

11 June 2019	ITEM: 5
Corporate Overview and Scrutiny Committee	
End of Year Corporate Performance Report 2018/19	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Karen Wheeler, Director of Strategy, Communications & Customer Services	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services	
This report is Public	

Executive Summary

This is the end of year (Month 12) corporate performance monitoring report for 2018/19.

The Corporate Performance Framework 2018/19 details the information the council uses to monitor the progress and performance against the priorities.

This report provides a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges.

Overall 68% of indicators achieved their end of year target and 50% were better than the previous year.

For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1.

1. Recommendation(s)

- 1.1 To note and comment upon the performance of the key corporate performance indicators for 2018/19.**
- 1.2 To note and comment on the indicators and targets for 2019/20 and identify any areas which require additional consideration in the next monitoring cycle.**

2. Introduction and Background

- 2.1 The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) framework. This provides a**

mixture of strategic and operational indicators in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

- 2.2 The indicators have been chosen to be as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.
- 2.3 This reflects the demand for council services increasing and being ever more complicated and the need for a holistic approach to monitoring data and intelligence. Analysis of performance and internal processes at service level by Directors has continued monthly throughout 2018/19 and will continue into and throughout 2019/20.
- 2.4 For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1. They will continue to be reported to both Corporate Overview and Scrutiny Committee and on to Cabinet on a quarterly basis, throughout 2019/20.

3.1 Issues, Options and Analysis of Options

- 3.1.1 This report is a monitoring report, therefore there is no options analysis.

3.2 Summary of Corporate KPI Performance

End of Year Outturn Performance against target		Direction of Travel compared to End of Year Outturn 2017/18	
Achieved	68% (30)	↑ BETTER	50% (17)
		→ STATIC	9% (3)
Failed	32% (14)	↓ WORSE	41% (14)

This is higher than the 66% overall percentage achieving target in 2017/18.

3.3 On target performance

Two thirds of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr Halden	86%	86%	87.5%	89%	89%	ACHIEVED	↑	70%
Proportion of people using social care who receive direct payments and individual service funds	Cllr Little	37.14%	36.14%	37.17%	37.05%	38.34%	ACHIEVED	↑	36%
Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	Cllr Little	3,451	385	1,136	1,737	2,459	ACHIEVED	↑	3,288
Average time (in days) for a child to be adopted (3 year average)	Cllr Little	527 days	403 days	374 days	401 days	492 days	ACHIEVED	↑	500 days
% of potholes repaired within policy and agreed timeframe	Cllr Watkins	97.10%	99.4%	98.6%	99.45%	99.10%	ACHIEVED	↑	98%
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£8,000k	£8,724k	£8,604k	£9,218k	£9,318k	ACHIEVED	↑	£8,286k
% of Major planning applications processed in 13 weeks	Cllr Coxshall	97%	100%	100%	100%	100%	ACHIEVED	↑	90%
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Cllr Collins	40	6	43	53	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
% of repairs completed within target	Cllr Johnson	97.5%	96.40%	96.00%	96.80%	97.70%	ACHIEVED	↑	95%
Forecast Council Tax collected	Cllr Hebb	98.82%	98.90%	98.90%	98.90%	98.91%	ACHIEVED	↑	98.90%
Number of volunteers within the council	Cllr Huelin	247	153	225	242	271	ACHIEVED	↑	270
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Halden	2.10%	2.0%	8.8%	1.6%	1.9%	ACHIEVED	↑	2%
Number of places accessed for two year olds for early years education in the borough	Cllr Halden	659 (73.4%)	Not due (termly indicator)	620 (70.7%)	716 (85.4%)	633 (79.6%)	ACHIEVED	↑	75% of DWP total
Average time to turnaround/re-let voids (in days)	Cllr Johnson	30.6 days	26.96 days	27.42 days	28.58 days	26.64 days	ACHIEVED	↑	28 days
% of young people who reoffend after a previously recorded offence	Cllr Little	30%	30%	10%	11%	In arrears	ACHIEVING	↑	30%

