissioner Comment:

Commissioners have been consulted on the content of this report and agree with the recommendations made.

1. Recommendation(s)

1.1 To note and comment upon the performance of the key corporate performance, demand management and organisational health indicators in 2023/24

2. Introduction and Background

- 2.1 Corporate performance reporting to directors and members paused in September 2022 following the intervention announcement. Since then, service level performance reporting has continued within directorates and to member committees and is well-established and strong in places (eg adult social care, health, housing, children's services), albeit fragmented and in silos. Therefore, there has not been an overarching, comprehensive, consistently adopted performance framework.
- 2.2 In June 2023, the Improvement and Recovery Board (IRB) agreed the principles, objectives, scope and deliverables associated with a project to develop a Performance Management and Assurance Framework (PMAF).
- 2.3 The challenge of developing a comprehensive corporate framework and leap from the council's current position and practice was considerable. A project plan was developed, broken down into phases to reflect the scale of the change required, the variety and number of interdependencies which needed to be aligned and the associated capacity and capability.
- 2.4 In November 2023, IRB agreed the approach to be taken to develop the PMAF. The first two phases to be delivered by the end of 2023/24 addressed the immediate gap in corporate level oversight of key performance information and by establishing an interim approach and secondly, the development of a new framework ready to go live in stages from 2024/25.
- 2.5 This is the final report using the interim Corporate Scorecard and the list of indicators it contains. It was designed to ensure Senior Leadership Team (SLT), Members and Commissioners had corporate oversight of and assurance that business critical service delivery, demand and general organisational health issues were identified and resolved/mitigated at the earliest opportunity.
- 2.6 The next Corporate Performance Report will report progress and performance against the new Corporate Plan and will combine key performance indicators and business intelligence measures alongside updates on the progress of the milestones within individual priority action plans, as articulated in the Corporate Plan.

3. Issues, Options and Analysis of Options

3.1 This report is a monitoring and update report.

3.2 Summary of Corporate KPI Performance

There is a smaller percentage of indicators in this interim scorecard which have targets set compared to previous corporate scorecards. This is because this has a much broader range of demand management indicators.

As not all of the indicators have targets set some cannot be shown as MET (GREEN) or NOT MET (RED), therefore, the Direction of Travel is shown as an alternative indication of performance/progress.

Of the indicators with targets, the overall end of year outturn status is:

Performance against target		Direction of Travel (DOT)			DOT compared to:		
		..of which	Previous quarter	Previous year		Previous quarter	Previous year
MET	18 (66.7%)	↑ BETTER	12	11	↑ BETTER	15 (56%)	17 (58.6%)
		→ SAME	2	3			
		↓ WORSE	4	3	→ SAME	2 (7%)	3 (10.3%)
NOT MET	9 (33.3%)	↑ BETTER	3	3			
		→ SAME	0	0			
		↓ WORSE	6	6	↓ WORSE	10 (37%)	9 (31.1%)

3.3 On target performance for indicators with targets set

As at year end (Q4), of the 27 KPIs within this basket which have targets, 18 (66.67%) have met their targets.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	In month Jan	In month Feb	In month March	Final Year Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	End of Year Target
% of residents offered an NHS Health Check who have one completed (YTD)	Public Health	49%	56%	50%	51%				56%	MET	Better	Better	50%
% of responsive housing repairs completed within target	Housing	94.3%	94.3%	95.8%	95.9%	96.2%	96.0%	94.8%	96.1%	MET	Better	Better	95%
% Rent collected	Housing	97.0%	85.78%	92.19%	95.49%	96%	96%	98%	97.60%	MET	Better	Better	97%
% timeliness of response to all complaints	Information Governance	83%	88%	85%	86%				87%	MET	Better	Better	83%
% of all complaints upheld (based on closed complaints)	Information Governance	47%	56%	49%	46%				43%	MET	Better	Better	47%
% MPs responded to within timeframe	Information Governance	86%	90%	86%	88%				88%	MET	Same	Better	86%
% FOI responded to within timeframe (20 working days)	Information Governance	96%	98%	98%	98%				98%	MET	Better	Better	96%
% of Minor planning applications processed within agreed deadline	Planning	98.8%	100%	98.2% 99% YTD	100% (99.3% YTD)	100%	100%	80%	99%	MET	Worse	Better	90%
Payment rate of Fixed Penalty Notices (FPNs)	Enforcement	58.27%	59.63%	56.90%	67.45%	60.72%	82.70%	83.33%	71.27%	MET	Better	Better	55%
% of potholes repaired within policy and agreed timeframe	Highways	98.40%	98.48%	97.79%	99.58	100.00%	99.29%	99.44%	98.86%	MET	Worse	Better	98
% staff turnover (number of employees who leave the council voluntarily as a % of total workforce) - rolling year average	HROD – staffing	14.29%	12.79%	11.33%	10.44%				10.18%	MET	Better	Better	12%
Cardiovascular Disease Local Enhanced Service - % patients who are at a higher risk of a CVD event who received an additional holistic health check (YTD)	Public Health	N/A	N/A	33%	46%				62%	MET	Better	N/A	50%

