

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

## Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **25 June 2015**

**Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL**

### Membership:

Councillors Shane Hebb (Chair), Graham Snell (Vice-Chair), Martin Kerin, Steve Liddiard, Robert Ray and Deborah Stewart

### Substitutes:

Councillors Yash Gupta (MBE), Barry Johnson and Tunde Ojetola

### Agenda

Open to Public and Press

	<b>Page</b>
<b>1. Apologies for Absence</b>	
<b>2. Minutes</b>	<b>5 - 6</b>
To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 26 March 2015.	
<b>3. Items of Urgent Business</b>	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
<b>4. Declaration of Interests</b>	
<b>5. Corporate Priority Activity Plan 2015-16 and Corporate Scorecard Targets</b>	<b>7 - 22</b>
<b>6. Terms of Reference</b>	<b>23 - 24</b>

The Committee are asked to consider the Terms of Reference for the Corporate Overview and Scrutiny Committee.

**7. Budget Update**

A verbal update to be provided by officers following Strategy Week.

**8. Work Programme**

**25 - 26**

**Queries regarding this Agenda or notification of apologies:**

Please contact Stephanie Cox, Senior Democratic Services Officer by sending an email to [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **17 June 2015**

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# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

## Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

## When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

**What is a Non-Pecuniary interest?** – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

### Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

### Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

**Vision: Thurrock:** A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

**1. Create** a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

**2. Encourage** and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

**3. Build** pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

**4. Improve** health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

**5. Promote** and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

## Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 26 March 2015 at 7.00 pm

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**Present:** Councillors Yash Gupta (MBE) (Chair) and Graham Snell

**In attendance:**

Sean Clark, Head of Corporate Finance  
Jackie Hinchliffe, Head of HR, OD and Customer Strategy  
Karen Wheeler, Head of Strategy  
Matthew Boulter, Principal Democratic Services Officer

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Before the start of the Meeting, all present were advised that the meeting was being recorded, with the audio recording to be made available on the Council's website.

*The meeting was inquorate but Members agreed to continue with the meeting.*

**31. Minutes**

The Minutes of Corporate Overview and Scrutiny Committee, held on 3 February 2015, were approved as a correct record.

**32. Declaration of Interests**

No Interests were declared.

**33. Month 9 Quarter 3 Corporate Performance Report 2014-15**

Councillor Snell thought the report was well written and easy to understand. He recognised that the adoption performance was significantly influenced by one issue and therefore was not largely concerned with the figure. The Committee learnt that the report was not sent to all staff although they would be aware of performance through their day to day management.

**RESOLVED: That the performance is noted.**

**34. Pay and Reward Review**

The report set out the process the council was hoping to undertake to review pay within the council. It would be a challenge to complete within a year but the Council was employing a company to help with the process. The detail of the project would develop in the coming months.

Officers confirmed the trades unions had seen the proposed Greater London scheme and were supportive. Officers believed the scheme would be administered in house, which saved on re-evaluation of job costs. The changes could impact on job bands and reduce the pay envelope. It would be possible for officers to find themselves in a lower band.

**RESOLVED that:**

1. **Officers note the comments made by committee on the Greater London Provincial Council's (GLPC) job evaluation scheme to evaluate all role profiles and that the council should use the GLPC scheme thereafter.**
2. **The review should continue as follows:**
  - a. **Develop Role Profiles**
  - b. **Allocate job descriptions to role profiles**
  - c. **Evaluate role profiles**
  - d. **Design a new pay and grading structure**
  - e. **Assimilate staff into the new pay and grading Structure.**

**35. Fairness Commission update**

Members were informed that the first meeting had met last week. The next meeting was due on 28th April and key issues such as child poverty, employment and education had been identified. Members wished officers good luck with the endeavour.

**RESOLVED That the report is noted.**

**The meeting finished at 7.30 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

Any queries regarding these Minutes, please contact  
Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)



<b>25 June 2015</b>		<b>ITEM: 5</b>
<b>Corporate Overview &amp; Scrutiny Committee</b>		
<b>Corporate Priority Activity Plan 2015-16 and Corporate Scorecard Targets</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Councillor Victoria Holloway, Portfolio Holder for Central Services		
<b>Accountable Head of Service:</b> Karen Wheeler, Head of Strategy & Communications		
<b>Accountable Director:</b> Steve Cox, Assistant Chief Executive		
<b>This report is public</b>		

## Executive Summary

The vision and priorities for Thurrock were refreshed and agreed unanimously by Council on 28 January 2015. The Corporate Priority Activity Plan sets out what the council is going to deliver during 2015-16 to work towards achieving the priorities and how it will monitor progress as part of the corporate strategic planning process.

