

5. PERFORMANCE MONITORING FOR THE THIRD QUARTER OF 2017/18

REPORT OF: HEAD OF CORPORATE RESOURCES
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Wards Affected: All
Key Decision: No
Report to: Cabinet
19 March 2018

Purpose of Report

1. This report provides Members with information about the Council's performance for the third Quarter from October to December 2017 using the bundle of performance indicators previously agreed by the Scrutiny Committee for Leader, Resources and Economic Growth. It also updates Cabinet on progress to the flagship activities for 2017/18 and changes to the bundle of performance indicators to be monitored by the Committee in 2018/19.

Summary

2. Performance in the third quarter of 2017/18 has been good overall, with most services performing at or close to target. In the small number of cases where service targets are not being fully met, the reasons for this are clearly understood and appropriate action is being taken.





Recommendations

3. **The cabinet is recommended to:**
 - (i) **note the Council's performance and progress with flagship activities in the third quarter of the year and identify any areas where further reporting or information is required; and**
 - (ii) **note the changes to the bundle of performance indicators to be monitored in 2018/19.**
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Introduction





4. This report has previously been considered by the Scrutiny Committee for Leader, Resources and Economic Growth on 7 March. Issues raised by the Committee are set out in paragraphs 64 to 70.
5. One of the functions of the Scrutiny Committee for Leader, Resources and Economic Growth is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not at a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis.
6. Performance information is presented in a standard format across all services. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year against which performance is measured. Some performance measures do not have targets as these measures are "health checks" and for monitoring purposes only.

7. Performance information for the third quarter is provided at Appendix A. This is set out in tabular form using a traffic light system as explained below:

-  red – 10 percent or more off target
-  amber – slightly off target (less than 10 percent)
-  green – on or exceeding target
-  health check - indicator for information only

Overall Performance

8. Performance has continued to be good across the Council in the third quarter, with a small number of exceptions of which more details are provided later in the report. The third quarter position in comparison with the previous financial year is summarised below:

Quarter 3	 Green	 Amber	 Red	 Health check	Total
2017/18	32 (76%)	5 (12%)	5 (12%)	13	55
2016/17	29 (74%)	4 (10%)	6 (15%)	10	49

9. Not all aspects of the Council's work can be measured by formal indicators and in some cases the Council has little or no influence over performance. Therefore this work is measured using health check indicators which are included in Appendix A. These are intended to provide Members with a holistic view of the Council's work.

Performance meeting or exceeding targets (green)

9. Of the 42 indicators with targets, 32 met or exceeded their target. This section of the report provides more information about some of these performance achievements.

Percentage of undisputed invoices paid within 10 days of receipt

10. Performance in the third quarter of 2017/18 was 98.03% compared to the target of 95% with 1,274 invoices paid. Performance in the same quarter of last year was 98.12% out of the 1,436 invoices received paid within the target period. This indicator continues to be a high priority for the Council in supporting small businesses, where cash flow can be critical to their economic health.

Speed of processing – change of circumstances for Council Tax Support claims

11. Speed of processing of changes of circumstances for Council Tax Support claims was 9 days in the third quarter of 2017/18 against the target of 10 days and relating to 2,857 changes of circumstances processed. This compares to the same quarter last year when performance was at 8 days with 2,784 changes in circumstances. For further information on the performance of this service, please see paragraphs 51 – 54.

The percentage of rent due collected

12. In quarter three, 99% of the rent due from the Council's property portfolio was collected, compared to the target of 97% and with £384,849 collected. This

compares to the same quarter last year, when the collection rate was 98% with £371,598 collected.

