



Meeting: EXECUTIVE

Agenda Item:

6

Portfolio Area: All

Date: 14 MARCH 2017



CORPORATE PERFORMANCE FOR QUARTER THREE 2016/17

NON-KEY DECISION

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1. PURPOSE

1.1 To set out the Council's performance results to quarter 3 2016/17 (April 2016 to Dec 2016).

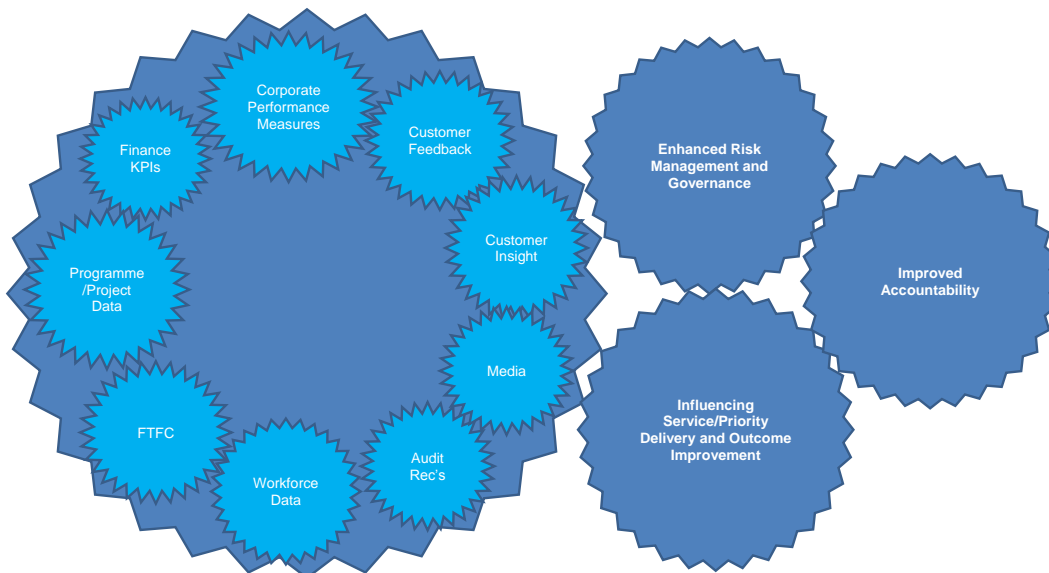
2. RECOMMENDATIONS

- 2.1 That the overall performance results for quarter three 2016/17 be noted.
- 2.2 That progress on the delivery of Future Town, Future Council programme be noted.
- 2.3 That the corrective action being undertaken for those areas requiring improvement be noted.

3. BACKGROUND

- 3.1 Between April 2008 and March 2015, the Council used a Balanced Scorecard model to monitor performance. A need to expand and enhance this process was identified by Senior Management to facilitate improved insight into corporate priority delivery and implementation was incorporated into the Council's 'Performing at our Peak' Future Town, Future Council programme.
- 3.2 As part of this programme, the corporate performance management and monitoring systems have been under review during 2016/17. The emerging new performance management system will coordinate a range of performance elements across the Council relating to its finances, staff, customers and service delivery, in addition to monitoring the status of the Future Town, Future Council Programme.

- 3.3 An additional aim of the new performance framework is to develop strategic insight; the provision of a combination of performance information that provides a more complete picture on how our services and projects are performing. This will enable earlier identification of performance concerns and options to resolve them which in turn should enhance outcomes for customers.
- 3.4 Officers have been developing a new performance management system which is helping to facilitate timely reporting of information to senior management. This provides enhanced reporting options that can deliver strategic insight to inform decision making. Alongside corporate performance measures and programme/project management milestone status monitoring, strategic risk is currently being incorporated in to the new system. The approach to delivery of strategic insight will be further developed during 2017/18, to include workforce data, financial data, and additional customer data.



Strategic Insight diagram

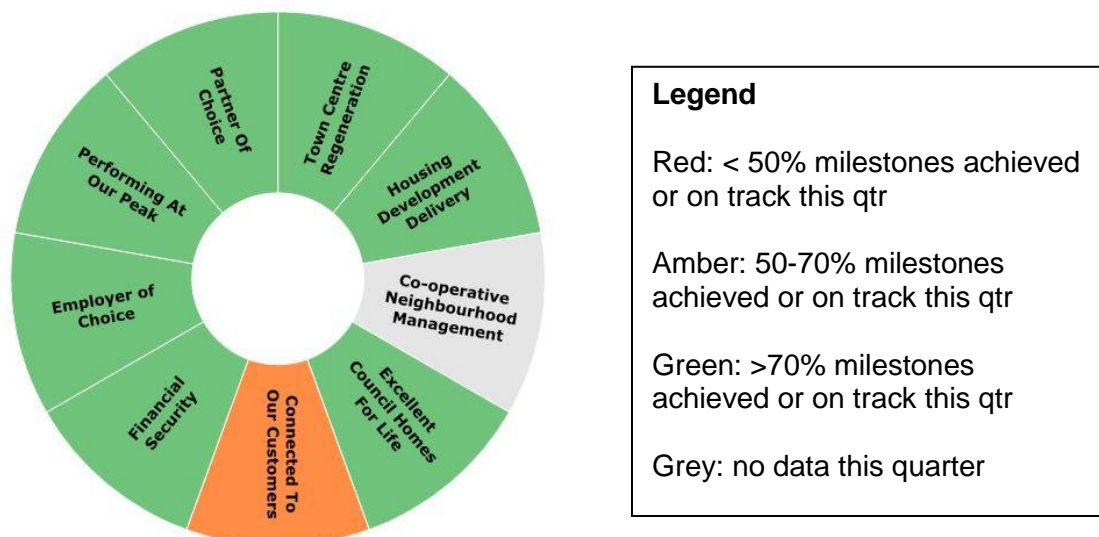
- 3.5 Strategic insight has two areas of focus. The Future Town, Future Council (FTFC) programme and the Corporate programme. The delivery status and improvement plans for these programmes are monitored quarterly by the Executive and senior management. In addition the Executive receives separate quarterly updates on the financial position of the Council.