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	In month Jan	In month Feb	In month March	Final Year Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	End of Year Target
% of Thurrock Residential & Nursing Care Homes rated as Good or Excellent via Local Authority Contract Compliance Visits (as at quarter end)	Adult Social Care	92%	92%	96%	96%				92%	MET	Worse	Same	75%
% Member Enquiries responded to within timeframe	Info Governance	94%	93%	92%	93%				94%	MET	Better	Same	94%
% of refuse bins emptied on correct day *	Waste	99.99%	99.98%	99.99%	99.99%	100.00%	99.99%	99.99%	99.99%	MET	Same	Same	99%
% tenant satisfaction with the overall service provided by Housing	Housing	71.5%	68.9%	69.8%	71.3%	69.7%	70.1%	67.1%	70.7%	MET	Worse	Worse	70%
% of Major planning applications processed within agreed deadline	Planning	96.8%	100.00%	50% (88% YTD)	100% (90% YTD)	100%	100%	100%	90.50%	MET	Better	Worse	90%
Proportion of household waste sent for recycling	Waste	28.87%	29.71%	29.10%	26.61%	21.00%	24.10%	30.27%	27.31%	MET	Better	Worse	26%

* Whilst the data for this “missed bins” indicator has been correctly reported based on the current process for data collation, it is recognised that it may not reflect feedback given by residents and as such the service is reviewing the method for collection of the data to ensure it provides an accurate representation of performance.

3.4 Off target indicators for those indicators with targets set

At year end (Q4), 9 (33.3%) of the available indicators did not meet their target.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	In month Jan	In month Feb	In month March	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
% tenant satisfaction with the landlord's approach to the complaints handling process	Housing	27.5%	22.2%	25.3%	26.2%	40.0%	35.7%	28.0%	28.2%	NOT MET	Better	Better	31%

The target for this indicator has been set using the best possible information currently available and is in line with the median satisfaction score for Thurrock's comparable, geographical peer group as defined by Housemark. The latest benchmarking statistics show that across the social housing sector perception with complaints handling is low which suggests that generally across the sector, tenants are not satisfied with the way their complaints are handled. This measure includes a control question which is intended to ensure only tenants who said they have made a complaint in the last 12 months provide their feedback. However, our analysis suggests of the tenants who have provided feedback relating to this measure, less than 20% have made a complaint in the last 12-month period. This suggests this question is slightly ambiguous due to differing interpretations of the word "complaint" and includes other forms of informal feedback.

ROUTE TO GREEN IN 2023/24

The Housing service has implemented a new process for the handling of stage 1 complaints in order to improve the customer experience during the complaints process. The new process involves a number of mandatory touch points with tenants during the complaints handling process in order to keep them updated on the progress of their complaint as well as telephone contact when the complaint is concluded to discuss the outcome. A performance improvement plan has also been compiled regarding complaints handling, utilising SMART principles and sets out a number of actions to be taken in order to improve. This is regularly reviewed and discussed at Housing Performance Board. Due to the nature of this survey (perception), any interventions taken to improve performance will take time to improve tenants' perception of complaints handling. However, throughout 2023/24, month-on-month cumulative satisfaction with complaints handling has been on a positive trajectory.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	In month Jan	In month Feb	In month March	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
Average time to turnaround/ re-let voids (in days)	Housing	30.8 days	33.5 days	30.7 days	30.3 days	26.9 days	25.2 days	26.4 days	29.4 days	NOT MET	Better	Better	28 days

There is disparity in re-let times between general needs and sheltered voids properties. At the end of 2023/24 sheltered voids (accounting for 26.5% of voids let) have been let in an average of 23.7 days and general needs voids (accounting for 73.5% of voids let) have been let in an average of 31.4 days. The number of days taken to complete void works is generally significantly longer for general needs voids than it is for sheltered voids due to the higher level of works required at void stage to bring a general needs property up to a lettable standard.