Average waiting time to speak to a customer service officer

13. This indicator refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Services Centre, including the switchboard. Calls are answered in the Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking Services and Waste Management. Performance in the third quarter of 2017/18 was an average 17 seconds compared to the target of 30 seconds and with 18,959 calls answered. In the same quarter of 2016/17 the average waiting time was 19 seconds with 19,768 calls answered.
14. The focus for the further ongoing implementation of the Customer Relationship Management (CRM) system continues to be resolving more enquiries at the first point of contact. Customer Service staff are able to deal with more customers who need advice across a range of Council services. In addition to telephone callers, the Customer Services Centre dealt with 9,777 personal callers to reception in quarter 3 of 2017/18. This compares to 8,183 in the same quarter of last year. A new and improved reception desk has been installed at Oaklands. This will make it easier for both visitors and staff to use as well as providing more security for staff.

Percentage of enquiries resolved at first point of contact

15. Accessing the service at first point of contact is measured through the proportion of the automatic forms available on our website successfully submitted and telephone enquiries resolved first time. Performance in the third quarter of 2017/18 was 87% against the target of 75% and relates to analysis of forms only. Work is being undertaken to establish data to monitor the telephone calls. Improving our customer services with more enquiries dealt with at the first point of contact is one of the Council's flagship activities and further information is included at Appendix B.

Percentage of complaints responded to within published deadlines

16. 100% of complaints were dealt with within the deadline. Generally the deadline is to deal with complaints within 10 working days of sending an acknowledgement to the complainant. This relates to 38 complaints received in the 3rd quarter compared to 36 in the same period of the previous year. A breakdown of the main services in receipt of complaints in quarter 3 is as follows:

- Waste Management- 11
- Planning- 8
- Revenues- 4
- Building Control- 4

The Overview of Complaints Report for 2016/17 was considered by the Scrutiny Committee for Customer Services and Service Delivery at their meeting on 13 February 2018.

Monthly customer satisfaction scores and number of compliments received

17. Customer satisfaction is being measured by phoning back a sample of customers who had previously called the Customer Service centre to gain their feedback on how they felt that their call had been dealt with. Feedback from those surveyed was 98% positive. Callers had contacted the Council regarding a variety of services including waste, benefits, elections, parking, building control and taxi licensing. Further information concerning this indicator is included at Appendix B.
18. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 59 compliments received in the third quarter. The main services in receipt of compliments were:
 - Customer Services and Communications- 18
 - Development Control- 17
 - Waste Management – 9
 - Environmental Health- 3
 - Legal-3

