

10 November 2020	ITEM: 10
Corporate Overview and Scrutiny Committee	
Mid-Year / Quarter 2 (April to September 2020) Corporate Performance Report 2020/21	
Wards and communities affected: All	Key Decision: Non-key
Report of: Karen Wheeler, Director of Strategy, Communications & Customer Services	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services	
This report is public	

Executive Summary

This is the mid-year corporate performance monitoring report for 2020/21 covering April to September 2020.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. It details the statistical evidence the council will use to monitor the progress and performance against the council's priorities.

At this unique and unprecedented time, this report shows that three quarters of indicators are currently achieving target and 55% are better than or the same as the previous year. Many indicators have been directly or indirectly impacted by the coronavirus pandemic and the enforced changes to council services in line with government guidance during this period. The report also highlights how Covid-19 has disrupted or changed performance and/or priorities and demand levels across a number of services.

1. Recommendation(s)

- 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are off target and the impact of Covid-19.**
- 1.2 To identify any areas which require additional consideration.**

2. Introduction and Background

- 2.1. The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) framework. This provides a mixture of strategic and operational indicators.
- 2.2. The indicators have been chosen to be as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.
- 2.3. This reflects the demand for council services increasing and being ever more complex, not least due to the impact of the coronavirus pandemic, and the need for a holistic approach to monitoring data and intelligence. Analysis of performance and internal processes at service level by Directors continued monthly throughout 2019/20 and will continue throughout 2020/21.
- 2.4. These indicators will continue to be reported to both Corporate Overview and Scrutiny Committee and Cabinet on a quarterly basis, throughout 2020/21.
- 2.5. In line with the recommendation from Corporate Overview and Scrutiny Committee in June 2019, throughout 2020/21, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.6 as the “Route to Green”.

3. Issues, Options and Analysis of Options

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

3.1 Summary of Corporate KPI Performance

Quarter 2 2020/21 Performance against target		Direction of Travel compared to 2019/20	
Achieved	76.7% (23)	↑ BETTER	34.5% (10)
Failed	23.3% (7)	→ STATIC	20.7% (6)
		↓ WORSE	44.8% (13)

3.2 Impact of Covid-19

- 3.2.1 The Quarter 2 (April to September 2020) overall outturn of 76.7% is back in line with the 74% overall percentage of KPIs achieving target at the end of 2019/20. Most indicators are now being able to be reported, however there are several indicators where the profiling for the quarterly targets for the first part of this year have been adjusted, in the hope that performance in the second half of the

year can mitigate any reduced service level rates earlier, as a result of the impact of Covid-19 earlier in the year.

- 3.2.2 Several indicators, however, continue to be affected by Covid-19. The narrative in section 3.6 highlights where performance has been affected during the first 6 months of 2020/21 in both the height of the 'lockdown' and subsequent restrictions or changes to service demand or delivery.
- 3.2.3 In some cases data is still not available either because the data is not currently being recorded due to other priorities e.g. for Public Health or because that service/activity is not currently operating in line with government guidance. This is summarised in section 3.7.
- 3.2.4 In most cases the targets for 2020/21 have been set based on "normal" circumstances. This is likely to mean that more indicators will not "perform" as well as they did in 2019/20, and/or the rate of improvement will not be as great. The decision to keep most targets comparable with last year is to more clearly analyse the impact of the disruption caused by the pandemic. Where an indicator has failed to reach its target during the year, the commentary provided will identify clearly whether this is related to Covid-19 impacts.
- 3.2.5 It is impossible to predict accurately how long and to what extent service delivery in some areas will continue to be impacted. This will be kept under close monitoring and in some cases, targets for 2020/21 will need to be reviewed.
- 3.2.6 Any targets for health and social care indicators which are part of the Better Care Fund are yet to be confirmed as these conversations with NHS partners and the Department of Health have been delayed due to Covid-19 priorities.