ROUTE TO GREEN IN 2023/24

Performance in relation to key parts of the void process are monitored and reported on using the Housing performance scorecard and Power BI dashboards have been developed in order to monitor performance with all parts of the void process which are available to all relevant staff. Contractual governance has been strengthened around voids during Quarter 4 with the development of a dashboard which focuses specifically on contractor performance for void works. This new dashboard provides an overview of demand, works outstanding, performance and costs and has been used as part of contractual governance meetings. Since the implementation of this dashboard, contractor performance on the turnaround time for void works has improved. Overall re-let time has also improved significantly in Quarter 4 and was on target in January, February and March at 26.9 days, 25.2 days and 26.4 days respectively. This demonstrates that this indicator is already on the route to green.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	In month Jan	In month Feb	In month March	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
% tenant satisfaction that the home is safe	Housing	74.2%	73.1%	74.4%	74.5%	71.4%	67.7%	69.3%	73.2%	NOT MET	Worse	Worse	77.4%

The target for this indicator has been set using the best possible information currently available and in line with the median satisfaction score for Thurrock's comparable, geographical peer group, as defined by Housemark. No qualitative feedback is collected to accompany dissatisfied ratings for this particular measure and this makes it difficult to determine the primary reasons for dissatisfaction. However, qualitative feedback has been collected against a very similar satisfaction metric previously and the analysis of this feedback suggests this measure may be slightly ambiguous and may result in dissatisfied ratings based on a multitude of reasons which span several different service areas and business activities. Examples of this are anti-social behaviour, security of a building or block of flats, the neighbourhood, damp and mould and repairs to windows and doors etc.

ROUTE TO GREEN IN 2023/24

Our analysis suggests this satisfaction measure, and all of the other "home" measures, closely correlate with the presence of damp and mould in the home. As part of the satisfaction survey, tenants are asked whether damp and mould is present in their home. The tenants who said they had damp and mould in their home during 2023/24 have a combined satisfaction rate of 52.8% compared to 82.4% satisfaction amongst those who said they did not. If tenants indicate in the survey they have damp and mould in their home, haven't reported the repair or have issues with an ongoing repair and would like contact to be arranged to fix the problem – an immediate, automatic alert is issued to our responsive repairs contractor by e-mail for a repair to be raised. Over the course of the 2023/24 year, 372 damp and mould repairs have been issued as a result of this process accounting for 21.23% of all damp and mould repair demand during the period. It is anticipated that over time, this pro-active approach to detecting and resolving unreported damp and mould occurrences will improve satisfaction with all home related measures, including this particular indicator around home safety.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
No of active agency placements - whole council	HROD - staffing	243	151	208	197	192	NOT MET	Worse	Better	160
£ Spend on agency staff		£12,641k	£2,975k	£6,733k	£10,533k	£14,470k	NOT MET	Worse	Worse	£10m

The number of and therefore spend on agency workers is currently largely cover for front line services ie - social workers and waste services. It also currently includes temporary staff (12) who have been hired as part of the improvement and recovery plan delivery.

ROUTE TO GREEN IN 2023/24

This is monitored closely by each Directorate Management Team (DMT) and each directorate is continuing to look at ways for minimising the need for agency recruitment and spend in line with their savings targets set out in the cross-cutting workforce planning savings business case. Stricter governance and controls are in place aligned to business-critical recruitment only. Each directorate has a savings target to achieve, and contractor requests are also monitored to ensure compliance. The service is monitoring agency workers in statutory roles to look at options for changing status to council employee. The level of agency spend is being analysed against vacant posts, permanent posts and non-established posts to ensure governance and control over resourcing. HR and Finance will take this work forward.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
% of people using social care who receive direct payments (as at quarter end)	Adult social care	33.1%	30.9%	30.4%	30.1%	28.7%	NOT MET	Worse	Worse	32%

Although under-target, Thurrock is still performing 2.5% above the latest national average (26.2% 2022/23) and 4.4% above the latest regional average (24.3% 2022/23) and is in the top quartile of performance when benchmarked against all local authorities in England. Out of 1,525 long term community services in place at year end, 437 were direct payments. The take-up of direct payments is largely based on the personal choice of the individual and for some individuals requiring support, this is not always a suitable option due to the need for the individual or their family to manage the direct payment and source their own care.

