

CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Monday, 13 March 2006

Time: 11.30 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Minutes of the previous meeting, held on 20th February, 2006 (copy attached) (Pages 1 - 3)
To consider the minutes of the last meeting and update any matters arising
5. RBT Performance Update (report attached) (Pages 4 - 11)
To consider the attached report of the Chief Executive, RBT
6. Welfare Rights and Money Advice Service (report attached) (Pages 12 - 14)
To consider the attached report of the Welfare Rights and Money Advice Service Manager
7. Liaison with RBT
To consider any questions received from Elected Members
8. EXCLUSION OF THE PRESS AND PUBLIC
9. Rawmarsh Customer Service Centre (report attached) (Pages 15 - 22)
10. Customer Service Centres Programme Progress Report (attached) (Pages 23 - 29)

For Information:-

Date, Time and Venue for the next meeting:-

**Date of Next Meeting:-
Monday, 10 April 2006**

**CABINET MEMBER FOR CUSTOMER SERVICES AND INNOVATION
Monday, 20th February, 2006**

Present:- Councillor Wyatt (in the Chair); Councillors Jackson.

Apologies for absence:- Apologies were received from Burke and Hodgkiss.

59. MINUTES OF THE PREVIOUS MEETING, HELD ON 16TH JANUARY, 2006

Consideration was given to the minutes of the previous meeting, held on 16th January, 2006.

Resolved:- That the minutes of the meeting held on 16th January, 2006, be approved as a correct record.

60. RBT PERFORMANCE UPDATE

The Chief Executive, RBT, submitted a report on the progress and performance of RBT for the month of December, 2005, highlighting:-

- Customer Services/Public Access
- HR and Payroll
- ICT
- Procurement
- Revenues and Benefits
- Progress against Corporate Initiatives
 - Equalities
 - Investors in People
 - Consultation/Complaints
 - Audit Updates
 - Schools (appointment of Schools Account Manager)

Details were also provided of the Service Level Agreement underperformance during the period October to December, 2005.

Reference was made to the performance in respect of Service Level Agreement RB02 (percentage of Council Tax collected).

Resolved:- (1) That the contents of the report be noted.

(2) That Members be provided with further details in respect of Service Level Agreement RB02.

(3) That the Executive Director for Corporate Services be provided with appropriate information about increased spending on ICT equipment, etc. by 31st March, 2006.

61. PILOT OF INTERACTIVE VOICE RESPONSE IN THE CUSTOMER CONTACT CENTRE

The Chief Executive, RBT, submitted a report about the proposal to implement Interactive Voice Response (IVR) software as a six weeks' pilot project in Rotherham Connect. The report stated that this system would enable the contact centre to improve its handling of the anticipated increase in Council Tax and benefits call volumes at the start of the new financial year.

In noting that Interactive Voice Response systems have sometimes proved to be unpopular, Members learned that Rotherham customers will probably have no more than one or two options from which to choose; it was also anticipated that many customers would not have to make a choice, but would simply wait for their call to go through to a member of staff.

Resolved:- (1) That the contents of the report be noted.

(2) That the Interactive Voice Response (IVR) be piloted to enable the contact centre to deal with high volumes of telephone enquiries for Council Tax and benefits at the start of the financial year in April, 2006.

(3) That a further report, detailing the outcome of the pilot project, be submitted to a future meeting of the Cabinet Member and Advisers for Customer Services and Innovation.

62. MINUTES OF THE MEETING OF THE PROCUREMENT PANEL

Consideration was given to the minutes of the meeting of the Procurement Panel, held on 30th January, 2006.

Resolved:- That the contents of the minutes be noted.

63. MINUTES OF THE MEETING OF THE COMMUNICATIONS AND MARKETING GROUP

Consideration was given to the minutes of the meeting of the Communications and Marketing Group, held on 17th November, 2005.

Resolved:- That the contents of the minutes be noted.

64. LIAISON WITH RBT

Reference was made to the decision to end the arrangement whereby employees could pay Council Tax by salary deduction (Minute No. 54 of 16th January, 2006 refers). It was noted that the alternative arrangement of payment by direct debit was now being offered.

Discussion also took place on the advice available to the general public to

make arrangements to pay Council Tax.