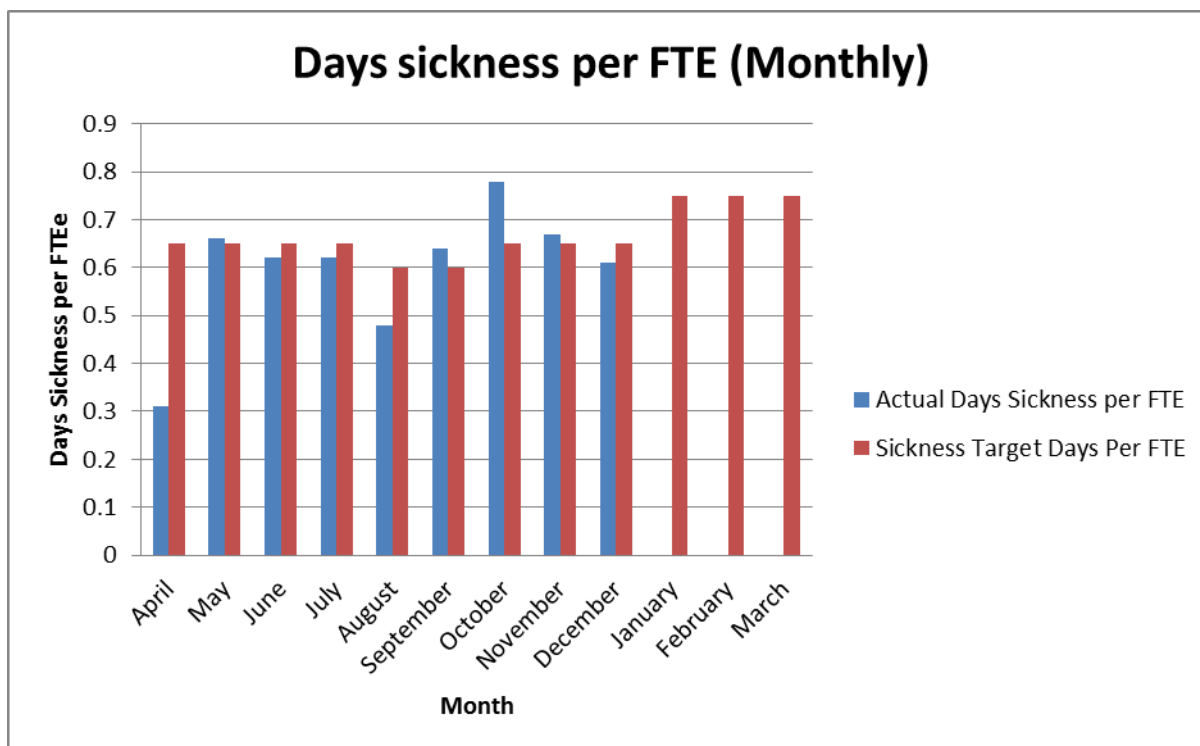
Staff turnover

19. Staff turnover can be affected by a number of factors, many of which are out of the control of the Council. Staff turnover in the year to December was 8.96% compared to the target of 11.25%. This relates to 8 voluntary leavers in the quarter.
20. Staff turnover is largely a reflection of the state of the local economy and job market. Exit interviews continue to indicate that there is a high level of satisfaction with being employed by Mid Sussex District Council.

Staff sickness absence rate

21. The cumulative staff sickness rate at the end of quarter 3 was 5.39 days per full-time equivalent (FTE), which is better than the target of 5.75 days. This compares to 6.28 days at the end of the same quarter last year. Improved performance reflects a reduction in the number of medium and long-term absences. It is also the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme.

Figure 2 below shows the monthly figures for sickness rates against the target.



The percentage of ICT help desk service requests completed within the target time agreed with the customer

22. During the third quarter of 2017/18, 95% of the 1,255 services requests to the ICT help desk service were dealt with in the target time, which was above the 85% target. This compares to 1,633 service requests and performance of 96% in the same quarter of last year. ICT staff are now employed directly by the Council, rather than through the Census ICT Partnership.

The number of visits made to the Leisure Centres and Civic Halls

23. The number of visits to the Council's Leisure Centres and halls continues to exceed targets, with 410,444 visits in the third quarter compared to the target of 392,024. Leisure Centre membership reached a record level of 13,416 at the end of January 2018, which is a reflection of the investment made by the Council and Places for People in improvements to the facilities. Members expressed an interest in the breakdown of membership across the 3 centres, which is as follows:

- Triangle- 5,857
- Dolphin- 5,040
- Kings 2,518

24. Further improvements to the Triangle leisure pool flumes and water play have been agreed for 2018/19, together with the expansion of the car parking available at the Dolphin Leisure Centre. Additional information is included at Appendix B.

Amount of waste per household which is disposed of in landfill sites (kilos)

25. In the third quarter of 2017/18, 107.82kgs of waste per household was sent to landfill compared to the target of 117 kgs. Further information relevant to this service is included in paragraphs 46 to 48 concerning the percentage of household waste sent for reuse, recycling and composting.

Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt

26. Performance in the third quarter of this year was 97% against the target of 96%, with 703 requests actioned and resolved. This compares to the same quarter last year when performance was at 96%, with 774 service requests actioned and resolved. Additional staff resources have been allocated to Environmental Health this year and this has assisted in meeting performance targets, despite continued high levels of demand for the service.