ROUTE TO GREEN IN 2023/24

Direct payments are always explored as an option by social workers during the assessment and support planning process. Managers authorising the commissioning of new services also ensure the option of direct payments has been explored with individuals before a commissioned service is authorised. A contract is in place with an external provider to deliver support to individuals to manage the payroll related expenses and management of the direct payment. The contract for this service was retendered during Q4 2023/24, and a contract relaunch is commencing in Q1 2024/25. There is also a Direct Payment Engagement Group (DPEG) which promotes direct payments take-up and is a forum where any related concerns or issues can be resolved. Work continues to increase the diversity of the market and the range of services available, for example Micro-Enterprises, which can be utilised using direct payments.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
% Subject Access Requests (SARs) responded to within timeframe (1 calendar month)	Information Governance	91%	84%	87%	90%	89%	NOT MET	Worse	Worse	91%

During 2023/24 the council received 125 SARs and 111 were processed within the statutory timeframe. Of the 14 missed deadlines 12 phased disclosures were provided due to the large volumes of data in scope of the request and 2 were missed due to the late return of information from the service area.

ROUTE TO GREEN IN 2023/24

The turnaround will often be impacted by the type of SAR request received. The more complex requests take longer to respond to and as such deadlines are more difficult to meet. However, in such situations, staged disclosures are provided to requestors.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
% of exit interviews completed (and registered on Oracle)	HROD - staffing	13.23%	12.30%	13.40%	7.79%	11.92%	NOT MET	Better	Worse	60%

The completion of exit questionnaires being registered continues to be extremely low. It is unclear currently to what extent this is because not all managers/leavers are correctly updating the Oracle system as opposed to exit interviews just not being done. Anecdotally, both scenarios have a part to play in the low outturn for this indicator.

ROUTE TO GREEN IN 2023/24

HR Business Partners regularly remind directorate management teams of the need to complete exit interviews. This has also been flagged at SLT previously. The team are looking to make the process slicker and integrated with the wider exit process. Currently it relies on the staff member to go into their Oracle record to complete. As part of the Oracle Improvement Plan, leavers will follow a journey to complete a resignation which will link them directly to the exit questionnaire.

Indicator Definition	Service Area	2022/23 Outturn	Q1 Year to Date	Q2 Year to Date	Q3 Year to Date	Final Outturn	Target Status	Direction of Travel since last quarter	Direction of Travel since last year	Target
Sickness (average days lost per FTE) (Forecast year end outturn)	HROD - sickness	10.93 days	8.96 days	9.7 days	10.83 days	11.2 days	NOT MET	Worse	Worse	9 days
<p>Sickness absence for 2023/24 was 2.2 days higher than the target of 9 days and 0.3 days higher than 2022/23. The principle reasons are:</p> <ul style="list-style-type: none"> • long-term absence (periods of 28 days or more) was 58% of all absence compared to a target of 50% • absence attributed to mental health, which accounted for 25% of sickness during 2022/23, has increased to 29.7% in 2023/24 • work related stress has also increased from 5.8% in 2022/23 to 10.8% of all absence in 2023/24 										
ROUTE TO GREEN IN 2023/24										
<p>Despite levels of sickness being higher across the full year 2023/24, in the 4th quarter of the year overall levels of absence were slightly lower than the previous quarter. This follows HR taking action at the end of 2023 to improve the accuracy of absence recording, reviewing cases and increasing occupational health (OH) provision to progress cases more quickly. Levels of absence may remain above target during this period of significant change. The council is reviewing provision for OH services, including the employee assistance programme (EAP) that provides the workforce access to counselling, to ensure the quality and availability of support provided supports increased levels of health and wellbeing.</p>										

3.5 Indicators for monitoring trends and direction of travel only

There are some indicators which do not have any set targets, but where the trend and direction of the data is carefully monitored to spot any early warning of risks.

Indicator	Service area	2022/23 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn	Direction of Travel since last quarter	Direction of Travel since 2022/23
Residual (i.e non-recycled) waste per household (tonnes)	Waste	664.83	299.62	276.63	255.46	1153.92	Higher	Higher
Number of households at risk of homelessness approaching the Council for assistance	Housing	2,188	576	1225	1808	2481	Higher	Higher
Number of households in temporary accommodation at month-end	Housing	320	327	370	426	470	Higher	Higher
% of initial health assessments completed within 20 working days of child becoming looked after.	Children's social care	19.4%	40%	36.6%	32.3%	27.3%	Lower	Higher
No of Children subject to a Child Protection Plans (on last day of the month)	Children's social care	107	108	126	135	144	Higher	Higher
Rate of Children subject to a Child Protection Plan (on the last day of the month)	Children's social care	24.2	24.5	28.5	30.1	32.1	Higher	Higher
No of Children Looked After (on last day of the month)	Children's social care	292	308	288	292	294	Higher	Higher
% of Children Looked After (on last day of the month), placed more than 20 miles from their homes	Children's social care	19%	27.3%	26.3%	25.7%	27.6%	Higher	Higher
Average weekly cost of placement (Children's social care)	Children's social care	£1,903	£2,066	£2,122	£2,239	£2,186	Higher	Higher
% of Council-owned Housing stock reporting damp and mould repairs	Housing	17.57%	3.02%	5.81%	10.20%	14.60%	Higher	Lower
No of Unaccompanied Asylum Seeking Children (UASC) (on the last day of the month)	Children's social care	45	47	40	43	41	Lower	Lower
No of FTE	HROD - staffing	2073	2078	2064	2069	2042	Lower	Lower
No of staff (headcount)	HROD - staffing	2503	2489	2473	2492	2465	Lower	Lower
% attrition rate (similar to staff turnover but includes voluntary and compulsory leavers - rolling year average)	HROD - staffing	15.26%	15.43%	13.29%	11.98%	12.48%	Higher	Lower
No of new start apprentices in Council	HROD - staffing	28	7	2	7	25	Higher	Lower
Number of open disrepair cases at month-end	Housing	n/a	n/a	117	118	141	Higher	n/a