FUTURE TOWN, FUTURE COUNCIL PROGRAMME UPDATE

- 3.6 The FTFC programme is performing well and is on track for delivery of the agreed outcomes within five years. During the last two quarters a lot of progress has been made in finalising the development of projects and plans across all 9 of the programmes. The programmes are now well underway and key deliverables are starting to be achieved.

- 3.7 It should be noted that the Co-operative and Neighbourhood Management programme following a stalled start has now been re-based with projects scoped, milestones and outputs agreed and delivery is beginning to take place. This programme will begin reporting against milestones and indicators during Q4.

Current Milestone Performance



Future Town Future Council programme milestone status.

- 3.8 This quarter shows a steady level of performance overall for the FTFC programme. In terms of milestone delivery 7 of the programmes are green, with 1 amber programme this quarter. All programmes are also performing well when performance against key FTFC measures is considered. Of the 15 performance measures currently identified across the FTFC programme, 80% (12/15) are either green or green-plus (7 green-plus, 5 green) with just 1 amber status measures and 1 red status measure against target.

- 3.9 Key performance measure highlights include:

- Customer satisfaction with the Customer Service Centre customer service at 91% has exceeded the target of 88% and the 2015/16 result of 87.6%.
- The aim to enhance use of the website for customer transactions is showing success; there has been a reduction in enquiries through the Customer Service Centre by 15% and a 24% increase in online service transactions.
- Resident satisfaction with external works is increasing and was 90.7%.

Housing Development Programme

- 3.10 Programme Outcomes

- Increased number of affordable houses in Stevenage.
- Improve access to the housing market in Stevenage for a greater number of residents.

3.11 Programme Overview

3.11.1 Overall the programme remains on track for delivery of 300 homes by 2020. Currently 99 new homes have been achieved to date since acquisition of the first Council homes in 2013/14.

3.11.2 The programme has performed well this quarter with green milestones delivered in Q3 and is on track for delivery of all milestones within the next quarter Q4. It has performed very well against its' performance measures this quarter with 1 green plus and 1 green measure.

3.11.3 Key successes this quarter include:

- A successful all Member session was held to increase member awareness of the programme
- The Norton Green scheme has advanced. Norton Green is a mixed private and affordable scheme being built by North Hertfordshire Homes. The Council has provided grant funding to the scheme and will receive nomination rights on the affordable units (4 x 2 bed houses).
- Ditchmore Lane phase 1 has been completed with a new 40 bed hostel and 5 bungalows for rent. Phase 2 is currently being worked up and the deal re-negotiated to ensure maximum value for the Council.
- £310,000 negotiated in lieu of units at Filey close for use in bringing forward the Kenilworth development scheme.

3.11.4 All milestones for Q4 are predicted as Green. It is anticipated that work will start on site at the Twin foxes and a planning application will be submitted for the March Hare development during Q4. Furthermore it is anticipated that work on the creation of a housing development company will be brought forward for management and Member consideration early in 2017/18.

Stevenage Central- Town Centre Regeneration Programme

3.12 Programme Outcomes

- Two major opportunity areas (MOA) advance - one completed 2020/21 and one to begin 2019/20.
- Further MOA's- 5 year programme concurrent projects and activities.

3.13 Programme Overview

3.13.1 This programme is performing well this quarter with some notable achievements and all milestones in Q3 are green.

3.13.2 The first phase of development, known as SG1 is now ready for procurement. Soft market testing has been conducted with 8 major developers, with a positive reaction to the proposed scheme. A range of preparation activities and studies have been completed to enable the procurement to progress. This procurement was recommended to be held back for final approval to proceed, awaiting confirmation of whether Stevenage would benefit from government investment via Growth Deal 3 funding allocation to Hertfordshire Local Enterprise Partnership. Additional funding

of £19m was formally confirmed in the early part of 2017 to add to the £12Mn already secured through Growth Deal 1.

- 3.13.3 High profile successful local events were held to inform local residents and stakeholders of plans and progress. These events were held at the railway station, Westgate Centre and North Herts College, as well as a community event with elderly residents and a presentation at Marriott's school fair. Through these 157 responses were received to our plans and over 95% of respondents were supportive.
- 3.13.4 Support of the business community has been gained through roundtable events and the Council hosted a successful visit from the Permanent Secretary from Department of Communities and Local Government to see its regeneration plans and aspirations.
- 3.13.5 All milestones due in Q4 are forecast as green for delivery and the programme is well on track. Another report on this agenda provides a summary of the procurement route for SG1 and will seek agreement to the procurement of a development partner and associated procurement strategy.

Excellent Council Homes for Life Programme

3.14 Programme Outcomes

- Investing in homes to be proud of.
- Delivering sustainable services for older people.
- Transforming housing.

3.15 Programme Overview

3.15.1 This programme is performing well this quarter in terms of milestone delivery and has demonstrated good performance overall against key performance measures with 3 green plus measures.

3.15.2 Key successes for Q3 included:

- Executive approval to the procure of the Flat Block contract subject to Member agreement of proposals for consultation with leaseholders
- The development of proposals and consultation completed relating to the establishment of a cleansing team, which will deliver a better model for the cleaning service as well as deliver savings.
- The introduction of Careline charges that have been received positively and the Council has been able to retain existing customers.
- The structure for the Repairs and Void Service going live and the majority of roles recruited to and a TUPE date agreed.

3.15.3 All milestones are forecast as green for delivery in Q4. It is anticipated that the Leaseholder consultation programme will begin and work will commence on the internal improvement contract.

Partner of Choice Programme

3.16 Programme Outcomes

- Delivery of shared services
- Shared partnership culture
- Develop the best deal for Stevenage for county wide devolution.

3.17 Programme Overview

3.17.1 This programme has gained some momentum this quarter after a pro-longed hiatus and delivered or closed off a number of milestones. All milestones due this quarter are classed as green.

3.17.2 Key successes highlighted this quarter include:

- The development of a draft business case for a shared legal service and commencement of engagement work with key stakeholders.
- Discussions are ongoing with other Local Authorities over a new Herts Home Improvement Agency.
- The Herts One Public estate partnership successfully bid for £460k funds from DCLG. The funds will be spread over 2 years 2017/18-2018/19 and will help to support our Town Centre Regeneration

3.17.3 All milestones for quarter 4 are forecast as green. An outline business case on options for a shared legal service will be taken forward to the Executive in March.