Environmental Health service requests that are responded to within five working days

27. 99% of service requests were responded to within five working days in the third quarter of 2017/18 against the target of 97% and relating to 976 service requests. This compares to the same quarter last year when performance was at 97% with 1,004 service requests received. Requests for service cover the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

Number of health and wellbeing interventions

28. The Wellbeing service supports and advises people who wish to make improvement to their lifestyle, such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking. Across the third quarter the service delivered 437 interventions against the target of 350. October saw a record number of interventions at 236, but were lower than target in December due to the pre-Christmas period and transition between courses.
29. Of the people who responded to requests for feedback, 88% of those assisted by the Wellbeing service reported a health improvement against a target of 75%. These calls are made 3 months after the intervention to monitor whether the intervention has led to a sustained improvement. Further information is included in appendix B.
30. Public Health has announced an overall cut of 5.6% to the Wellbeing service in Mid Sussex for 2018/19. The Council will be entitled to an allocation amount of £274,850 which represents a reduction of £15,289 on 2017/18. The Annual Report on the Wellbeing Service will be considered by the Scrutiny Committee for Community, Housing and Planning on 21 March 2018.

Number of households accepted as homeless

31. At 8, the number of households accepted as homeless by the Council is below the target level of 15. For the financial year so far, there have been 24 households accepted as homeless, compared to 33 in the same period last year. The focus of the Housing Needs Team continues to be the prevention of homelessness. 690 households have been provided with face-to-face housing advice in the year to date compared to 637 in the same period in 2016/17. Please see the next paragraph and paragraph 57 for further information concerning this service.

Number of households living in temporary accommodation

32. The number of households in temporary accommodation was 54 at the end of December 2017, compared to the target of 65. At the end of 2016 the number was 47 households. Where households need to be placed into temporary accommodation, the priority is to limit their length of stay there. This means providing the necessary support to secure longer term housing. See paragraph 57 for further information.

Building Control site inspections carried out within 24 hours of date requested

33. This was at the target level of 98% for the third quarter and relates to 1,892 inspections. This compares to the same quarter of 2016/17 when there were 1,822 site inspections carried out.

The percentage of plans received by Building Control which are checked within 15 working days

34. Performance was at 89% for quarter 3 2017/18 compared to the target of 87%. This relates to 276 plans checked. In the same quarter of 2016/17 performance was 93% with 153 plans received. There has been a considerable improvement in this indicator since quarter 2. Demand for the Council's Building Control service continues to be high and income is currently well above the budgeted level.

Processing of planning applications

35. The speed of determining planning applications remains good, with performance exceeding targets in the third quarter for majors, minors and other planning applications. This is despite a continuing high level of planning applications with 2,045 received in the year to date compared to 2,057 in 2016/17.
36. During the third quarter of the year, performance in processing major planning applications within 13 weeks (or with an agreed extension of time) was 94% compared to the target at 79%. 17 out of 18 major applications were processed within the 13 week target. In the same quarter of last year all 14 major applications were processed in the target time.
37. For processing of minor applications, performance was at 95% compared to a target of 84%. This relates to 111 out of 117 applications within 8 weeks. In quarter 3 of 2016/17, performance was at 96% with 98 out of 102 minor applications processed within 8 weeks.
38. 286 out of 295 "other" applications were processed within 8 weeks, which represents performance of 97% compared to the target of 94%. "Other" planning applications refers mainly to residential development by householders. Performance in quarter 3 of 2016/17 was 98% with 278 out of 282 applications processed within target.
39. Given the continuing high level of planning applications being dealt with by Development Management, proposals are included in the Budget and Corporate Plan Report for next year to invest in the service to increase the number of technical and professional staff.

Validation of planning applications within 5 working days

40. In order to support Development Management in meeting their targets for processing planning applications, the Council aims to validate planning applications within 5 working days of submission in 98% of cases. Performance in the third quarter of 2017/18 was on target at 98%, with 697 applications received. This compares to the same quarter of last year when performance was 99% with 659 applications received.

