

## APPENDIX 1

### CORPORATE PLAN MID YEAR 2013-14 PROGRESS AND PERFORMANCE REPORT

Covering the period 1<sup>st</sup> April – 30 September 2013

<b>Priority</b>	<b>Create a great place for learning and opportunity</b>
<b>Objective</b>	<b>Ensure that every place of learning is rated “Good” or better</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<p><b>Embed strategies to narrow the gap between boys and girls at all key stages and target resources to ensure all children make expected progress during their primary school years</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• Analysis of take up of Early Years education: All monitoring data and detailed analysis underway with a full equality impact analysis of data to be delivered by September 2013.</li> <li>• Continuing Professional Development (CPD) targeted work for Early Years in schools and settings</li> <li>• CPD designed to target vulnerable and underperforming groups commissioned as part of School Improvement activity.</li> <li>• Action Plan on Pupil Premium report (2012 outcomes) to be developed by December 2013</li> <li>• Outstanding practitioners commissioned/seconded to Thurrock SI for the year 2013-14. in vulnerable schools identified by needs – focus on raising standards for all pupils but particularly those underachieving</li> <li>• Progress meetings arranged with heads (including academies)</li> </ul> <p>Outcomes:</p> <ul style="list-style-type: none"> <li>• Early Years – Thurrock is performing 1% above the national level (52%) of children achieving good levels of development. This compares well to statistical neighbours and within the East of England. Girls (64%) outperform boys (43%). This reflects the national picture but more needs to be done in EYFS for boys</li> <li>• KS1 – Thurrock is performing at national levels. The priority is continued improvement in writing and at higher levels (3+) particularly reading</li> <li>• KS2 – Thurrock (72%) is performing at 3% below national (75%) attaining level 4+ in reading, writing and maths with boys performing at 4% below the national average for boys (72%) and girls performing at 3% below the national average for girls (79%). Boys’ performance is improving at a slightly faster rate than national but girls’ improvement has ‘flat lined’. The priority is to focus on 2+ levels of progress through KS2 especially in reading. This is a new measure this year and is not comparable to last year’s data.</li> <li>• KS4 – rapid improvement in 5A*-C including E &amp; M (60%) to above national average (59%). Good progress from end of KS2 to end of KS4. Priority is now to narrow the gap between higher and lower achieving schools and academies whilst improving all and improving achievement at higher levels in KS2 and KS4 and progression to ‘high admission level’ HE and top level vocational opportunities</li> </ul>	G
<p><b>Monitor and evaluate delivery of contracts that are linked to Early Years Foundation Stage in Children’s Centres</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• All centres are working towards new Ofsted framework with an increased focus on tracking outcomes for users, all activities are delivered in line with the EYFS curriculum and the Quality Assurance (QA) process will evaluate this. A Quality Improvement Partner will enhance the current QA processes to assess the self evaluation judgements being made by the centre against the Ofsted framework</li> <li>• Information has been sent to all schools with information about on-entry assessments with a proforma for completing this. Information has also been provided to schools via the Head Teachers Bulletin and the SALs meeting. Schools were asked to send the LA their on-entry and these are now being received and analysed with schools being contacted where any anomalies have been highlighted</li> <li>• Recruitment to an additional Early Education Improvement Officer post is in process. We are currently reviewing the advert in order to ensure we attract the very best candidates next time.</li> </ul>	G

<ul style="list-style-type: none"> <li>Ofsted inspections in pre-schools, day nurseries and childminders that are good or better is at 71%. Leadership and management grades for full day nurseries is at 96% good or better, for pre-schools it is at 75%.</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>All children centres working to Ofsted framework with a robust QA process in place through the School Improvement team</li> <li>2 out of the 7 children centres inspected (28%) are rated as good or better, a further 2 centres are yet to be inspected.</li> </ul>	
<b>Implement plans to increase the percentage of good or better outcomes in OFSTED inspections of primary schools</b>	
<p>Update:</p> <ul style="list-style-type: none"> <li>Termly reviews undertaken as part of School Standards and Progress Board / School Improvement Team agenda.</li> <li>Report on characteristics of schools judged satisfactory / requires improvement from 2011-2013 undertaken as part of evidence base commissioned by the council for the Education Commission – findings contributing to final report</li> <li>Commissioned support and training for leadership teams and governing bodies as part of response to summer results / other improvement triggers</li> <li>Support for amalgamation and academisation provided in conjunction with Academies Project Board. Engagement of additional school improvement staff to support and optimise improvement opportunities</li> <li>CPD programme commissioned for Heads and Deputies. Secondment opportunities available to successful candidates in local schools</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>As at June 2013, the official Ofsted statistics listed 22 out of 35 primary schools and academies judged to be good or better (63%), an improving picture. This remains a top priority to reach and exceed the national average.</li> </ul>	G

Related KPI Performance	RAG Status	Year To Date (YTD) (Sept)	YTD Target (Sept)	Year End Target
% of primary schools judged "good" or better	GREEN	57	56	56

OVERVIEW
<p>The Thurrock Education Commission has been published. It examines and supports our challenge of raising attainment. It sets out 6 core recommendations. These will be explored with stakeholders and an action plan published following this in the early new year. The core actions will include a vision and aspirations for Thurrock and a redefinition of the role of the LA and schools, academies and free schools</p> <p>Early years investment is reflected in achievement in terms of the percentage of children with good levels of development which compares well with the national picture and east of England. The priority is improving boys performance and the number of early years settings where the leadership is good or better</p> <p>Standards in schools are improving across all key stages, but the gap between the national figures is still greatest at Key stage 2. The focus should be on improving progress between the end of key stage 1 and the end of KS2 ensuring that the number of children who are secure in literacy and numeracy at the end of KS2 is as high as possible providing them with a strong basis for KS4 achievement. Our childcare sufficiency plan has not only delivered but exceeded its target providing in excess of 400 places now available. Further updates on academic achievements compared with national figures and a breakdown of the performance of groups will be included in the next report once full details of the</p>

pending examination results are known.

<b>Priority</b>	<b>Create a great place for learning and opportunity</b>
<b>Objective</b>	<b>Raise levels of aspirations/ attainment so that local residents can take advantage of job opportunities in the local area</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<p><b>Develop a Raising the Participation Age Plan for 16-19 year olds to ensure high quality opportunities for learning, skills development and training are provided in the borough</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• RPA Plan adopted by 11-19 Strategy Group in July</li> <li>• UCAS Progress – online programme to help find post 16 courses in Thurrock and beyond launched successfully in August helping students to find places on courses</li> <li>• Established the post 16 learning network to advance higher levels of achievement and progression</li> </ul> <p>Outcomes</p> <ul style="list-style-type: none"> <li>• September offer in place for students</li> <li>• Good information advice and guidance for young people</li> </ul> <p>Effective performance on 16-19 year olds not in employment, education or training (NEET), especially the number and percentage of young people not known by the system:  NEET 5.6% (6.9% at the end of September 2012)  Unknown 22.3% (27.4% at the end of September 2012)  In Learning 69.9% (64.5% at the end of September 2012)</p> <ul style="list-style-type: none"> <li>• The team are focused on the targets required to ensure that the required NEET reduction levels are reached this year in line with previous performance. Seasonal changes mean that the number of young people whose status is unknown rises significantly in September however the comparison with 2012 data shows us to still be on track.</li> <li>• In September monitoring took place to ensure that all young people reaching the statutory school leaving age in 2013 (i.e. who were aged 16 on 31 August 2013) and all those who reached the statutory leaving age in 2012 (i.e. who were aged 17 on 31 August 2013) had secured a suitable offer of education or training in a school, college or work-based training. This process is known as the 'September Guarantee'.</li> <li>• The team achieved a 99.8% completion this year (nearly 1.5% higher than last year) and are working with other agencies to put measures in place for those without a suitable offer. To achieve this the team contacted, worked with, supported, encouraged and inspired 1885 young people from Year 11 as well as 1825 from Year 12 providing information, advice and guidance.</li> </ul>	G
<p><b>Produce a borough-wide '14-19 Curriculum Map' to clearly identify the choices available to students</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• As above</li> </ul>	G
<p><b>Increase parental employment and skills by providing access to adult training and skills development including the development of a peer support programme</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• Peer support pilot to increase take up of adult training and skills development is underway through the Community Hub</li> <li>• Improved links with REED ESF Project have led to increase in referrals. Co-location with of the REED team with Job Centre Plus Staff at the Central locality office support this</li> <li>• Provision of summer programme for teenage parents</li> </ul> <p>Outcomes/Outputs</p> <ul style="list-style-type: none"> <li>• 60% of young people achieving 5A*-C inc E &amp; M which is 1% above national. Good progress of young people from the age of 11 to 16</li> </ul>	G