Performing at our Peak Programme

3.18 Programme Outcomes

- Achieve better business outcomes through delivering actionable strategic insight.

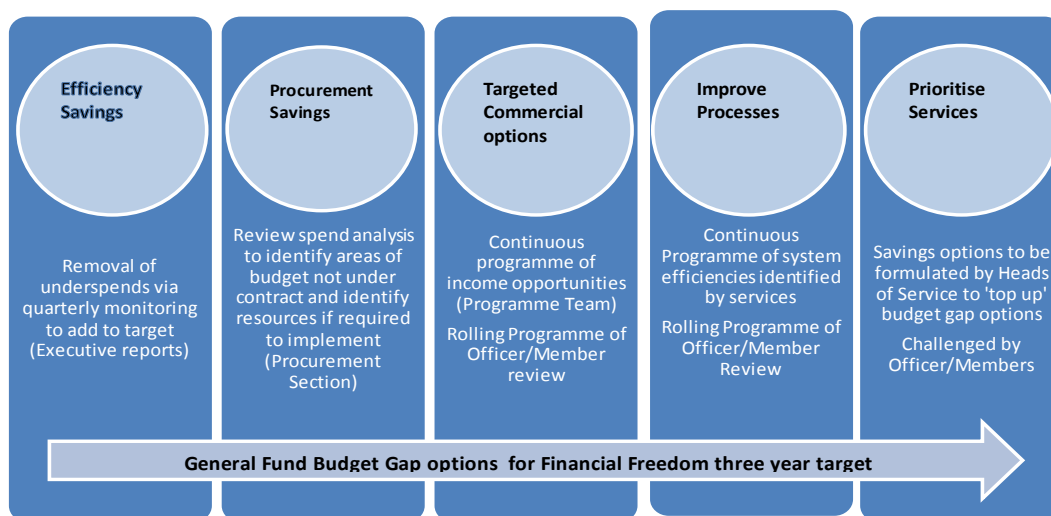
3.19 Programme Overview

3.19.1 This programme has delivered a number of key milestones this quarter including completion of phase 1 of the InPhase Performance software build and the programme is on track for the continued delivery of phase 2 which involves the development of performance dashboards for members of the Strategic Leadership Team.

3.19.2 The programme has 1 delayed milestone this quarter which concerns recruitment of the Corporate Performance Improvement Officer. Following an unsuccessful recruitment process, the post has been reviewed and will be offered as an internal secondment opportunity within quarter 4.

Financial Security Programme

3.20 Programme Outcomes



The five strands of the Financial Security programme.

3.21 Programme Overview

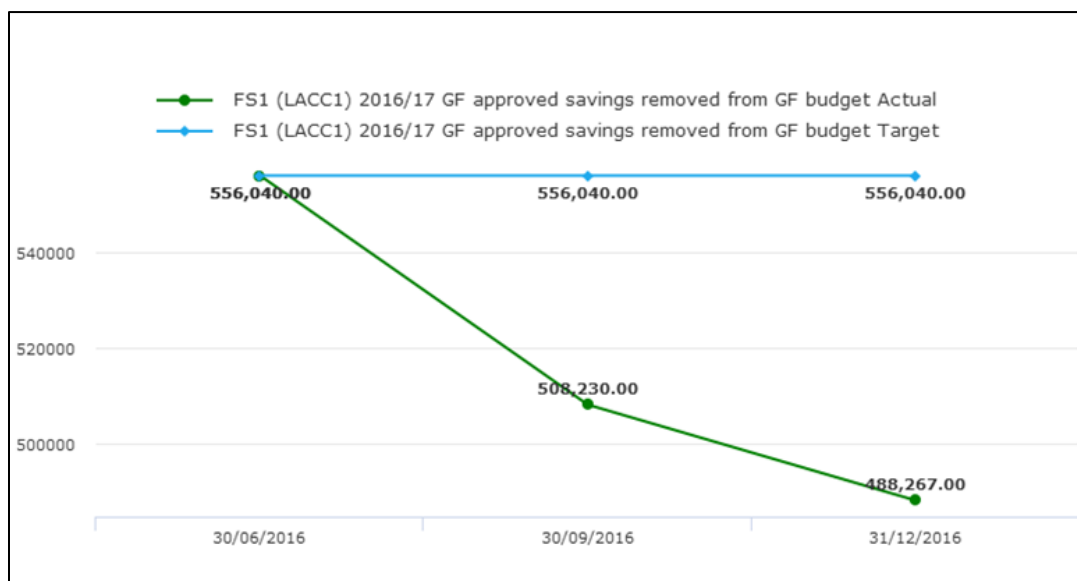
3.21.1 5 out of 7 milestones were achieved during quarter 3. The programme has also performed very well against its' key performance measures with 2 green plus, 1 green and 1 amber result this quarter.

3.21.2 The one amber measure relates to 2016/17 General Fund approved savings removed from the General Fund budget. General Fund Savings approved for 2016/17 totalled £556,040. It has been previously reported that the following savings have not been achieved:

S4 – Environmental Health Management Review

S5 - Environmental Health efficiency savings

3.21.3 Saving S41 which anticipated savings across facilities management budgets (£3,340) has not been achieved. All remaining savings options are on target to be met and it is projected that 87.2% of the planned savings target will be achieved by the end of the financial year.



Graph of FS 1 Q1-Q3 results- General Fund approved savings removed from the General Fund budget.

Polarity: High is good result.

3.21.4 The savings target for 2017/18 has been achieved and the process for setting the 2017/18 budget is on track for completion. A review of income maximisation processes has been completed and a pilot is in development.

3.21.5 Key milestones for quarter 4 include the approval of the General Fund and HRA Budgets for 2017/18, a new Property Investment Strategy and the development of a Digital Post Business Case.