(The Chairman authorised consideration of the following item to enable Members to be informed of the review)

65. PEOPLE AND SERVICE FIRST - CUSTOMER CARE REVIEW

Members were informed of the arrangements for the current review of the People and Service First customer care standards. A customer focus group session would be taking place at the Bailey Suite during the evening of Wednesday, 8th March, 2006 and it was hoped that many people would attend that event. Many questionnaires had also been issued, both to employees and to organisations and groups outside the Council.

It was anticipated that the report and recommendations of the review would be available by the end of March; the report would be submitted to the Cabinet and to the Democratic Renewal Scrutiny Panel.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Customer Services & Innovation Cabinet Member
2.	Date:	13 th March 2006
3.	Title:	RBT – Performance Update
4.	Programme Area:	RBT

5. Summary

The report presents the progress and performance of RBT for the period November 2005 to January 2006.

6. Recommendations

That the information in the report be noted

7. Proposals and Details

RBT is now almost through its third delivery year. The most important point to mention is that the relationship between RBT, RMBC and BT remains excellent – mutually supportive, challenging where necessary, and highly productive.

Highlights of the last few months have been:

- customer-service-centre programme well underway with the town-centre CSC being formally opened and work starting on Swinton CSC;
- improvement proposed to Surgery Connect access with golden-number and face-to-face (proposed) and agreed by Cabinet (CR awaited);
- The Streetpride service, for which Rotherham Connect offers the front end, was recognised as one of the top four street-cleansing services in the UK by APSE at the beginning of December
- RMBC's shortlisting for the LGC eGovernment award;
- national award winner in the Guardian public service awards for the flexible/home-working initiative;
- roll-out of the eBenefits business plan;
- expansion of the revs and bens home-working scheme to 17;
- creation of a Development team in revenues to improve processes and further increase collection rates;
- RMBC rated second nationally in terms of cashable savings (under Gershon);
- £1.5m of procurement savings forecast for 05/06; short listing for Beacon status of the council's procurement service;
- first phase of desktop refresh completed – second started;
- home-working-based Active Directory service implemented;
- 64,000 calls to ICT helpdesk in 2005;
- Christmas payroll fully processed via PSe for the first time;
- launched the CIPS training programme for 16 RMBC/RBT buyers;
- first supplier – Corporate Express – goes live on end-to-end eProcurement;; and
- further roll-out of HR&P self-service (Neighbourhoods, Rotherham 2010 and RBT now complete.

7.1. Service by Service Overview

7.1.1. Customer Services / Public Access

The RBT transformation Programme and Rotherham Connect Service continue to make progress against their very demanding plan for this year and November started in earnest with the Mayoral launch of the first CSC located in the town centre bringing about a fantastic environment for both staff and customers alike.

During December detailed planning was completed around the full roll-out of the additional services to the contact-centre staff, the Civic Customer Service Centre (CSC) and future CSCs. This planning incorporated a review of the original service improvement plan deliverables and the change request submitted by RMBC for back office re-engineering.

Contact-centre performance either met or exceeded the SLAs during December.

Since the recruitment of the staff within the customer-service centre in October, we have invested heavily in training and development – all crucial in ensuring the success of the service. It is pleasing to report is that each employee has received on average 16 days in soft skills, detailed legislative and technical training. Feedback from staff has been extremely positive.

The Registration and Celebratory Services successfully introduced civil partnership registration and have commenced a pilot of civil funeral services; initial feedback is positive.

7.1.2. HR and Payroll

The self-serve roll-out is well underway and is on target to be completed by 31 March when all employees using a PC will be able to access and amend their own personal details. Managers will also be able to view information about their team dependent upon their level of involvement in the current data cleanse. Feedback remains positive from all staff.

The HR&P service continues to strive to meet the very challenging targets which they face. During the quarter, a number of SLAs were enhanced and, as a result, a number saw performance below the required target.

HR15: the % of correspondence answered within the agreed timescale. This target was enhanced to 100% from November 2005 and as a result the target was not met with actual performance reported at 97.29%. The service continues to work towards meeting this extremely challenging target.