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	ACHIEVED	→	£0
% of Minor planning applications processed in 8 weeks	Cllr Coxshall	100%	100%	100%	100%	100%	ACHIEVED	→	90%
Overall spend to budget on General Fund (% variance)	Cllr Hebb	-5%	0%	0%	0%	0%	ACHIEVED	→	0%
Number of Health Hazards Removed as a Direct Result of Private Sector Housing Team Intervention	Cllr Johnson	<i>new KPI</i>	210	441	617	896	ACHIEVED	n/a	800
Tenant Satisfaction With Transforming Homes	Cllr Johnson	<i>new KPI</i>	90.50%	89.00%	88.00%	87.50%	ACHIEVED	n/a	85%
% of Abandoned Vehicles removed within 21 days of notification	Cllr Watkins	<i>new KPI</i>	n/a	100%	100%	100%	ACHIEVED	n/a	Baseline for 2018/19
No of Thurrock businesses benefitting from ERDF programmes	Cllr Coxshall	<i>new KPI</i>	15	27	61	68	ACHIEVED	n/a	45
No of HRA-funded homes (units) that have started to be built since 1 April 2018	Cllr Johnson	<i>new KPI</i>	0	29	88	117	ACHIEVED	n/a	117
Number of "Family Connection" Homeless Households in Bed & Breakfast For Six Weeks or More	Cllr Johnson	<i>new KPI</i>	1	0	0	0	ACHIEVED	n/a	0
Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	Cllr Halden	<i>new KPI</i>	55	86	93	93	ACHIEVED	n/a	93%
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Cllr Little	<i>649 per 100,000</i>	175 per 100,000	332 per 100,000	503 per 100,000	665 per 100,000	ACHIEVED	↓	677 per 100,000
% rent collected	Cllr Johnson	99%	90.90%	94.50%	97.00%	98.80%	ACHIEVED	↓	98%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	99.81%	99.30%	99.30%	99.30%	99.43%	ACHIEVED	↓	99.30%
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	949	148	254	467	694	ACHIEVED	↓	400
Number of "exchanges" carried out through time-banking (in hours)	Cllr Huelin	23,486	5,158	6,627	9,487	15,578	ACHIEVED	↓	12,000
% of media enquiries responded to within 24 hours	Cllr Collins	<i>new KPI</i>	40.2%	41.5%	46.9%	46.6%	n/a	n/a	Baseline for 2018/19

3.4 Highlights for 2018/19

Of particular note for 2018/19 are the following indicators which have shown outstanding performance this year and for which more detail is provided below:

Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
% of potholes repaired within policy and agreed timeframe	97.10%	99.10%	ACHIEVED	↑	98%
<p>2018/19 has shown strong performance throughout the year. This was part of an on-going improvement plan for the Maintenance Operations. Focus on major roads which requires additional traffic management has resulted in increasing performance this year.</p> <p>Looking forward to 2019/20 the team anticipate continued strong performance, the addition of new jet patching technology, addressing non-intervention level holes, should reduce the need for intervention freeing up capacity to respond where intervention is required.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
% of Major planning applications processed in 13 weeks	97%	100%	ACHIEVED	↑	90%
% of Minor planning applications processed in 8 weeks	100%	100%	ACHIEVED	→	90%
<p>The council's planning service has consistently processed 100% of major and minor planning applications within the nationally set timescales of 13 weeks and 8 weeks respectively, putting Thurrock Council at the top of planning performance across the country. This has further been acknowledged by the service being shortlisted as Planning Service of the Year in the RTPI Awards 2019.</p> <p>This level of service is so important with a growth agenda the scale of Thurrock's, particularly given the current market challenges locally and nationally being faced by developers.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	40	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
<p>Performance on this indicator has improved significantly with the target exceeded for this year and outturn seeing a 25% uplift on the total outturn for 2017/18. This has been achieved through targeted work with directorate apprentice champions who work with the apprenticeship lead in Improvement to ensure directorate level targets are met. We also ran a successful apprentice recruitment day which offered a wide variety of apprenticeship opportunities for new recruits. The diversification of the apprenticeships on offer has increased, with degree level apprenticeships taken up, and of the outturn figure this year, 50% are new starters to the organisation with the other 50% existing staff who are using the opportunity of an apprenticeship to upskill.</p> <p>Next year there are plans to continue to build on this good foundation with another apprentice recruitment day planned for July 2019 and to continue collaborative work with the council's People and Organisational Development team to identify upskilling opportunities for existing staff.</p>					