The Corporate Priority Activity Plan was agreed at Cabinet on 10 June 2015 and as such is here for noting by Corporate Overview & Scrutiny Committee. The corporate scorecard indicators and targets will be going back to Cabinet in July for sign off and therefore any feedback and comments from this Committee will be taken into consideration.

### 1. Recommendation(s)

**1.1 That the Corporate Priority Activity Plan as detailed in Appendix 1 be noted.**

**1.2 That the corporate scorecard indicators and targets as detailed in Appendix 2 be noted and any comments be made.**

### 2. Introduction and Background

2.1 The community priorities were refreshed and agreed unanimously at Council on 28 January 2015. This outlined the council's vision and strategic priorities. This Corporate Priority Activity Plan is the council's overarching strategic document which details the areas upon which services will focus during 2015-16.

2.2 The vision for Thurrock as set out in the Community Strategy is:

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Within this there are five strategic priorities:

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect
- **Improve** health and well-being
- **Promote** and protect our clean and green environment

2.3 These five priorities are further defined by three related corporate objectives, which translate into service plans and other specialist strategic documents and plans.

2.4 There is a supplementary theme called “well run organisation” to represent the cross cutting themes of finance & governance, staff and customer which underpin the organisation.

2.7 The Corporate Scorecard 2015-16 will be the main form of monitoring the key performance indicators and the delivery of the Year 2 key deliverables will be monitored through a mid-year progress report.

### **3. Issues, Options and Analysis of Options**

#### **3.1 Corporate Priority Activity Plan 2015/16 (Appendix 1)**

This Plan identifies the priority activities for 2015/16 to support the delivery of these corporate priorities. It should, however, be recognised that the delivery plan does not attempt to map out all the services (both statutory and non-statutory) which the council delivers. The detail for this will be found in individual service plans.

#### **3.2 How the Plan has been developed**

Each Directorate Management Team identified the key activities, within their own service areas, which were planned for 2015/16, which will enable the Council and our partners to meet the aims and objectives of the Community Strategy. The relationship between the plan and the relevant corporate priority and objective is identified at Appendix 1.

The Corporate Priority Activity Plan was agreed at Cabinet on 10 June 2015 and as such is here for noting by Corporate Overview & Scrutiny Committee.

#### **3.3 Monitoring Delivery and Reporting Performance**

The Corporate Scorecard (Appendix 2) will be reported to Cabinet on a monthly basis and to Corporate Overview and Scrutiny Committee every

quarter. This will follow challenge and scrutiny at officer-level through the Performance Board and Directors Board.

In addition to this key performance indicator (KPI) based report, a “mid-year” progress report will be presented to Cabinet in December 2015 and Corporate Overview and Scrutiny Committee in January 2016. This report will take a holistic look at progress against each corporate objective, combining the key performance indicators, a summary of related corporate risks and opportunities and the related activities as outlined in Appendix 1.

This format is recognising that the main monitoring method for the Corporate Plan is the corporate scorecard, which with approximately 50 pieces of data, cannot possibly cover all the work and progress that the council and our partners are making.

#### **4. Reasons for Recommendation**

- 4.1 As a lead partner in the delivery of the Community Strategy, it is vital that the council is clear about how it will meet its obligations and is transparent about how it is progressing. Appendix 1 sets out how it will achieve those objectives during 2015-16. Appendix 2 details how the council will monitor key performance areas related to those activities.

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

- 5.1 Consultation with partners took place on the refreshed corporate priorities including with the community and voluntary sector and other partners, through the Joint Strategic Forum and with local business representatives, through the Business Board. Both groups supported the proposed refresh.
- 5.2 The priority activities and corporate scorecard indicators have been consulted widely with officers.

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

- 6.1 The Corporate Priority Activity Plan 2015-16 sets out the strategic direction of the Council, and how it contributes to the delivery of the Community Strategy. These appendices set out how the Council will monitor the performance against those objectives during 2015-16.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Michael Jones**  
**Strategic Resources Accountant**

The Medium Term Financial Strategy (MTFS) provides the Council's financial detail. The "well run organisation" theme within the Corporate Priority Activity Plan summarises the key financial activities for 2015-16 and will be reported in line with the agreed monitoring method. The Corporate Scorecard includes some key financial indicators which will be monitored throughout the year to ensure the Council is working in line with the MTFS.

