



Report of Director of Environment and Housing

Report to Environment and Housing Scrutiny Board

Date: 19 January 2017

Subject: Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment and Housing Scrutiny Board.

Recommendations

2. Members are recommended to
 - Note the most recent performance information in Appendices 1 and 2 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents a summary of the most recent performance data, and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2015 – 20.

2 Background information

- 2.1 Members will note that the Best Council Plan (BCP) sets out the Council's key objectives and priorities. This report provides an overview of the relevant Environment and Housing performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 A refresh of the Best Council Plan is taking place for 2017/18 to simplify the current 20 priorities and update KPIs. Narrative will be included to explain how the priorities support Council ambitions and link to the 8 Council Breakthrough Projects and supporting strategies. The refreshed plan will be presented to Exec Board in February and a cross party scrutiny working group is being established to support this work.
- 2.3 This report includes two Appendices showing a summary of the most recent performance information relevant to the Environment and Housing Scrutiny Board.

3 Main issues

- 3.1 Appendix 1 shows the most recent performance data relating to Housing priorities. Members will see that some of the indicators are designed to track trends rather than report against specific targets, and for these reasons the trend indicators have not been rated. Appendix 2 relates to Community Safety, Waste and Environmental priorities. The main performance issues arising from these progress reports are given below:

3.2 *Appendix 1*

- 3.2.1 Members' attention are drawn to the following performance areas:

- Empty Properties

The target for 2016/17 remains that the Council will return 3200 long term empty properties into use during the year, with 1000 of these to be returned by Private Sector Housing involvement. At the end of November 2016, the number of long term empty properties returned to use this financial year stood at 1,463, representing 45.72% of the target of 3200. 193 of these were returned by Private Sector Housing.

A further "stretch" target is to achieve by the end of March 2017, a net reduction of 2,000 (equivalent to 400 per annum) in the total number of private sector properties that have been empty for longer than 6 months in comparison to the figure of 5,776 recorded at the end of March 2012. In March 2016 this figure stood at 3,777

At the end of November 2016 the figure was 3,594, representing a net reduction of 283 (70.75% of the annual target of 400) on the March 2016 figure and a reduction of 2,282 (114.1% of the target of 2000) on the March 2012 figure.

This figure has a tendency to fluctuate throughout the year and can go up or down.

- Homeless Preventions
461 out of 549 cases closed at Leeds Housing Options in November 2016 resulted in a homeless prevention (84% prevention rate): a household was either assisted to remain indefinitely in their existing home or to make a planned move to alternative accommodation that would be available for a minimum of 6 months. This means there has been 4,194 homeless preventions since April 2016 with a straight line forecast of 6,291 preventions for 16/17.
- Homeless Acceptances
Homeless acceptances remain low - there were 18 Homeless Acceptance in November 2016. The cumulative position for 2016/17 stands at 188 acceptances. A straight-line forecast for 2016/17 is 282 which compares to the 2015/16 actual year-end position of 397 acceptances.

In 2003/04, before the prevention focus, the Council made 4,965 homeless acceptances.

- Temporary Accommodation
There were 84 emergency accommodation placements as of 30 November 2016 with 60 of those being statutorily homeless (homeless acceptance). The continued low number of people in temporary Accommodation can be attributed to effective prevention work and swift move on.
- Unauthorised Encampments
From April 2016 to November 2016 there have been 77 encampments (51 LCC land / 26 private land) A group of Travellers from the Blackpool area ranging in size from 2 to 55 caravans encamped on land mainly in LS14 Seacroft on 24 occasions. There have been 9 new encampments in November.

Section 61 has been used 11 times from April 2016 to November 2016 with existing orders on land used on 8 occasions (If registration numbers can be linked from a site that has an existing Court order on within a 3 month period with the Travellers moving back onto the land can be moved quickly).

- Adaptations
The performance indicator is % of housing adaptations completed within target timescales with the measure being date of case receipt by Housing Leeds to date of practical completion of works. The government best practice guidance on housing adaptations states that local authorities should aim to complete 95% of cases within 70 days (urgent) and 182 days (non-urgent). Performance is split between council and private sector (including housing association) adaptations.