- Increase in the numbers of centres offering Level 3 provision from one school sixth form in 2012 to 5 centres, including the consortium representing 3 schools. All centres have signed up to the UCAS Progress website which allows students to view and compare courses and apply online

Related KPI Performance	RAG Status	Latest Data (YTD)	YTD Target	Year End Target
Achievement of Level 2 qualification at 19 years old	GREEN	82	82	82
Achievement of Level 3 qualification at 19 years old	AMBER	49.1	58	58

Related KPI Performance	RAG Status	Year To Date (YTD) (Sept)	YTD Target (Sept)	Year End Target
% of 16-19 yr old Not in Education, Employment or Training	GREEN	5.6	7.2	5.7

## OVERVIEW

There is an effective 11-19 Strategy Group which consists of partners in academies, schools, colleges, learning and skills and TACC and employers. It has responsibility for securing the curriculum offer 11-19 and high quality progression pathways. This group will lead on establishing aspirational targets for achievement and progression into further and higher education and employment and training.

The Raising Participation Age plan is in place with the full September guarantee effective from this academic year. The next key challenge will be to deepen the relationship between education providers and employers (particularly the creative/digital/media and logistics/transport sectors) to take forward

Level 3 and Level 4 apprenticeships and traineeships and to develop further relationships between Thurrock schools, academies and employers with leading HE partners (e.g. Oxbridge, Russell Group and specialist HE such as University of the Arts). The challenging target for level 3 performance was deliberately set at a challenging level to ensure aspirational activity takes place which will lead to a step change in standards. The Education Commission report supports this approach.

<b>Priority</b>	<b>Create a great place for learning and opportunity</b>
<b>Objective</b>	<b>Support families to give children the best possible start in life</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<p><b>Through the Healthy Child Programme offer every family a programme of screening tests, immunisations, developmental reviews and information and guidance to support parenting and healthy choices</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• Early Help commissioned provision is now in place and services linked into children's centres, monitoring of the impact of this is underway with progress reports due this quarter</li> <li>• Local delivery of the Healthy Child Programme supports services including vaccination, screening and breast feeding and integration of management through the Early Offer of Help Strategy will strengthen this</li> <li>• All children's centres have breast feeding friendly provision with trained workers in place</li> </ul>	<b>G</b>
<p><b>Promote and enable children, parents and families to make positive lifestyle choices by:</b></p> <ul style="list-style-type: none"> <li>• <b>Developing a Thurrock sports and physical activity action plan</b></li> <li>• <b>Developing and implementing a healthy weight action plan <i>[Link with Priority 4]</i></b></li> </ul> <p>Update:</p> <ul style="list-style-type: none"> <li>• Healthy Weight Action Plan being developed through Public Health Strategy Board with new proposed for March 2014</li> <li>• Targeted positive activities and information and advice are offered linked to obesity reduction and healthy behaviours. Links with Multi- Agency Group (MAG) panel ensure those that are most in need of support receive it and there is ongoing development across youth provision</li> <li>• Sports and Physical Activity Plan is in development</li> </ul>	<b>A</b>
<p><b>Deliver Troubled Families programme with clear referral pathways in place</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• Troubled Families programme in place and has closed 80+ cases, working with other 90 families</li> <li>• Clear process in place for identifying families through data collection and by individual teams referring families into the programme</li> <li>• The payment by results funding which has accrued is being fed back into the programme with an emphasis on creative interventions</li> <li>• Service to be evaluated by April 2014 and has been extended nationally for a further 2 years</li> </ul>	<b>G</b>
<p><b>Implement Early Offer of Help strategy to support, challenge and change parenting in Thurrock with clear mechanisms in place and communicated to partners</b></p> <p>Update:</p> <ul style="list-style-type: none"> <li>• All commissioned services are in place and transition to the services complete. Monitoring of the impact of these services is underway as reporting on this is due in the next quarter</li> <li>• Referral mechanisms have been reviewed as part of the Multi-Agency Safeguarding Hub (MASH) partnership review and forms part of final design model (April 2014)</li> <li>• A pan partnership review was held in July and the feedback from this has been included in the final design</li> <li>• Stakeholder event held in October which was well supported across the children's workforce</li> <li>• As a step towards closer joint working, a police officer specialising in domestic abuse has</li> </ul>	<b>G</b>

joined the social work service's duty system	
<b>New service level agreements for all targeted services to children and young people with SEN and disabilities</b>	
Update: <ul style="list-style-type: none"> <li>• Activity is on track with a programme of review of Service Level Agreements (SLA)</li> <li>• Pupil outcomes are monitored as part of termly steering group meetings</li> <li>• A new SLA with Gable Hall Academy and Corringham Primary has ensured the ongoing service from mainstream resource base for pupils with speech and language needs</li> <li>• A new SLA agreed with Stanford Le Hope School and St Clere's cooperative trust for the resource base for pupils with visual impairment to ensure the ongoing service for pupils with visual impairment</li> <li>• The Social work service for disabled children is working to redesign the delivery of services to the most accessible universal level appropriate in each case</li> </ul>	<b>A</b>
<b>Review services to target provision to areas where there are significant child health inequalities [Link with Priority 4]</b>	
Update: <ul style="list-style-type: none"> <li>• Locality teams have already developed their offer to ensure families most in need of support can access it. The development of multi-agency integrated local delivery teams to support reduction of health inequalities faced by some families is under review. Changes to locality teams and governance structures will be established alongside the final early help model and multi-agency safeguarding hub design by April 2014.</li> </ul>	<b>A</b>
<b>Develop and implement a CAMHS Strategy jointly with health and voluntary sector partners, including for vulnerable groups [Link with Priority 4]</b>	
Update: <ul style="list-style-type: none"> <li>• Child Adolescent Mental Health (CAMHS) Strategy developed and awaiting sign off by Partnership Board (PEHWB)</li> <li>• Links with delivery of early help in place and will be included in final design for early help</li> <li>• Mental Health Pathfinder initiative is in place in the social work service for adolescents</li> </ul> Outcomes: <ul style="list-style-type: none"> <li>• Clinical outcomes work in development with support of Educational Psychology service</li> </ul>	<b>A</b>
<b>Fully implement a new Special Education Needs and Disability Strategy</b>	
Update: <ul style="list-style-type: none"> <li>• Implementation of the SEN and Disability Strategy is in progress</li> <li>• Programme of ongoing implementation of new SEN reforms is in place including work with pathfinder regional champions and new partnership arrangements with two other regional unitary LAs</li> <li>• The multi agency Joint Disability Strategy Group has worked to create the structures which will be required and has now been subsumed into the CYPP Inclusion Work stream</li> <li>• Consultation events have taken place with parents</li> <li>• New arrangements have been made for liaison with parents to be facilitated by the voluntary sector and to be supported by a funded worker</li> </ul>	<b>G</b>
<b>Undertake a Peer Review of the Council's Child Protection and related arrangement and develop and implement an action plan.</b>	
Update: <ul style="list-style-type: none"> <li>• Peer review / mock inspection across child protection and looked after children commissioned and scheduled for quarter three 2013/14</li> </ul>	<b>G</b>
<b>Increase Thurrock's capacity to provide early education to two year olds in line with national targets through a range of providers</b>	
Update: <ul style="list-style-type: none"> <li>• Childcare sufficiency plan has ensured that in excess of 400 places for eligible two year</li> </ul>	<b>G</b>



olds are available with the target of 250 of these filled by the end of September being met.  
Ongoing work increases take up month by month

Related KPI Performance	RAG Status	Year To Date (YTD) (Sept)	YTD Target (Sept)	Year End Target
KS2 Attainment – Achievement at Level 4+ in reading, writing and maths	N/A	71.9	N/A	N/A
No of places available for two year olds to access Early Years education in borough	GREEN	443	443	443
No places accessed by two year olds to access Early Years education in borough	GREEN	257	250	443
Rate of Children subject to Child Protect Plan*		61	51	49*
Rate of Looked After Children*		71	66	61*

\*These do not have a RAG status as do not have targets in the traditional sense. The “target” therefore in these cases is an indicative figure to bring Thurrock in line with national benchmark.