HR03: accuracy of payment target, 99.50%. Whilst the target was missed by 0.1%, this level of performance was only achieved by the excellent work carried out by the payroll team post-Christmas. The average performance over the pre- and post-Christmas period from November to January met the target at 99.5%. The payroll team can be proud of this performance given the current heavy reliance upon manual data collection and the need to estimate and process extra timesheets before, during and after Christmas.

HR17: calls answered at first line. This target was increased to 80% from the 1st Nov 05. The underperformance occurring is as a result of the significant increase in the call volumes. Steps have being taken to manage calls within the existing agreement via a ten-point plan. However, it is now clear that this target will be impossible to achieve without additional resources at this stage and RBT is funding 4 extra FTEs on general and 3.5 FTEs on a new schools-dedicated service. This resource will be for a six-month period, during which the ten-point plan will have been implemented and mitigated the original call-volume problem.

Within HRP, the provision of an excellent service to schools remains at the forefront and as a result of the success of the Programme Area Process and Policy forum, it was agreed that it would be worthwhile setting up a similar forum for schools.

These forums enable customers to share issues and concerns arising from the service provided by HR and Payroll, to have these either answered at the time or

actioned and fed back at the following forum. They also give HR&P the opportunity to share some of their issues and to let customers know of forthcoming improvements to the service. Three schools forums were held in January and proved to be extremely useful. Future forums will be held every 6 weeks.

7.1.3. ICT

The new intranet, officially launched in December after months of development, is another successful example of RBT and RMBC staff working together in partnership. Benefits include giving staff instant access to the latest versions of information and documentation enabling them to work more effectively improving the quality of services. Although “go live” has been achieved, it is only the start with huge potential to develop even further. Improving information management, collaborative sharing of documents, targeted content and increasing self-serve capabilities.

The ODPM eGovernment projects are now virtually delivered with managers and staff working closely with the programme and project managers to ensure the timelines, skills sets, etc can be provided by either existing service staff or identify where skills may need to be brought in. The current impact on the day-to-day service is being minimised and managed effectively by the service.

During the third quarter all ICT SLA targets were either met or exceeded.

7.1.4. Procurement

The penultimate round of the Beacon assessment was completed on 16 December with RBT playing a full part in both the preparation for, and participation in, the visit by the 3 assessors. A final round of assessment took place in London on the 16th January. (This has now taken place and RMBC is awaiting feedback).

Performance against the SLAs continues to be on target apart from PR03 which continued to increase during December. Actual performance ended up at 97% which is an all-time high since the beginning of the contract. However, goods receipting is still an ongoing issue and the chasing of GRNs was more difficult at the end of the year as a result of the Christmas break. Therefore fewer payments were made than normal during the month.

A downturn in performance is anticipated in January with projected figures likely to see a 10% reduction due to the receipt of late GRN notifications and the impact from the Christmas closedown.

Performance around the procurement savings continues slightly ahead of target even with the reduction in volume from 2010. However, concerns remain around the achievement of the overall procurement savings due to the issues around construction. The matter of construction savings was formally escalated to the client during November and agreement was reached to set up a working party to take this forward in the New Year.

Within Procurement, 16 members of staff have opted to study in the foundation stage of the CIPS diploma – the first step on the road to become chartered buyers. The training which is funded by RBT is intended to develop their skills as professional buyers in order to provide the best possible service to RMBC making them more commercially aware while at the same time developing the procurement team as individuals.

7.1.5. Revenues & Benefits

December saw the final audited version of the benefits subsidy claim for 2004/05 been approved in full without qualification by District Audit and was submitted to the DWP on time.

From January 2006, we were notified that the government has increased the amount that the courts are to charge authorities for action in the Magistrates Court. The increase is from £0.70 to £3.00. Since there has been no increase to costs for 2 years, RBT requested the court to accept a £5 increase for summons - this increase was recently accepted and as a result the new costs have been applied with immediate effect. Based on current volumes, this should result in an additional £25k to £30k revenue pa for the council.

Performance against the SLAs has seen a small improvement around those underperforming targets.

RB08: number of days taken to process a change in circumstances. Issues remain with the national Sx3 system upgrade and work continues to find ways of improving performance. This is a national issue affecting a large number of (Sx3) authorities (which make up 60% of all councils). The DWP and BFI will continue to monitor this and the national target is likely to be revised to reflect a more realistic target once analysis has been done. The service has also increased the staffing within this area and appointed 2 agency staff to assist in improving the performance around RB08. Performance of this SLA is now monitored on a weekly basis and during November performance saw an increase from 15.46 days to 13.82 days.