Connected to our Customers Programme

3.22 Programme Outcomes

- Increase customer satisfaction with key services
- One resident, one account 24/7 customer access to key services

3.23 Programme Overview

3.23.1 This programme has performed excellently against its 3 performance measure this quarter with 3 green plus and 1 green measure. In terms of milestones the programme has performed well this quarter in delivering 6 out of 8 key milestones.

3.23.2 Key successes this quarter include:

- The development of a new Digital Strategy that sets out the Council's approach to delivering new online services
- Approval of an automated telephone customer satisfaction tool business case which will enable the Council to get insight on customer views, identify areas of

excellence and weakness across our services and thus improve customer satisfaction.

3.23.3 The following two milestones have slipped this quarter and following a review have now been re-based for delivery in Q1 2017/18:

- Approval of call recording business case milestone: Funding has been secured through the 2017/18 Capital Strategy for delivery in Q1
- New website and customer portal business case: The specification for a new website is in development and the Council is working with suppliers to develop a robust customer portal business case that will come forward in Q1.

3.23.4 All milestones are predicted to be green during Q4. It is anticipated that the new Automated Telephone Payment system will go live in March and the new NNDR e-billing service is on track for an April launch. Furthermore following approval of the £2.14m capital bid for a new digital change programme work will commence on establishing a new Digital Delivery Team.

Employer of Choice Programme

3.24 Programme Outcomes

- Improved employee engagement
- Right person, right place, right time - recruiting/retaining hard to fill posts
- Improved managerial competency
- Improved reputation as a place to work
- Evidence of staff progressing to higher grades and new roles.

3.25 Programme Overview

3.25.1 This programme has performed well this quarter in terms of milestone delivery with all 14 milestones in Q3 classed as green. The programme has one red performance measure associated to the number of apprentices as a percentage of the workforce (Q3 Actual = 0.3% Target 1.5%). However, apprentice recruitment did take place in Q3 and 11 new graduates started work at the Council during January and February. This means that the Council will exceed its target in Q4 2016/17.

3.25.2 Key successes this quarter include:

- Completion of the Senior Management structural review with the majority of Assistant Director's commencing their new roles in January 2017.
- A rewards and benefits package was launched for staff in October 2016 giving staff access to a range of benefits including leisure activities, discounts and savings.
- A review of learning and development was undertaken this quarter highlighting a number of areas for consideration which will be taken forward later in the year.

3.25.3 All milestones are predicted as green for Q4 and include:

- The launch of a new competency framework for officers grade 10-12.

- A review of the effectiveness of the staff appraisal scheme was completed in December, resulting in agreement to undertake a full review in Q1 2018/19, with the aim of making the scheme a recognised value added process directly aligned to achievement of key Council objectives.
- An employee engagement survey ‘pulsecheck’ that will rack results since the last staff survey and action plan last year.
- The launch of a senior management development programme.
- A new Corporate Social Responsibility Policy.
- A Business Unit review that will assess if services have the right structures in place.

3.26 Corporate Performance Suite

3.26.1 The corporate performance measure suite can be seen in Appendix 1. It contains 38 performance measures and the Q3 results are as follows:

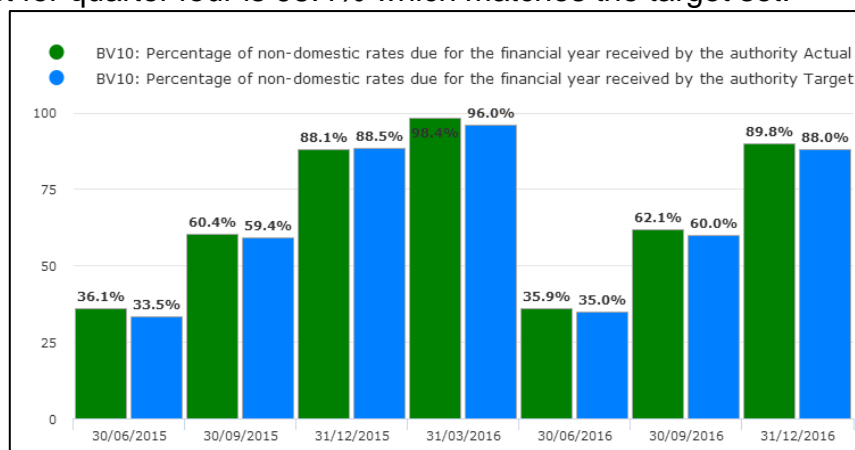
Number of Measures	Meeting or exceeding target	Not meeting target
38	28	10

3.26.2 The Strategic Leadership Team has requested that Assistant Directors identify improvement activity for the measures that are not achieving or forecast not to achieve target. It is forecast that the number of measures that should meet or exceed their target will increase to 30 by the end of Q4.

3.27 Performance Highlights

3.27.1 As reported in Q1 corporate customer call handling and the three measures associated to the processing of planning applications continue to exceed their targets.

3.27.2 The collection times for Council Tax and Non-Domestic rates continue to exceed target. The percentage of Council Tax collected is slightly higher than 2015/16 collection levels (Q3 2015/16, 88.6%, Q3 2016/17, 88.9%) and as indicated by the following chart, the percentage of non-domestic rates collected also exceeded 2015/16 quarter 3 performance levels (Q3 2015/16 88.1%, Q3 2016/17, 89.8%). The forecast for quarter four is 98.4% which matches the target set.



Graph of BV10 Q1-Q3 results- Percentage of non-domestic rates due for the financial year.

Polarity: High is good result.

3.28 Areas for improvement

3.28.1 At Q3, 10 measures (7 red and 3 amber) did not fall within an acceptable variance. Activity to seek to improve performance is outlined in the following paragraphs:

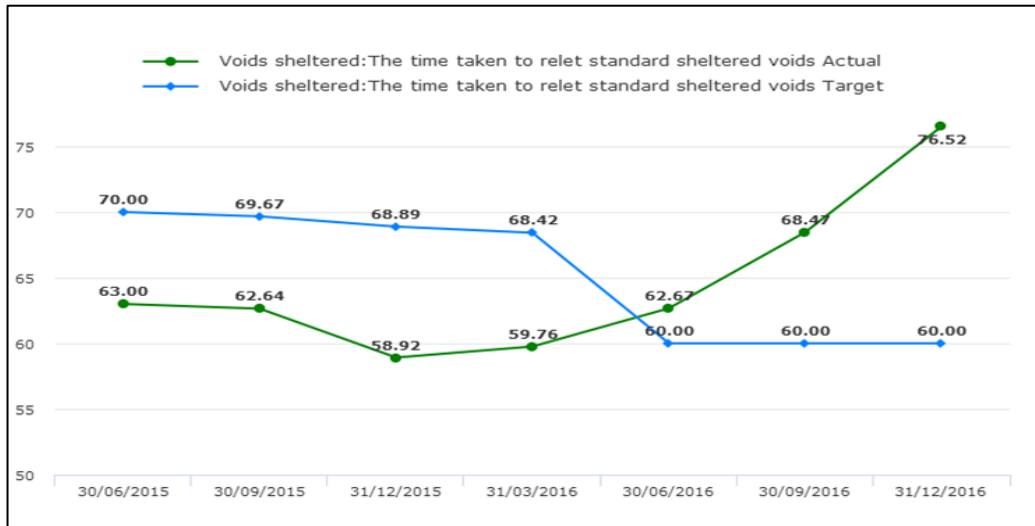
	Measure	Report Paragraph
1	Time taken to re-let sheltered void properties	Paragraph 3.30
2	Homelessness Preventions	Paragraph 3.31
3	Percentage of assets known to be health and safety compliant (as per SBC definition)	Paragraph 3.32
4	Agency usage as a percentage of the total workforce	Paragraph 3.33
5	Internal transfers/secondments as a percentage of the total workforce	Paragraph 3.34
6	Average days lost per employee over a rolling 12 month period	Paragraph 3.35
7	Percentage of press releases published in the media	Paragraph 3.36
8	Percentage of complaints progressing to stages 2 and 3 that are upheld or partially upheld	Paragraph 3.37
9	Anti-social behaviour per 1,000 population	Paragraph 3.38
10	The rate of violence against the person (victim based crime) per 1,000 population	Paragraph 3.39

3.29 Voids sheltered: Time taken to re-let standard sheltered voids properties

3.29.1 The Empty Homes Team have experienced delays with the gas contractor service which has impacted relet times. A series of meetings have taken place with the contractor and performance has been improved during Q4. The Team has also experienced significant delays with electrical testing and installation. This problem has continued into Q4 and will impact on the end of year performance. The Repairs and Voids Team have appointed additional external contractors to help address the issue.

3.29.2 As previously reported some Sheltered Units are of low demand. The allocation policy was amended in Jan 2015 and excluded homeowners being allowed to join the Housing register. Prior to this, homeowners were allowed to have a direct let to properties considered hard to let. Work is underway to carry out a feasibility study against relevant properties to determine if there is opportunity to redesign the property, whether we continue to advertise or whether we remove the property from

management. This work is due to be completed by end of March 2017. It is anticipated that the end of year target will not be achieved due to the impact of current issues. There is a lower demand for these properties than previously. In Jan 2015 the allocation policy was amended and excluded homeowners being allowed to join the Housing register. Prior to this, homeowners were allowed to have a direct let to properties considered hard to let.

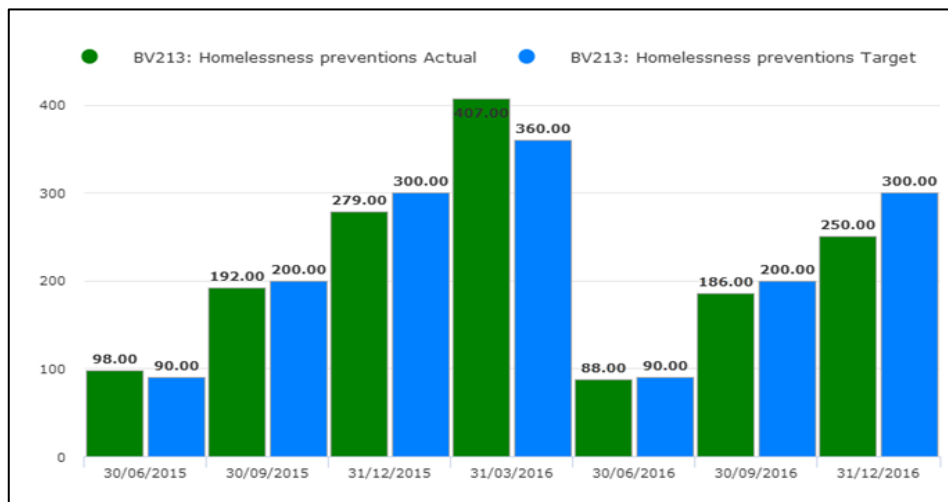


Graph of Voids sheltered Q1-Q3 results- The time taken to re-let standard sheltered voids properties.

Polarity: Low is good result.

3.30 Number of households who consider themselves as homeless, who approached the local authority's housing advice service(s) and for whom housing advice casework has resolved their situation

3.30.1 Performance has been impacted by officers experiencing high caseloads of increasing complexity. A prioritisation plan has been put in place to enable officers to focus on early interventions and it is forecast that 330 preventions will be achieved by the end of the financial year compared to a target of 360.



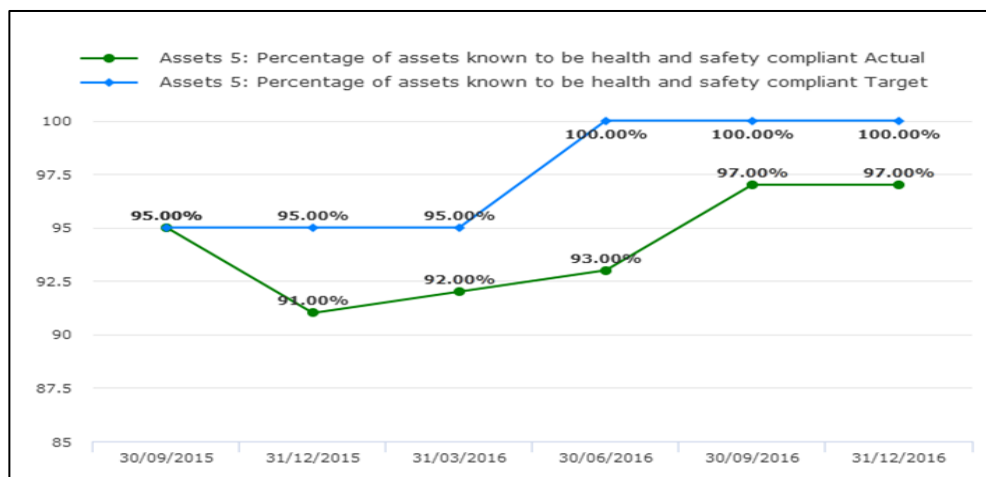
Graph of BV213 Q1-Q3 results- Homelessness preventions

Polarity: High is good result.