## OVERVIEW

**Early Help** - All commissioned Early Offer of Help services are in place. The changes to locality teams and the Multi Agency Safeguarding Hub (MASH) process have been delayed in agreement with the Early Offer of Help Board to enable partners to integrate into the process. A pan partnership review has been completed and a Children’s Partnership Stakeholder Event was held on the 9<sup>th</sup> October on the MASH process to provide partners the opportunity to shape the design and working practices for Thurrock. The revised go live date for the MASH is April 2014. In the meanwhile, a police officer has joined the social work duty system and this arrangement is a pilot for Greater Essex. Also, the Probation Service is in discussion as to their being able to make a similar contribution

**Troubled Families** - The Troubled Families Programme has met its targets for 2012/13 and is currently on target to support 180 families during this year. Progress is regularly monitored through the Stay safe Work Stream of the CYPP where reports are being very much complimented.

Child Protection- the service is encountering increased demand which is showing as increased numbers of children on Child Protection Plans and in care. This is regularly audited internally and these audits ratify the decision making which has been undertaken. Two highly experienced external inspectors have been commissioned to undertake the mock inspection and one of them has been commissioned further to fully explore the service’s numbers through her external audits of cases. So far, whilst Thurrock figures are high, there are similar rises across our statistical neighbours and across the country.

**Active Essex** - Work with the Director of the County Sports Partnership is underway to secure support through provision of a development worker for sports and physical activity in Thurrock and also around the Primary School sport premium. Further exploration is now needed on how we develop this role working with children’s and school colleagues. Active Essex have proposed match funding for this role and further meetings will develop the requirements of the role to ensure that priorities in Thurrock are met.

**Eat Better, Start Better** -The Public Health team have linked with the Learning and Skills team to deliver the Eat Better Start Better programme in Thurrock- a two-year programme to improve food provision for children aged 1-5 in Early Years settings. The main element of the programme is a comprehensive food, nutrition & cooking training package. The project aims are:

- Improved, healthier food provision for children aged 1-5 in Early Years settings and at home
- Increased food, nutrition and healthy cooking knowledge and skills for the Early Years and childcare workforce
- Increased food and nutrition knowledge and practical cooking skills for parents and families

The project was completed at the end of September and we are currently awaiting the final report and recommendations which will be evaluated by the Children’s Food Trust and reported back to the Council and Children’s Partnership and posted on the DFE website.

Childcare sufficiency plan has ensured that in excess of 400 places for eligible two year olds are

available with the target of 250 of these filled by the end of September being met. Ongoing work increases take up month by month.

<b>Priority</b>	<b>Encourage and promote job creation and economic prosperity</b>
<b>Objective</b>	<b>Provide the infrastructure to promote and sustain growth and prosperity</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
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<b>Development of Major Capital Projects such as redevelopment of Purfleet centre, Lakeside expansion and the further development of the hub for creative and cultural industries at High House Production Park.</b>	
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Update:  
The additional capacity brought into the Council following the closure of the Development Corporation and the restructuring of both the Regeneration and Planning and Transportation Services have provided a much stronger focus on securing the development of the Borough's Major Capital Projects. This has yielded impressive results with Purfleet Centre having gained planning consent and the procurement process to secure a development partner drawing to a close. At High House Production Park the National Skills Academy for Creative and Cultural Skills and a block of 43 Artists Studios have been completed in the year whilst funding has now been secured for the development of the ROH's Costume Workshop which will start on site in early 2014.

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Proposals for the expansion of Lakeside and Tilbury Port are progressing quickly with planning consent having been granted for both schemes within the year securing more than £200m worth of investment. In addition to which the work to establish the country's largest Local Development Order will simplify the planning process helping to secure more than £1.5bn worth of investment at London Gateway.

Within the year further projects have been identified including £20m proposals to completely remodel the area around Grays Railway Station to provide a boulevard underpass and the potential to create a 400acre Green Technology/Energy cluster at Thames Enterprise Park.

<b>Identification of clear, shared visions for the Grays and Tilbury Growth Hubs and continued implementation of agreed projects at Purfleet, Lakeside and London Gateway</b>	
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Update:  
Visions for both Grays (adopted July 2013) and Tilbury (December 2013) have been developed through extensive community and stakeholder engagement. Work is well underway to develop the package of projects which will secure the delivery of these visions. In Grays this has included consideration of the future of the State Cinema and the former Magistrates Court.

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<b>Deliver 200 affordable homes per year</b>	
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Update:  
89 new affordable homes built in Thurrock so far, noticeably the majority of these new homes are purpose built to meet special needs for vulnerable people (i.e. Homes with extra care support provided *in situ*).

Planning permission has been secured for 53 new affordable homes on Seabrooke Rise on the old garage site. Other schemes are progressing well subject to planning permission, with the next focuses on Bracelet Close (Corringham), Derry Avenue (South Ockendon) and Calcutta Road (Tilbury).

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A really exciting initiative developed over the first half of this year is **Gloriana Thurrock Ltd** - a special purpose company that will develop homes throughout the borough on council owned land. Gloriana will act as an investment company and provide a range of new build tenures and it will be 100% owned by the Council. Funding will be secured through the use of the Council's prudential borrowing under a lending agreement via the general fund. The first sites will be considered after the Cabinet decision in November 2013.

<p><b>Maximise use of Council &amp; privately rented homes</b></p>	
<p>Update: The first half of this fiscal year has seen an increased number of accredited landlord; 58 new landlords were accredited in the last 6 months, effectively increasing the portfolio of properties meeting the required standards available for lettings. This along with the newly introduced Housing Allocation Policy (May, 2013) has led to maximizing the use of Council, Registered Social Landlords, and privately rented homes.</p> <p>A new approach to tackling high levels of voids has seen a newly established target of 36 days thereby bringing council properties back into use much quicker.</p> <p>The downsizing scheme has released some of our larger accommodation by offering a financial incentive to downsize and is consistent with welfare reform changes. We have achieved the annual target of 55 in the first six months and will continue to promote this incentive to ensure that everyone can achieve a property suitable for their needs.</p> <p>Also so far this year 21 homes have been recovered back from illegal usage.</p>	G
<p><b>Adoption of the Council's first Community Infrastructure Levy Charging Schedule will provide a faster, fairer, more certain and transparent means to secure developer funding for infrastructure than the use of S.106 obligations</b></p>	
<p>Update: The Council has progressed to publication of its Draft Charging Schedule but will need to undertake some additional viability appraisal work in response to issues which have arisen. This will put back adoption date but should make for a smoother passage through the examination process which must precede adoption.</p>	A
<p><b>Local Development Framework (LDF) progressed in accordance with agreed project plan</b></p>	
<p><b>Update:</b> Work on taking forward the Local Development Framework has been temporarily suspended pending a decision the location of the proposed Lower Thames Crossing. Subject to an announcement from Government on the Crossing in December 2013 and it is proposed thereafter to submit a report to Cabinet early in 2014 seeking authorisation to begin a full review of the Adopted Core Strategy and the preparation of a replacement Thurrock Local Plan. Following a decision on the Core Strategy Review it is then proposed to submit a revised Local Development Scheme (LDS) to Cabinet for their consideration and agreement. This will set out a detailed work programme and timescales for the preparation of the new Local Plan.</p>	A
<p><b>Implement "Personalised Journey Planning" initiative - face to face engagement and advice on sustainable forms of travel to suit personal circumstances. 2013/14 will focus on residents in the western side of Thurrock (Chafford, West Thurrock, Purfleet).</b></p>	
<p>Update: The programme of PJP engagement took place between April and end September 2013 with baseline monitoring conducted in April/May prior to engagement starting. The target area of Ockendon, Aveley, Chafford Hundred, West Thurrock and North Stifford had a population of 19,200 households. Contact was attempted with 18,622 households (after sample loss) during the intervention through visiting residents at home. A further 206 residents were engaged through community engagement. 21,972 pieces of information or supporting incentives were provided to those who participated.</p> <p>588 participants, representing 11% of the participating households, took part in the post intervention survey. Results showed</p> <ul style="list-style-type: none"> <li>• 44% of respondents reported a decrease in their car use</li> <li>• 49% of respondents report an increase in their public transport use</li> <li>• 37% reported an increase in walking; and</li> <li>• 32% reported an increase in cycling</li> </ul> <p>In addition, 13% of respondents stated that someone else in the household had made a change to their behaviour.</p>	G