RB02: % of council tax collected. The performance of this measure is slightly down against the SLA. Since October 2005, the number of reminders sent has been increased alongside obtaining a number of additional court times. This allows us to apply for a liability order which will result in an application for an attachment of earnings/benefits or will ultimately proceed to committal. This has already seen a positive improvement in the performance of the council-tax collected. However, the drive for improvement continues and from January staff are undertaking additional hours which will have an additional positive impact on the collection rate. Not only do we anticipate that the actions we have implemented will enable us to meet the target of 97.14%, but the process improvements we have implemented over the last quarter will enable us to hit the ground running for 06/07. Additionally, a longer term view is being taken with a review on the structure of the Local Taxation team. As a result, a restructure is being implemented to enable us to optimise the resources available - again, this should ensure a very positive start to the new financial year.

7.2. Progress against Corporate Initiatives

RBT continues to progress areas in line with the Corporate and Community strategies and the new staff within the performance team have now started. Areas in which the team are concentrating their efforts are service planning, the forthcoming corporate assessment, consultation, complaints and meeting the equality standard.

7.2.1. Equalities

RBT has made good progress in its requirement to reach the Level 2 standard and is an active member on the Equality & Diversity and Maari Groups. This quarter has seen the publication of its actions plans in order for us to reach Level 3 by December. These are closely monitored and performance is currently on-track. Along with the other programme areas, RBT is continuing to develop the evidence file in order to confirm its current level.

During December a Principal Officer was appointed for the Performance and Improvement team. This officer will now take a lead on co-ordination and monitoring of equalities across RBT

7.2.2. Investors In People

RBT continues to be integrally involved with the council's IIP programme and has been funding two people through the internal reviewer training during February and March. This will enable us to be part of the RMBC internal review team. As per the recommendation from the council's internal review, Inductions continue to be held on a regular basis for all RBT new starters and are being well received. Services still undertake their own service-specific inductions.

There are a number of flexible working arrangement in place across RBT, including homeworking within Revenues and Benefits. As previously reported, the flexible working arrangements within the council won the Guardian Public Service Award 2005. The awards ceremony was in London and was attended by Alan Swann (RMBC) and Paul Briddock (RBT). This recognition was particularly pleasing at it recognised the partnerships approach to recruitment and retention of staff.

7.2.3. Consultation/Complaints

The recruitment of the Principal Officer in the performance team has enabled RBT to take a fresh look into the current process of how complaints are handled. Significant work is been undertaken on how the services across RBT are managing complaints and how this can be improved to ensure a consistent approach across all services.

Audit updates

All the audits undertaken by internal audit have been responded to and the recommendations are monitored on a quarterly basis. All recommendations were on track to be delivered by the due dates.

Internal audit have recently been into HR&P to undertake system reviews and are now commencing an NNDR audit in R&B. The Performance and Improvement team continue to be involved in the co-ordination of the audits to ensure consistency.

7.2.5 Schools

In recognition of the ongoing importance of schools the decision has been made to support a specialist Schools Account Manager. This post will be advertised shortly and will provide a single point of entry to RBT services.

8. Finance

The contract with RBT includes a service-credit arrangement, the effect of which is that whenever any SLA target is not achieved, a calculation based on the amount by which the target was missed and a number of other factors, results in a decrease in the amount of service charge payable. In other words, there is a financial penalty for RBT as a direct consequence of its underperformance.

9. Risks and Uncertainties

If RBT is unable to achieve the SLA targets in the contract, in particular where these are also BVPIs or other statutory PIs, alongside the importance of some of the services delivered by RBT (Revenues and Benefits, Procurement Service), this may impact on the council's CPA rating.

There may also be a negative effect on the council's reputation and the perception of the RBT joint venture. Where there is underperformance, particularly where this is persistent or related to statutory PIs, the client team will work with RBT to develop action plans to redress the situation.

10. Policy and Performance Agenda Implications

The RBT contract exists to modernise council services to enable the delivery of the council's priorities. RBT's performance will impact on the CPA score and a number of service and corporate inspections. RBT has responsibility for delivering services including a number of BVPIs and LPIs.