Rate of Children Looked After (on last day of the month)	Children's Social Care	66	70	65	65	66	Higher	Same
Indicator	Service area	2022/23 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn	Direction of Travel since last quarter	Direction of Travel since 2022/23
Overall spend to budget on General Fund (% variance against forecast). This includes Capitalisation Directive.	Finance	279.6%				113.32%	n/a	Better
Divestment from previous investments	Finance	£7.275m				£610.382m	n/a	Better
Receipts from capital assets sales	Finance	0				£40.28m	n/a	Better
Level of GF borrowing in the capital programme	Finance	n/a				£8.381m	n/a	n/a
Amount of debt relating to GF	Finance	n/a				£707m	n/a	n/a
Proportion of budget spent on financing debt	Finance	n/a				122.24%	n/a	n/a
Forecast annual financial deficit – 2028/29	Finance	n/a				£24m	n/a	n/a
Identification and delivery of annual revenue savings	Finance	n/a				To be confirmed	n/a	n/a

4. Reasons for Recommendation

- 4.1 This interim Corporate Scorecard is required to ensure SLT, Members and Commissioners have corporate oversight of and assurance that service delivery, demand and general organisational health issues are identified and resolved/mitigated at the earliest opportunity.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 Service leads via the cross-council Performance Board have been engaged in supporting the development of the interim scorecard.
- 5.2 The list of indicators was presented to SLT and IRB in November 2023 where they were approved for use for the remainder of 2023/24.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 This is an integral part of monitoring corporate policies and priorities and will be the primary tool for reporting corporate performance for the remainder of 2023/24.

7. Implications

7.1 Financial

Implications verified by: **Dawn Calvert**
Chief Finance Officer
30 May 2024

There are financial KPIs within the interim corporate scorecard, the performance of which is included in the report. Where there are issues of underperformance, any recovery planning commissioned by the council may entail future financial implications and will need to be considered as appropriate by the service at that time and agreed through the council's approved governance structures.

7.2 Legal

Implications verified by: **Jayne Middleton-Albooye**
Interim Head of Legal Services and Deputy Monitoring Officer
23 May 2024

There are no direct legal implications arising from the recommendation of this report. However, under s3(1) of the Local Government Act 1999, local authorities have a general duty to obtain Best Value by making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The duty of best value covers a broad range of issues. In the context of the subject matter of this report, the Council needs to have effective arrangements in place to secure improvement

in the way all the Council's functions are exercised on an on-going basis and at pace and also to tackle any weaknesses.

Effective KPIs with frequent monitoring, performance reporting and the updating of the corporate plan are useful measures in supporting improvement in the level of service delivery of the Council's services and activities.

7.3 Diversity and Equality

Implications verified by: **Natalie Smith**
Head of Community Development
23 May 2024

Whilst there are no direct implications from this report, some of the performance measures included help determine the level of progress with meeting wider diversity and equality ambitions, including independent living, sickness absence, homelessness and looked after children etc.

7.4 Risks

The RED and GREEN ratings, alongside the Direction of Travel (DOT) of each of the measures is an indicator of the risk to individual areas of service. Services review this information closely to monitor any changes in trends to ensure the appropriate mitigating action is taken at the earliest opportunity.

7.5 Other implications (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

The scorecard incorporates areas which affect a wide variety of issues, including those noted above in the body of the report. Where applicable these are covered within the report.

8. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- n/a

9. Appendices to the report

- none

Report Author:

Sarah Welton

Strategy Manager