<b>Further advance the provision of a positive, proactive Development Management service which will improve planning advice and support to developers, businesses and residents</b>	G
<b>Update:</b> The team has been focussing on becoming more customer focussed in a number of different ways: the website content has been totally redesigned to be much simpler and clearer to understand; there has been a complete restructure of the directorate, with a new hierarchy introduced to enable the workload to be distributed more efficiently; the team has started to engage with community forums, next meeting will be at Bulphan in January; twice a year the team meet with the regular planning agents to talk about the transformation and growth programmes and initiatives and to provide a two-way dialogue which helps shape and influence strategies moving forward.	
<b>Deliver the agreed Highways Capital Programme</b>	G
<b>Update:</b> A revised monitoring programme has been established that allows for greater control of the overall capital programme to ensure that spend in-year is maximised. A half year review of capital expenditure has taken place resulting in the capital programme being recast. This will minimise the potential for underspend.	
<b>Continue to promote improvement to the M25 junction 30/31 and the widening of the A13</b>	G
<b>Update:</b> The Highways Agency has announced that the work will commence in 2016 and will be completed by August 2016. Permission to procure a consultant for the detail design of the A13 widening is being sought at December Cabinet and we will be bidding for full funding from the South East LEP.	
<b>Participate fully in the Department for Transport consultation on options for a new lower Thames crossing</b>	G
<b>Update:</b> After a detailed and far reaching programme of participation we now await the announcement on the location for the next crossing.	
<b>Encourage early implementation of free-flow tolling at the QEII Bridge by end of 2014</b>	G
<b>Update:</b> The government has confirmed that free-flow tolling will begin from October 2014 at the Thames river crossing.	

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Net gain in employment land made available for employment development – Total amount of additional floorspace				4700m2
% of Major planning applications processed in 13 weeks	AMBER	61.5%	65	65
% of Minor planning applications processed in 8 weeks	GREEN	93%	88	88

## OVERVIEW

Transportation infrastructure to support jobs and housing development has been identified in regeneration areas. Excellent progress has been made to identify schemes so that capital bids can be made to the South East LEP and incorporated into the strategic economic plan for inclusion in to the local growth fund. A report went to September Cabinet detailing the progress with SELEP. Also a Local Development Order for the London Gateway Logistics Park with significant s106 agreement and travel plans was unanimously agreed by an extraordinary Council meeting in November. Both reports can be found on CMIS.

Significant progress has been made in setting out the vision and key priorities for the 6 Growth Hubs.

Delivery across the Hubs has also been strong with business, learning and housing schemes coming forward.

Please also see overview for objective regarding “**Work with communities to regenerate Thurrock’s physical environment**”.

<b>Priority</b>	<b>Encourage and promote job creation and economic prosperity</b>
<b>Objective</b>	<b>Support local businesses and develop the skilled workforce they will require</b>

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Development of Economic Development Programmes providing advice and financial support to new business start-ups and growth in existing local businesses.</b>	Update: See overview below	G
<b>Analysis of sector based skills shortages for use to inform academic/ training programmes (part of delivery plan for Part 2 of the Health &amp; Well Being Strategy)</b>	<p><b>Update:</b> The analysis of sector based skills shortages has been completed and used to information programme planning. This is being led by the Economic Development and Skills Partnership Meeting (formerly the Thurrock Learning and Skills Board).</p> <p>Also for the first half of this year, the targeted areas for apprenticeship support have been the public sector, logistics, health and social care and retail. The council is developing a one stop approach for apprenticeships within Thurrock, whose aim is to get the right young person into the right job. Thurrock's young people (16-19 year olds) can approach the service and they will act as "job brokers" and put them into contact with appropriate apprenticeship opportunities. This could be within the council or in the wider Thurrock business community. (NB. For young people aged 19-24 years old the support is through Job Centre Plus).</p>	G

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
No of apprenticeships within the council <i>[Also links to Priority 1]</i>	GREEN	45	33	65
No of jobs created through the Thurrock TIGER programme	GREEN	45	40	100

<b>OVERVIEW</b>
<p>The Council's business support and economic development functions continue to be held in high regard by local firms and enjoy a growing reputation across the sub-region. The extension of the ERDF funded Low Carbon Business Programme for a further 18 months and the establishment of the RGF funding TIGER programme have bolstered the Council's corporate offer to ensure that there is appropriate support available to firms at all stages of their development.</p> <p>The Council has also organised over 80 business network events in the last 18 months in addition to the business conferences held in November. The Thurrock Business Board has given its backing for the work the council is doing to support businesses and is endorsing the council's work to identify projects through SELEPs Strategic Environment Plan to support business growth.</p>

<b>Priority</b>	<b>Encourage and promote job creation and economic prosperity</b>
<b>Objective</b>	<b>Work with communities to regenerate Thurrock's physical environment</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<b>Identification of Action Plans for priority neighbourhoods which are not part of the Growth Hubs programme, for example South Ockendon</b> Update: This has not been a priority for the first half of this year, capacity being focussed on the development and delivery of programmes within the Growth Hubs. However, smaller scale opportunities for s106 funding and the High Street Innovation Fund (eg Ockendon, Aveley) have been progressed and taken up.	A
<b>Development of four (4) Riverscapes Masterplans to co-ordinate environmental improvement in regeneration areas [Links with Priority 5]</b> Update: The Greengrid SPD is currently being developed and the masterplans approach is under review.	A
<b>Site Allocation Local Plan and Core Strategy Review progressed towards adoption, together with other LDF documents</b> Update: Work on taking forward the Local Development Framework has been temporarily suspended pending a decision on the location of the proposed Lower Thames Crossing. Subject to an announcement from Government on the Crossing in December 2013, it is proposed thereafter to submit a report to Cabinet early in 2014 seeking authorisation to begin a full review of the Adopted Core Strategy and the preparation of a replacement Thurrock Local Plan. Work undertaken to date in preparing a series of Focused Reviews to the Core Strategy and the preparation of the Site Allocations Local Plan will be 'banked' and merged into the production of a single Local Plan. Depending on resource availability and work commencing on the review of the Core Strategy in early 2014 it is anticipated that the Local Plan would be in place by 2018.  In parallel with the production of a new Thurrock Local Plan the Council will also continue to progress the preparation of the Core Strategy Focused Review: Consistency with the NPPF and both the Design and Standards and Greengrid Supplementary Planning Documents through to adoption in 2014.	A
<b>Set up and deliver Freight Quality Partnership working with local hauliers as part of the "Ecostars" initiative to train drivers to be safer and more fuel efficient in line with LSTF</b> Update: The Freight Quality Partnership has been running since 2012 with funding gained through the LSTF project. As part of the project, 24 businesses in Thurrock have signed up for the Ecostars programme, a recognition scheme which supports energy efficient and cleaner fleet vehicles, representing over 1000 vehicles. In addition 90 fleet drivers have engaged in the SAFED training offered through the LSTF which aims to improve safe and fuel efficient driving. Together, these initiatives have helped support the objectives of Thurrock's LSTF project of promoting sustainable travel and cutting carbon emissions.	G
<b>Provide a Building Control Service that focuses on safety and a positive approach to facilitating growth in the Borough</b> Update: The Building Control service is undergoing significant changes with partnerships having been formed with Birmingham City Council's BC service (Acivico) and Barking and Dagenham - these partnerships will strengthen the service and allow greater flexibility in our delivery.	A

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
No of businesses supported by Low Carbon Business Programme <i>[links to Priority 5]</i>	GREEN	451	421	491
% of targeted funding successfully awarded	GREEN	100	25	25



for Environmental programmes <i>[Also in Priority 5]</i>				
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## OVERVIEW

Development Management have been engaging with Community Forums and developers in order to provide a more responsive planning service. Significant numbers of planning applications have been agreed by planning committee particularly regarding housing. In recent years planning permission has been given for 8,000 homes, including 1,200 in the green belt. As the economic recovery starts we have contacted all major developed to review s106 agreements in an attempt to support viability or developments and with this and the plans for **Gloriana**, the wholly owned housing company, we hope that we can kick-start house building in Thurrock again.