3.5 Off target indicators

At the year-end, 15 indicators failed to meet their target. Commentary regarding each indicator follows each data line.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	36.97%	41.7%	40.29%	33.68%	37.50% (provisional)	FAILED	↑	41%
As anticipated from performance throughout the year the level of household materials re-used, recycled and composted is lower than target. Some actions that are being taken to address this in 2019/20 include the recruitment of a Recycling Project Officer and the implementation of more effective recycling facilities in flats. Cleaner, Greener, Safer Overview and Scrutiny Committee has been keeping this under review throughout the year and will continue to throughout the coming year.									
% timeliness of response to all complaints	Cllr Collins	83%	86%	87%	87%	89%	FAILED	↑	95%
Number of complaints received have reduced compared to previous year (1714 down to 1482). 1316 were responded to within timescales out of 1482 (89%). Monthly monitoring and management action taken to improve processes in 2018/19 has seen above target performance in February and March 2019. During 2019/20 regular reporting will continue and action taken to improve.									
Payment rate of Fixed Penalty Notices (FPNs) - littering	Cllr Gledhill	<i>new KPI</i>	57.67%	63.6%	58.74%	61.60%	FAILED	n/a	70%
There were a few months in the year with low collection rates – most notably December. The drop in collection rate overall has been partially caused by the increase in the values of the fines. This continues to be closely monitored by the team with appropriate action being taken against those who do not pay fines on time. There were 172 prosecutions for failing to pay an FPN. Plans to identify those who give false names are due to be implemented during 2019/20 by publishing their images online.									
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Little	<i>new KPI</i>	91.82%	88.12%	88.57%	82.47%	FAILED	n/a	91.3%
Performance is 8.83% under target and is below latest benchmarking data. Of the 97 residents who were discharged from hospital into reablement in the period, 80 were still at home 91 days later. Of the 17 individuals who were not at home, 13 had passed away, 2 were in hospital and 2 had moved to residential care. Due to the fragility of the home care market, the Joint Reablement Team has been required to provide mainstream home care, which has impacted on their ability to deliver reablement and may have affected performance. Work continues to stabilise the market with 3 providers now established under the new locality based Domiciliary Care Contract together with our in house domiciliary care provision. This ensures that the Joint Reablement Team has capacity to deliver reablement services more effectively as service users can move on to the wider market freeing capacity for reablement.									
Total number of homes permitted through Planning	Cllr Coxshall	<i>new KPI</i>				409	FAILED	n/a	950
The ability of developers in Thurrock to submit planning applications has been severely hindered by the uncertainty caused by the Lower Thames Crossing and the resultant impact on the Council's ability to bring forward its new Local Plan. The Council is proactively engaging with Highways England and MHCLG to address this. Despite these issues, the Council's Planning Team is actively working with landowners and the development industry to ensure there is confidence in the local housing market. Following the recent Local Plan (Issues and Options 2) consultation, through the use of Planning Performance Agreements, Officers are working to examine what sites might come forward in the new Local Plan. It is also important to note that the Council's Planning Committee recently approved an outline planning application for 2,850 homes in Purfleet and there is a further planning application that, if granted, would also yield in the region of 2,500 new homes. Thus it can be seen that there is confidence in the Borough as a place to invest despite the current challenges. The target of 950 is indicative and based on expected development as well as local housing need.									

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of primary schools judged "good" or better	Cllr Halden	97%	95%	92%	90%	90%	FAILED	↓	94%
The DfEs official methodology for this indicator has changed since the reporting of Qtr 1 data, hence the decrease. Where schools have not yet been inspected in their current form (under their current unique reference number), calculations now include the inspection outcomes of predecessor schools. During Jan-Mar 2019 there was one school that was downgraded to inadequate and another went from adequate to good, hence the 90% position remaining the same from Q3 to Q4. Despite the change in definition the target of 94% is to remain for 2019/20. The council continues to work closely with schools to ensure further improvement.									
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Cllr Little	7 per 100,000	4 per 100,000	6 per 100,000	10 per 100,000	11 per 100,000	FAILED	↓	9 per 100,000
Although performance is 3 over the target, Thurrock is performing better compared to the latest national average (14.0), regional average (14.1) and CIPFA comparator group average (13.3) and the number of younger people being admitted to residential care is still very low, therefore very positive. There have been 12 admissions to residential care for people aged 18-64 in the year-to-date. Of these, 3 were people coming through transition and so are considered 'new' to Adult Social Care even though the placements into residential care are not new. Six are older individuals aged between 52 and 64 years. These individuals required residential care due to early onset dementia and/or physical health/long term conditions. The other 2 individuals have significant physical impairments/long term conditions. Alternative suitable services in the community are always considered before residential care is agreed. Residential care is only agreed if this is in the best interests of the individual.									
Street Cleanliness - a) Litter	Cllr Watkins	9%	7.67%	6.8%	10.06%	10.06%	FAILED	↓	9%
This is the 2nd year of street cleanliness inspections being undertaken by Keep Britain Tidy and we are able to see a clear trend that performance in the first two tranches is significantly better than in tranche 3. This is partially due to the timing of the 3rd inspection which occurs during late winter when the pressures of resourcing winter gritting can have an impact on resources in other teams and vegetation is bare making litter highly visual. It is important to note that although the ambitious target of 9% for the year was not achieved, performance continues to be significantly better than the national benchmark of 14%. A detailed remedial plan has been developed and will be rolled out over the next few months.									
Street Cleanliness - c) Graffiti	Cllr Watkins	2.18%	2.33%	3.5%	4.28%	4.28%	FAILED	↓	3%
As with litter, the results of the first two tranches were better than tranche 3, which has again resulted in the target not being achieved. For graffiti one of the core issues is the level of incidents of graffiti on private property. These are included in the Keep Britain Tidy assessments although it remains the responsibility of the land owner to remove the graffiti. Working closely with the Environment Enforcement team we have implemented an approach which will encourage land owners to take action.									
% of refuse bins emptied on correct day	Cllr Watkins	98.23%	96.87%	96.58%	97.53%	97.85%	FAILED	↓	98.5%
The excellent performance of the Waste Collection teams in the last few months of 2018/19 has meant that the final outturn is within 1% of target. Where previous performance was below standards expected, the service worked to rebalance routes (growth) and address driver cover shortages. This resulted in a strong performance, over target consistently throughout the second half of the year. However, the nature of this indicator meant that performance earlier in the year relating to the threat of strike action and the lack of availability of drivers, has adversely impacted the final outturn, despite those issues being effectively addressed. The strong performance has continued into the first month of 2019/20.									

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Little	72.40%	69.5%	68.3%	66.9%	67.0%	FAILED	↓	70%
<p>Whilst this indicator is shown as failing, the small size of this cohort means that a small number of young people can make a huge difference to the overall percentage. Notwithstanding the service continues to work closely with this cohort of young people and part of the improved support going forward includes an employability group planned for mid-May, as well as continued promotion of Prince's Trust Team, GAPs (now with 19+ funding) and tuition to try and turn NEETs into EET.</p>									
Average sickness absence days per FTE	Cllr Collins	9.95 days	2.33 days	5.14 days	7.88 days	10.46 days	FAILED	↓	9 days
<p>Focus on preventing absence and minimising periods of absence is ongoing through a range of means; HR Business Partner activity at DMT level, management support through the Advisory and Occupational Health Services and a robust and comprehensive well-being offer. The well-being offering is adapted according to the trends in absence reasons. Throughout the year additional training sessions were commissioned to increase management confidence and skills. Management compliance has been monitored through directorate management teams and People Board, and issues escalated where appropriate.</p>									
% of all complaints upheld (based on closed complaints)	Cllr Collins	40%	47%	46%	43%	43%	FAILED	↓	35%
<p>This is below the target of 35%. Detailed analysis focusing on upheld complaints and learning from the end of 2018/19 is being finalised. This analysis will inform detailed learning action plans which will be provided in the annual complaints report that goes to Standards and Audit Committee and then implemented. Issues such as missed bin collections are expected to reduce in 2019/20 with the introduction of improved technology in waste collection vehicles.</p>									
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	70%	65.30%	66.6%	66.3%	68.0%	FAILED	↓	75%
<p>Tenant satisfaction with Housing services was 72.5% in March and 68% in 2018/19 at year end. Although the target was not met for March, the outturn represents improved performance for tenant satisfaction. Satisfaction in April 2019 was on target at 76.8%.</p> <p>Regular analysis of our tenant satisfaction data has shown that one of the key drivers for dissatisfaction is a perceived lack of communication and engagement between the Housing service and tenants. It also shows that overall satisfaction with Housing and satisfaction with keeping tenants informed is closely correlated. As a result a number of measures have been introduced including enhancements to the Tenants Excellence Panel's involvement in service delivery. The analysis of the latest satisfaction data shows that these measures have had an impact. More measures are planned for 2019/20 including a tenants e-newsletter and a wider ranging tenant satisfaction survey to help us better understand our tenants needs.</p> <p>Another key driver for dissatisfaction in 2018/19 is specific repairs issues with external capital elements which require replacement such as windows and front doors. The focus of the Transforming Homes programme will move onto external elements in 2019/20 with the replacement of single glazed windows being the first priority. It is anticipated that dissatisfaction levels with external capital elements will decrease gradually as the programme progresses. Despite this tenant satisfaction with Repairs and Transforming Homes for 2018/19 remains high at 91.9% and 87.5% respectively.</p> <p>Satisfaction with individual services such as ASB, Caretaking and Grounds Maintenance also remain stable with outturns in 2018/19 within a percentage point of 2017/18.</p>									

3.6 Other key indicators

Throughout the year the council has also been monitoring some other indicators which, whilst not performance related, are important to keep under review.

Health and Wealth of the Borough Indicator Definition	Portfolio Holder	Previous Outturn	Qtr 1	Qtr 2	Qtr 3	Latest	Direction of Travel
Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS)	Cllr Coxshall	£556.10				£579.30	↑
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Cllr Coxshall	63,000 (2016)				64,000 (2017)	n/a
Demand Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	2018/19 End of Year Outturn	Direction of Travel since 2017/18
No of media enquiries received	Cllr Collins	<i>new KPI</i>	97	188	247	352	n/a
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	<i>new KPI</i>	385	761	1132	1605	n/a
No of homeless cases accepted	Cllr Johnson	<i>new KPI</i>	50	93	104	115	n/a
Value of business rate base	Cllr Coxshall	<i>new KPI</i>				£277.5m	n/a
Number of statutory nuisance complaints made	Cllr Gledhill	2367	718	1552	2126	2684	↑
Number of environmental (public) health interventions requested	Cllr Gledhill	250	103	185	238	313	↑
No of incidents of Fly tipping reported	Cllr Gledhill	1829	662	1225	1784	2454	↑
No of incidents of Abandoned vehicles reported	Cllr Gledhill	1369	315	636	938	1245	↓

The council has actively encouraged reporting of fly tips and abandoned vehicles during 2018/19 and will continue to do so. The number reported will include more than one resident reporting the same issue.

978 fly tipping incidents were investigated by the Enforcement Team of which 166 were issued Fixed Penalty Notices (FPNs).

Of the abandoned vehicles reported, 77 met the abandoned vehicles criteria and were issued with FPNs. 14 were removed by the council. The majority of vehicles were claimed by the owner.

4. **Reasons for Recommendation**

4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.

4.2 This report highlights what the council focussed on during 2018/19 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. For 2019/20 the suite of indicators has been reviewed. Performance Board will continue to consider the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.

5.2 Each quarter a report is presented to Corporate Overview & Scrutiny Committee, and finally reported to Cabinet.

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

6.1 The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.

6.2 This report will help decision makers and other interested parties, form a view of the success of the council's actions in working towards achieving the vision and priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**
Senior Management Accountant – Central Services

The report provides an update on performance against corporate priorities. There are financial KPIs within the corporate scorecard, the performance of which are 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.

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Law (Regeneration) and Deputy Monitoring Officer

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects may have legal

implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
Community Development & Equalities
Manager

The Corporate Performance Framework for 2018/19 contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given throughout the year within the regular monitoring reports regarding progress and actions.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The Corporate Performance Framework includes areas which affect a wide variety of issues, including those noted above. Where applicable these are covered in the appendix.

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**

Appendix 1: Corporate Performance Framework 2019/20

Report Author:

Sarah Welton
Strategy Manager