3.31 Percentage of assets known to be health and safety compliant (as per SBC definition)

3.31.1 The Property and Estates team have carried out an analysis of the service tasks that impact on the performance results. The analysis identified that there is not a consistent reason(s) for compliance assessment tasks not being completed within timeframes. The compliance information and documents are constantly updated highlighting the varied reasons why full compliance is not achieved and the target is not met. For example, these are generally due to programming, communication and data input issues. However, it is considered that currently there are no urgent high risk tasks outstanding.

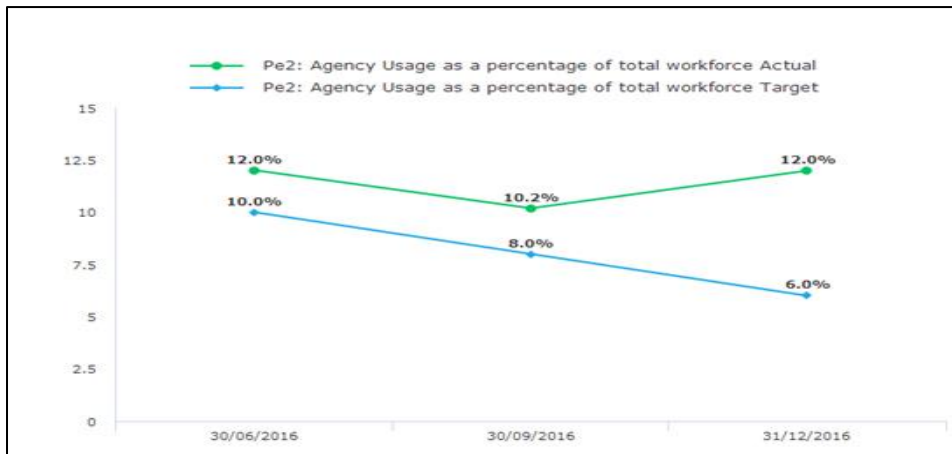
3.31.2 A robust framework and plan is now in place to provide corporate oversight and monitoring of compliance issues. The Property and Estates team will continue to work with the contractor to further enhance the contract management arrangements. This will be done through weekly reviews and monitoring, and other improvements that will see better communication leading to improved programming. This will ensure that service tasks are completed within the timeframes and any issues can be identified as early as possible.



Graph of Assets 5: Percentage of assets known to be health and safety compliant. Polarity: High is good result.

3.32 Agency usage as a percentage of the total workforce

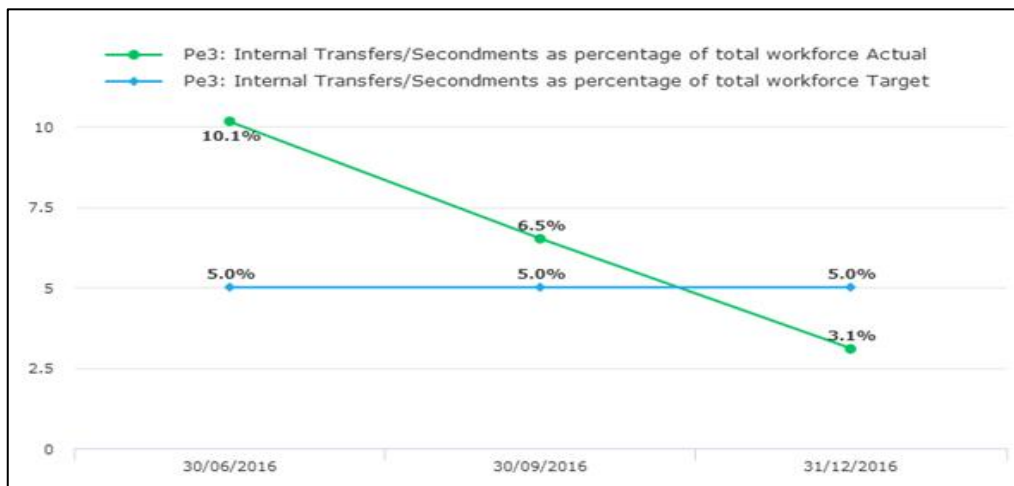
3.32.1 Almost half of agency workforce numbers are short-term Environmental Services workers. To resolve this situation, the permanent workforce requires modelling to include a contingency consideration. This will be aligned to the next phase of senior management review and will begin once the new Assistant Director Stevenage Direct Services has been appointed, anticipated June/July 2017. Due to this timescale it is highly unlikely we will meet the original quarter 4 target of 5% and agreement has been reached to adjust this to 12% for year end 2016/17. In the meantime, work is being undertaken to analyse the numbers and rationale for the use of agency workers.



Graph of Pe2 Q1-Q3 results- Agency usage as a percentage of total workforce Polarity: Low is good result.

3.33 Internal transfers/secondments as a percentage of the total workforce

3.33.1 Recruitment levels have been lower during quarter three (in the run up to and during the Christmas/New Year period) and the focus has been on the senior management structural review. The risk of fewer opportunities for existing staff to broaden their knowledge and experience within the Council is that we will lose valuable skills to other organisations; however it is anticipated that the year-end position will be on or near target, therefore no specific improvement activity is planned at this stage.



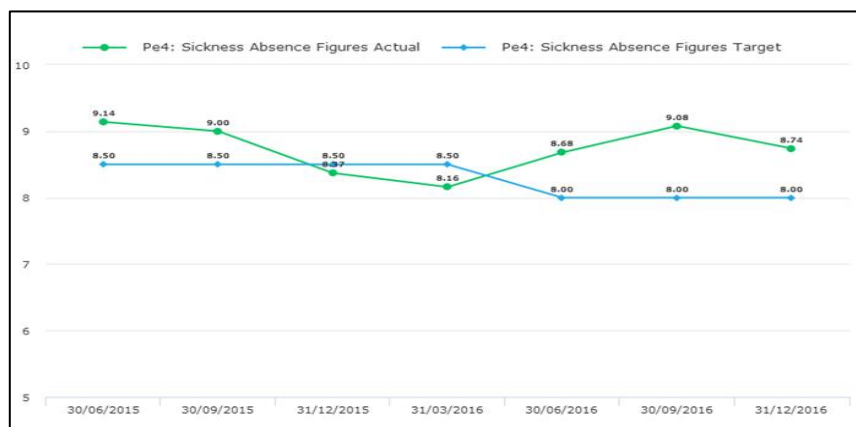
Graph of PE3 Q1-Q3 results- Internal transfers/secondments as percentage of total workforce.

Polarity: High is good result.

3.34 Sickness Absence – Average days lost per employee over a rolling twelve month period

3.34.1 At 8.74 days per FTE for the twelve months ending December 2016, sickness levels are 0.74 days over the target of 8.00 per FTE. The risk to the Council of higher than anticipated sickness absence is additional permanent staffing costs as well as potentially increased agency worker usage/costs to cover sickness. The majority of Business Units are achieving target and the HR Business Partnering Team will continue to work with those Units above target to identify issues and options

available to reduce sickness levels. This will include work to ensure consistent compliance with the Council’s Absence Management Policy.



Graph of Pe4 Q1-Q3 results- Average days lost per employee over a rolling 12 month period.

Polarity: Low is good result.

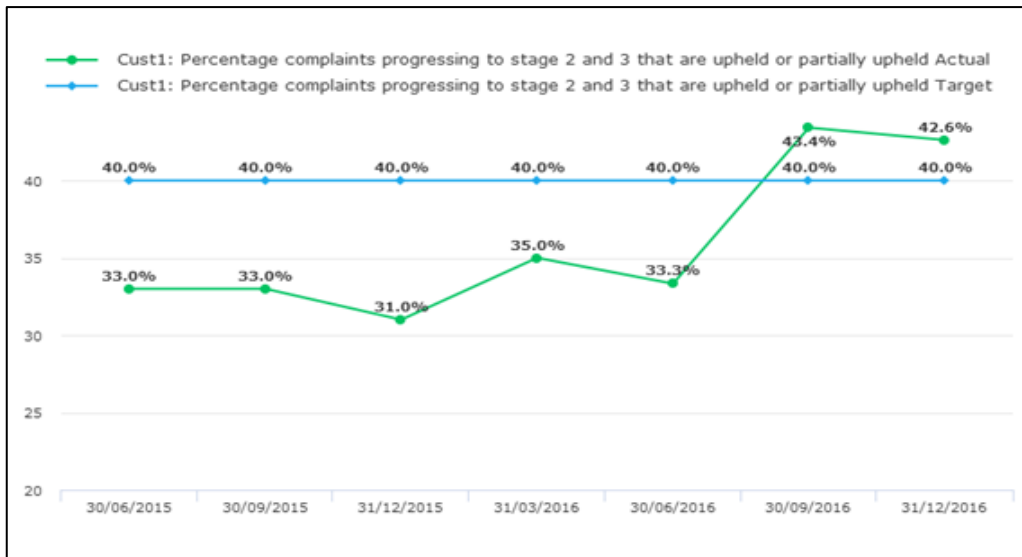
3.35 Percentage of press releases published in the in the media (for the current quarter)

3.35.1 Unfortunately 2 press releases were not published by the media which meant the Q3 target was not achieved. However, 22 press releases are planned for quarter 4 which makes a total of 82 for the financial year. It is forecast that 77 will be published by the end of March 2017 which will mean a publishing rate of 94% against a target of 95%.

3.36 Percentage of complaints progressing to stages 2 and 3 that are upheld or partially upheld

3.36.1 The majority of Non-Housing escalated complaints were not upheld (73.91%). This indicates that the correct decisions were made at the earlier stages. However, 52.63% of escalated Housing complaints were upheld or partially upheld (40 of 76 complaints). When a complaint is upheld, fully or partially, the service must capture ‘learning’ and advise of the planned or implemented service improvements. The Strategic Leadership Team has reminded service managers of the importance of advising and acting upon the information captured in order to enhance service delivery and encourage a reduction in customer complaints. In addition,

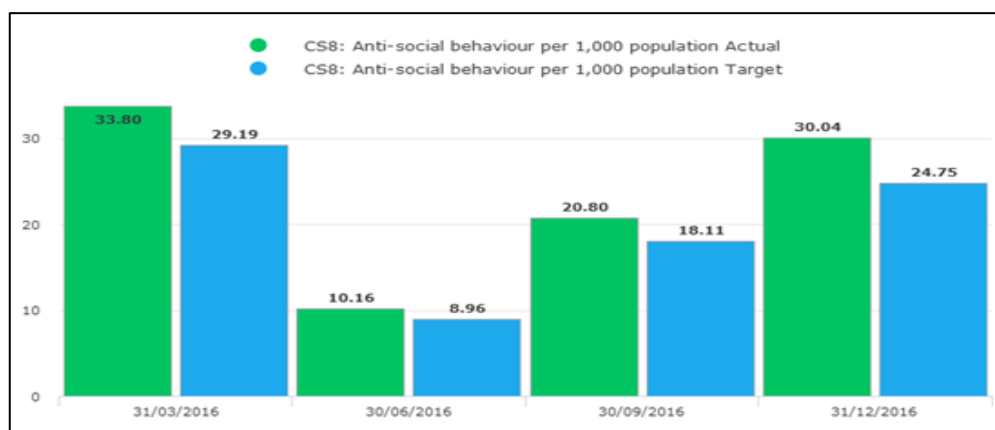
3.36.2 The Customer Feedback Team continues to deliver training to officers with responsibilities for administering complaints to enhance the quality of initial responses. The Team have been working with Housing to enhance case handling at Stage 1 which will then improve this measure and are also working with HR L&D & Housing to improve non-standard letter writing. An improvement in performance for this measure has already been achieved and is now within the tolerance threshold for Year to Date performance as at end January 2017.