<b>Priority</b>	<b>Build pride, responsibility and respect to create safer communities</b>
<b>Objective</b>	<b>Create safer welcoming communities who value diversity and respect cultural heritage</b>

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Bring community assets and resources together into Community Hubs – starting with the South Ockendon Centre Pathfinder which is based on a model of community management which promotes volunteering and self reliance.</b>		
Update: Since the South Ockendon Centre opened nine further communities have expressed an interest in taking forward a Hub in their area. Four have since formed working groups and one of these has had their initial project plan approved to develop as a business case – we anticipate this will open in 2014. Work towards Hubs remains community focused and informed by Asset Based Community Development (ABCD) – recognising and utilising the local skills, knowledge and will of local people to create stronger communities.  Also, the success of the Community Hub as a new model of community engagement is further appreciated in other services such as Housing, whereby services formerly delivered via the Local Housing Office are now successfully provided in the Community Hub.		G
<b>Embed Thurrock’s Joint Compact to enhance our partnership with communities</b>		
Update: The Compact underpins our approach to work with Thurrock communities including Hubs and consultation. A better understanding of the Compact has informed a decision to administer Thurrock’s Voluntary Sector Development Funding for the sector through CVS. Thurrock Council has completed a peer review of how the Compact is embedded in comparison with Braintree Council – this will inform future work. A celebration of the Compact was held in Compact Week (first week in November) at a Community of Practice event in partnership with CVS.		G
<b>Further bring people together through development and implementation of a Cultural Strategy which celebrates and protects our existing assets whilst developing new cultural industries in partnership with others</b>		A
A paper regarding a Cultural Strategy will be presented to Cabinet in December / January.		
<b>Promoting personal responsibility and civic pride and remove the barriers that prevent communities taking positive action to improve their quality of life</b>		
Update: Thurrock has embraced Asset Based Community Development (ABCD) as a force for developing civic pride and removing barriers to community led action. Over 80 people attended a 2 day workshop and many have since participated in ‘community of practice’ events or workshops to explore taking this approach forward in practical ways. A ‘small sparks’ matching fund of up to £250 per applicant has been established to help bring resident ideas to action – examples of projects funded to date include a community garden and street party. Cabinet has approved Thurrock’s process for the Community Right to Challenge and Community Right to Bid in November 2013. The Council has established a cross party working group to scope and support a programme of events to involve the whole community in commemorating World War One and the impact this had on the Borough.		G

<b>OVERVIEW</b>
<p>The aim of this objective is to help ensure that communities in Thurrock are fully able to develop their skills and confidence to improve local life. This may be through taking voluntary action in a neighbourhood, developing a service to respond to local needs or engaging residents in decision-making.</p> <p>Invariably, this depends on a close relationship with the voluntary, community and faith sector as conduits into communities. Thurrock has a strong CVS and this relationship is key to helping ensure positive communication between communities and the Council to help ensure the council considers its</p>

impact on communities and organisations in all we do. As highlighted above, this strong relationship has enabled us to achieve a lot, despite diminishing resources.

<b>Priority</b>	<b>Build pride, responsibility and respect to create safer communities</b>
<b>Objective</b>	<b>Involve communities in shaping where they live and their quality of life</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<p><b>Transform Housing to be responsive, tailored to needs, with a focus on repairing homes and improving neighbourhoods</b></p> <p>Update:</p> <p>Key initiatives which are already having a positive impact on our tenants are the introduction of new 'Beyond Decency' Housing Standard; the commencement of a programme to tackle damp and mould integrated into the wider capital investment in Council homes, with extensive damp treatment work concluded on 15 properties; investment to build new homes, refurbishment of existing homes, estate regeneration, through the capital programme; a new approach to tackling high levels of voids has seen a massive reduction in empty properties and a newly established target of 36 days; and over 60 families "downsized".</p> <p>As part of developing an accountable, transparent, and open service a key area of development has been our relationship with tenants:</p> <ul style="list-style-type: none"> <li>○ New tenants' led performance indicator have been agreed to be displayed around the borough.</li> <li>○ A protocol between colleagues in Adult Social Care, Mental Health Services and housing has been agreed</li> <li>○ An independent satisfaction survey started with the following results 69% of residents being satisfied with the overall service and 78% of tenants being satisfied with our caretaking service.</li> </ul>	G
<p><b>Support residents to influence the decisions that affect their lives and shape the places where they live through the implementation of the Community Engagement Strategy</b></p> <p>Update:</p> <p>A 'Sharing Heritage' bid helped to engage residents in recalling their memories of Grays Town Park whilst adding some extra flare to the annual Big Lunch</p> <p>Thurrock's consultation portal has been used to support a number of key consultation events including the use of S106 funds at Thurrock Park.</p>	G
<p><b>Increase volunteering – in the Council and across communities</b></p> <p>Update:</p> <p>Thurrock Council continues to have a successful volunteer programme with many new applicants. The Council's Volunteer Programme was refreshed in October 2012 and since then the number of volunteers have continued to grow. It is difficult to pinpoint exactly why people decide to volunteer though in a recent survey of Council Volunteers the majority if people said they wanted to gain experience or help others. Although we are getting lots of new volunteers we also need new volunteer placements within other Council services. More variety in placements will mean more potential volunteers and will ensure that the number of total volunteers continues to grow.</p>	G
<p><b>Support vulnerable people to be better connected within neighbourhoods and recognise the strength and assets within communities eg appointment of Local Area Co-ordinators (Links to Priority 4)</b></p> <p>Update:</p> <p>see Priority 4 update with regard Local Area Co-ordinators</p>	G
<p><b>Work in partnership with other public agencies and Thurrock's voluntary, community and faith sector to co-produce and commission services whilst taking account of social value</b></p>	A

**Update:**

Thurrock Council funded a commissioned piece of research led by CVS to explore opportunities for the local voluntary sector in the face of a reduced public sector. This has supported work to improve commissioning. Work has started to scope a Public Sector (Social Value) Framework to help meet our obligations under the Social Value Act. This is being developed in consultation with the voluntary sector.

In addition, Asset Based Community Development (ABCD) is helping to take forward both of the above strands with a strength based approach in mind which supports recognising informal associations and a preventative approach

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Number of volunteer opportunities a) in the council b) supported by the council	a) GREEN b) n/a	a) 250 b) n/a	a) 246 b) 5% increase	a) 252 b) 5%increase
% of Annual Electoral Registration Canvass Forms returned (Annual)				93%
% General Satisfaction of Housing Tenants/Customers	AMBER	69%	75	75
% satisfaction with housing repairs	GREEN	81.6	80	80
Average time to relet Council properties	GREEN	49.1	60	35

## OVERVIEW

Adopting a more strategic and long-term approach to doing business has seen significant and comprehensive changes in the Housing Directorate's programmes of work.

Underpinning many of the changes has been our new approach to contracting and commissioning. Longer-term strategic planning has enabled us to invest in our council homes, drive up standards for our tenants and stimulate the local economy to produce wider economic benefits for all residents in Thurrock. This has in turn given us confidence to open up dialogue with our tenants who will pay a large and growing part in shaping local housing services.

A full update on the progress of housing initiatives and service improvements was given to Council in the portfolio holder report in November. This can be found on CMIS.

Also see overview for previous objective regarding **“Create safer welcoming communities who value diversity and respect cultural heritage”**.