The percentage of Local Authority Searches replied to within 5 working days

41. Performance in the third quarter of 2017/18 was at 100% compared to the target of 96%. This relates to 516 searches. Performance in the third quarter of 2016/17 was 100% with 690 searches received. The slight reduction in the number of searches is a reflection of the housing market. The Council's share of the searches market compared with the private sector has remained roughly constant.

Performance slightly below target (amber)

42. 5 of the indicators fell only slightly below their targets (within 10%) in the third quarter of 2017/18. Information about these is set out in this section of the report.

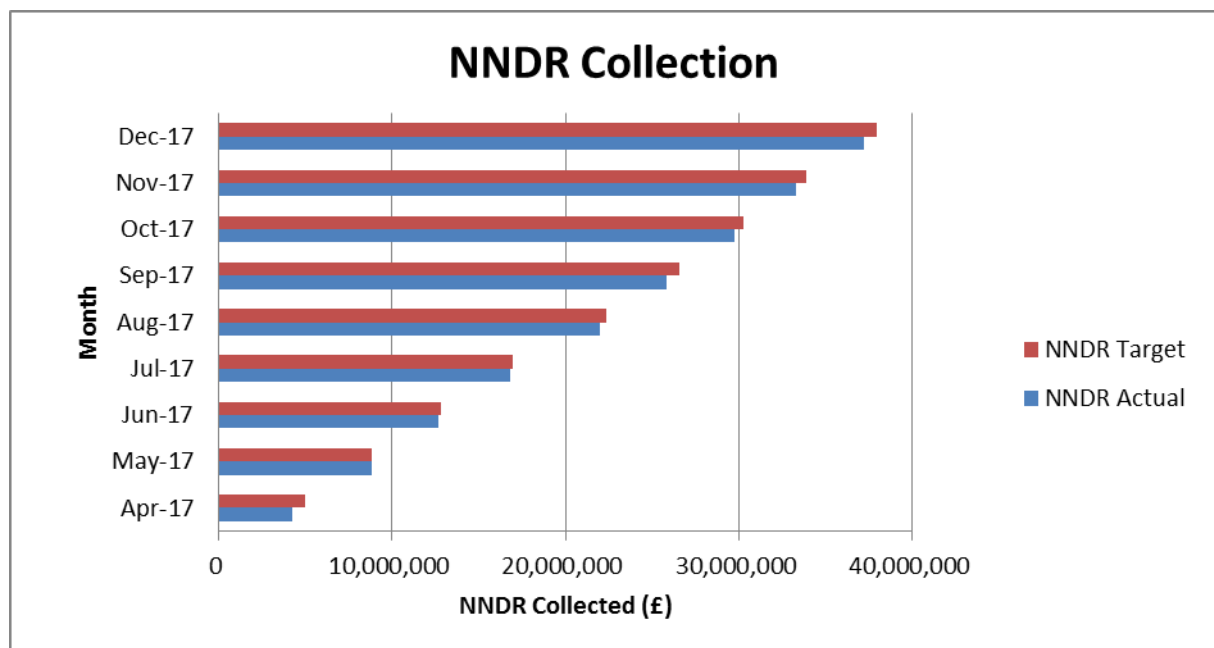
Council Tax Collection

43. The collection rate in quarter 3 was 85.95%, just below the target of 86.1%. The amount collected in cash terms has increased by £4.3 million from £79,915,280 at the same quarter last year to £84,247,984 in 2017/18.

Percentage of Non-Domestic Rates Collected

44. Collection of Non-Domestic Rates (NDR) at the end of the third quarter had reached 81.88% against the target of 83.40%. As reported previously, analysis of our collection procedures shows no obvious reasons for this and NDR collection is down across Sussex and large parts of the country. In monetary terms, 37,242,469 had been collected to the end of quarter 3, broadly comparable to the same period last year collection figure of £37,627,771. There has been a revaluation of business premises for 2017/18 and there are transitional relief scheme in place to limit the increases in bills that businesses will face.