11. Background Papers and Consultation

Appendix 1 – Underperformance of SLA's

Contact Names :

Brian James, Chief Executive, RBT, X2414, brian.james@rotherham.gov.uk

Jill Dearing, Service Leader, Performance & Improvement X 3367,
Jill.dearing@rotherham.gov.uk

SLA Underperformance Nov 05 - Jan 06

Service	SLA Ref	Measure	RBT		Comments
			Nov-05	Dec-05	
Procurement	PR03	% of undisputed transactions for which the invoice receipt to payment authorisation process is completed within 30 days	Actual	Actual	PR03 performance dropped due to poor receipting from RMBC during December leaving considerable numbers of overdue invoices to be cleared in January. It has also been identified that 1% of the overdues were due to invoices which became due over the Christmas period being paid on the first payment run of 2006, this was outside RBT control.
			94.00% ↓	97.00% ↓	
Revenues and Benefits	RB08	Average number of days less than a baseline of 50 days for processing notifications of change of circumstances	Quarterly Measure	Quarterly Measure	As documented the impact of the new software has meant a significant drop in performance. This is being tracked both internally and by DWP and the BFI on a national basis. It is predicted that targets will be amended in the future. This should be reflected locally.
			97.29% ↓	30.16 days (19.84 days) ↓	
HR&P	HR15	% of correspondences answered within the agreed timescale	97.29% ↓	100.00% ↑	The enhanced target of 100% commenced in November.
			98.74% ↓	99.50% ↓	
HR&P	HR03	Accuracy of payment	98.74% ↓	99.39% ↓	This measure was 1.1% below target. The Payroll Team can be proud of the performance achieved in the period but will continue to work on the need to estimate and process extra timesheets before, during and after Christmas.
			56.13 ↓	50.68 ↓	
HR&P	HR17	Percentage of enquiries resolved by front line HR advisors over the telephone where the enquiry is not capable of being resolved through employee self-service including the intranet.	56.13 ↓	52.16 ↓	Discussions held around CR0425 as part of the SLA review. Awaiting formal agreement from the client about suspending financial penalties

Cabinet Member for Customer Services and Innovation March 2006

Welfare Rights and Money Advice Service

1. The Welfare Rights Service (WRS)

The Service specialises in social security benefits for people with disabilities and carers. Like most welfare rights services it does not operate an open door policy but concentrates on offering advice to those who are most vulnerable and unable to access advice elsewhere or for whom the local authority must offer benefit advice under a statutory or general duty.

In 2004/5 the WRS saw 736 new customers and helped gain £2,169,264 in extra benefits.

The service targets the following groups

- a) Children and Young people with disabilities. All children with disabilities are defined by the Children Act as children in need. Research shows that it costs an additional £99.15 extra a week to bring up a disabled child and it costs three times as much to bring up a severely disabled child as a non disabled child. Fifty five per cent of families with a disabled child either are or have been living in poverty. Statistics show that up to 60 % of disabled children are not receiving the benefit they are entitled to. Within the corporate plan there are targets for the WRS to increase the number of children with disabilities they advice. WRS are on target to increase the number by 50% in 2005/6. The service works closely with social services, Early Years, the Child Development Centre and the Portage Service to reach as many children as possible. In addition we will provide training on benefits to relevant workers and undertake take up campaigns with all the special schools on a rolling programme.

Case study—we advised a family with two children with disabilities and claimed Disability Living Allowance for both children. Carers allowance was claimed for the parents. In total their family income was increased by £274.29 per week or £14,263 annually.

- b). People in receipt of non-residential social services. Since April 2003 the authority has a statutory duty to offer benefit advice to people in receipt of non-residential social services and their carers at the point of a financial assessment. The service works closely with the Fairer Charging assessment team in Social Services to implement this duty. The WRS have trained financial assessment staff to undertake initial benefit checks and the complicated disability claims are referred to WRS. The work targets vulnerable people many of who have either had no benefit income or have been receiving less than their entitlement for many years. The resulting income has enabled many elderly people (the oldest client was born in 1903) to remain independent in their own homes and to improve their quality of life. In addition advice given to carers has meant caring remaining a viable option.