<b>Priority</b>	<b>Build pride, responsibility and respect to create safer communities</b>
<b>Objective</b>	<b>Reduce crime, anti-social behaviour and safeguard the vulnerable</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<p><b>Reducing re-offending and youth offending for both crime and ASB eg diversionary initiatives, alternatives other than sanctions and custody, restorative justice</b></p> <p>Update: Thurrock YOS continues to provide a comprehensive Restorative Justice programme whereby all victims of youth crime are, where appropriate, offered a RJ Conference where victim and offender are brought together. Where this is not viable or the victim does not wish to participate we offer a comprehensive range of indirect reparation activities. Currently we are working with the Poppy Appeal and assisting elderly living complexes with gardening and maintenance.</p> <p>We have successfully reduced our custodial figures with a total of 4 young people sentenced to custody for 2013 and we continue to offer a robust community based alternative to prison in the form of our Intensive Supervision and Surveillance programme.</p> <p>The introduction of our diversionary TRIAGE programme has seen one of the largest reductions in first time entrants to the youth justice system in the country and the success of our prevention programme continues by expanding the team and being more pro active in local schools. Our Youth Inclusion programme continues to grow and offers early intervention to young people at risk of committing criminal or anti social behaviour.</p> <p>We continue to work in conjunction with Essex Police and Operation Stay Safe takes a pro active approach to meeting young people on the streets with a view to reducing anti social behaviour. We also continue to be active in both the borough's Local Action Groups and are responsible for chairing the eastern region.</p> <p>Thurrock YOS has successfully secured funding from health to provide additional support to our most vulnerable young people by way of expanding our mental health team.</p>	<b>G</b>
<p><b>Tackle sexual violence through delivering the Violence Against Women and Girls Strategy</b></p> <p>Update: One of the four Community Safety Partnership priorities for 2013-14 is specifically to "Tackle violence against women and girls"</p> <p>Thurrock is targeting VAWG by using a partnership approach. Those involved range from voluntary sector specialists including South Essex Rape and Crisis Centre (SERICC) and Thurrock Women's Aid alongside experts from Essex Police, Healthwatch and other health services. By working together the issue is being addressed in a wider context rather than simply focusing on domestic abuse, as it has in the past.</p> <p>The VAMG Implementation Plan has been developed and delivery of the first year is progressing, focussing on the themes of education, housing and health. All Children's centres support parents who are victims of violence.</p>	<b>G</b>
<p><b>Deliver on the outcomes of the Alcohol Strategy: Prevention, Enforcement, and Treatment.</b></p> <p>Update: The council and its partners have used enforcement actions to reduce under-age drinking, including a community alcohol partnership working with retailers and residents. This has led to a significant reduction in underage alcohol sales in the borough, thanks to a targeted approach by Thurrock Council's trading standards team.</p> <p>Another positive area has been the success rate for offenders who have successfully completed substance misuse treatment and not re-presented - this currently stands at 100%.</p>	<b>A</b>

Despite this, police data confirms a slight rise in the number of offences where alcohol was recorded as a factor in the first six months of 2013/14, compared with the same period in 2012/13. However, this is still on track for the end of year target.	
<b>Meet our statutory equality duties and promote human rights in partnership with communities and through the Single Equalities Scheme and its action plan to tackle prejudice and discrimination.</b>	<b>G</b>
Update: The Investors in People inspection report stated that “The Council has a strong emphasis on equality & diversity, work life balance and effective recruitment. This approach includes achieving the local government Equality Standard at Level 3, and the ‘Two Ticks’ disability accreditation and using staff as diversity champions. In addition, the council has also established a number of staff forums for a range of different groups the council, e.g. BME; LGBT; Disability and Women, that are seen as catalysts for change.”	

Related KPI Performance	RAG Status	Year To Date (YTD) (Sept)	Year End Target
Adult Social Care users who feel safe (Annual)			84%
% of young people who reoffend after a previously recorded offence	GREEN	7	31
Rate of alcohol related crimes per 1,000 population	GREEN	2.294	7.3
% of offenders who successfully complete substance misuse treatment and do not re-present	GREEN	100%	42%

## OVERVIEW

The 2013/2014 Thurrock Community Safety Partnership Plan builds on the partnership's Strategic Assessment, helping us to develop and plan our activities to address the priorities outlined in the assessment whilst providing value for money, and an 'intelligence led' approach to community safety.

For 2013-14 the TCSP has four priorities –

- reduce anti-social behaviour
- tackle violence against women and girls
- reduce youth offending and reoffending rates (of adults and young people)
- reduce domestic burglary and vehicle crime

The partnership continues to work well, based on a multi-agency approach to tackling these four priorities, which has had a positive effect on the community.

<b>Priority</b>	<b>Improve health and well-being</b>
<b>Objective</b>	<b>Ensure people stay healthy longer, adding years to life and life to years</b>

<b>YEAR 1 DELIVERABLES</b>	<b>RAG</b>
<b>Further develop Thurrock's Joint Integrated Reablement Pathway between health and social care to support independence</b>	
Update: <ul style="list-style-type: none"> <li>• Work is underway to identify the impact of applying moderate needs to the reablement service.</li> <li>• Joint Reablement Team action plan in place to ensure that anticipated objectives are being achieved.</li> <li>• Work on the impact of meeting moderate needs will be part of phase 2 of the work.</li> </ul>	G
<b>Develop and implement Joint Health and Social Care Commissioning Intentions</b>	
Update: <ul style="list-style-type: none"> <li>• These were developed as part of the CCG's Integrated Plan</li> <li>• Further work will take place on joint health and social care commissioning intentions as part of the integration of health and social care programme</li> </ul>	G
<b>Develop a "Market Position Statement" for Adult Social Care providing clarity around future requirements for residential and community care services in Thurrock</b>	
Update: <ul style="list-style-type: none"> <li>• Draft Market Position Statement has been developed and will be taken to the November Health and Wellbeing Board for agreement</li> <li>• Further work will be carried out to ensure that the MPS supports the integration of health and social care</li> </ul>	G
<b>Establish Thurrock Dementia Alliance to create a community to support people living with dementia</b>	
Update: <ul style="list-style-type: none"> <li>• Establishment of a Thurrock DA is just one element of creating a 'dementia friendly' community</li> <li>• The milestone for the establishment of the Thurrock DA is March 2014</li> <li>• Information days have taken place along with work to create a Dementia Friendly Community – e.g. work with Lakeside Shopping Centre</li> </ul>	G
<b>Continued development and delivery of the joint Rapid Response and Assessment Service</b>	
Update: <ul style="list-style-type: none"> <li>• A review is taking place as part of developing a business case for both the JRS and RRAS team. Part of this work will include reviewing and evaluating all intermediate care services.</li> </ul>	G
<b>Develop the strategy for tackling loneliness especially focusing on older people as part of the Emotional Health and Wellbeing Strategy</b>	
Update: <ul style="list-style-type: none"> <li>• The first element of this work is reviewing existing befriending initiatives. A recognised system is being used to measure effectiveness of befriending which was launched in June 2013</li> <li>• Essex University have reviewed and agreed the measure established to measure emotional wellbeing</li> <li>• A pilot is taking place with Age Concern, to use Skype to connect older people who are isolated – e.g. to connect to their family or to others in a similar situation</li> </ul>	G



- Thurrock was awarded with the 'gold' standard by the Campaign to end Loneliness - one of a small number of areas to have included loneliness in the Health and Wellbeing Strategy

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Permanent admissions to residential / nursing homes per 100K population over 18 years old	GREEN	60	69	140
Average time to complete a major adaptation (council housing)	GREEN	93	116	90
Obesity: % of weight management course attendees who lose 5% of original weight	AMBER	45	50	50

## **OVERVIEW**

Health and social care services are facing an enormous challenge to 'ensure people stay healthy longer, adding years to life and life to years'. The approach to meeting this challenge is contained within the Council's Building Positive Futures adult social care and health transformation programme. Key elements include reablement – e.g. ensuring that when people come out of hospital, they are enabled to stay out of hospital and remain as independent as possible in their own homes. Our Joint Reablement Team is key to this. Prevention and early intervention are essential if we are to reduce the amount of people who need a service – this includes utilising the strengths that are already available in communities themselves, and providing people with the tools they need to become responsible for managing their own health and wellbeing.

We know that we need to provide people with a range of options in order to keep people as healthy and independent as possible and for longer. This means stimulating the market sufficiently to provide choice, and to enable us to deliver this vision. The development of our Market Position Statement is the first step, and we need to ensure that the commitment to develop the market is managed jointly between both the CCG and the Council as we move towards integration.

I am extremely pleased with the work that we have started on dementia and loneliness. Both are key issues for older people in particular, and for placing demand on the system. On-going work to create a Dementia-Friendly environment in Thurrock and to reduce loneliness are of vital importance.

<b>Priority</b>	<b>Improve health and well-being</b>
<b>Objective</b>	<b>Reduce inequalities in health and well-being</b>

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Review of internal contract compliance processes against Winterbourne View Report and development of action plan</b>		
Update: South Essex Winterbourne Strategy Group has been meeting since December 2012. Thurrock has identified two people for review and this has been carried out jointly between the Council and CCG		G
<b>Delivery of South Essex Health Improvement Implementation Plan improving access to services for people with learning disabilities</b>		
Update: This action relates to ensuring that the infrastructure is in place for learning disabled people to be able to access mainstream services and achieve equality of opportunity. Initially, this will be achieved through the application of the Learning Disability Health Check. 80% GP practices have signed up to carrying out the LD Health Check 2013/14 – close monitoring will take place to ensure that those signing up are carrying out the checks. An alternative has been put in place for patients of those GP practices who have not signed up, to ensure that everyone entitled to a health check can receive one.  The Health and Wellbeing Board have the application of LD health checks as a standing agenda item until it is confident that checks are being carried out. This action will remain 'red' rated until those entitled to a LD health check are confident that they can receive one		R
<b>Mental Health Strategy Thurrock Implementation Plan in place</b>		
Update: The Mental Health Strategy and Implementation Plan are in place		G
<b>Establish care pathway for Child &amp; Adolescent Mental Health Strategy (CAMHS), including vulnerable groups (<i>Link with Priority 1</i>)</b>		
Update: CAMHS Strategy developed and awaiting sign off by Partnership Board (PEHWB). Links with delivery of early help in place and will be included in final design for early help		G
<b>Update and refresh as necessary the Joint Strategic Needs Assessment (JSNA) taking account of the Census 2011 information</b>		
Update: A working group has been established to refresh the JSNA. A focused piece of work is being carried out to develop a deficit and strength based JSNA – focusing on Stanford-le-Hope as a pilot area		A

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Smoking cessation in most disadvantaged areas	GREEN	46%	35%	35%

## OVERVIEW

People with learning disabilities and those suffering with mental health conditions are some of our most vulnerable people. In response to the Winterbourne View report, we have identified and reviewed those service users requiring a review – 7 individuals. Reviews have been carried out, with 2 of the 7 to have reablement plans put in place. The remaining 5 continue to require care placements.

There have been on-going issues with the delivery of LD health checks – with a number of practices signing up to deliver the health checks, but then not doing so. The Council, through the Health and Wellbeing Board, have worked closely with the CCG and NHS England to keep the issue of health checks live. This has resulted in a greater number of GP practices signing up to deliver the health checks and an option put in place for those patients whose GP practice has not signed up. This in itself is positive, but work will continue to ensure that GP practices signing up to deliver health checks for

learning disabled people do then deliver them. The situation will be monitored closely.

Work is continuing to implement the Mental Health Strategy. Timescales have slipped on this work – mainly due to the number of partners involved, particularly since NHS reorganisation. Work is on-going across South Essex through the South Essex Mental Health Strategy Group.

<b>Priority</b>	<b>Improve health and well-being</b>
<b>Objective</b>	<b>Empower communities to take responsibility for their own health and well-being</b>

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Local Area Co-ordination Pilots established and evaluated against the agreed aims of changing the way vulnerable people are supported within their communities to increase self-reliance, improve outcomes, reduce demand and promote independence</b>		
Update: <ul style="list-style-type: none"> <li>LAC pilots are well underway with three co-ordinators already in place</li> <li>Pilots will be evaluated within a year of implementation, and a meeting with the University of Essex has taken place to develop the approach to evaluation</li> </ul>		G
<b>Introduce Asset Based Community Development Pilots and evaluate against the agreed aims of identifying strengths within the local area, improving individual and group connections and building more resilience within the community.</b>		
Update: <ul style="list-style-type: none"> <li>Training workshops have taken place and a community of practice has been established and has met twice so far</li> <li>ABCD-related work streams are taking place – e.g. ‘Small Sparks’ funding, Community Hub, refresh of JSNA to include strength-based pilot, workshops held for social workers to ensure a strength-based approach to assessments etc.</li> </ul>		G
<b>Develop and implement Thurrock Tobacco Control Strategy and Action Plan including developing prevention services</b>		
Update: <ul style="list-style-type: none"> <li>Public Health Strategy Board has been established with cross-council representation to lead and develop PH strategy and to ensure that the PH priorities contained within the HWB Strategy are developed</li> <li>Reporting to the PHSB, a Tobacco Control work stream has been established and is developing the Tobacco Control Strategy and Action Plan</li> <li>The first year’s target will be to ‘develop’ the strategy and action plan, with further years to implement</li> </ul>		A
<b>Develop Healthy Weight Action Plan</b>		
Update: <ul style="list-style-type: none"> <li>Healthy Weight Action Plan being developed through Public Health Strategy Board with new proposed for March 2014</li> <li>Targeted positive activities and information and advice are offered linked to obesity reduction and healthy behaviours. Links with MAGs panel ensure those that are most in need of support receive it and there is ongoing development across youth provision</li> </ul>		A
<b>Develop and implement a multi-agency physical activity pathway for Thurrock</b>		
Update: Sports and Physical Activity Plan is in development		A

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Self Directed Support - % adult social care users in receipt of SDS	GREEN	70.8	64	70

% older people still at home 91 days after discharge	AMBER	88.8	90	90
No of households assisted to move to a smaller property (downsize)	GREEN	53	30	60

## OVERVIEW

Prevention and early intervention are essential to the sustainability of health and social care, and of the wellbeing of individuals themselves. Strengthening communities and utilising strengths held within communities is key to this and the cornerstone of the Building Positive Futures transformation of adult social care and health programme. Key milestones have now been achieved – LAC pilot and co-ordinators, ABCD workshops and communities of practice, joined up work with Housing etc.

Work continues and will evolve and develop over time.

The role of Public Health in developing and implementing the prevention agenda is a key element of making communities responsible for their own health and wellbeing. Conditions caused by smoking are the greatest causes of early mortality in Thurrock. Conditions such as type-2 diabetes are also in focus, with lack of exercise and obesity key contributors. The development of the Tobacco Control Strategy and Healthy Weight Strategy will be essential to reducing both smoking and obesity levels in Thurrock, and their associated health conditions.

<b>Priority</b>	Protect and promote our clean and green environment
<b>Objective</b>	Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Develop Riverscapes Vision and Prospectus (with implementation plan) which sets out strategic delivery with environmental partners</b>		A
Update: The Riverscapes vision and principles were agreed with partners in summer 2013. The three work stream plans have been drafted and will be issued for the second stage of consultation with key stakeholders in December. These are <ul style="list-style-type: none"> <li>• Making Connections – strategic partnership programmes,</li> <li>• Celebrating Thurrock - community engagement projects and</li> <li>• Delivering Change – Area based Prospectus.</li> </ul> The plan will go forward for adopted in February.		
<b>Support the European funded 'MaxiGreen' project which will deliver improved access along Thurrock's river frontage and marshes as part of the wider South Essex marshes</b>		G
Update: Maxi-green is progressing to schedule. Consultation is completed and plans for improvements are underway. Better joined up working has been developed between the MaxiGreen project and Walls and Gardens project to maximise the impact of European investment along the Thurrock riverside route. This applies to the app development in particular at Tilbury Riverside which will benefit from being joined up to the more strategic approach linked to MaxiGreen which extends to Southend. Physical path works expected to commence in early 2014.		
<b>Develop physical and digital visitor information along <i>Two Forts Way</i> to promote access and understanding through the European funded 'Walls and Gardens' project</b>		G
Update: The Walls and Gardens project is on target. The sites for physical and app interpretation have been agreed with community representatives and content development is in progress. The project has been bought into by the Port of Tilbury and English Heritage so that improvements in visitor information are suitably integrated into their visitor and tourist engagement strategies to the benefit of Tilbury Riverside as a whole. Internal capacity around app development has been increased through the technical support the Council is providing towards to app development associated with the projects. App and new signage improvements are scheduled for completion in April 2014 with formal launch event in summer 2014.		

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
% of targeted funding successfully awarded for Environmental programmes	GREEN	100%	25	25

## **OVERVIEW**

Whilst no physical access improvements have been completed thus far, good progress has been made on the plans for this objective, engaging local people and partners and improving information at existing riverside access points.

<b>Priority</b>	Protect and promote our clean and green environment
<b>Objective</b>	Promote Thurrock's natural environment and biodiversity

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
<b>Deliver Greengrid Supplementary Planning Document advising developers how they should deliver environmental improvements</b>		G
Update: The SPD is in the latter stages of production.		
<b>Deliver refreshed suite of bio-diversity documents to support delivery of Riverscapes</b>		G
Update: New biodiversity action plan has been drafted with the Thurrock Biodiversity Action Group. Site surveys for the Biodiversity study have been completed and the refreshed plan will be available in the new year.		
<b>Protect the Green Belt and environmentally sensitive areas through relevant planning policies</b>		G
Update: The policy framework is in place and decisions being made on planning applications follow this policy approach.		
<b>Secure funding for programme to enhance access to and restore Coalhouse Fort and Park</b>		G
Update: £100K has been secured for Coalhouse Fort through the Veolia Trust. Coalhouse Fort Heritage Lottery Fund application submitted in August for £800K to spend on physical and engagement improvements. The decision on funding will be made in November.		
<b>Work with partners to enhance access to Rainham Marshes as part of the Wildspace Partnership</b>		G
Update: A priority project has been identified to link Rainham Marshes to Purfleet Station. Discussion for funding is underway with Veolia Trust regarding funding. Proposed improvements include signage, seating and digital information.		
<b>Develop Aveley Forest connections and accessibility to allow more Thurrock residents to enjoy and become involved with this area</b>		A
Update: Work has begun on the delivery plan for Aveley Forest and Mardyke as part of the Thames Chase Plan refresh. A partnership funding bid has been submitted by Havering, Thames Chase, the Forestry Commission and Thurrock to enable the development of improvements in this area.		
<b>Sign up to Climate Local initiative and implement the locally developed action plan to reduce carbon emissions</b>		G
Update: Outline action plan has been drafted with the Cleaner, Greener and Safer O&S sub group for approval in early 2014. Commitment signature took place on 4 <sup>th</sup> November.		

<b>Related KPI Performance</b>	<b>RAG Status</b>	<b>Year To Date (YTD) (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
Number of visitors to the boroughs managed natural areas	AMBER	290,652	328,694	570,648

## OVERVIEW

Significant progress has been made in partnership working, development of the evidence base and project planning. A number of small projects have been successfully delivered. The step change in large scale delivery is dependent on the outcome of a range of funding bids.

<b>Priority</b>	<b>Protect and promote our clean and green environment</b>
<b>Objective</b>	<b>Ensure Thurrock's streets and parks and open spaces are clean and well maintained</b>

<b>YEAR 1 DELIVERABLES</b>		<b>RAG</b>
Implementation of better and more efficient waste collection rounds and routes		
Update: Implementation of optimised collection rounds was undertaken between June and September 2013. Notwithstanding an extended implementation period, rounds are stabilising (November 2013) leading to realisation of the planned efficiencies in the current and future years.		A
Full operation of new St Clements Way workshop facilities providing more control and flexibility regarding maintenance and repair of front line Council vehicles		
Update: State-of-the-art workshop began operating in February 2013, and shift working commenced in July, providing the responsive and flexible capacity needed to maintain and improve productivity of the Council's vehicles and plant, and reduce front line service running costs.		G
Maintenance of ISO9001 accreditation for all Environment services recognising the consistent and continuing quality of our service		
Update: In September 2013 the ISO 9001 accreditation for all Environment services was reconfirmed. Initial steps have been taken towards achieving OHSAS 18001 (Health and Safety) and ISO 14001 (Environmental management) accreditation for all Environment services, it anticipated that this will be achieved by September 2014 and will validate the consistent and continuing quality of all service areas.		G
Deliver second phase of derelict building programme to bring properties back into use		
Update: The focus for the second phase has been Tilbury. The team's positive engagement with the community forum led to 8 possible sites being put forward by local residents. These sites have been investigated by planning officers and several possibilities have been identified as viable development opportunities. The team is also working with the Housing Development Board regarding some possible schemes for whole site re-development as part of the wider house building programme.		G
Deliver an efficient and effective Highway Maintenance programme		
Update: Thurrock Council has a statutory responsibility to keep the highway safe for all road users in the area. To assist in this objective we undertake machine and visual surveys to establish the condition of both the road sub-structure and the running surface. From this information a prioritised list of "roads in need of repair" is produced to inform our resurfacing programme. The proportion of the planned highway resurfacing programme we have undertaken/ completed to date are: Principal Road Network            100% Other Classified Road Network   100% Unclassified Road Network        70% Footway Maintenance                75%		A

Undertake extensive air quality modelling of whole borough in order to reassess the state of air quality in Thurrock	A
<p>Update:  This has been delayed as our consultants were not able to deliver on this area of work. We are now going to complete the borough wide AQ modelling ourselves.  This requires a high skill base to operate and learn and is a huge amount of work.  We are currently in the information gathering stage for the modelling.  Best estimates are working towards completion by the end of 2014.</p>	

Related KPI Performance	RAG Status	Year To Date (YTD) (Sept)	YTD Target (Sept)	Year End Target
% Household waste reused/ recycled/ composted	RED	44%	48%	48%
Municipal waste sent to landfill	RED	21%	19%	19%
Street Cleanliness a) Litter	GREEN	3	5	5
Street Cleanliness b) Detritus	GREEN	4	6	6
Street Cleanliness c) Graffiti	GREEN	1	3	3
Street Cleanliness d) Fly-posting	GREEN	0	1	1

## OVERVIEW

The street cleanliness inspections that have been completed to date provide evidence of a further improvement in the level of cleanliness of the street of Thurrock. This continues a 4 year trend of continuous improvements in the standard of street cleansing.

Thurrock continues as a lead authority in the East of England in maximising landfill diversion of its collected municipal waste.



## Financial, Business Process and People/Organisational Development Performance Summary

Corporate Scorecard KPI	Unit	Big or Small best	Year to date figure (if applicable) calculated from 1 April each year – 13 months data included for in month comparison													Latest YTD Target	Year End Target	Latest RAG	
			SEP 2012	OCT 2012	NOV 2012	DEC 2012	JAN 2013	FEB 2013	MAR 2013	APR 2013	MAY 2013	JUN 2013	JUL 2013	AUG 2013	SEP 2013				
% 16-24 year olds in the council's workforce	%	Big	3.96	3.95	4.61	4.48	4.49	4.63	4.8	4.73	4.83	4.87	5.18	5.39	5.26	4.85	5	G	
Average sickness absence per employee	Days	Small	4.21	5.22	6.1	6.92	7.84	8.75	9.63	0.89	1.86	2.77	3.75	4.64	5.5	4.3	8.5	R	
% long term sickness	%	Small	38	39	38	38	37	37	37	51	51	53	55	55	54	36	34	R	
% stress/stress related absence	%	Small	19.5	19.76	23.94	21.63	19.03	24.41	27.6	23.1	26.9	27.1	26.8	26.7	26	21	15	R	
Employee Engagement	%	Big	42							n/a							48	48	
Change Management	%	Big	32.33							n/a							35	35	
Overall variance on General Fund	%	0	0	0	0	0	0	0	0	-	-	0	0	0	0	0	0	G	
Overall variance on HRA	£	0	0	0	0	0	0	0	0	-	-	0	0	0	0	0	0	G	
% Capital Programme spent	%	Big	30	61			57.78			1.27			13.74			30	90	R	
% Targeted Savings * target over 2 years	%	Big								-			36.25			50	100*	A	
% invoices paid within timescale	%	Big	85.62	86.54	87.07	87.09	87.43	87.82	88.76	94.52	92.34	92.13	91.98	92.41	92.46	97	97	A	
% Council Tax collected	%	Big	54.17	62.84	71.65	80.04	88.64	93.98	98.9	10.88	19.58	28.20	36.84	45.47	53.97	54.17	98.9	A	
% National Non-Domestic Rates (NDR) collected	%	Big								11.47	22.31	31.67	40.89	50.07	59.87	59.51	99.3	G	
% Rent collected	%	Big	97.16	97.76	97.59	98.72	98.36	98.04	99.01	83.1	87.59	90.55	93.53	93.75	95.41	94.5	99.5	G	
% timeliness of all Complaints	%	Big								94.35	93.6	100	98.28	97.26	97.07	93	93	G	
% all Complaints upheld	%	Small								49.15	43.18	40.92	49.17	50.37	49.75	45	45	A	