Figure 1 below shows monthly collection against targets for the year to date



Number of e-forms submitted directly by the public

45. At the end of the third quarter there had been 6,724 e-forms submitted against the target of 7,374. There is a pattern of reduced levels of e-form activity in December and as reported previously, improved use of the Customer Relations Management (CRM) System is leading to more service requests going through the CRM, rather than requiring completion of an e-form. Please see the update on flagship activities at appendix B for further information regarding this indicator.

Percentage of household waste sent for reuse, recycling and composting

46. The third quarter performance was 40.2% compared to the target of 43%. This is largely due to the seasonal reduction in the amount of green waste collected. There has been an increase on the same quarter last year when the percentage of household waste sent for reuse, recycling and composting was 38%. The Council is working with the West Sussex Partnership to explore additional ways of improving recycling and reducing waste to meet the recycling target of 50% by 2020.
47. A pilot project is being undertaken with the British Heart Foundation to provide kerbside recycling of textiles and small electrical equipment to 20,000 Mid Sussex properties. The pilot commenced in November 2017 and properties will be provided with three kerbside collections over the period of the trial, which is due to run until the summer. The first collection round took in November and resulted in the collection of 3,500 bags with a weight of 16.8 tonnes. The next collection is due in April. If successful, the pilot will be rolled out further across the District.
48. An update on progress of the expansion of the green waste service is included in appendix B as it is a flagship activity. At the end of December 2017, the service had 17,637 subscriptions.

The percentage of enquiries relating to enforcement within Parking Services which are dealt with within 10 days

49. Performance in the third quarter was at 99%, close to the target of 100%. There were 651 out of 654 items of correspondence dealt with within 10 days over the three month period. The Council is implementing a new Parking ICT system that will allow for penalty charges notices to be challenged electronically. The system will also assist with the introduction of cashless payment of parking charges, which will be rolled out in the coming financial year.

Performance not achieving targets (red)

50. There were 5 performance indicators in the third quarter of 2017/18 that were 10% or more off target.

Speed of processing – new Housing and Council Tax Support claims

51. Information was requested at the last meeting of the Committee regarding the total number of benefit claimants. At December 2017, the total number of claimants was:

Housing Benefit Working Age-	3,648
Housing Benefit Elderly-	2,708
Total	6,356

Council Tax Support Working Age	3,089
Council Tax Support Elderly	2,581
Total	5,670

Universal Credit Claims	250
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52. The average speed of processing new Housing Benefit claims in the third quarter was 22 days against the target of 18 days with 414 claims processed. This compares to performance in the same quarter of last year of 20 days and with 851 claims processed. For new Council Tax Support claims, performance was at 25 days against the target level of 20 days with 398 claims processed. This compares to

Quarter 3 of last year when performance was 22 days with 363 claims processed. Latest figures from the Department of Works and Pensions (DWP) show that the national average performance for processing new Housing Benefit claims is 23 days.

53. As reported to the Committee previously, the CenSus Partnership is going through a period of transition, setting up separate Revenues and Benefits services for Horsham and Mid Sussex from 1 April 2018. This includes establishing new staff structures and procedures. Processing speeds have been affected in the third quarter and there has also been a conscious focus on improving accuracy of assessment in order to minimise losses of Housing Benefit Subsidy (please see paragraph 60 on proposed new indicators for next year). Mid Sussex District Council did not lose a penny from its Housing Benefit Subsidy Claim for 2016/17 following the annual external audit as a result of the improvements made in accuracy. This was the first such result in years. Once these issues have been resolved, the service will seek to improve processing performance to target levels.
54. The service has been working with the Department of Works and Pensions Performance Development Team during the transition and to prepare for the implementation of Universal Credit, which goes live in Mid Sussex on the 6 June 2018. Universal Credit will change the way that the benefits service works for people of working age, reducing the number of new claims and greatly increasing the number of changes in circumstances. At this point of time we are uncertain how gradual the changes will be as it will depend on the number of new people or those with changes who would previously have received one of the 6 legacy Benefits and now should receive Universal Credit

Speed of processing – changes of circumstances for Housing Benefit claims

55. Speed of processing change of circumstances for Housing Benefit claims was 9 days against the target of 7 days. This relates to 3,291 changes of circumstances claims processed in the third quarter. Performance in the same quarter of 2016/17 was 11 days, with 3,189 changes in details.