The housing adaptations service was merged into the Housing Management / Health and Housing Service at the beginning of September 2016 with one of the intentions being to significantly improve performance against the KPI.

Performance has significantly improved since service merger.

% of housing adaptations completed within target timescale by month		
	Private	Council
November 2016	97%	90%
October 2016	94%	92%
September 2016	88%	64%

Since September 2016, performance targets have been set for each stage of the adaptations process (registration / means-test / scheme design / tendering / works) to identify at what stage(s) delays occur and to act as a catalyst to service improvement. The Health and Housing service is confident that performance of 95% or higher for private sector adaptations will now be the steady state and that, in all but the most exceptional cases, 100% of cases will be processed within target timescales up to passing to the contractor.

99 out of 110 council housing adaptation cases were processed within target timescales in November 2016. 10 out of the 11 cases that didn't meet the performance target related to delays in contractors carrying out the work. The department is working on this issue and there is confidence that this will mean council housing performance gets up to the 95% level in early 2017.

Spend on council housing adaptations will be over £7m in 16/17. The budget for 17/18 has been provisionally set at £5m. The plan to reduce the 17/18 spend relates to encouraging more moves to existing adapted council housing and looking at price structures with contractors.

- % Capital Programme Spend

Housing Leeds actual spend and commitments to period 8 is £47.8m representing 60% of the available £80m resources. The projection to outturn at period 8 is £80m.

The planned works programme is projected to outturn at an estimated £60.4m with spend and commitments to period 8 of £34.1m representing 56.5% of the available resources. The responsive works programme is spending well with spend and commitments at period 8 of £12.6m representing 72% of the available resources of £17.5m. The environmental improvement programme spend to period 8 is £1.1m of the available resources in year of £2m. The HRA Capital resources statement per the November 2016 financial plan has revised estimates on future year's programmes at £76.6m in 2017/18, £76.4m in 2018/19 and £76.6m in 2019/20 and this will be reflected as part of the February capital programme Executive Board report.

- Rent Collection

The rent collection figure at the end of November stood at 97.16%. Performance has gradually improved over the last 3 months, it is now at its best position this year and 0.34% below the year-end target of 97.5%.

Tenants' arrears at the end of November 2016 stand at £5.98M. Arrears have reduced by £322K when compared to November 2015.

Universal Credit is having a detrimental impact on rent collection. As of the end of October, 650 tenants have made a claim for Universal Credit and these tenants have

seen an average increase in rent arrears of approximately £150. As the roll out of Universal Credit continues and tenants have to pay their rent themselves, it will continue to impact on rent collection rates.

Housing Leeds are actively supporting tenants moving onto Universal Credit through the Enhanced Income Team. The team will apply to the DWP for the rent to be paid direct to the Council when the tenant is in 8 weeks arrears. This will prevent their arrears further increasing and ensure they begin to reduce.

The current rent collection rates for tenants on full, partial and not in receipt of Housing Benefit are as follows:

Benefit Status	Owing £	Paid £	%
Full	55,212,342.82	57,434,990.65	104.02
Partial	33,969,098.92	32,977,477.87	97.08
Self-Funding	58,629,929.24	53,201,611.31	90.74
Total	147,811,370.98	143,614,079.83	97.16

It is clearly evident where tenants are receiving Housing Benefit the collection rates are higher than those who pay full rent. This is mainly due to the fact that Housing Benefit is paid weekly and directly onto the tenants rent account.

The number of unemployed citizens in Leeds has reduced over recent months. This has resulted in increasing numbers of tenants either seeing a reduction in Housing Benefit or moving off it altogether. This has resulted in a weekly reduction of £93K in Housing Benefit being paid direct to Housing Leeds. As tenants adjust to managing their budget and paying their rent themselves it is causing an adverse impact on their rent accounts.

Housing Leeds is developing a stronger “Rent First” culture to focus on tenants with a charge to pay. This includes:

- Consideration of introducing Direct Debit as a mandatory payment method;
- Promoting rent in advance at sign up; and
- Developing a “Rent First” branding and reviewing all communications with tenants to ensure strong messages are conveyed relating to the importance of prioritising rent payments.

Performance continues to be actively managed to maximise collection as follows:

- A robust performance management framework is in place which is regularly reviewed at the Strategic Leadership Team meeting. The Chief Officer is holding regular arrears performance challenge sessions with managers and key staff. Teams and individuals with lower levels of performance are challenged through 121s and team meetings to improve this.
- Income Recovery Action Plans are in place for all areas – the plans focus on training, support and robust management. These plans are being monitored by the Chief Officer and Heads of Service.
- Arrears Training is being provided to new staff and those who require a refresher course.

- A further programme of arrears management training is being organised in the New Year for new Housing Officers and Team Leaders by an external trainer, focusing on quality conversations, negotiation and recording quality data in a debt collection / performance environment.
- A detailed year end arrears campaign has been developed which will run from the 2nd of January 2017 up until the end of March. The campaign will focus on increasing contacts with tenants with a view to maximising rent collection and ensuring arrears are as low as possible at year end. This includes weekly citywide themes for staff to work on which target resources at a local level. A significant increase in the use of social media, texts and emails will be made to tenants to encourage contact with Housing Leeds and payment.
- Tenants affected by Welfare Reforms are being provided with an increased level of support through the Enhanced Income Team. The team are supporting tenants who are moving on to Universal Credit. The team are making direct contact with tenants on Universal Credit and offer support and assistance on managing their finances and rent payments during this transition. To date we have 650 tenants on UC, and have applied for managed payments (direct to Landlord) for 304 of these cases due to rent arrears.
- The team are now making contact with the 517 tenants who are affected by the revised Benefit Cap to offer support and advice in managing the reduction to their income.
- Rent Payment Methods

October 2016 (YTD):

Payment Method	Number	%	Value	%
Cash	251,306	40.75%	18,010,064.50	29.74%
Direct Debit	210,203	34.08%	23,283,080.17	38.44%
Internet / Automated	103,680	16.81%	12,370,177.42	20.42%
Telephone	31,463	5.10%	5,212,548.19	8.61%
Other	20,100	3.26%	1,688,999.45	2.79%

Paperless Direct Debits were launched in February 2016, enabling tenants to set up Direct Debits over the telephone. Currently 34% of tenants, with a rent charge to pay, pay by either Direct Debit or Standing Order. This has reduced since the June 2016 figure of 42% (December 2015 was 36%). A lot of these have moved over to internet payments which are another cost effective method of payment.

- Annual Home Visits

The 2016 Annual Home Visit process has been strengthened with additional conversations taking place on tenancy compliance issues, support needs, rent collection and budgetary advice.

Current performance on Annual Home Visits at the end of November is good at 85.43% with a more recent figure for the beginning of December showing 87.46% have been completed.

Despite greater emphasis on quality conversations and follow up work, performance has improved by 5% compared to last year's early December figure.

We continue to record the outcomes of the AHVs and use this information to pick up tenancy management issues or make referrals for additional support. Key trends from AHVs completed year to date are as follows:

- 65 tenancies referred for suspicions of tenancy fraud taking place
- 1,811 referrals made to West Yorkshire Fire Service
- 11% of tenants state they would struggle to receive benefits monthly
- 3% of tenants have requested additional support with budgeting

Housing Officers have provided excellent feedback on the new process and are successfully engaging with tenants who previously would not let us enter the property. The number of properties we have not managed to access has reduced from 1,072 in 2015 to 237. Housing Officers are tackling these to ensure as many properties as possible have been accessed within the last 2 years.

The focus on quality conversations and support during 2016 has enabled us to gain clearer understanding of our tenants' circumstances and needs, much of it information we didn't hold previously. Undertaking Annual Home Visits across Leeds is resource intensive and we are streamlining the AHV form to ensure we ask the most practical questions to get the most of the visits for both tenants and staff. We are currently consulting with staff on changes and improvements to the form for 2017 and we are hoping to have a draft version ready early in the New Year to ensure staff are trained ahead of April 2017.

- Repairs Completed Within Target

The citywide result presented to Scrutiny in July 2016 was 89.59% (May figure). The November 2016 result is 95.88%, which represents an improvement of 6.29 percentage points, with 17,935 out of 18,705 repairs being completed within target. Mears South performance stands at 98.91% (3,636 repairs completed within target out of 3,676) and Mears West 99.01% (5,987 repairs completed within target out of 6,047). The LBS November result is 92% (7,323 repairs completed within target out of 7,960).

Please see below breakdown according to the priority of repair:

Priority Breakdown Information - City	Total Number of Jobs	Total Number of Jobs Met Target	%
Emergency - 24 Hours	4977	4660	93.63%
Priority - 3 working days	2441	2250	92.18%
General - 20 working days	7780	7636	98.15%
60 Working Days	783	762	97.32%

In May the % of 60 Working Day priority repairs being completed in timescales stood at 70.93%. Analytical work was undertaken to identify the issues affecting performance and an Improvement Plan was created to address this. As a result of delivering the Improvement Plan to target the 60 Day orders at LBS, city-wide performance now stands at 97.32%. This is an improvement of 26.39 percentage points.

A Repairs Pilot was also launched at the former Construction Services side of LBS to make improvements across all the priorities within 'Repairs Completed within Target'. This has seen their performance on this KPI rise from 78.55% in May to 99% in

November – an improvement of 20.45 percentage points. Lessons learnt from this pilot are now being introduced to the former Property Maintenance side of LBS to improve their performance which stands at 55.26% (704 out of 1,274 repairs completed in target). Delays in the timesheet entry process are seen as a key area of underperformance rather than actual service delivery. Data from LBS internal IT system, Total Mobile, shows performance to be at 78%.

Members may also wish to note performance against the indicator 'Repairs Right First Time' which addresses a performance issue of particular importance to tenants and against which all providers are now performing well. Citywide performance stands at 94.42% (November 2016) which is above the target of 90.50%. Mears South is at 93.56% (3,282 repairs out of 3,508 completed right first time), Mears West is at 92.47% (5,332 out of 5,766) and LBS (formerly Construction Services) is at 98.16% (3,676 out of 3,745).

- STAR Survey
We anticipate being able to make headline figures from the Tenants Survey (STAR) 2016 available in late February.
- Re-let Days
As of week 35 (up to the end of November 2016), Citywide re-let days stand at 27.17, compared to the 2015/16 year-end figure of 30.52 days. The monthly figures show good continuous performance for the average re-let. The void numbers, time in works, ready to let to tenancy commencement time and overall re-let time also continues to remain low.
- Lettable Void Properties
Overall the number of lettable voids and the number of voids in works as at week 35 (end of November 2016) continue to remain low at 299 voids (+111 new build, buy backs and major refurbishments which will be discounted once re-let). Voids (excluding new build, buy backs and major refurbishments) account for 0.53% of the total LCC stock and the percentage rent loss from voids is 0.61%.
- Under Occupation
A count of all under occupation cases stands at 4,676 at October 2016. This number continues to gradually reduce and there are 310 cases lower than the May 2016 figure quoted in the previous performance report. The number of these cases owing arrears has also decreased to 2,314 (49.5%).
- Energy and Thermal Efficiency of Houses
Following a refresh of the Best Council Plan for 2016-17, a new key performance indicator has been introduced linked to housing conditions. We will be looking to report the SAP rating - the government's Standard Assessment Procedure for assessing the energy performance of dwellings.
Work is ongoing to adapt EPC (Energy Performance Certificate) data into a format that can be used to calculate the SAP rating. DCLG suspended the "Bulk EPC Data" service mid last year; they were due to make the EPC data open data last autumn but this has yet to occur.

3.3 **Appendix 2**

3.3.1 Members' attention are drawn to the following performance areas (please note further detail is provided in Appendix 2):

- Burglary

In the 12 months to the end of October 2016 there were 5,020 recorded offences, a decrease of 3% (151 fewer offences) when compared to the previous 12 months. In the last quarter (Jul-Sep 2016), there were 1,421 recorded burglary dwelling offences in Leeds (328 more offences than the previous quarter and 249 more offences than for the same quarter in 2015/16). The monthly total for October 2016 of 344 offences is 13% lower (53 fewer offences) when compared to the October 2015 total of 397. High volume burglary dwelling wards were predominantly located within Inner Leeds areas.

Core City burglary dwelling offence rate analysis ranks Leeds third of eight.

A West Yorkshire Police 'Festive Burglary Prevention' initiative has been promoted to Leeds residents advising simple measures that can be taken to prevent homes and belongings being targeted. □

Protecting Homes and Businesses will remain a priority for Safer Leeds in 2016/17, with a focus on the volume of Serious Acquisitive Crime offences including Burglary Dwelling.

- Anti-Social Behaviour

In the 12 months to the end of October 2016, there were 22,369 recorded nuisance and damage incidents (WYP), an increase of 12% (2,410 additional incidents) when compared to the previous 12 months. In the last quarter (Jul-Sep 2016) there were 6,432 recorded incidents (1058 additional incidents compared to the last quarter, but 1,188 more incidents than for the same quarter in 2015/16). There were 2,502 incidents recorded for the month of October 2016 which represents a 27% increase from the month of October 2015 (527 additional incidents).

High volume nuisance reported to West Yorkshire Police was predominantly youth nuisance. High volume wards were predominantly located within Inner Leeds. Targeted partnership work has been undertaken in response to identified issues at localities including Multi-Storey Flats in Inner West and Inner East Leeds. In response to identified issues a multi-agency team within an Inner Leeds ward successfully obtained and implemented several Criminal Behaviour Orders, leading to positive feedback from both stakeholders and the community. A number of partnership 'days of action' have been organised locally.

Community Tolerance and Respect remains a priority for Safer Leeds in 2016/17, with a continued focus upon nuisance incidents reported to West Yorkshire Police as an indicator of Anti-Social Behaviour.

- Domestic Violence

In the 12 months to the end of October 2016, the twelve month rolling repeat victimisation rate was 39.5% (7,128 incidents linked to a repeat victim). The figure for the last quarter (Jul-Sep 2016) was 1,933 incidents linked to a repeat victim. In October 2016, the twelve month rolling repeat suspect rate was 24.1% (4,353 incidents linked to a repeat suspect). The figure for the last quarter (Jul-Sep 2016) was 1176 incidents linked to a repeat suspect.

The volume of Domestic Violence incidents reported to West Yorkshire Police has continued to increase, reflecting an increase in awareness and confidence in reporting (which was supported by the high profile White Ribbon campaign / 16 Days of Action). High volume wards are predominantly located within Inner Leeds.

The Front Door Safeguarding Hub provides a daily, multi-agency response to high risk and medium risk (with crime) DV incidents reported to the police within a given 24 hour period. Referral pathways for victims, children and perpetrators are being developed and improved leading to an earlier intervention. This includes new interventions such as Family Group Conferencing. A School Domestic Violence Notification process has been developed to inform schools within 24 hours when their pupils have been present at an incident of domestic violence where the police have attended.

Keeping People Safe from Harm will remain a priority for Safer Leeds in 2016/17, with a focus upon Domestic Violence and Abuse.

- Missed Bins

Overall missed bins (per 100,000) stands at 56.66 at Period 9 which compares with 61.25 for period 9 in 2015/16.

Over the past year the Waste Management Service has successfully implemented a new back office / front line collection system (known as Collective). The installation and roll-out of training has been taking place over the past 12 months, with the majority of the fleet now utilising this system. Collective enables the crews and the Contact Centre to see 'real time' collection information and allows the service to effectively monitor and deploy adequate resources where collection issues are encountered. Aside from the usual trends around missed collections, which show a slight increase when the garden waste collection service restarts in the spring or during the peak growing season, there has been a significant downward trend in missed collections year on year, which indicates an overall improvement in service.

- Recycling

The Council recycled 42.4% of household waste in Quarter 2 of 2016/17. This is 0.4% lower than Quarter 2 of the previous year and 4.1% less than target.

The kerbside recycling tonnes (recycling collected through the green, brown and food waste collection services) continues to increase, being 4.4% higher than at the same point last year.

All Kerbside residual waste is now delivered to the RERF (Recycling and Energy Recovery Facility) with a contractual commitment that 10% of incoming waste will be recycled at the front end of the process each year. This material is extracted by the mechanical pre-treatment (MPT) facility which removed paper and card, plastics, ferrous and non-ferrous metals. The MPT has suffered a series of mechanical problems which Veolia have been working with the Council to resolve. This has contributed significantly to a reduction in the recycling rate of 1.4% compared to quarter 2 last year and 4.35% compared to the quarter 2 target for 2016/17.

This reduction has been partially offset by the higher volumes of kerbside recycling which has increased the recycling rate by 0.6% compared to quarter 2 last year and by 0.3% compared to the 16/17 target for September. Garden waste is a significant contributor to this increase although the level of garden waste produced each year can be significantly affected by the weather conditions.

- Landfill

The main reasons for the 245 tonnage variance between the landfill target of 8,659t and the 8,904t actually landfilled are an increase in HWSS tonnes compared to the phased target.

The total collected residual waste was 98,706 tonnes in quarter 2 which is 262 tonnes higher than the previous year quarter 2 position. 87,994 tonnes were incinerated and 1,808t recycled, with no waste sent to the RERF being landfilled. 8,904 tonnes of were landfilled (as per above table) which equates to only 5% of domestic waste being landfilled.

The total collected residual figure above includes waste arising from various sources including kerbside black bins, Household Waste Sites, Bulky Household collections, street cleansing and non-recyclable green bin waste. Kerbside collected black bin waste is the largest waste stream with 40,857t collected at quarter 2 this year, a 327t decrease on the 41,184t collected in the previous year quarter 2.

- Grounds Maintenance

The UK experienced the wettest and warmest December since records began as well as seeing higher than average temperatures and high rainfall levels over the winter of 2015. This raised expectations of difficult mowing due to excessive grass growth and wet ground. Revised procedures were agreed with Continental Landscapes to minimise damage to assets and ensure staff safety including only mowing plot margins and omitting banked areas if necessary.

Continental commenced mowing on March 7th 2016 with full seasonal staffing recruited early to provide additional resource to use smaller and lighter machinery brought to Leeds specifically to meet the problem. Monitoring activity by the grounds maintenance team during the early part of the mowing season focused on quality of cut and addressing problems, rather than cut interval, to allow Continental to take an appropriate amount of time to cut the assets given the circumstances. These preventative measures have meant that assets have been managed well with minimal damage caused, and as a result there was no significant increase in complaints received reflecting the quality of Continental's work on the first half of the season, and an overall reduction in total enquiries received for the season as a whole. Had conditions during the early part of the 2016 mowing season resulted in a longer than expected duration between grass cuts later into the season, a recovery plan was in place to ensure grass was maintained to an acceptable standard. However, it was not necessary to implement this plan as the mowing frequency throughout the summer and to the end of October 2016 took place within expected margins and grass maintained within parameters set out in the contract specification. This is reflected by the reduced number of complaints received.

4.1 Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's website and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

4.3 Council Priorities

4.3.1 This report provides an update on progress in delivering the council priorities in line with the council's performance management framework.

4.4 Resources and value for money

4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5 Legal Implications, Access to Information and Call In

4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

5 Conclusions

5.1 This report provides a summary of performance against the strategic priorities for the council and city related to the Environment and Housing Scrutiny Board.

6 Recommendations

6.1 Members are recommended to:

- Note the most recent performance information in Appendices 1 and 2 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

7.1 Best Council Plan 2015 - 20

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.