3.3 On target performance

Three quarters of available corporate KPIs achieved their targets.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2 (YTD)	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 1 Target	2020/21 Target
Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population	Cllr Halden	739.7 per 100,000	87.3 (21)	162.1 (39)	203.6 (49)	261.8 (63)	261.8 (63)	ACHIEVED	BETTER	374.0 (90) (prov)	739.7 (178) (prov)
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie those presenting as homeless who have dependent child(ren) or are pregnant)	Cllr Johnson	3	0	0	0	0	0	ACHIEVED	BETTER	0	0
% of repairs completed within target	Cllr Johnson	98.3%	99.5%	99.2%	98.7%	98.4%	99.1%	ACHIEVED	BETTER	95%	95%
% of potholes repaired within policy and agreed timeframe	Cllr Maney	99.33%	100%	100%	100%	100%	100%	ACHIEVED	BETTER	98%	98%
% occupancy of council-owned business centres	Cllr Coxshall	91%	90%				93%	ACHIEVED	BETTER	80%	80%
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Halden	87.40%	93.1%				89.6%	ACHIEVED	BETTER	86.3% (prov)	86.3% (prov)
No of placements available within council for volunteers	Cllr Huelin	225	205				230	ACHIEVED	BETTER	230	210
% of young people who reoffend after a previously recorded offence	Cllr Halden	11.0%	13% (Q4)				3% (Q1) quarter in arrears	ACHIEVED	BETTER	13%	13%
% Initial Health Assessment (IHA) completed within 28 days (20 working days) of child becoming Looked After	Cllr Halden	69.2%	66.7%				85.7%	ACHIEVED	BETTER	80%	80%

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2 (YTD)	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 1 Target	2020/21 Target
% of Minor planning applications processed in 8 weeks	Cllr Coxshall	100%	100%	100%	100%	100%	100%	ACHIEVED	IN LINE	90%	90%
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	£0	ACHIEVED	IN LINE	£0	£0
% Rent collected	Cllr Johnson	98.5%	88.9%	89.4%	91.9%	93.4%	93.4%	ACHIEVED	IN LINE	92%	98%
% of primary schools judged "good" or better	Cllr Jefferies	92.0%	92.3%				92.3%	ACHIEVED	IN LINE	426 days	92% (prov)
% of secondary schools judged "good" or better	Cllr Jefferies	<i>new KPI</i>	63.0%				63.0%	ACHIEVED	IN LINE	426 days	63% (prov)
Proportion of people using social care who receive direct payments	Cllr Halden	35.4%	36.6%	36.4%	37.2%	34.7%	34.7%	ACHIEVED	WORSE	34%	34%
% of Major planning applications processed in 13 weeks	Cllr Coxshall	100%	89%	100%	100%	100%	94%	ACHIEVED	WORSE	90%	90%
Tenant satisfaction with Transforming Homes	Cllr Johnson	86.9%	83.3%	100%	85.7%	81.3%	85.3%	ACHIEVED	WORSE	85%	85%
Number of new Micro Enterprises started since 1 April 2020	Cllr Huelin	44	5				10	ACHIEVED	WORSE	0	20
% of volunteer placements filled within council	Cllr Huelin	96%	100%				92%	ACHIEVED	WORSE	92%	96%
Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	Cllr Mayes	88%	78%				80%	ACHIEVED	WORSE	70%	70%
Value (£) of council owned property disposals	Cllr Coxshall	£470k	£350k				£350k	ACHIEVED	WORSE	No target	No target
% occupancy of commercial properties	Cllr Coxshall	92%	88%				88%	ACHIEVED	WORSE	88%	88%
Number of events and activities that support engagement in a range of cultural, social and learning opportunities to support well-being and strengthen community connections (total sessions provided in quarter)	Cllr Huelin	<i>new KPI</i>	0				104	ACHIEVED	N/A	100	300

3.4 In focus highlight for Quarter 2

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2 (YTD)	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
% Rent collected	Cllr Johnson	98.5%	88.9%	89.4%	91.9%	93.4%	93.4%	ACHIEVED	IN LINE	92%	98%

The Rents Team have surpassed their profiled target for rent collection of 92% collecting 93.35% of rent due at the end of September as well as supporting a large number of tenants through financial inclusion.

This is despite, the Coronavirus pandemic resulting in some significant challenges for the Rents Team in 2020/21. The Rents team have had to make all contact with tenants by telephone and letter as home visits have been suspended.

So far in 2020/21 there has been a 21% increase in tenants claiming Universal Credit from 2317 at the end of March to 2812 at the end of September with rent arrears for tenants claiming Universal Credit increasing by a margin of 52% over the same period. There has also been a 10.21% reduction in income from Housing benefit on the same period last year.

Financial Inclusion Officers' work has also been adversely affected due to the pandemic and have only been able to support tenants over the telephone as all outreach work in hubs, libraries and children's centres have been suspended due to closure. Over the first three months of the pandemic, Financial Inclusion Officers were mainly carrying out welfare calls offering advice to new Universal Credit claimants as well as tenants who were furloughed and experiencing financial hardship due to the pandemic. They also contacted tenants who were in rent arrears offering debt advice.

At the end of September, Financial Inclusion Officers have supported a total of 668 tenants, an increase of 54% on the same period last year, and have generated additional income of £174,967 which represents an increase of 35% on the same period last year.

Financial Inclusion Officers look to maximise tenants' income by advising and assisting tenants with any claims they are eligible for such as PIP, Council Tax support, Discretionary Housing Payments and any other grants they may be eligible for. They also offer food vouchers and assist with clothing, furniture and white goods.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2 (YTD)	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
Number of events and activities that support engagement in a range of cultural, social and learning opportunities to support well-being and strengthen community connections (total sessions provided in quarter)	Cllr Huelin	<i>n/a – new KPI</i>	0				104	ACHIEVED	<i>n/a - new KPI</i>	100	300
<p>Before Covid-19, this indicator was targeted for 600 events (150 per quarter) by year end. With the temporary closure of libraries and community hubs during the Covid restrictions, all face to face events and activities were and continue to be suspended. On that basis, earlier in the year it was agreed to profile the first two quarters at 0 and reduce the targets for quarters 3 and 4 provisionally to 100 events but keep this under review as the degree of the impact of the restrictions was clearer.</p> <p>However, the service has been successful in delivering a diverse programme of virtual events in the last few months. In total since June they have delivered 104 virtual community engagement sessions including online job club, powerpoint and excel training, under-fives story and rhyme sessions, and book promotions.</p> <p>On that basis, the service have increased the target again to 300 events by year end. This is less than the pre-Covid target but is a significantly improved digital offer, which in the absence of any face to face events being able to be delivered, is a much needed and welcomed resource for residents.</p>											

3.5 Off target indicators

At the end of quarter 2, 7 of the available indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2 YTD	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	33.23%	31.80%	33.73%	33.90%	33.94%	33.86%	FAILED	BETTER	44.37 (46.05% YTD)	41%
<p>This indicator is running below target. Some core contributors to the lower than expected recycling rate include the closure of the Household Waste and Recycling Centre for a period of time at the beginning of the year due to COVID restrictions. The site has a significant impact on recycling levels. In order to ensure that core residual waste collections were maintained during lockdown, the garden waste collections were suspended for a period and then re-introduced on a monthly then fortnightly basis. At this time of the year, garden waste makes up a sizeable proportion of the recycling tonnage. The disruption to collections has impacted performance significantly. With the impact being as great as it was, this indicator is likely to continue below target for the remainder of this year.</p>											
Route to GREEN											
<p>A revised Waste Strategy has been reviewed by the Cleaner and Greener Overview and Scrutiny Committee and is due to be considered by Cabinet. This outlines proposals from the Waste Cross Party Working Group for actions that could be taken that will positively impact recycling levels in the borough. The proposed timeframe for implementation is around 12 to 18 months.</p>											

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	74.9%	75.5%	70.9%	78.5%	68.7%	74.1%	FAILED	IN LINE	75%	75%

So far in 2020/21, 984 tenants have completed a telephone satisfaction survey which represents around 10% of all tenants. Whilst 74.1% of tenants have said they were satisfied with the service they receive, 12% of tenants gave a neutral rating and 13.9% of tenants said they were dissatisfied with the service they received.

Analysis of tenants' responses to all of the perception measures in the wider satisfaction survey demonstrates that the most prevalent drivers of dissatisfaction with the overall Housing service in 2020/21 are: listening to tenant's views, understanding tenants needs and the ease of dealing with Housing.

Route to **GREEN**

Listening to tenant's views and understanding tenant's needs was already identified as a clear priority for 2020/21 for which a new tenant satisfaction telephone survey has been implemented with specific questions on these subjects as well as a wide ranging postal satisfaction survey which was sent to all tenants. This allows the service to collect data on a much larger number of questions than the telephone satisfaction survey currently allows. This will result in broader insight through analysis, will demonstrate the Housing service's willingness to listen to tenant's views and will allow the Housing team to build a far better understanding of tenant's needs.

In addition to this the service have also begun measuring customer effort across a number of our transactional satisfaction surveys with more planned for later in the year. This aims to measure how easy it was for the tenant to deal with us at each particular touchpoint or transaction, for example getting a repair completed, having a boiler serviced or an interaction with a Tenancy Management Officer. The feedback collected from tenants as part of this will allow us to identify particular processes or touchpoints where tenants find interacting with Housing difficult in order to make improvements to make the service easier to use.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
Average time to turnaround/re-let voids (in days)	Cllr Johnson	25.6 days	61.17 days	72.70	39.50	47.80	54.40	FAILED	WORSE	28	28

Due to the impact of COVID-19, choice based lettings were suspended for a period of time earlier in the year which meant the properties which were void during that period of suspension remained void for a much longer period of time than usual with only a small number of lettings through direct offers taking place in May. As these affected voids are let, re-let times will be much higher than usual.

Route to GREEN

When all affected voids have been let, average re-let times are expected to return to usual levels and we have seen evidence of this already. Void re-let time performance is now beginning to recover and properties which became void after choice based lettings were re-instated are now being let within usual timescales with average re-let times for properties which became void in June and July only marginally worse than target and August and September were better than target.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
Number of health hazards removed as a direct result of private sector housing team intervention	Cllr Johnson	1,000	8	86	72	46	212	FAILED	WORSE	500	1000

Non-urgent property inspections and re-inspections ceased during the pandemic following government guidelines therefore numbers of category 1 and 2 health and safety hazards in dwellings that were identified were very small during Quarter 1. This has picked up in Quarter 2.

Route to GREEN

Easing of government restrictions allowed Environmental Health and Licensing Officers to carry out HHSRS inspections in August 2020 to remove hazards following the completion and agreement of appropriate risk assessments with Public Health and Health and Safety. Non-urgent property inspections took place in September and are scheduled throughout October, subject to no further changes in government guidelines.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
No of new apprenticeships started (inc. staff undertaking apprenticeship)(exc. LA maintained schools)	Cllr Huelin	69	2	0	3	6	11	FAILED	WORSE	12	61

This indicator missed the target by just one person. Due to the Covid-19 restrictions, the council was unable to hold the usual apprenticeship recruitment events and this has had a huge impact on recruitment numbers thus far this year.

Route to GREEN

The council has an online event planned for 5 November. This has been advertised internally and externally including on the council's website to ensure the number of apprentices the council provides increases.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Gledhill	55.97%	52.19%	51.09%	47.31%	53.00%	50.52%	FAILED	WORSE	70%	70%

There has been a considerable increase in representation and appeals received linked to FPNs issued during the Covid-19 pandemic. Many recipients are claiming to either be on furlough or out of work and in financial difficulty, therefore unable to pay. The council has offered a number of extension periods to individuals to give them the opportunity to pay and avoid prosecution action. Many have taken the offer and paid, some several months later. This has resulted in a lag in payments and impacted this indicator.

Route to GREEN

Further visits to recipients of FPNs who have not paid are planned in order to offer the payment extension opportunities and subsequently increase payments. However, this type of fixed penalty notice is a criminal offence. People have the right not to make payment and instead choose to go through the court process. A large number of the FPNs have remained unpaid and this has resulted in an increase in court files. Therefore the decrease in the FPN payment will be reflected in the increase in prosecution files.

Indicator Definition	Portfolio Holder	2019/20 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter 2	Quarter 2 Target Status	Direction of Travel since 2019/20	Quarter 2 Target	2020/21 Target
% of refuse bins emptied on correct day	Cllr Watkins	98.91%	97.01%	72.89%	98.23%	97.31%	95.27%	FAILED	WORSE	98.5%	98.5%

August and September, have showed a significant improvement, just below the in-month targets, but rates of collection earlier in the year have meant that the year to date figure is below target.

One of the impacts of the lockdown was a delay in the Waste Service being able to recruit and induct collection staff, whilst ensuring that all were able to work safely. The impact of resource availability was managed through adjustments to the frequency of garden waste collections and the collection target was met for the first two months of the year. In June and July however, annual leave and delays in recruitment resulted in some rounds not being collected on schedule although weekend work was undertaken to reduce the impact on residents.

With more people working from home, even now that the strict lockdown measures that were experienced from March are no longer in place, the service has seen a significant increase in tonnages being collected. With the recycling stream this has resulted in some capacity issues. As the tipping point is some distance from Thurrock, the trucks can only hold one load a day. When the trucks are full and there are still roads to be collected, there is not capacity in the service to collect those as recycling, therefore, currently, those properties have to be prioritised for collection the following day. This is having an on-going impact on the collection figures.

Route to **GREEN**

The recruitment and induction of agency staff has helped ease the situation, however collection rates will take some time to resume to normal service. The structured fortnightly collection cycle for garden waste has also contributed to the significantly improved performance in August and September and the service anticipates rates to increase going forward.

A project is underway to review and rebalance the recycling collection rounds ensuring they are achievable by collection crews. Additionally as the seasons change, capacity from the garden waste stream can be re-allocated to support recycling collections.

3.6 Other key indicators

Throughout the year the council also monitors some other indicators as part of the corporate scorecard which, whilst not performance related, are important to keep under review.

Demand Indicator Definition	Portfolio Holder	2019/20 Outturn	Qtr 1	In month July	In month Aug	In month Sept	Qtr 2	Direction of Travel since 2019/20
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	1,934	348	168	147	181	844	LOWER
No of homeless cases accepted	Cllr Johnson	107	72	11	15	13	111	HIGHER

The Homelessness Reduction Act (HRA) 2017 places a duty on local authorities to prevent homelessness, or relieve homelessness where this is not possible. The number of approaches include all who have approached the council for housing assistance. A number of these cases were prevented and homelessness has been relieved.

The service prevents homelessness by negotiating with landlords and excluders* to keep the applicants in the property they are approaching us from. Conversely, we could find them alternative accommodation before they become homeless, thereby preventing their homelessness.

The acceptances are low in comparison to approaches because the service deal with a greater number of the cases before we reach the “main duty” stage, which is the stage at which we make a formal homelessness decision as is traditionally known. This is the stage at which acceptances are recorded.

*An excluder is someone the applicant currently lives with, eg a parent, friend or resident landlord who has asked the applicant to leave their property.

Performance indicators for which data is not currently available due to Covid-19 disruption

Number of delayed transfers of care (DTOC) - days from hospital (attrib. to NHS, ASC & Joint)	The collection and publication of official DToC figures have been suspended for the rest of the year by NHS England.
Number of GP practices with automated screening protocol in place for depression and anxiety amongst LTC (long-term conditions) patients	Data not currently available from GP practices
Average time (in days) for a child to be adopted (3 year average) (ie time between entering care and moving in with adoptive family)	Due to Covid-19 disruption, Q2 return is delayed.
Forecast Council Tax collected	Covid-19 impact is ongoing and is still being assessed. This is being regularly reported to

Forecast National Non-Domestic Rates (NNDR) collected	members alongside separate financial reporting.
Contact Centre - Face to Face average waiting times (minutes)	Face to Face has not been operating since 23 March due to Covid-19 lockdown.
Contact Centre - Face to Face - no of visitors	

*Overall spend to budget on General Fund (% variance against forecast) and Total gross external income (fees & charges) (based on sales forecast) will be reported to Cabinet as part of the separate financial reporting in December.

4. Reasons for Recommendation

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council will focus on during 2020/21 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board will continue to consider the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 5.2 Each quarter a report will continue to be presented to Corporate Overview and Scrutiny Committee, and finally reported to Cabinet.

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

- 6.1 The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.
- 6.2 This report will help decision makers and other interested parties, form a view of the success of the council's actions in working towards achieving the vision and priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Finance Manager

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

Where there are issues of underperformance, any recovery planning commissioned by the council may entail future financial implications, and will need to be considered as appropriate.

The council is still assessing the full financial impact of Covid-19 and this is being regularly reported to members.

7.2 Legal

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

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 Diversity and Equality

Implications verified by: **Rebecca Lee**
Team Leader – Community Development and Equalities

The Corporate Performance Framework for 2020/21 contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given throughout the year within the regular monitoring reports regarding progress and actions.

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

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

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

N/A

- 9. Appendices to the report**

None

Report Author:

Sarah Welton

Strategy Manager