Since April 2003 the WRS has taken 601 referrals and helped people claim £665,087 in extra benefits annually and £117,679 in lump sums and arrears. The largest single annual increase for one client was £11,835.

Case study – A client with learning disabilities was helped to claim a higher rate of Disability Living Allowance. This entitled them to an extra £44 per week pension credit also. The carer was also helped to claim Pension credits. The extra income enabled the carer to employ extra help in the client's home giving them respite to visit their own family members.

- b) People who are terminally ill – The WRS takes referrals direct from Macmillan nurses and other workers to help people claim benefit entitlement when their life expectancy is limited. This mostly covers claims under special rules and enables benefits to be put in place quickly.
- c) The BME Community - The WRS has 1.5 workers employed specifically to deliver advice to members of the BME community. Advice is available in Urdu, Punjabi, Miripuri and Pushtu. A female worker is designated to offer advice to women from the BME community. In 2004/5 clients from the BME community comprised 20 % of the total client base.

The WRS is currently piloting advice for people who have adopted children from Rotherham. This is being undertaken on behalf of Social Services Adoption and Fostering team to look at the viability of maximising income and thereby reducing adoption allowances.

2. The Money Advice Service (MAS)

The service offers debt advice to residents of Rotherham. This advice includes negotiating with creditors, help and representation to apply for bankruptcy, filling in court forms and attending court for repossession hearings. Advice is by appointment mainly at Enterprise House but home visits are available if required. In 2004/5 the areas from which the highest number of clients came were Herringthorpe, Dalton, Greasborough and Maltby.

In 2004/5 the service saw 289 new customers and advised on £2,833,484 of debt. (This total is £275,611 more than the previous year. This was achieved despite less staffing in the team.)

The service is involved in running 2 projects;

a). Debt Awareness Campaign. This is a 2 year project which is coming to an end. It was funded by the Partnership Innovation Budget from the Legal Services Commission. The project piloted several ways of working the aim of which was to increase the number of people who sought debt advice at an early stage and disseminate financial inclusion information in order to prevent debt.

b). Herringthorpe GP Debt Referral Project. The service has been asked to deliver the face to face debt advice for this project. It has been developed by Herringthorpe Healthy Living Forum from the community plan. The project is

funded by SRB and Objective One and will set up a service for GPs to refer patients suffering from mental health / stress issues who require debt advice. There will be close health impact assessments. There is a close correlation between debt and mental health problems as evidenced by comments received from MAS client feedback questionnaires 'The help and reassurance I got was second to none. My life was a misery and shambles. Now I am back to normal, no worries, no stress.'

Case study- clients took on care of grandchild and income reduced as they needed to work part time. They accrued large rent arrears. MAS helped them with claiming benefits and getting them backdated. Affordable repayments were agreed on the rent arrears and repossession action was avoided.

3. Consultancy Telephone Service. A telephone service is available 4 sessions per week to enable RMBC staff to seek benefit advice on behalf of their customers. This usually takes the form of a one off enquiry which can be answered quickly on the same day. This service takes around 120 calls per annum.

4. Constraints

4.1 Staffing. Since 2003 the service has permanently lost 1.3 caseworkers and 1.5 admin staff from establishment, whilst having to implement the fairer charging requirements. Providing an effective specialised service is dependent on experienced staff. There is a ceiling to the number of cases a worker can achieve in any given year. At the current time it would be true to say that customers have to wait longer than we would wish for an initial appointment with the MAS (down to 2 money advisers from 3).

4.2 Project work. Whilst we have been successful in gaining external funding for 3 projects, only one has been mainstream funded on completion. Projects are demanding in staff resources both to develop and to manage. They generally do not include funding for extra management time. Any expansion of services such as the above mentioned adoption work will only be achievable through extra funding.

4.3 Structure. The service has a flat management structure with both WRS and MAS sharing one f/t manager. There is no deputy manager or team leader. In order to meet the Legal Services Commission quality mark the manager has to be the designated case supervisor in addition to operational and development manager. The service could look at restructuring; however any increase in management time would be offset by a reduction in numbers of clients seen.

Report author:- Janet Scott, Welfare Rights and Money Advice Manager

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 8, 9 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted