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Our reference:
Your reference:
Date: 20 October 2010

To all Members of the Council

Dear Councillor

A meeting of the PARTNERSHIP DELIVERY GROUP will be held on Wednesday 3 November 2010 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely

Head of Corporate Services

AGENDA

1. Apologies for absence.
2. Declarations of Interest.
3. Notes of the Meeting held on Tuesday 14 September 2010.
4. Leisure Centre Contract – Annual Report by Parkwood Leisure
The report of the Head of Partnerships and Performance is attached.
5. Annual Review of First Lets
The report of the Head of Community Shaping is attached.
6. Rolling Two Year Work Programme
The report of the Head of Partnerships and Performance is attached.

Membership

Chairman: Councillor N C Lawrence
Vice-Chairman: Councillor B G Dale
Councillors R L Butler, L B Cooper, Mrs C E M Jeffreys, R M Jones,
B A Nicholls, Mrs M Stockwood and T Vennett-Smith

Meeting Room Guidance

Fire Alarm - Evacuation - in the event of an alarm sounding you should evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

Toilets - Facilities, including those for the disabled, are located opposite Committee Room 2.

Mobile Phones – For the benefit of other users please ensure that your mobile phone is switched off whilst you are in the meeting.

Microphones - When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.



PARTNERSHIP DELIVERY GROUP

3 NOVEMBER 2010

**LEISURE CENTRE CONTRACT - ANNUAL
REPORT BY PARKWOD LEISURE**

4

REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

1. The contract for the management of the Council's leisure centres was awarded to Parkwood Leisure Ltd in August 2007. The contract is for an initial ten year period with an option to extend by a further five years.
2. The overarching monitoring regime for the contract is contained within the Strategic Objectives identified in the contract documentation. Parkwood Leisure's performance in relation to these objectives is detailed within their annual report. Ongoing monitoring of these objectives is carried out by the Strategic Partnership board which has representation from the Council and Parkwood Leisure.
3. The day to day monitoring regime is based around Quest criteria (Sport England's Quality Assurance scheme) and is carried out by the Leisure Contracts Manager. The target for compliance at inspections is 70%, the actual result for the period April - September 2010 is 69.75%.
4. Parkwood Leisure has particularly developed their services in relation to people with a disability over the past 12 month period with several new initiatives being put in place. These include weekend sessions for children with a disability at Rushcliffe Leisure Centre, working with adults with a learning disability from the West Bridgford Centre and working with Ash Lea School in Cotgrave to improve swimming pool changing facilities for people with a disability.
5. Parkwood Leisure's Regional Director will present more detailed information on performance and developments at the meeting.

Recommendation

It is RECOMMENDED that the performance of Parkwood Leisure over the past year is acknowledged, in particular their work to improve activities and access issues for people with a disability

Financial Comments

There are considerable financial savings accruing to the Council as a result of this contract.

Section 17 Crime and Disorder Act

Leisure Centres offer a range of activities and programmes that can divert people away from crime and anti-social behaviour.

Diversity

Leisure Centres attract a wide range of users from all sections of the community

Background Papers Available for Inspection:

Parkwood Leisure Annual Report 2010



PARTNERSHIP DELIVERY

3 NOVEMBER 2010

ANNUAL REVIEW OF FIRST LETS AND OPTIONS FOR THE FUTURE OF THE SCHEME

5

REPORT OF THE HEAD OF COMMUNITY SHAPING

Summary

This report provides a brief overview of the successes of, and challenges faced by the First Lets scheme over the last year (2009/10). The report also suggests changes to the First Lets service moving forward in the light of increased budgetary pressure and the introduction of Choice Based Letting in 2011.

Recommendation

It is RECOMMENDED that the Partnership Delivery Group

- a) Considers the work undertaken by the First Lets scheme since 2007. This work is explored in more detail in the Annual Review of First Lets (attached)
- b) Considers the options presented for the future of the First Lets scheme.

Background

1. First Lets was set up in April 2007 following a successful partnership bid by Broxtowe, Gedling and Rushcliffe Borough Councils to the Department for Communities and Local Government. The aim of the scheme is to increase the use and quality of private sector accommodation across the three partnership boroughs, prevent homelessness and reduce the use of temporary accommodation. The scheme also assists people on low incomes and in receipt of benefits overcome obstacles such as finding deposits and completing the paperwork needed to rent a home.
2. The scheme operates through a website www.firstlets.org.uk which allows landlords to publish details of their properties. Both landlords and tenants are vetted and this helps both tenants and landlords rent in confidence.
3. The website provides quick and easy access all in one place, to a range of services and information that will help tenants and landlords. People can search for properties available to rent in Rushcliffe, Broxtowe and Gedling and then apply online. The site gives details about each property, and in most cases there are also photos. Landlords with properties in those areas are encouraged to list their details on the site and can include their properties free of charge.
4. Potential tenants can apply for the First Lets Good Tenants' Scheme to make their application for a property stand out from the crowd. The scheme is a

tenant referencing service where membership lasts for a period of twelve months.

5. The First Lets website aims to be a key portal of information to help both landlords and tenants, including providing updates on changes in legislation in respect of landlord and tenant obligations.
6. The private rented sector is seen to be another housing option offering good quality, affordable accommodation to meet the immediate needs of a household. The First Lets Scheme is an important step towards making privately rented accommodation a more affordable option for many people. In turn this means that people in need of housing have a greater range of safe and sustainable options and can choose what best suits them
7. The scheme forms a key strand of the Housing and Homelessness Strategies and is a direct result of Rushcliffe Borough Council's commitment to engage with the private rented sector in its goal of preventing homelessness and maximising the potential of the private rented sector.
8. Many landlords will also advertise their properties through an estate agent.

Performance

9. The attached First Lets Annual Report details the performance over the last year and compares it with the previous two years. In Rushcliffe, participation in the scheme by Landlords with properties in Rushcliffe has not been as successful as had been hoped. This is primarily due to the high market rents landlords are able to achieve in Rushcliffe and the demand from people wanting to live in the area.
 - Over the last three years, 361 properties have been advertised on the First Lets website. Of these 71 have been in Rushcliffe.
 - Over the last three years there have been 37 housing advice applicants in Rushcliffe where homelessness has been prevented through improved access to the private rented sector.
 - A total of 39 First Lets tenancy lets have taken place in Rushcliffe over the last three years.
10. As can be seen from above, the numbers involved are not large. However, good relations with landlords and tenants have facilitated positive outcomes and an example from Rushcliffe is given below:

'A household approached First Lets expressing an interest in a property within a particular area as the applicant wanted to remain within the school catchment area. The property, however, was advertised as a four bed and they were not eligible for the full amount of Local Housing Allowance. After consultation with the landlord, he agreed to let the property at the three bed rate. The tenancy was agreed and has been successful for several months'.
11. More details of performance in 2009/10 are available in the attached Annual Review. A satisfaction survey was carried out and the results are on page 16 of the Review.

12. Performance for this financial year (2010/11) has seen an improvement during the past five weeks which has resulted in 9 new properties within Rushcliffe being advertised on the website and 1 successful tenancy being entered since February 2010 and 2 others currently pending. This is in part due to a more concentrated effort including a targeted campaign to Landlords with properties in Rushcliffe to increase the awareness of the scheme. At present the scheme has a total of 96 landlords on its database for Rushcliffe alone.
13. Demand and take up for the Good Tenants Scheme has remained very popular with local people. Currently the scheme has 10 active Good Tenants registered who have undergone tenant credit referencing checks and who are actively seeking private rented property in Rushcliffe with 11 more tenants' applications pending completion
14. In 2010 alone, the scheme has also facilitated 16 properties to be inspected under the Housing, Health & Safety Rating System which assesses the standard of a property and outlines recommendations for improvements which on completion would bring it up to or towards the Decent Homes Standard. Before assistance will be given for the Deposit Guarantee Scheme each property must pass Housing, Health & Safety Rating System inspection.

Question: Do Members feel that the First Lets Scheme has successfully met the objective of improving the quality of, and increasing the use of private sector accommodation?

Financial Implications

15. In the attached report, the estimated average "cost per application" to a Local Authority of a household/applicant making a homelessness application is put as £3,446. This is based on figures put together by government. In Rushcliffe there were 10 such prevention cases assisted by First Lets in 2009/10.
16. According to the report this would equate to a cost to the local authority of £34,460. The financial contribution to the First Lets Scheme from Rushcliffe Borough Council is £13,500. On this theoretical basis an estimated saving of just under £21,000 has been achieved.
17. However this should be put in context of the rest of the prevention work being carried out by Rushcliffe Borough Council. In 2009/10 there were 193 cases of successful homelessness prevention work carried out by the housing options team of which 10 were assisted by First Lets. The staff costs associated with this prevention work amounts to £104,450 (direct costs of the three prevention officers and a proportion of the housing options team leader).

Relationship with Choice Based Lettings

18. The previous Government set a target for all local authorities to introduce Choice Based Lettings by 2010 and this target has not been withdrawn. The Rugg Report (2008) which was a review of the private rented sector commissioned by the Department for Communities and Local Government also recommends the implementation of a Choice Based Lettings Scheme to improve access to secure accommodation. Broxtowe, Gedling and Rushcliffe Borough Councils are working in partnership on their Choice Based Lettings Scheme and this is due to be launched in March 2011.

19. The First Lets Scheme is an ambitious scheme which builds on the strong foundations of partnership working across the three Boroughs but which retains as its central focus a commitment to help give more people access to private rented accommodation and a greater choice in where people wish to live. When First Lets was set up and launched, the Council did not offer a Choice Based Lettings scheme and was not engaging fully with the private rented sector. It has made good progress on both of these actions.
20. In the current economic climate, whilst we remain absolutely committed to preventing homelessness and supporting those who are homeless the cost of the First Lets Scheme in comparison to other prevention tools needs to be reviewed to ensure the Council continues to achieve value for money in all its existing services. The introduction of Choice Based Lettings provides a timely opportunity to consider the provision of a more basic service for access to the private rented market and to achieve £13,500 savings.

Options

21. Rushcliffe Borough Council is committed to the First Lets Scheme until 31 March 2011. Our partner local authorities (Gedling and Broxtowe) have indicated that they are keen to merge First Lets with Choice Based Lettings in their districts.
22. The following three options are presented for Members' consideration:
 - a. Leave the scheme as it is. The advantage of this is that we have a scheme that has improved over the last few months (see para 13 above). However, if our partners withdraw from the scheme Rushcliffe Borough Council would have to fund the scheme on its own. It currently costs £13,500 pa to support the scheme as one of three partners.
 - b. Cease the scheme altogether and move away from promoting the private rented sector. This would provide a saving of £10,260 pa but we would find it more difficult to assist residents with private rented accommodation.
 - c. Look to amalgamate First Lets with Choice Based Letting from April 2011. This would provide a saving of £10,260pa . We would be able to offer a service to landlords and tenants of what accommodation is available but the additional benefits of the First Lets scheme such as the Good Tenants Scheme and property inspections would cease.

Question: Which option would Members recommend?

Financial Comments

The financial implications are as stated in paragraphs 16-18 in the report.

As regards First Lets, although we do contribute £13,500 towards the costs of the scheme this would not be the amount the Authority would save. Included in the total costs of the scheme are support service costs of £3,240 which would remain with the Authority even if the scheme in its current format ceased.

Section 17 Crime and Disorder Act

The Annual report aims to develop a more strategic approach to delivering against our Section 17 obligations and help in the reduction of crime and anti-social behaviour.

Diversity

The First Lets Scheme will undergo an Equalities Impact Assessment. The needs of various community groups who experience homelessness/ are at risk of homelessness have been taken into consideration in the formulation of this report.

Background Papers Available for Inspection: Nil



First Lets Scheme Annual Report 2009 – 2010

A joint partnership between
Broxtowe, Gedling & Rushcliffe Borough Council

***‘Bringing together
good landlords with good tenants’***



Foreword

Welcome to the third Annual Report of the First Lets Scheme. This report seeks to evaluate the work carried out in 2009-10 and examines the challenges and opportunities ahead for 2010-11.

Considering the unprecedented market conditions of the previous twelve months, First Lets has continued to achieve against the action plan set out in last year's report. Whilst most targets have been achieved it is true to say that progress has not been as productive as hoped and 2010-11 is likely to continue to present challenges to the project. The recommendations from the Rugg report are starting to bear fruit with the introduction of social lettings agencies and comprehensive tenancy reform on the horizon. Changes to the local housing allowance scheme may also impact the private rented market as much as the continued turbulent financial climate. Internal factors that are likely to challenge the project include the implementation of Choice Based Lettings across the Broxtowe, Gedling and Rushcliffe areas.

This year's report is an ideal opportunity to reflect on progress to date, examine closely the reasons for the slower than expected growth, identify future challenges for the project and look to re-focus, refresh and re-energise.

We remain convinced of the value of the First Lets Scheme as a truly viable alternative to social housing for the residents of Broxtowe, Gedling and Rushcliffe. We believe that the scheme has a pivotal role in increasing choice, access to and the use of, private rented accommodation. We also believe that First Lets has a substantial role in preventing homelessness and providing homes that are decent and safe, which in turn, will help to create thriving and sustainable communities

We are proud to have been members of the scheme since its inception and are fully committed to improving outcomes for our residents. We look forward to continued cooperation with all who are committed to providing a greater choice and access of accommodation to meet the needs of all residents.

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1. Introduction

The Annual Report has been produced for key partners, members and residents of Broxtowe, Gedling and Rushcliffe.

The purpose of the report is to;

- Highlight the strategic and financial benefits that can be gained from the Scheme in accessing the private sector and offering good quality affordable housing for residents who have a housing need.
- Review past and present performance (over three complete years) and evaluate this in relation to the outcomes identified within the action plan (section 6).
- Identify challenges and risks to the scheme over the next twelve months and set out how we are going to meet them
- Re-visit and refresh the aims and objectives of the project
- Set out the actions for the forthcoming year. Any actions will be identified throughout the report with a reference (**AP ref;**) stating where they can be found in the Action Plan 2010-11 (Pg22).

1.1 Background to the First Lets Scheme

In April 2007, the First Lets Scheme was set up following a successful partnership bid by Broxtowe, Gedling and Rushcliffe Borough Councils to the Communities and Local Government Department (CLG) to secure Homelessness Innovation funding to:

- Improve the quality of private sector accommodation
- Increase the use of private rented accommodation
- Prevent homelessness and
- Reduce the use of temporary accommodation

1.2 Why Access to the Private Sector Matters

In 2008, with Communities and Local Government funding, Julie Rugg and Gary Rhodes (Centre for Housing Policy – The University of York) carried out a review of the private rented sector (PRS). The review covered a number of issues relating to the sector including the impact of buy-to-let, the need for institutional investment, professionalism, property quality, the existing legal structure for tenancies; the use of the private rented sector to help homeless households, and ‘problem’ private renting.

The foundation of the review was the desire to see private renting as a less marginal, poorly regarded ‘third’ option that sits behind the preferred tenures of owner occupation and social renting. The Review concluded with a series of recommendations that sought to maximise the full potential of the private rented sector as a flexible, well functioning element of England’s housing market.¹

¹ **The private rented sector: its contribution and potential: Executive Summary - Introduction**
<http://www.york.ac.uk/inst/chp/publications/PDF/execsumweb.pdf>

For those households who cannot consider owner occupation, providing choice is the key to safe and sustainable tenancies. The First Lets Scheme has proved to be a crucial link to other partners and services in assisting applicants to secure accommodation; particularly those who do not have a priority need under homeless legislation².

The private rented sector is seen to be another housing option offering good quality; affordable accommodation to meet the immediate needs of a household. Several suggestions to improve access to secure accommodation have come out of the Rugg report including:

- **Choice Based Lettings (CBL)**

The Government has set a target for all local authorities to introduce Choice Based Lettings by 2010. Choice Based Lettings differs to the traditional method of allocating a property (via a waiting list) by involving applicants in the process. It allows interested parties to apply for or 'bid' for vacancies which are advertised.

Broxtowe, Gedling and Rushcliffe Borough Councils are working in partnership on their Choice Based Lettings Scheme and this is due to be launched in autumn 2010.

- **Social Lettings Agencies (SLA)**

The proposal to set up a regional 'Social Lettings Agency' that would allow a number of different Local Authorities (LA's) to work under the same model is a suggestion that is being considered by Decent and Safe Homes (DASH) East Midlands.

According to DASH; a Social Lettings Agency will act in a similar way to commercial lettings agents but the tenants will receive local housing allowance and the agency will run on a 'not for profit' basis so any profits are recycled back into service delivery.

One of the main objectives of the proposal includes the provision of well managed, decent homes for vulnerable people and those in housing need. The scheme would offer a tenant matching service, full property management and fixed fees charged to the landlord at below market value.

² Priority Need as determined by the Homelessness Act 2002 and the Homelessness (Priority Need for Accommodation) (England) Order 2002

2. Scheme Review

The following section provides an overview of scheme activity during 2009-10 and identifies key achievements.

2.1 Scheme Initiatives

The First Lets Scheme has continued to deliver a number of initiatives, including:

- The **First Lets Website** www.firstlets.org.uk which aims to be a key portal of information for landlords and tenants.
- **Kiosks** are positioned in public areas of each authority
- The promotion and support of the **Deposit Guarantee Scheme (DGS)** which exists across all three authorities.
- The **Good Tenants Scheme (GTS)**; a tenant referencing service where membership lasts for a period of twelve months.

2.2 Scheme Activity

The First Lets Scheme records information in a number of databases. On 31st March 2010 there were;

- 326 landlords registered with the Scheme
- 540 applicants that had registered with the Good Tenant's Scheme since its inception.³
- 196 Good Tenant's Scheme applicants who became full-members.
- 32 'current' Good Tenant's Scheme members.
- 41 applicants directly assisted through improved access to the private rented sector.
- 27 properties Housing, Health & Safety Rating System (HHSRS) inspected.

2.3 Scheme Review 2009-10

The overall performance of successful lets reduced by 28% from 2008-09 to 2009-10 but still exceeded the lets during 2007-08 by 13%. Several key factors were thought to have played a part in the dip in performance. This is given consideration in section 5 *Opportunities and Challenges (Pg18)*.










2.4 Key Achievements

- All operational and strategic targets were met throughout the year
- Rushcliffe Borough Council's 'golden hello' cash incentive paid out to four new landlords.⁴
- Networking to a wider audience by promoting the scheme at external events.
- Consultation was undertaken with landlords by sending out questionnaires. Feedback received was analysed and actions considered (see section 4.5).

³ Full details of all applicants in section 3.3


⁴ New Rushcliffe Borough Council landlords to receive £150 when accepting a tenant referred from scheme plus an additional £100 if Deposit Guarantee Scheme utilised










Action Plan 2009-10 Review

	Action	Code	Outcomes
1	<p>Marketing & Promotion First Lets Articles included in each authority Newsletter every quarter</p> <p>Updating First Lets Information for Empty Homes letters</p> <p>Carry out Housing Benefit Mail shot in all 3 Local Authorities</p> <p>Re-engage with Letting Agents in the three areas</p> <p>Plan and Hold Landlord Forums</p>	    	<p>Articles in each quarterly publications External advertising</p> <p>Landlords signposted to First Lets after grant application is made.</p> <p>21 landlords made contact as direct result of mail-shot</p> <p>On-going consultation and negotiation with Agents (2010-11 AP ref; 3)</p> <p>Successful forum attended by 40+ landlords in June 2009</p>
2	<p>Further training and awareness: Bi monthly Housing Options Reviews</p> <p>Re-fresher awareness sessions at customer services sections and reception staff half-yearly</p> <p>Awareness raising by attending Inter-agency groups/forums as and when required</p> <p>Hold workshops or provide written information for other local authorities when required</p>	   	<p>Project Leader attends Housing Options team meetings</p> <p>Front-line staff trained to re-direct calls to First Lets where appropriate.</p> <p>Quarterly meetings attended</p> <p>External events attended. Networking with officers from other LAs.</p>


 Task Completed


 Part Completed

 Task not started yet

	Action		Outcomes
3	Lettings Accreditation Scheme review: Consultation with all members regarding the future of the scheme		First Lets promotes EMLAS as preferred accreditation scheme
4	Monitoring of performance against targets: Customer satisfaction surveys Budget monitoring Quarterly reporting of PIs	  	Feedback from surveys to form part of Action Plan for 2010-11 Correct budget allocation Board to review PIs for forthcoming year
5	Monitoring of resource allocation		Full service delivered and strategic work completed on time
6	Involvement with Choice Based Lettings project		First Lets included in Choice Based Lettings 'Housing Options' approach
7	Carry out inspections in-house		Reduce expenditure by terminating use of consultants. (2010-11 AP ref; 14)
8	Explore options for expansion of the scheme with neighbouring authorities		Nottm City introduced their own deposit scheme
9	Carry out review of website including 'Extranet.'		All three authorities have access to view database of applicants.

 Task Completed

 Part Completed

 Task not started yet

3. Performance and Value for Money

3.1 Performance

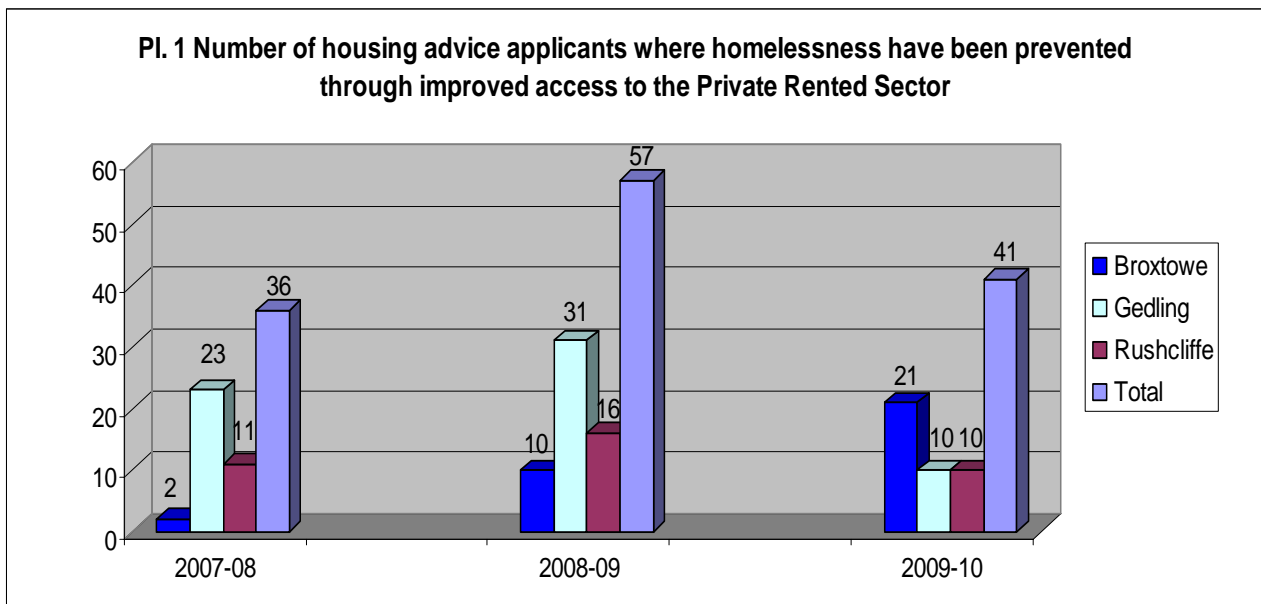
The First Lets Project Board includes representatives from the three partnership authorities and is responsible for monitoring service quality, performance (against the actions set out in the action plan and performance indicators) and value for money.

The Scheme's performance is measured through four key performance indicators agreed by the partnership. Continued monitoring of these indicators and regular customer satisfaction surveys will enable the Project Board to continue to refine the processes developed during 2009-10 to ensure services are responsive to the needs of customers. The Action Plan will provide a further framework to contribute to the measurement of the scheme outcomes.

In order to gain a bigger picture of comparative performance the years 2007-08, 2008-09 and 2009-10 have been included throughout this report.

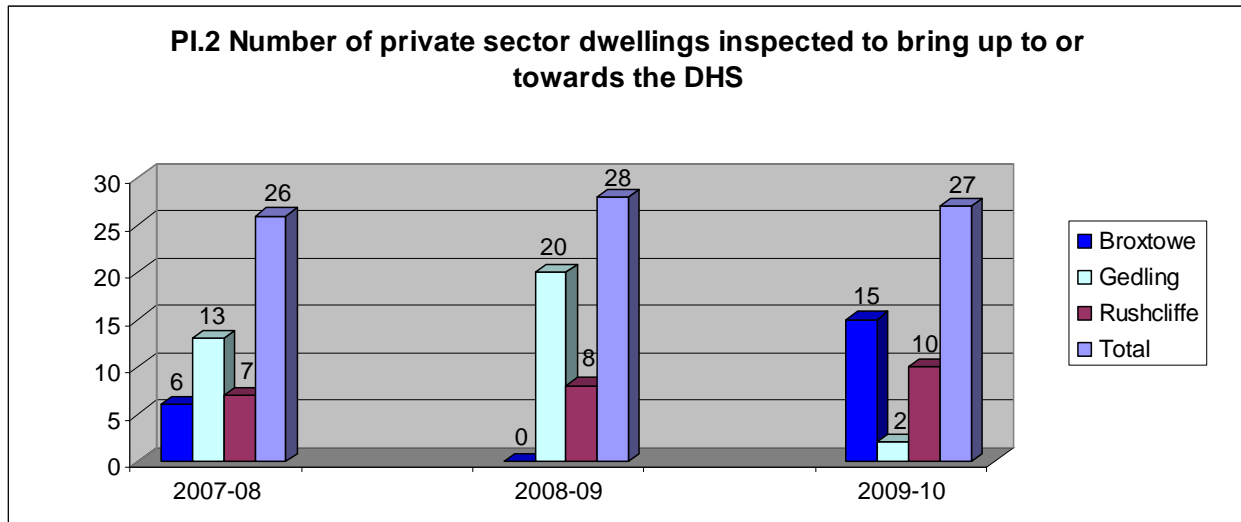
3.2 Key Performance Indicators

PI.1: Number of housing advice applicants where homelessness has been prevented through improved access to the private rented sector



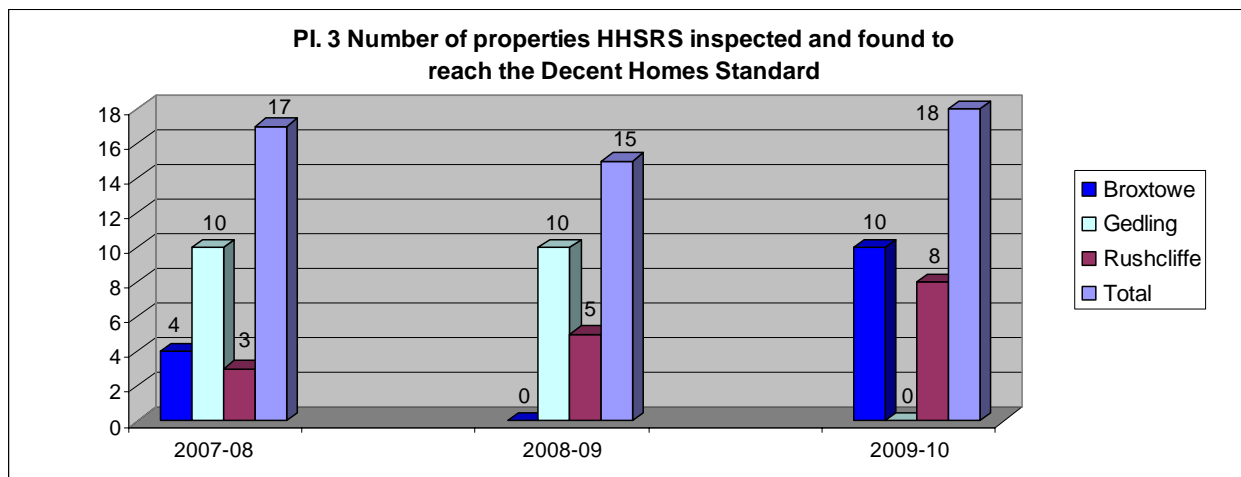
- 2007-08 to 2008-09 (year 1 & 2 compared) = 58% increase
- 2008-09 to 2009-10 (year 2 & 3 compared) = 28% decrease.
- 2007-08 to 2009-10 (year 1 and 3 compared) = 13% increase

PI.2: Number of private sector dwellings inspected to bring up to or towards the Decent Homes Standard (DHS)



Housing, Health & Safety Rating System inspections assess the standard of a property and outline recommendations for improvements which on completion would bring it up to or towards the Decent Homes Standard. During 2008-09 there were no figures included for Broxtowe Borough Council as there was no charge to the budget. However it was decided by the Board to use all inspections figures for subsequent analyse.

PI.3 Number of properties Housing, Health & Safety Rating System inspected and found to reach the Decent Homes Standard (without recommendations)



- 2007-08 to 2008-09 (year 1 & 2 compared) = 12% decrease
- 2008-09 to 2009-10 (year 2 & 3 compared) = 20% increase
- 2007-08 to 2009-10 (year 1 and 3 compared) = 6% increase

Properties meeting the Decent Homes Standard have been consistent despite the disparity between the Boroughs. Gedling Borough Council had two properties inspected during 2009-10 but neither met the Decent Homes Standard (see 3.4 *First Lets tenancy lets*).

Targets have been set for 2010-11 for an increase in successful Deposit Guarantee Scheme applications and properties meeting the Decent Homes Standard (see Action Plan section 6).

PI.4 Number of empty homes properties brought back into use through the promotion and intervention of the First Lets Project

Properties which are empty for six months or more (empty homes definition) are recorded in this category. From the information provided by landlords (that were involved with the Scheme during 2009-10), there were no properties that had been empty for more than six months prior to being advertised with First Lets.

The Project Board proposes to review current PIs to ensure that they are relevant, measurable and still meaningful to the project. (AP ref;12)

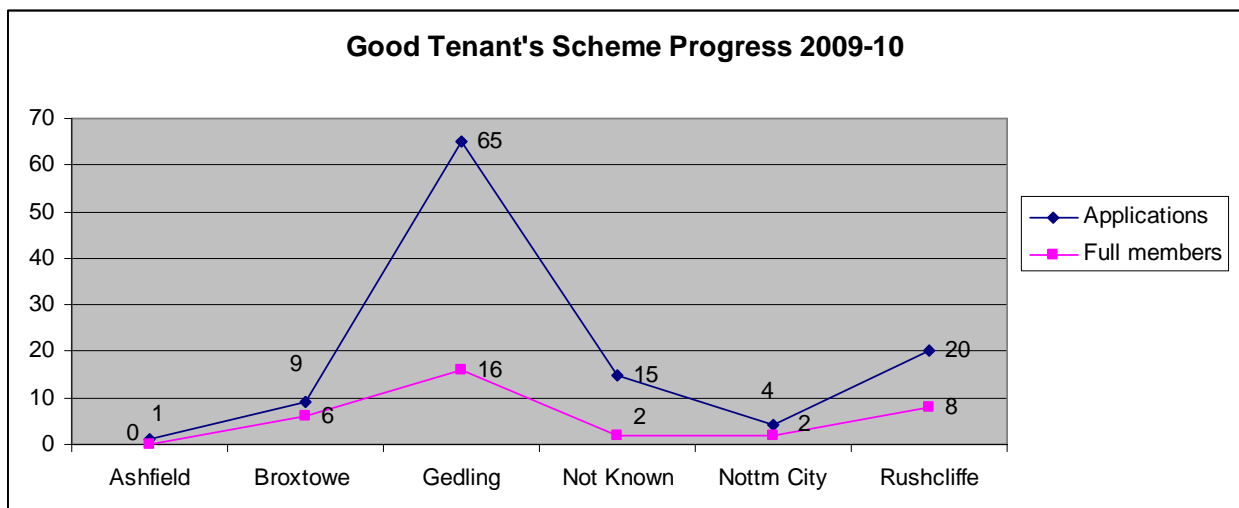
3.3 Membership

Landlords Registered

On the 31st March 2010 the scheme had a total membership of 326 landlords registered on the First Lets landlord database.

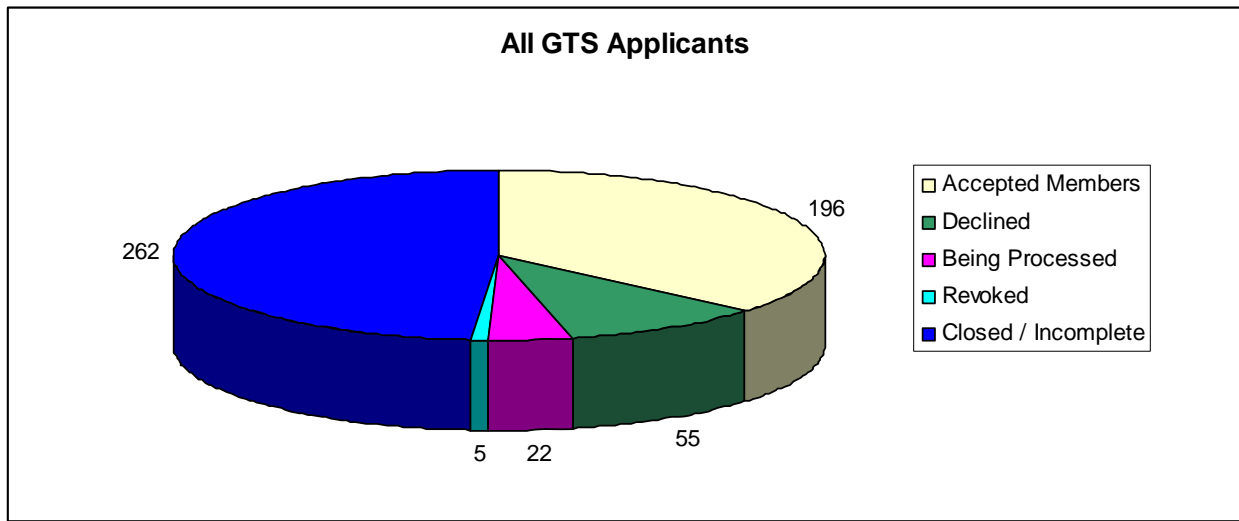
Good Tenants Scheme (GTS)

Since the introduction of the Good Tenant's Scheme in 2007 there have been 540 applications recorded by First Lets. 116 of these applications were recorded during 2009-10. 34 applicants were successful in gaining membership.



The above graph shows that the majority of applicants for the Good Tenant's Scheme were recorded within Gedling and Rushcliffe. During 2009-10; 25 full members gained access to accommodation within their area of choice.

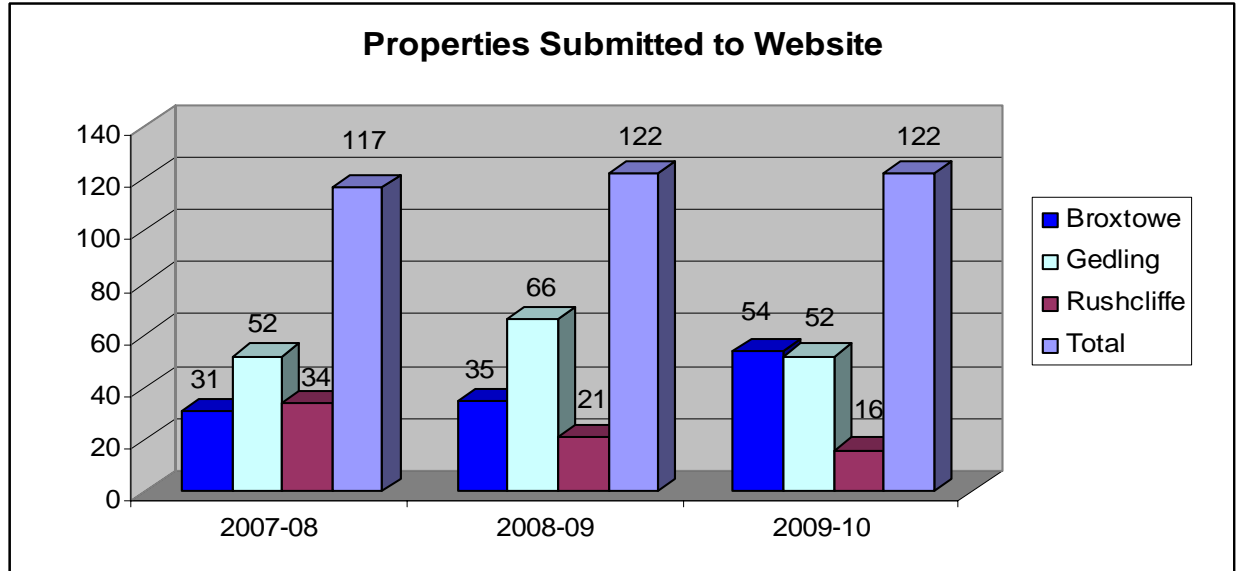
Of the 540 applications received, not all are successfully granted membership as they must be able to pass the referencing criteria. The chart below gives an indication of the main outcomes of applications⁵.



3.4 Properties

Properties Submitted To Website

The following chart details the number of properties advertised during a twelve month period. Whilst properties advertised have remained steady over the three consecutive years; successful lets have fluctuated.



During consultation with landlords it emerged that many of them also advertised with a letting agent and in the local press. Landlords were reluctant to accept a tenant without a cash deposit or rent in advance and were aware that First Lets were unable to offer this service to the majority of households.

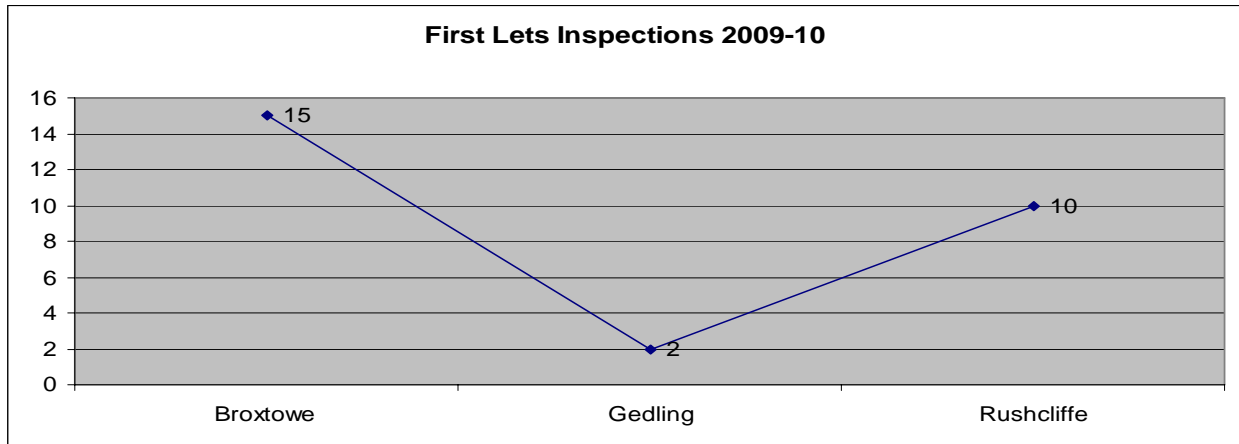
⁵ If an applicant has not provided all requested information within three months; the application is closed.

As not all applicants could provide references, successfully pass a credit check or provide a guarantor, the scheme relied heavily on repeat landlords who were familiar with the Deposit Guarantee Scheme and benefit claimants.

Targets to recruit new landlords are set out in the 2010-11 Action Plan (Pg.22) as well as initiatives to encourage those already familiar with the scheme to remain. (AP ref; 1)

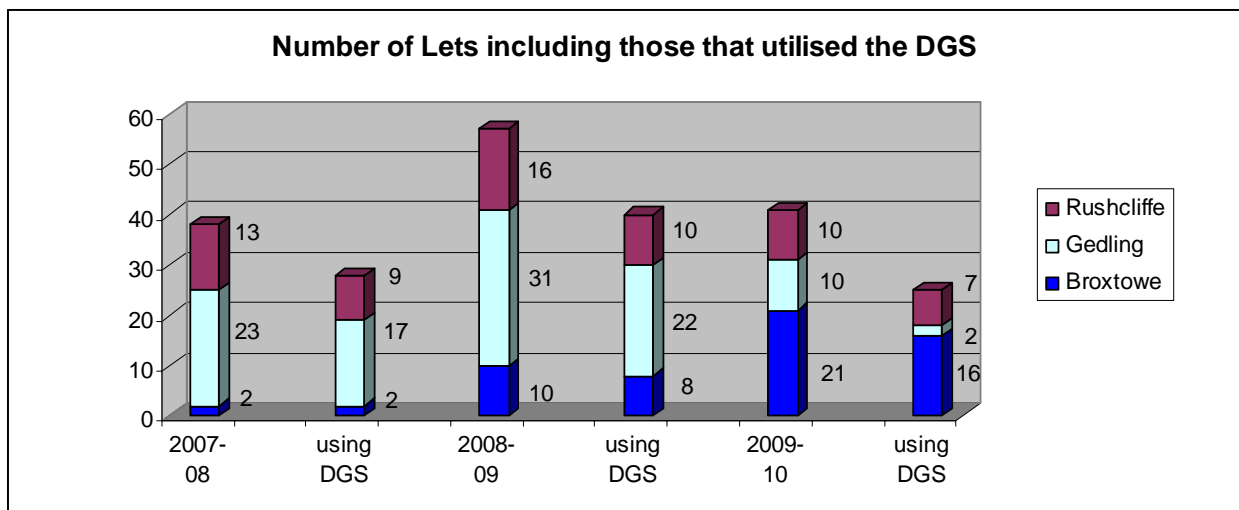
Inspections

In 2009-10 there were 27 recorded inspections carried out for First Lets with 12 being funded by the Scheme. Before assistance will be given for the Deposit Guarantee Scheme the property must pass Housing, Health & Safety Rating System inspection.



Broxtowe Borough Council undertakes all inspections in-house without any re-charge to the First Lets Scheme. All other inspections are carried out externally. The Board is reviewing the possibility of bringing all inspections in-house to reduce costs.

First Lets Tenancy Lets



- 2007-08 to 2008-09 (year 1 & 2 compared) = 43% increase
- 2008-09 to 2009-10 (year 2 & 3 compared) = 37.5% decrease.
- 2007-08 to 2009-10 (year 1 and 3 compared) = 10% decrease

First Lets had a direct involvement in 41 successful lets; 25 of these lets utilised the Deposit Guarantee Scheme.

The most successful year for use of the Deposit Guarantee Scheme to date has been 2008-09. Changes made to the application criteria during 2009-10 are considered to be a significant factor in the reduction of acceptances to the scheme, particularly in the Gedling Borough. Broxtowe and Gedling introduced exit strategies to Deposit Guarantee Scheme contracts during 2009-10 limiting the guarantee period to six months.⁶ Landlords were sceptical of a time restricted contract and consequently insisted on a cash deposit.

3.5 Financial Management

The individual contribution from the three authorities was kept at £13,520 per annum. Broxtowe and Gedling Borough Councils have mainstreamed their annual contributions but Rushcliffe Borough Council chooses to review scheme performance on a year by year basis before a decision is taken to consider mainstream funding. At present funding has been agreed by Rushcliffe Borough Council until 31st March 2011. Clearly, the impact of any decision not to proceed with the scheme would need to be considered carefully alongside the scheme objectives, performance outcomes and continued viability of the scheme to operate without a three way partnership funding contribution.

Item	Actual Spend 2009-10	Projected Spend 2010-11
Employee Costs	27 772	29 430
Transport	310	400
Landlord Incentives	0	0
Printing etc	718	1 450
Inspections	1 255	3 000
Tenant Credit Referencing	488	500
Website	2 880	4 120
Kiosks	588	600
Support	2 967	3 240
Misc / Unallocated	167	160
Total	37 145	42 900
	Income	
Quarterly payments of 3 380	Broxtowe BC	13 520
Quarterly payments of 3 380	Gedling BC	13 520
Quarterly payments of 3 380	Rushcliffe BC	13 520
	Decent Homes Funding (Rushcliffe Borough Council) ⁷	1 000
	Homeless Innovation Grant B/F	2 147
Total		43 707

⁶ Rushcliffe Borough Council has always limited the duration on Deposit Guarantee Scheme contracts.

The previous table illustrates the actual costs that were attributed to the First Lets budget during 2009-10. Fewer inspections as well as a reduction in web development and support costs contributed to an under spend for 2009-10.

The budget forecast for the forthcoming financial year 2010-11 is also included as well as details of scheme revenue.

The total figure for the forthcoming year is made up of partner contributions plus a small carry forward. During 2010-11 the scheme will continue to benefit from the use of Decent Homes (DH) funding from Rushcliffe Borough Council that will be used for inspections to ensure that more properties work towards, or achieve the Decent Homes Standard. Broxtowe Borough Council no longer contributes Decent Homes funding as they undertake all inspections in-house thus reducing the cost to the First Lets budget. Gedling Borough Council does not have Decent Homes funding available at this time.

3.6 Value for Money

As part of the Annual Report 2008-09 a calculation was made to estimate the average 'cost per household' to a Local Authority (LA) should an applicant/household make a homeless application and require temporary accommodation. The table below suggests the possible savings to each Local Authority using actual 2009-10 homeless prevention figures of households that were directly assisted into privately rented accommodation via First Lets.

Local Authority	No; of prevention cases assisted by First Lets	Estimated cost per household⁸	First Lets Scheme contribution	Estimated cost to LA if no scheme⁹	Overall saving
Broxtowe	21	3446.65	13 520	72 371	58 851
Gedling	10	3446.25	13 520	34 463	20 943
Rushcliffe	10	3446.25	13 520	34 463	20 943
Overall Total	41			141 297	100 737

The estimated saving to each Local Authority far exceeds the First Lets annual contribution. In addition to this, Housing Options / Housing Needs officers are able to use the scheme as a viable homelessness prevention method which promotes choice for those in housing need.

⁷ The Decent Homes funding is ring-fenced for the current year. If it is not spent, it cannot be carried forward.

⁸ Using figures for 'cost of average homeless application' – Annual Report 2008-09 Pg13 + 0.5% R.P.I

⁹ Number of cases x £3446.65, rounded to nearest pound.

4. Service Quality & Success Stories

4.1 Success Stories

For the private sector to be a practical alternative it needs to offer good quality, well located housing at an affordable price. It also needs to be accessible to a range of individuals with different needs who may also be reliant on Local Housing Allowance. The following case studies demonstrate how the Firsts Lets Scheme has supported individuals and families in housing need.

Case Study 1: Working together to secure accommodation (Broxtowe Borough Council)

Young single parent approached Broxtowe Housing Options team following a relationship breakdown after being asked to leave by their partner. The family wanted to remain in the same area and found a property on the First Lets website that they were interested in. They viewed the property, an urgent inspection was arranged and the tenancy was signed two days after their first approach. The tenancy has continued without any problems for the last six months and the household are still keen to remain in the property.

Case Study 2: Good Tenant's Scheme and Deposit Guarantee Scheme (Gedling Borough Council)

The tenant was served with a S21 Notice to Quit by their landlord, as he wanted to sell the property. However, the tenant was quite specific about their area of choice, for support from family and for the children's schooling. However, the type of property they required in their area of choice did not become available very often through the Gedling housing register. From completing the First Lets Good Tenant's Scheme application, being referenced, finding a suitable property, having the property inspected, approval of the Deposit Guarantee Scheme, and signing up for the tenancy; the process took 18 working days. The tenant was very pleased by the service they received, the speed of the process and the property they secured.

Case Study 3: Supporting Affordable Tenancies (Rushcliffe Borough Council)

A household approached First Lets expressing an interest in a property within a particular area as the applicant wanted to remain within the school catchment area. The property, however, was advertised as a four bed and they were not eligible for the full amount of Local Housing Allowance. After consultation with the landlord, he agreed to let the property at the three bed rate. The tenancy was agreed and has been successful for several months.

Throughout the year, First Lets received several positive comments from landlords following involvement with the scheme. Below is a selection of the feedback that was received;

(Broxtowe comments)

“Much more helpful than some authorities.”

“Good in all areas.” “Very good office.”

(Gedling comments)

“Deal with lots of Local Authority's - have 49 properties - Gedling Borough Council is much better than most.”

“Always good to deal with.”

“More proactive in Local Housing Allowance arrears.”

(Rushcliffe comments)

“Always prepared to go the extra mile to assist when contact is made”

“Very thorough and always helpful.”

“Rushcliffe Borough Council efficient with benefit claims.”

4.2 Customer Satisfaction / Feedback

Satisfaction Surveys

During 2009-10, customer satisfaction surveys were sent out quarterly to landlords, successful tenants and applicants to the Good Tenants Scheme (GTS). The response rate was relatively low in all categories; 21% landlords; 15% tenants; 13% Good Tenant's Scheme applicants

The results of the **landlord** surveys showed that;

- 57% of respondents were not accredited with a scheme
- 87% were satisfied with the overall service of the scheme and would use it again
- 13% neither agreed or disagreed
- 2% were not satisfied with the service
- 1 respondent was dissatisfied with all aspects of the scheme but did not provide any details in order to discuss their concerns.

The results of the **tenant** surveys showed that;

- 100% of respondents were satisfied with all aspects of the scheme
- Only 1 respondent did not find the scheme easy to understand.

The results of **Good Tenant's Scheme applicant** surveys showed that;

- 67% of respondents were satisfied overall with all aspects of the process
- 22% neither agreed or disagreed
- 11% were dissatisfied with some aspect of the scheme

All respondents were asked where they learned of the First Lets scheme and results were as follows;

- 60% signposted by the Council
- 15% in magazines or articles provided by the Council
- 12.5% through the internet
- 12.5% from friends or colleagues

4.3 Complaints

First Lets received several suggestions for improvement following consultation with landlords but there were no recorded complaints regarding the scheme during 2009-10.

4.4 Landlord Forum Consultation

Rushcliffe Landlord Forum

Rushcliffe Borough Council sent out invitations for a Landlord Forum to take place in February 2010. Due to a lack of response, a decision was made to cancel the event with a view to consulting with landlords on what they would like to get from future forums.

Just over 500 questionnaires were mailed out to landlords from the First Lets database as well as from Rushcliffe Borough Council Environmental Health records. Consultation was sought on several topics including; the time of day an event should take place; what areas should be covered by speakers; views on Local Housing Allowance and benefit claimants; how many properties did landlords let out and in which Local Authorities (LA); disparities between Local Authorities; suggestions for the First Lets scheme in general; any other suggestions for future events.

4.5 Actions From Consultation / Feedback

As well as striving to provide a good service to all users, the feedback identified several actions to be included in the Action Plan 2010-11.

1. Analyse feedback and make recommendations to Board. (AP ref;11)
2. Promote landlord accreditation across the Boroughs as many landlords admitted that they were not familiar with any local schemes or what they offered. (AP ref;2)
3. A review of the Good Tenant's Scheme literature in order to make the process as straightforward as possible. (AP ref;6)
4. Publish more literature with a view to mailing out to target areas¹⁰. (AP ref;5)
5. Pilot a quarterly e-magazine to include up to date legislation. (AP ref;7)

Over the forthcoming year, further analysis will be undertaken via satisfaction surveys to landlords, tenants and Good Tenant's Scheme applicants on a quarterly basis.

¹⁰ Request postcode areas where housing teams receive the most approaches and classify these as target areas.

5. Opportunities and Challenges

Over the forthcoming year, First Lets would like to ‘*get back to basics*’ and will set challenging targets to recruit new landlords, letting agents and Good Tenant’s Scheme applicants. The focus will be on marketing and scheme promotion across all three Boroughs. A tailored approach will be taken to address individual issues as well as cross partnership tasks. The Project Leader has liaised with Housing Options/Housing Needs teams to identify key areas of concern.

Customer satisfaction surveys will continue to be sent to new landlords and tenants in order to gather and assess information on current procedures.

5.1 Service Delivery

In order to provide on-going support to all three authorities and ensure consistency of service, the Project Leader spends time at each authority on a weekly basis.

Challenges/Barriers

1. The capacity of the Project Leader to undertake both operational and strategic tasks as the Project continues.
2. Working remotely can prove problematic as internet connection is not always reliable across the three Boroughs.

Opportunity

1. Rushcliffe Borough Council has agreed to diarise regular admin assistance to alleviate the amount of administration generated by the scheme.
2. Broxtowe and Gedling Borough Council has given authorisation for the Project Leader to have access to a computer to access internet sites

5.2 Recruiting landlords with the right properties

The scheme aims to provide good quality, affordable accommodation to households that are on a low income or claiming benefit. Following consultation, feedback suggests that landlords are sceptical of accreditation. Educating landlords on the benefits of accreditation is essential to the provision of good quality, safe accommodation.

Challenges/Barriers

1. Landlords who have made contact with the scheme do not appear to have embraced the value of accreditation.
2. Some landlords remain unaware of the legal implications of a tenancy agreement and the procedures that must be followed including deposit protection.

Opportunity

1. When a landlord makes contact they are introduced to the concept of accreditation and membership to landlord associations. The website presents information on local accreditation by EMLAS as well as landlord associations.
2. Legal representatives have agreed to present at landlord forums across the Boroughs to advise landlords of their obligations.

Action(s)

1. To promote accreditation to landlords via the website, landlord forums, mail shots and over the telephone. (AP ref;2)
2. Organise and attend landlord forums to include all three Boroughs (AP ref;4)

5.3 Letting Agents

Landlords continue to advertise their properties through Letting Agents as well as with the First Lets Scheme.

Challenges/Barriers

1. Letting agents were able to offer landlords 'no let, no fee' packages if a tenant was not found.
2. First Lets found it difficult to compete with the offer of a management service to landlords who did not live locally.
3. Letting agents were able to reference, credit check and arrange viewings of properties whilst insisting on cash deposits and rent in advance.

Opportunity

1. Housing teams have identified several Letting Agents within each Borough that are willing to utilise the scheme.
2. Project Leader will negotiate with Letting Agents to discuss working together.
3. Scheme to promote low cost loans through Nottingham Credit Union

Action(s)

1. Re-engage with agents to increase the number of properties being offered to benefit and non benefit claimants. (AP ref; 3)
2. Utilise Nottingham Credit Union (AP ref;18)

5.4 The Good Tenants Scheme (GTS)

First Lets carries out a housing needs assessment of Good Tenant's Scheme applicants prior to membership being granted.

Challenges/Barriers

1. Applicants may not have previous housing or employment history and therefore be unable to provide a suitable referee.
2. Landlords unwilling to accept benefit claimants.
3. A decline in membership approval as tenants find own accommodation and withdraw their application due to time taken to process application.

Opportunity

1. All housing teams remain committed to reviewing applicant's circumstances on its own merit and will not automatically refuse assistance without considering all options.
2. Introduction of Nottingham Credit Union to landlords and prospective tenants.
3. Review Good Tenant's Scheme process and all literature.

Action(s)

1. Utilise existing projects and schemes that are available to tenants. (AP ref;15-21)
2. Produce new Good Tenant's Scheme literature to make process more efficient. (AP ref;6)

5.5 Local Housing Allowance (LHA) and Deposit Guarantee Schemes (DGS)

During the two year period since the introduction of Local Housing Allowance, First Lets saw a gradual reduction in landlords willing to accept Local Housing Allowance claimants.

Challenges/Barriers

1. Landlords have been deterred from accepting Local Housing Allowance since payment was made direct to tenants.
2. The introduction of exit strategies to the Deposit Guarantee Scheme by Broxtowe and Gedling Borough Councils put off landlords and acceptances to the scheme fell dramatically.

Opportunity

1. Rushcliffe Borough Council Housing Options Team has been approved to complete vulnerability assessment on behalf of the client to support direct payment of Local Housing Allowance to landlords.
2. Officers will undertake financial assessments and Local Housing Allowance entitlement calculations to alleviate any shortfall in rent.
3. Housing teams able to monitor arrears and problematic tenancies at an early stage.

Action(s)

1. Introduce the concept of Nottingham Credit Union bank accounts offering direct payment to landlords through 'ring-fencing' of Local Housing Allowance payments.¹¹ (AP ref;18)
2. Housing teams to negotiate with internal departments to undertake own vulnerability assessments to enable direct payments to landlords. (AP ref;21)

5.6 Empty Homes

Identifying landlords of empty homes can be a lengthy process and as a result few properties have been offered to the First Lets scheme as a result of direct Local Authority involvement.

Local Authority officers are determined to utilise the scheme to maximise return to the Council by ensuring that grant applications are agreed on provision that landlords consent to a tenant on a low income or claiming benefit once all work is completed.

¹¹ A fee of £5 pcm is charged to landlord.

Action(s)

1. The First Lets Board will continue to monitor the progress of any updates in relation to empty homes and will continue to include information and literature on the First Lets Scheme in all contact with landlords to maximise the use of empty homes. (AP ref: 20)

5.7 Working with a reduced budget

The scheme saw an under spend to the 2009-10 budget that was attributed in part, to a decrease in inspections and the reduction in support charges. The Board were prudent in all activities undertaken by the scheme and the budget was strictly monitored.

Action(s)

1. Bringing inspections in-house will go some way towards alleviating demand on the budget (as Decent Homes funding may not always be available) so that resources can be allocated elsewhere if necessary. (AP ref;14)

5.8 Financial Climate

The risks posed to landlords by the unstable financial climate saw a reduction in the number of properties available to let. An increase in job losses saw landlords selling their property in order to liquidate assets.

According to the Council of Mortgage Lenders (CML)¹² the number of buy-to-let properties taken into possession overall in 2009, was 5,700 (0.46% of the total book). Although by the end of the financial year the Council of Mortgage Lenders was able to report better news; repossession were still at their highest level since 1992.

5.9 First Lets - The Way Forward

Below are the principle challenges that the Action Plan will seek to address. The action plan in section 6 details future plans in more depth as well as outlining what the project plans to achieve but headline plans include:

- **Choice Based Lettings:** The First Lets and the Choice Based Lettings Project Board will consider ways in which both schemes can work in conjunction to promote wider choice to prospective tenants. (AP ref;13)
- **DASH:** To examine the introduction of Social Lettings Agency and any effect it may have to the scheme in general. (AP ref;15)
- **Letting Agents:** The Project Leader will re-engage with Letting Agents to examine ways of working together to offer a wider range of properties; especially across the Rushcliffe Borough. (AP ref; 3)
- **Scheme Promotion:** First Lets will continue to promote the Scheme to a wider audience and will attend events in and out of Nottinghamshire to share good practice and monitor what is being trialled elsewhere. (AP ref;8&9)
- **Staff Awareness:** Provide regular training to new and existing staff in each Authority so officers are aware of most recent information. (AP ref; 10)

¹² <http://www.cml.org.uk/cml/media/press/2540> Buy-to-let lending in 2009 - 11 Feb 10

6. Action Plan 2010-11

	Theme	Ref;	Action	Target Date 2010-11	Outcomes	Target output
1	Marketing, Promotion and Awareness					
		Landlord incentive schemes	1	Incentive schemes implemented	Sept 2010	Increase in accreditation
		2	Promote accreditation and good practice with L/Ls	On-going	Increase L/L knowledge	5% accredited with a recognised body
	Targeting of Letting Agents	3	Letting agents contacted (rolling programme)	Dec 2010	New L/Ls encouraged to use scheme	6 letting agents using scheme (2 each LA)
	Landlord forums	4	Forums planned by each Local Authority tailored to feedback	May & Nov	Hold well attended Forums	1 Forum in RBC 2 Forums BBC
	Communications	5	Target areas of most homeless approaches	On-going	Increase number of L/Ls in target areas	10% increase in properties advertised
		6	Literature review of all Good Tenant's Scheme information	Sept 2010	Review Completed	Literature published
		7	Pilot & Review landlord magazine	Sept 2010	Pilot completed & review to Board.	Literature published
	Awareness raising	8	Identify opportunities to present/facilitate at local, sub-regional and regional events	On-going	Promote scheme to a wider audience	1 event per quarter
9		Awareness raising by attending Inter-agency groups/forums as and when required	On-going	Promote scheme to a wider audience	2 events per quarter	

	Theme	Ref;	Action	Target Date 2010-11	Outcomes	Target output
2	Training Partners	10	Training sessions held with housing options and customer services teams	On-going	Teams able to promote information	2 sessions within each Borough
3	Performance Management Customer Feedback	11	Analyse feedback and make recommendations to Board	Quarterly	Build trust with landlords	Service improvements implemented where identified
	Performance Indicators	12	Review at Board level	Quarterly	PIs that are relevant & meaningful	Introduce new PIs
	Value for Money (Choice Based Lettings (CBL))	13	Investigate opportunities for cost saving and rationalisation with Choice Based Lettings scheme	On-going	Investigation completed & recommendations made to Board	Report considered by Board
4	Inspections	14	Bring all inspections in-house	Oct 2010	Self sufficiency of scheme	Inspections in-house
5	Utilise / Develop Existing Projects Decent and Safe Homes (DASH)	15	Monitor introduction of Social Letting Agency and opportunities for rationalisation	On-going	Investigation completed & recommendations made to Board	Report considered by Board
	Theme	Ref;	Action	Target Date	Outcomes	Target output

				2010-11		
5	Utilise / Develop Existing Projects (contd)					
	Deposit Guarantee Scheme (DGS)	16	Promote direct LHA payments for Deposit Guarantee Scheme applicants	On-going	Increase in L/Ls willing to accept DGS	10% increase in DGS
	Rushcliffe Borough Council 'Golden Hello'	17	Promote cash incentive to NEW L/Ls	On-going	More properties offered across RBC	4 NEW L/Ls using scheme
	Nottingham Credit Union	18	Promote the Nottingham Credit Union	July 2010	More options for applicants	10 applicants applying for loans and/or direct payments
	Spend to Save	19	Working with Housing teams to make effective use of Spend to Save budget	On-going	Homelessness prevention – when no other options available	Target to assist 2 households in each Borough
	Empty Homes	20	Bringing empty properties back into use	On-going	Promote scheme via Empty Homes letters	First Lets information in all Empty Homes literature
	Local Housing Allowance assessments	21	Housing teams to investigate undertaking LHA vulnerability assessments	On-going	Increase in L/Ls willing to accept LHA	More landlords to receive direct payments

Glossary

ADC	Ashfield District Council
BBC	Broxtowe Borough Council
CBC	Charnwood Borough Council
CBL	Choice Based Lettings
CLG	Communities and Local Government
CML	Council of Mortgage Lenders
DASH	Decent and Safe Homes
DGS	Deposit Guarantee Scheme
DHS	Decent Homes Standard
EMLAS	East Midlands Landlord Accreditation Scheme
GBC	Gedling Borough Council
HHSRS	Housing, Health & Safety Rating System
LAS	Lettings Accreditation Scheme
NCC	Nottingham City Council
PSL	Private Sector Leasing
RBC	Rushcliffe Borough Council
RSL	Registered Social Landlord
SLA	Social Letting Agent

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REPORT OF THE HEAD OF PARTNERSHIPS AND PERFORMANCE

Summary

This report sets out a rolling work programme for the Partnership Delivery Group for 2010/11 based on the areas proposed and supported by the Group during the previous municipal year.

Recommendation

It is RECOMMENDED that the Partnership Delivery Group agrees the proposed work programme for 2010/11.

1. The work programme for the Partnership Delivery Group is developed around the corporate priorities that fall within its remit and takes into account the timing of the Group's business in the previous municipal year and any emerging issues and key policy developments that may arise.
2. At its meeting on 14 September the Group agreed that Choice Based Lettings partnership was now established and it would be more appropriate to be considered by one of the other scrutiny groups. The programme below has been amended to reflect this decision.
3. The following table sets out the proposed rolling 2 year work programme.

Date of Meeting	Item
3 November 2010	<ul style="list-style-type: none"> • Leisure Centre Contract – Annual report by Parkwood Leisure Ltd • First Lets Scheme – Review of Arrangements • 2 year rolling work programme
13 January 2011	<ul style="list-style-type: none"> • Choice Based Lettings – Progress report • Police Partnership • Crime and Disorder Reduction Partnership – Update • Nottinghamshire Cricket Club – Progress on community benefits • 2 year rolling work programme
24 March 2011	<ul style="list-style-type: none"> • Annual Review of Scrutiny • Progress report on the Rushcliffe Sustainable Community Strategy action plans • 2 year rolling work programme

Date of Meeting	Item
June 2011	<ul style="list-style-type: none"> • First Lets Scheme – Annual Report • Approve Work Programme • 2 year rolling work programme
September 2011	<ul style="list-style-type: none"> • Annual review of partnership with Spirita Ltd • 2 year rolling work programme
November 2011	<ul style="list-style-type: none"> • Leisure Centre Contract – Annual report by Parkwood Leisure Ltd • 2 year rolling work programme
January 2012	<ul style="list-style-type: none"> • Crime and Disorder Reduction Partnership - update • Nottinghamshire County Cricket Club – Progress on community benefits • 2 year rolling work programme
March 2012	<ul style="list-style-type: none"> • Annual Review of Scrutiny • Progress report on the Rushcliffe Sustainable Community Strategy action plans • 2 year rolling work programme
June 2012	<ul style="list-style-type: none"> • First Lets Scheme – Annual Report • Approve Work Programme • 2 year rolling work programme
September 2012	<ul style="list-style-type: none"> • Annual review of partnership with Spirita Ltd • 2 year rolling work programme

Financial Comments

No direct financial implications arise from the proposed work programme

Section 17 Crime and Disorder Act

In the delivery of its work programme the Group supports delivery of the Council's Section 17 responsibilities particularly in relation to the performance of the Council.

Diversity

The policy development role of the Group ensures that its proposed work programme supports delivery of the Council's Corporate priority 6 'Meeting the Diverse needs of the Community'.

Background Papers Available for Inspection: Nil