Ethnic Minority representation in the workforce

56. This was at 4.1% at the end on the third quarter against the target of 5.0%. The level of this indicator can be greatly affected by a small number of leavers and starters that the Council has little control over. There are a number of measures in place to ensure equal opportunities in the Council's recruitment, including the anonymising of application forms at the shortlisting stage and inclusive advertising of job vacancies.

Number of households assisted to access the private rented sector

57. Thirteen households were helped into private rent homes in the third quarter of 2017/18, compared to the target of 21. Assistance includes using the Council's Rent in Advance and Deposit Guarantee Scheme which helps those without access to sufficient funds to pay a deposit. It is becoming more difficult to gain access to the private rented sector as rents are increasingly unaffordable and less landlords and letting agents are willing to accept tenants who are on benefits. It is anticipated that this will be exacerbated by the introduction of Universal Credit from June 2018. The Council is recruiting a Private Sector Tenancy Negotiation and Sustainment Officer to focus on working with private landlords to increase the supply of private rented properties available to households the Council are assisting.

Progress to Flagship Activities for 2017/18

58. Progress with the flagship activities in the third quarter is reported in Appendix B. All of the flagship activities are progressing, although as explained further in the appendix, the target to deliver 200 new affordable units will not be met, with approximately half of this number delayed until 2018/19. At the end of the third quarter 71 new affordable homes had been delivered, 47 for rent and 24 shared ownership. 49 of these are located in the more rural areas of the District, with 20 in Lindfield Rural; 5 each in the parishes of Pease Pottage, Crawley Down and Hurstpierpoint; and 2 each in Pyecombe and Ansty. Two new wheelchair accessible affordable units have been provided.
59. A proposed new set of Flagship Activities for 2018/19 was included in the Budget and Corporate Plan Report and these are shown at Appendix C. The Committee will receive monitoring reports on progress to these activities starting at the next meeting on 13 June 2018, together with an end of year report on the 2017/18 flagships. These will also be reported to Cabinet on 9 July.
60. New indicators to be monitored
- Accuracy in benefits assessment- the percentage of applications and changes of circumstances correctly assessed.
 - Local Authority Overpayment Error- the aim is to stay below the Local Authority threshold in order to maximise the subsidy that the Council receives.

Performance of the Benefits Service has been the subject of discussion at the Committee and the new indicators reflect the change in emphasis from solely looking at speed of processing to the accuracy of the decisions made and the consequent subsidy implications. This is in the context of the cessation of the Census Partnership and transition to the Council's own Revenues and Benefits service from 1 April 2018.

61. Indicators to be amended
- "The number of newly opened anti-social behaviour cases"- change to "Resolved anti-social behaviour cases as a % of those referred."
- This seeks to measure the effectiveness of the Council's interventions to resolve anti-social behaviour, rather than merely recording their number. The volume of anti-social behaviour cases will still be included in the report to Members as contextual information.
- "The current number of families worked with by the early Intervention project"- change to "Proportion of closed cases of families worked with for the Early Intervention Project where the outcomes are met or partially met. "

Again, this seeks to measure the effectiveness of the Council's work with these families, rather than merely recording the numbers that our Early Intervention Officer works with.

62. Indicators to be deleted

- Number of legal cases opened each month.
- Number of legal cases closed each month.

These are designed to be health check indicators to monitor the change in workload of the Legal Team and are currently reported with a further indicator "The number of legal cases which are live each month." It was agreed that one indicator showing the number of live cases is sufficient to indicate the Legal team's workload.

63. Indicators to be changed to “health check” without targets

- Ethnic minority representation in the workforce
- Percentage of employees with a disability

Both of these indicators are important for gauging the “corporate health” of the Council in terms of its fair employment policies. Also in ensuring that the Council's workforce is broadly reflective of the characteristics of the District's working age population. The Council is committed to providing equality of opportunity, but has limited control over the numbers of staff from Black Minority Ethnic groups or with a disability. It was agreed that these indicators should continue to be reported but without a target.

Consideration of the Performance Report by the Scrutiny Committee for Leader, Resources and Economic Growth at its meeting on 7 March 2018

64. The Committee discussed progress in meeting the recycling, reuse and composting target of 50% by 2020, given the current level of performance. The Assistant Chief Executive mentioned the Waste Management and Recycling Contract Review report to Scrutiny Committee for Customer Services and Service Delivery on 13 March. This includes consideration of measures to meet the target, such as improving recycling quality and considering kerbside food waste collection.
65. The performance of the Benefits service was discussed and the proposals to introduce additional indicators to measure the accuracy of processing of applications as well as the speed. The Deputy Leader and Cabinet Member for Resources and Economic Growth stated that these were “two sides of the same coin” of customer service for benefit claimants in ensuring that claims are assessed accurately first time and payments made speedily. He highlighted that improved accuracy of assessment had meant that the Council did not lose any Housing Benefit Subsidy in 2016/17. The Head of Corporate Resources reported on good working relations with the local Job Centre Plus in preparing for Universal Credit.
66. The Assistant Chief Executive updated the Committee on progress with improving the delivery of affordable housing in the District. There are a large number of affordable housing units with planning permission that are not being built. The Council is working with Registered Providers and Homes England to improve the delivery of affordable housing, including exploring use of the Council's own land.
67. The relationship between the number of households accepted as homeless and numbers in temporary accommodation was discussed, given that there had been no acceptances in December. The Assistant Chief Executive explained that the Council has to assess whether to accept a duty to a household under the homelessness legislation. Although there were no acceptances in December, the Housing Needs Team were still providing households with housing advice, carrying out enquiries and where appropriate placing them in temporary accommodation pending further enquiries.
68. Progress with the flagship activity of providing economic development grants was discussed, specifically the Independent Retailers' Fund and grants available for shop front enhancements and the limited funding available of £21,000. The Deputy Leader and Cabinet Member for Resources and Economic Growth explained that the funding for the scheme came from the County Council. He mentioned the success of the Microbusiness Grants Scheme and that the allocation of further funding for shop front enhancements could be considered depending upon the number of applications. Methods for promoting the take up of the schemes across the District were discussed.

69. The Committee commented on the improvements to the Leisure Centres and consequent increase in attendances. Car parking pressures at the Kings Centre in East Grinstead were discussed, partly caused by the car park's use by non-leisure customers. The Assistant Chief Executive stated that the Chipside parking ICT system currently being implemented may be able to assist in enforcement of car parking in the leisure centre.
70. The Committee agreed the proposed changes to the bundle of indicators to be monitored in 2018/19. There was a discussion about the range of indicators to be monitored by Members through the Committee and those that might be regarded as more operational management information.

Conclusions

71. The Council's services continued to perform well in the third Quarter of 2017/18 despite sustained levels of demand in many services areas. Where performance is below target, corrective action aimed at improvement has been planned and is being delivered.

Risk Management Implications

72. There are no risk management implications. Performance across the Council was seen as a strategic risk in the past but the Council has a proven track record in performance management and it is no longer seen as a risk.

Equalities Implications

73. There are no direct equality implications contained within this report. Equality impact assessments are undertaken within each individual service when appropriate

Financial Implications

74. There are no direct financial implications contained within this report.

Background papers

None.