



Cabinet
9th December 2019

Report from the Assistant Chief Executive

PERFORMANCE REPORT, Q2 (JULY – SEP) 2019/20

Wards Affected:	All
Key or Non-Key Decision:	Key Decision
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Open
No. of Appendices:	One: Appendix A – Corporate Performance Scorecard
Background Papers:	None
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1.0 Purpose of the Report

- 1.1 This report and the performance scorecard (**Appendix A**) set out the position on the Council's performance in the second quarter of 2019/20. The content and format of the report and scorecard have been revised to focus primarily on the Council's new Borough Plan; Building a Better Brent (2019-2023), and its priorities.
- 1.2 The purpose of this report is to provide Cabinet with a corporate overview of performance information linked to the Borough Plan priorities, to support informed decision-making and to manage performance effectively.
- 1.3 The Building a Better Brent plan was agreed by Full Council in early 2019. It provides a strategic picture of where the Council would like to be by 2023 and how it intends to get there. The Borough Plan has five overarching strategic priorities with detailed desired outcomes that will run for the duration of plan. To assist in the delivery of these outcomes, specific key priorities have been identified for each of the four years. These will be known as annual Delivery Plan Priorities.
- 1.4 The five priorities set out in the Borough Plan and their desired outcomes are as follows:

- Every opportunity to succeed:
 - Improvement in Key Stage results for boys of Black Caribbean heritage
 - Improvement in Key Stage results for looked-after children and care leavers
 - High-level skills achievement
 - Increase in average wage
- A future built for everyone, an economy fit for all:
 - Increase in inward investment achieved via the council
 - Produce our new Local Plan, setting out our vision, priorities and areas for future development in the borough
 - Increase in housing supply
 - Reduction in the number of households in temporary accommodation
 - Keep traffic moving and our roads and pavements in good repair
- A cleaner, more considerate Brent:
 - Improvement in air quality
 - Reduction in illegally-dumped rubbish
- A borough where we can all feel safe, secure, happy and healthy:
 - Reduction in anti-social behaviour, the risk of harm and re-offending
 - Reduction in violent crime, including gang and knife crime
 - Support our most vulnerable adults, enabling them to choose and control the services they receive, to remain independent and lead active lives
 - Improve the health of Brent residents
 - Make Brent a place where culture is celebrated and vibrant
- Strong foundations:
 - Enable more residents to get online
 - Making every pound count
 - Building services around residents and their needs
 - Increase in resident satisfaction
 - Increase in resident involvement

1.5 The Corporate Performance Scorecard (Appendix A) sets out the suite of key performance indicators (KPIs); approved by CMT in August 2019, being monitored corporately. Commentary is mandatory in line with the current performance framework and is included in the scorecard. This applies to all measures that have a Green, Amber or Red RAG rating.

2.0 Recommendation(s)

2.1 Cabinet has been asked to:

- a. Note the performance information contained in this report.
- b. Consider the current and future strategic risks associated with the information provided and agree remedial actions on strategic risks as appropriate.
- c. Challenge progress with responsible officers as necessary.

3.0 Detail

- 3.1 Overall, there are currently 120 key indicators in the Q2 performance scorecard. The format of the scorecard provides a distinct focus on Building a Better Brent priorities and outcomes.
- The first part of the scorecard sets out 48 key indicators linked to the Year 1 Delivery Plan themed priorities. These indicators are presented graphically (2018/19 outturn figures are also provided where available).
 - The second part of the scorecard lists 72 key indicators linked to the wider Borough Plan priorities and the Council's 'Internal Business'. These indicators are presented in a 'at a glance format'.
- 3.2 Out of the 48 Year 1 Delivery Plan indicators, 25 are on or above target (Green status), with a further 4 just off target (Amber status), leaving only 7 significantly off target (Red status). The remaining 12 indicators are for contextual use.
- 3.3 There are 72 wider Borough Plan indicators in the Q2 scorecard. 31 are on or above target (Green status), 13 are just off target (Amber status), and 18 are significantly off target (Red status). A further 9 indicators are for contextual use. The Corporate Performance team are awaiting data on one measure.
- 3.4 A summary of performance based on Borough plan priorities is set out below.

Building a Better Brent - Year 1 Delivery Plan Indicators

Every opportunity to succeed

- 3.5 Three new indicators have been introduced this year to measure the Improvement in Key Stage results for boys of Black Caribbean heritage (BBCH). Two measures focus on fixed-term exclusions throughout the academic year (primary and secondary schools). Current data from schools indicates that 7 of 19 boys excluded for a fixed-term in primary schools are of Black Caribbean heritage. This is considered high at this stage in the academic year and therefore the indicator has been given a Red RAG rating. The Inclusion Support Team are using monthly reports to challenge schools on repeated exclusions of vulnerable groups such as BBCH and SEND.
- 3.6 Current data from schools indicates that 7 of 27 boys excluded for a fixed-term in secondary schools are of Black Caribbean heritage. There can be a time-lag in receiving data from schools and therefore this data may change.
- 3.7 The percentage of boys of Black Caribbean heritage accessing the nursery education grant (NEG 3 and 4) which guarantees 15 hours of free nursery education weekly during term time has a year to date take up of 75.6% against a target of 80% giving it a RAG rating of Amber. The lower take-up amongst this group is reflective of the overall low take-up for the free entitlements in Brent. The team continues to promote free entitlements and the role of parents in home learning via the Progress for All project.
- 3.8 Improvement in Key Stage results for looked-after children (LAC) and care leavers is another primary objective for Brent's Year One delivery plan. The

percentage of care leavers in education, employment or training (EET) has improved from Amber (44%) in Q1 to Green (57%) this quarter. This improvement is attributable to targeted work with Prospects and Brent Virtual School to ensure that young people who are NEET are receiving a personalised support package. Partnership work with Barnardo's commences later this year to enhance this work further.

- 3.9 Two indicators have been introduced this year to capture LAC attendance in schools. Attendance levels for Key Stage 3 and 4 at secondary level (Actual YTD – 84 %, Target YTD – 88%) has a RAG rating of Amber. The overall figure has been impacted by lower attendance in Key Stage 4. Regular meetings are being held between Virtual School and LAC and Permanency managers to analyse data and put joint strategies in place, with individual interventions on a case by case basis. There are only 2 LAC with a fixed-term exclusion (Key Stage 3 and 4) this academic year to date. Performance for this measure is very good with continued partnership work with schools ensuring figures for this indicator remain low.
- 3.10 There has been excellent performance with Employment Outcomes (Brent Works and The Living Room). With an Actual YTD of 136 against a target of 98, the measure has exceeded its target by 38 additional outcomes. TLR continues to support the hubs and are now based in 3 Community Hubs. The Brent Starts Achievement Rate also continues to show strong performance and has achieved a Green RAG rating (Actual YTD of 93% against a target of 91%).
- 3.11 Brent Works – Apprentice Outcomes has also performed well in Q2. With an Actual YTD of 30 against a target of 28, it has a RAG rating of Green. Q1 is usually a quiet period for apprenticeships due to provider intake timings and was reflected in its performance. However, as with this time last year, intake in Q2 has risen and has exceeded the departmental target.
- 3.12 A new measure for 2019/20 is 'The number of Brent Starts enrolments on the Digital Skills curriculum in the academic year'. At the end of the academic year (July 2019), a total of 350 enrolments were confirmed. A target of 479 has been set for the 2019/20 academic year which commenced in September 2019. The indicator is already demonstrating strong performance (Actual YTD – 260, Target YTD – 200) and subsequently has a RAG rating of Green.
- 3.13 The percentage of academic age 16-17 year olds who are not in education, employment or training (NEET) is slightly below target and is Amber rated. Overall performance YTD for 16-17 year olds NEET is 1.6% against a target of 1.4%. Historically, there is usually a rise in NEET's during the summer months which then fall during the following six months. The department will continue to monitor to ensure the target is met in the following months.

A future built for everyone, an economy fit for all

- 3.14 New affordable homes delivered by Brent, Registered providers and private developers is a new indicator for this year with a RAG status of Green (Actual YTD – 121, Target YTD – 90). The map of projected supply estimates 473 new affordable homes will be completed this financial year with the majority of completions scheduled for Q3 & Q4. There are 174 shared ownership units projected for the financial year of which 17 have been completed to date. Whilst this is lower than the target, the market for shared ownership has stagnated

across London including Brent. Registered Providers are exploring switching tenures to London Living Rent. This change in the market may impact future schemes. The housing service plan commits to completing 50 new council homes by March 2020. This has been completed by Q2 and there are a further 20 new homes which will be completed this year.

- 3.15 The timeliness of major planning application decisions continues to perform above target. A focus on committee scheduling and using agreed extensions of time has ensured a continuous improvement of performance since 2017/18. (Actual YTD – 96%; Target YTD – 94%).
- 3.16 The percentage of Category 2 defects repaired on time (non-emergency repairs; response time to make highways/footways safe within 7-20 days) has seen improved performance in Q2 (74%) in comparison to Q1 (26%) but the indicator still has a RAG rating of Red (Actual YTD – 62%, Target – 98%). The number of 7-day high priority repairs have increased in recent months placing pressure on contractor resources to complete repairs within the contract period. It has been agreed to allow short extensions of time should it be considered justified on a case by case basis.

A cleaner, more considerate Brent

- 3.17 Reports of illegally dumped waste incidents remain high (Actual YTD – 17,484 incidents). The rise of reported incidents has been attributed to greater resident awareness and the rise in use of technologies such as the Cleaner Brent app. Whilst the volume of reported incidents has gradually been rising, the average time taken to remove illegally dumped waste is less than one day with an actual of 0.52 days for the first six months of 2018/19 (Green RAG status). Area based Neighbourhood Managers and Enforcement Officers continue to tackle the issue of illegal rubbish dumping. There is an ongoing series of 20 community skip days across Brent in 2019/20 as well as refreshed campaign materials targeting illegal dumping.
- 3.18 The number of missed bin collections per 100,000 collections has a RAG rating of Red for the first time in four quarters (Actual YTD – 27.4; Target YTD - 20). Severe issues were experienced in July and August largely due to vehicle breakdowns and retaining HGV drivers. This led to a high numbers of bins not being emptied on time. Veolia have since put measures in place including hiring extra vehicles and recruiting more drivers on permanent contracts. The strategy has seen positive results and the number of missed collections at the end of the quarter were back to normal.
- 3.19 The amount of residual waste collected per household and the percentage of sites with unacceptable levels of litter both have a Green RAG status, (Residual Waste Actual YTD – 220, Target – 240; Litter: Actual YTD – 6%, Target – 8%). The collection of residual household waste indicator has an improved figure in comparison to this time last year. It is a core contract target for Veolia and continuous education of residents through numerous schemes and social media are helping bring down waste levels.

A borough where we can all feel safe, secure, happy and healthy

- 3.20 Numerous new indicators have been introduced to assist reporting on this Borough priority. Early Assessments and reviews completed per 100,000 has a RAG rating of Red (Actual YTD – 121.9; Target YTD - 290). There has been a reduction in the number of Early Help Assessments and reviews completed this year, compared to last. This is in part due to work at the Brent Family Front Door (BFFD) requiring partners to complete better quality EHAs, which leads to a slight delay, rather than the expectation for all EHAs to be completed by Early Help practitioners.
- 3.21 The rate of Initial Child Protection Conferences per 10,000 (Actual YTD – 25.3, Target – 45-55) has continued to show good performance. The measure is currently predicted to fall within the target range for this year. The percentage of children becoming the subject of a Child Protection Plan for a second or subsequent time has a RAG rating of Red (Actual YTD – 18.1%; Target YTD – 12%). Current figures suggest performance is in line with our 2018/19 outturn, but is however 6% above the target for this year. A review of all second and subsequent plans is underway. Actions have been taken away in October for an expected impact on performance for November.
- 3.22 Residential Burglary incidents – Q2 data shows a decrease in domestic burglary in comparison to last year. However, the Christmas period generally sees an increase in this type of reported crime. Amazon and the Police are launching a pilot scheme using RingDoor for up to 500 properties chosen in areas of high burglary rates. Q2 Anti-Social Behaviour incidents (MOPAC Borough Priority) – the YTD figure (6,216 incidents) shows an increase in reported ASB and follows the trend nationally. An analysis of ASB will take place in Q3 to ascertain the demand and increase in reported ASB.
- 3.23 The reoffending rate by young offenders is Green rated with an actual of 42.9% and has reduced for the third quarter in a row. The rate has now dropped below both the London and YOT statistical neighbours during this period.
- 3.24 Lethal barrel gun discharge incidents (YTD - 7), Knife crime incidents (YTD - 293) and Knife crime victims under 25 (YTD – 46) are all showing downward trends compared to Q2 last year. A revised Knife and Violent Crime Action Plan was agreed at the July 2019 SBP with future action around communications and awareness campaigns to be implemented.
- 3.25 The Violence with Injury (Domestic Abuse incidents) rate is comparable to Brent's position at Q2 last year with 453 reported incidents. In comparison to national trends, this is a positive outcome as many areas are seeing an increase in the number of incidents reported. A revised VAWG has been completed. Community Safety are working with the police on how we manage early reports and those often declared as non-crime which have an increased risk of escalation to violence with injury.
- 3.26 The average monthly acute delayed transfers of care (DToC) attributable to ASC has improved significantly in Q1 and Q2 this year (Actual YTD – 0.9, Target – 6.5). This is attributable to the introduction of Homefirst, the Handyman scheme, the Housing Hospital Service and seven day working.

- 3.27 Both new admissions to residential care homes for people aged 18-64 (Actual YTD – 5, Target – 14) and for those aged 65+ (Actual YTD – 51, Target – 75) have a Green RAG rating. The service continues to manage demand for all services, including residential and nursing placements. Recommendations for all services, including placements, are quality assured by line managers and authorised by a senior manager to ensure they are appropriate. Performance for the Reablement service, a key element of the demand management approach, also continues to show improvement. An actual YTD of 78% exceeds the 75% target and therefore has a Green RAG rating.

Strong foundations

- 3.28 Two new measures have been introduced this year to track how well Brent is doing in enabling residents to use online services offered. Data for these measures has been captured from June 2019 onwards so it has not been possible to present Q1 data fully. The data available highlights mixed performance for these measures. Percentage of Community Hub customers that are more confident in using online services has a RAG status of Amber (Actual YTD – 71%, Target YTD – 75%). It is hoped that with continued support at the Hubs, the 75% target for this year will be achieved.
- 3.29 The second new measure; More than 80% of website users can find what they are looking for online as measured by site survey (Actual YTD – 58%, Target YTD – 81%) has a RAG rating of Red. Our Digital Strategy 2019-23 recognises the importance of our website as a channel for customers to obtain information and transact with the council. Work has been taking place to improve the content and structure of the website but it is recognised that a more fundamental redesign is required in order to significantly improve customer experience. This work is underway as part of our digital transformation programme and will result in an improved website in 2020. As part of this, a new single portal for residents will be built which will make it easier for them to access key services in one place via a single log in. It is expected that these planned improvements will significantly impact on this measure once in place.
- 3.30 There has been strong performance reported with the new Community Hubs' indicators and therefore both have a RAG rating of Green. The number of residents accessing Community Hubs (Actual YTD – 3,324, Target YTD – 1,950) has exceeded expectations due to the unexpected engagement of residents accessing the new Hub in Kilburn. The percentage of enquiries at the Community Hubs resolved at the point of contact (Actual YTD – 80%, Target YTD – 75%) also supports the opening of the Hubs and their importance throughout the borough for residents accessing services and guidance.
- 3.31 Partnership and Engagement indicators have fared well in the first two quarters of this year. Income to benefit the borough secured by local voluntary groups with CVS support (Actual YTD – £260,000, Target YTD – £250,000) and The number of voluntary sector groups receiving 1-2-1 advice and guidance from CVS (Actual YTD – 123, Target – 95) have both performed positively and achieved RAG ratings of Green. The number of people attending Brent Connects forums for the first two quarters of this year has an actual of 200. This is 89 less attendees in comparison to the position at this point last year. The team are continuing to work on ways to increase participation with a review of agenda items as well as liaising with the Communication Team to help promote the service further.

Building a Better Brent - Wider borough plan indicators

Every opportunity to succeed

- 3.32 The percentage of Education, Health and Care Plans (EHCPs) issued in 20 weeks (including exceptions) has a RAG rating of Red (Actual YTD – 78%, Target – 90%). The number of plans issued has been rising since March, leading to pressures on timeliness. Examples of causes of delay include parents missing appointments, parents wanting more time to consider their options and delays in receiving professional advice. The SENAS Team will continue to work to ensure timely communication with associated professionals involved in assessments. The new EHCP co-production work-stream reporting into the Children's Trust Inclusion Board will support improvement through supporting better partnership working in completing EHCPs.
- 3.33 The percentage of Brent pupils attending a good or outstanding school remains at 94% and receives an Amber rating. During Q2, one inspection report was published. There is no change in the overall percentage as the school was judged good having previously been judged good.
- 3.34 Five indicators for this priority have performed strongly and have been rated Green:
- Percentage of LAC in education, employment or training (EET) (Year 12 and 13) (Actual YTD – 80.8%, Target – 75%).
 - Number of permanent primary school exclusions (Actual YTD – 3, Target – 31)
 - Number of permanent secondary school exclusions (Actual YTD – 0, Target – 0)
 - Number of CYP applying for Year 7, 8, 9, 10 and 11 (ages 11-16) not offered a school place within four weeks (Actual YTD – 0, Target – 0)
 - Number of LAC with a permanent Exclusion (Actual YTD – 0, Target – 0)

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- 3.35 Four new indicators from the Procurement service have been introduced to this report with mixed performance. The percentage of relevant contracts being procured that follow the Brent LLW policy (Actual YTD – 91%, Target – 99%) has a Red rating. A number of LLW contracts have now expired on the contracts register. The team are currently completing an exercise of ensuring that all awarded contracts are uploaded on to the register, resulting in a significant improvement to achieving this year's target.
- 3.36 The 'percentage of such tenders local businesses were successful in, either outright in being awarded the contract or used within the supply chain of the non-local business' indicator also has a rating of Red (Actual YTD – 0%, Target – 30%). The outturn for 2018/19 was also 0%. The department have now built in specific questions to capture if a non-local supplier is successful in being awarded the tender opportunity, will they use Brent local businesses as part of their contract delivery. A database is being developed to hold information of suppliers in Brent in addition to setting up events to engage with the local supplier base so they are aware of the future opportunities in Brent. For context,

in 2018/19, Brent Council spent £63m across 559 suppliers with the local supplier base (suppliers registered with a Brent postcode).

- 3.37 Two further indicators from the service; Percentage of tenders in which local businesses were invited (Actual YTD – 75%, Target – 70%) and Percentage of tenders in which local businesses were invited and then participated (Actual YTD – 67%, Target – 30%) have both performed well and have received Green ratings.
- 3.38 The average re-let time with minor voids (Actual YTD – 37, Target – 28) has been rated Red. The standard void re-let time has reduced in Q2 to an average of 29.6 days on the 15 properties let. 1.6 days above the target of 28 days. This is a reduction of 13 days from the Q1 average. Applicant verification times improved in Q2 which helped reduce overall turnaround time. The teams are working on rolling out the new CRM lettings module which should improve processing of voids, by speeding up the sign up process and improving management information. Caseworkers will also attend viewings for studio and 1 bedroom flats to help reduce the high number of refusals on these flats.
- 3.39 Fire Risk Assessment - Recommended actions for blocks over six storeys high (Actual YTD – 94.1%, Target – 100%) is also rated Red. These figures account for the completion of fire safety remedial actions measured quarterly. The shortfall in achieving 100% is due to 22 outstanding local management tasks regarding tenant compliance issues. These items are high priority and training is ongoing with all frontline staff with the support of the London Fire Brigade to enforce our zero tolerance policies.
- 3.40 There has been good performance reported against the suite of Housing Needs indicators. Number of Households in temporary accommodation (Actual YTD – 2,075, Target 2,100); homelessness prevented and relieved (Actual YTD – 58.38%, Target 50%) and Households in non-self-contained B&B (Actual YTD – 25, Target – 90) all have a Green RAG status and have shown stability in the first half of this year. The number of selectively licensed properties is slightly below target with an actual 8,605 against a target of 9000.

A cleaner, more considerate Brent

- 3.41 Although waste disposal tonnage has decreased in Q2 from Q1, its RAG rating is still Red. (Actual YTD – 35,182, Target – 15,323). The tonnages reported continue to be impacted by property growth in the borough. The cost for disposal of tonnage in excess of the contract target is met by the Public Realm contractor Veolia so waste minimisation remains a key driver for them.

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- 3.42 The number of active borrowers is rated Red (Actual YTD – 27,804, Target – 35,592) after having good performance reported during 2018/19. A system change in April 2019 has meant that CWB can only track data from this point and not on a two-year rolling basis as usual. Closures due to refurbishment at Ealing Road and Kingsbury later this year will also have an impact on this indicator.
- 3.43 There has been continued strong performance reported in Q2 for the percentage of successful completions as a proportion of all opiate drug users in treatment as continues to achieve a RAG rating of Green.

- 3.44 Three indicators from CYP for this priority have performed strongly and have been rated Green:
- Number of Section 47 investigations (Actual YTD – 698, Target – 1,424).
 - Percentage of S47s completed which led to Initial Child Protection Conference (Actual YTD – 30.2%, Target – 30%)
 - Child Protection rate per 100,000 children (Actual YTD – 35.4, Target – 35-45)

Strong foundations

- 3.45 Three of the four indicators measuring Stage 1 and 2 complaints have a RAG rating of Red whilst the fourth is rated Amber, as they did not meet the target of 100% of cases responded to within timescale. However, year to date performance is highlighting continued improvement in comparison to 2018/19 for both Corporate and Statutory complaints. Member Enquiry response performance remains strong despite increasing volumes. Q2 saw 96% of 1861 cases responded to in time. 19/20 YTD figure remains slightly below the 18/19 outturn at 96% compared with 97% the previous year.
- 3.46 FOI performance is continuing to exceed the ICO's minimum standard on timeliness and has a Green RAG status again in Q2 (Actual YTD – 93.4%; Target – 90%).
- 3.47 The Registration and Nationality service income (Actual YTD – £552k, Target YTD – £470k) continues to have a Green RAG rating. The service strives to maximise income using new initiatives; with the introduction of ceremonies open days and using social media advertising campaigns. Additionally, an increase in private citizenship ceremonies and the European Pre-settlement and Settlement Scheme has insured positive performance so far this year.
- 3.48 Performance is just below target for council tax, benefit overpayment recovery and business rates collection, all with Amber RAG ratings. (Council Tax Actual YTD – 56.25%, Target YTD – 56.80%; HB Overpayments Actual YTD - £4.48m, Target YTD - £4.60m NNDR Actual YTD – 56.47%, Target YTD – 58%;). The dip in Council Tax collected is a consequence of the number of new properties which have just been billed. HB overpayments will be tackled by revising portfolios allocated to officers for recovery.
- 3.49 The value of council tax arrears recovered is also lower than forecasted (Red RAG, Actual YTD – £1.34m, Target YTD – £1.6m). The service state that the implementation in process changes and increased automation of attachments will improve the collection rate throughout the year.
- 3.50 Current rent collected as a percentage of rent due – Performance for Q2 collection is currently at 99.10%, 0.4% below target and therefore is rated Amber. Arrears action monitoring has moved into the CRM environment this year. There have been some issues with the case management, including the auto-allocation of cases to Income officers and the removal of cases where the accounts is in credit. The total number of known tenants on Universal Credit is approximately 680. The department continue to mitigate the income risk by making immediate APAs (alternative payment arrangements) for those tenants who are vulnerable or have existing rent arrears.

- 3.51 Income generation in Building Control has again improved significantly 2019/20 to £1.32m in Q1 and Q2 combined. The outturn at the end of 2018/19 was £1.39m. The indicator has a RAG rating of Green.
- 3.52 The revenue income from the council's commercial portfolio is below target (Actual YTD – £1.03m, Target YTD – £1.20m), and has a RAG rating of Red. The level of income collected fluctuates during the year, but this quarter's figure has been impacted by credit given to Air France to compensate for over paid services charges.

4.0 Financial Implications

- 4.1 None

5.0 Legal Implications

- 5.1 In Table 3 of Part 3 of the council's constitution, it states that the Cabinet is responsible for formulating and preparing a sustainable community strategy and then submitting the same to Full Council for consideration and adoption or approval. The Sustainable Community Strategy constitutes part of the council's Policy Framework. The Council's Borough Plan 2019-23, which is its current sustainable community strategy, was agreed by Full Council in 2019.

6.0 Equality Implications

- 6.1 There are no direct diversity implications. However, the report includes performance measures related to the council's diversity objectives and is part of the framework for ensuring delivery of these key outcomes. Service areas have the responsibility for managing the delivery and performance of their services. Therefore, the service area would also need to consider if a variation in performance could lead to equality implications at a service level.

7.0 Consultation with Ward Members and Stakeholders

- 7.1 Not applicable.

8.0 Human Resources/Property Implications (if appropriate)

- 8.1 None

Report sign off:

Peter Gadsdon

Assistant Chief Executive