Graph of Cust1 Q1-Q3 results- Percentage of complaints progressing to stage 2 and 3 that are upheld or partially upheld. Polarity: Low is good result.

3.37 Anti-social behaviour per 1,000 population

3.37.1 There have been significant increases of anti-social behaviour, particularly youth anti-social behaviour, in Broadwater during quarter 3 which is likely due to displacement of anti-social behaviour from previous hotspot, Shephall. This has resulted in a number of Community Protection Notices (CPNs) and dispersal orders. Police and Fire have reported that incidents seem to have reduced since the Christmas period. Youth engagement services are continuing to operate in the area.



Graph of Cse Q1-Q3 results- Anti-social behaviour per 1,000 population. Polarity:

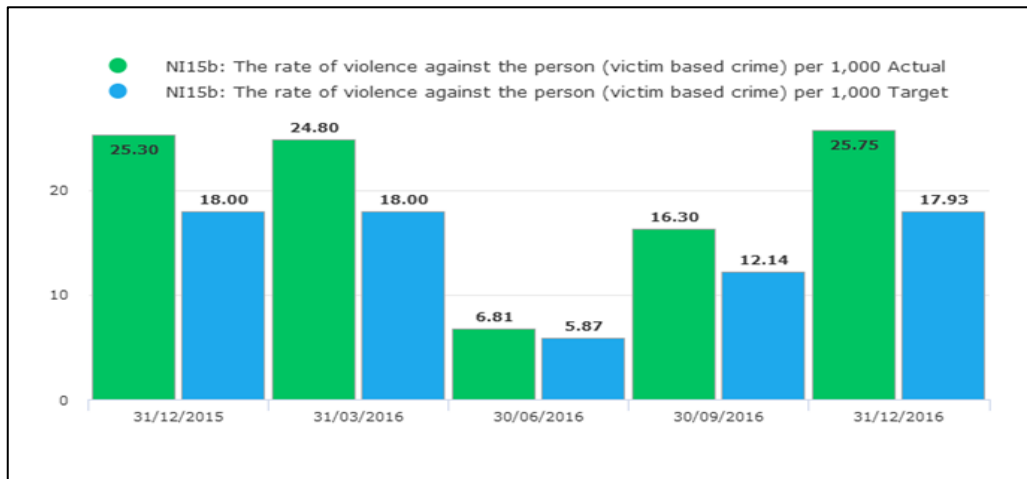
Low is good result.

(NB: Results for 2015/16 were projected to year end, results for 2016/17 are collated cumulatively – This is more accurate. The comparative cumulative result to Q3 2015/16 was 26.4)

3.38 The rate of violence against the person (victim based crime) per 1,000 population

3.38.1 Violent crime is not restricted to one particular area in Stevenage and increases have continued across all wards over recent quarters. This pattern is repeated

across the county, and is greatly due to the knock on effect of changes in police recording procedures. In particular, there have been high numbers of common assault without injury, which are now recorded as violent crimes under the new reporting procedures. Mental health, drugs and alcohol are common contributing factors. Violent crime is now one of the highest priority crime types for the CSP and partners are working together to understand and combat the issues.



Graph of Ni15b Q1-Q3 results- rate of violence against the person (victim based crime) per 1,000 population. Polarity: Low is good result.

(NB: Results for 2015/16 were projected to year end, results for 2016/17 are collated cumulatively – This is more accurate. The comparative cumulative result to Q3 2015/16 was 19)

3.39 Strategic Management Board (SMB) Perspective

3.39.1 Future Town, Future Council programme: SMB is confident that effective governance arrangements are in place to oversee the delivery of the Future Town, Future Council programme. Through robust governance, Senior Management are able to ensure that the programmes will remain on track over the 5 year period.

3.39.2 Corporate programme: The new approach to performance management and monitoring is allowing the organisation to proactively identify issues and challenges and ensure earlier management intervention. The fluid nature of the new performance framework enables Strategic Management Board to raise targets in year to drive forward additional improvement in services and processes. Although there is no guarantee services will meet these increased targets, it is important for the Council to aspire to improve performance levels and standards for the benefit of internal and external customers.

4. REASONS FOR RECOMMENDED COURSE OF ACTION AND OTHER OPTIONS

- 4.1 Strategic Management Board, Programme Sponsors and Assistant Directors were consulted on the content of the Performance Framework.
- 4.2 Programme Sponsors and Assistant Directors were consulted on the status of programme activity and performance and requested to advise 'notable successes', identify any risks or issues and to outline any planned improvement activity to enhance performance.

5. IMPLICATIONS

5.1 Financial Implications

5.1.1 There are no direct financial implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any resulting financial implications.

5.2 Legal Implications

5.2.1 There are no direct legal implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any resulting legal implications.

5.3 Equalities and Diversity Implications

5.3.1 There are no direct equalities and diversity implications from the recommendations contained in this report. However, officers responsible for improvement activity identified will need to identify and consider any resulting equalities and diversity implications.

5.4 Risk Implications

5.4.1 There are no direct significant risks to the Council in agreeing the recommendation(s). Officers responsible for developing performance improvement plans will need to consider any risk implications from the improvement activity identified.

5.4.2 The Council has an embedded approach to risk management that mitigates any adverse effect on delivery of the Council's objectives and internal control processes and also provides good governance assurance.

5.5 Other Corporate implications

5.5.1 Improvement activity outlined may impact on the development of future policy or procedure.

BACKGROUND

BD1 - Corporate Performance for Quarter 1 2016/17 Report
<http://www.stevenage.gov.uk/content/committees/160923/160931/160995/Executive-18-October-2016-Item6.pdf>

APPENDICES

Appendix 1 - Corporate and Future Town, Future Council Performance Measures:
Quarter 3 2016/17