### **7.2 Legal**

Implications verified by: **David Lawson**  
**Deputy Head of Legal & Governance Services**

There are no direct legal implications arising from this report but such medium term planning will contribute to good corporate and financial governance as well as the prudent management of risk by the authority. The Corporate Scorecard will be monitored monthly at Cabinet and as such, during the year, if any legal implications arise from individual performance indicators, this will be monitored as appropriate at the time.

### **7.3 Diversity and Equality**

Implications verified by: **Natalie Warren**  
**Community Development & Equalities Manager**

The corporate priorities include high level objectives to ensure that the Council is addressing issues related to diversity and equality. The five strategic priorities are all relevant to the Council's statutory obligations relating to diversity and equality. The Priority Activity Plan and the Corporate Scorecard contain deliverables and measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults, volunteering. etc. The Corporate Scorecard will be monitored monthly at Cabinet and as such, during the year, if any diversity or equality implications arise from individual performance indicators, this will be monitored as appropriate at the time.

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

There are no other significant implications.

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

- Refresh of Community Priorities, Council – January 2015  
<http://democracy.thurrock.gov.uk/ieListDocuments.aspx?CId=134&MId=4792&Ver=4>

**9. Appendices to the report**

- Appendix 1: Corporate Priority Activity Plan 2015/16
- Appendix 2: Corporate Scorecard 2015/16

**Report Author:**

Sarah Welton

Strategy & Performance Officer

Strategy Team

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## Appendix 1: Corporate Plan Priority Activities for 2015/16

Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Create a great place for learning and opportunity</b>				
Ensure that every place of learning is rated "Good" or better	Work through the Thurrock Education Alliance and the Thurrock Excellence Network to ensure all schools, education and early years providers are on track to be rated good or outstanding by OFSTED at the end of 2016 or sooner	All education providers to be good or better	Carmel Littleton	Ruth Brock
	Increase the attainment and achievement of children and young people in line with ambition and achievement strategy and education alliance action plan	Target as per corporate scorecard	Carmel Littleton	Ruth Brock
	Narrow the gap between groups to ensure good attainment for all including looked after children (LAC) and other groups vulnerable to underachievement	Improve attainment of LAC and other underperforming groups at all key stages	Carmel Littleton	Ruth Brock
Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities	Work through existing partnerships to provide training, apprenticeship and employment opportunities to Thurrock residents, for example through the housing investment programmes and cultural and creative industries education offer	Improved level of: <ul style="list-style-type: none"> <li>Apprenticeships</li> <li>Jobs</li> <li>Attainment levels</li> </ul>	All	All
	Support local people to acquire the skills required within the key economic sectors of Ports, Transport and Logistics; Creative and Cultural; Manufacturing and Engineering (including Environmental Technology)	Employment	All	All
	Deliver effective careers information, advice and guidance for young people working in effective partnerships across the education and business community	Reduction in number of NEET	Carmel Littleton	Michele Lucas
Support families to give children the best possible start in life	Deliver new responsibilities regarding commissioning of 0-5 health pathway from October 2015 and review after six months for 2016/17		Roger Harris	Debbie Maynard
	Ensure sufficient, good quality early years places are available and are taken up by families, particularly those in most need and the needs of children and young people with SEN are supported in line with the SEN reforms	Number, quality and take up of early years and childcare places; effective implementation of SEN reforms	Carmel Littleton	Ruth Brock, Malcolm Taylor
	Ensure children and families are supported by a timely and effective early offer of help, including the troubled families programme, to minimise statutory intervention and escalation of need	Early help take up; Number of children on CP plans and LAC	Carmel Littleton	Andrew Carter

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Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Encourage and promote job creation and economic prosperity</b>				
Promote Thurrock and encourage inward investment to enable and sustain growth	Develop and promulgate a clear and positive narrative that will stimulate further growth and promote investment in Thurrock		Steve Cox, David Bull	Karen Wheeler, Andy Millard
	Develop and progress the Local Plan and create a sound and deliverable spatial vision for the growth and future prosperity of the Borough		David Bull	Andy Millard
	Progress the Purfleet Centre regeneration scheme signing the development agreement and commencing phases one to three, including the TV and Film studios		Steve Cox	Matthew Essex
	Consult businesses and partners on future devolution arrangements including a possible Combined Authority with Southend-on-Sea Council and others (subject to legislative changes) and continue to be an influential partner in the South East Local Enterprise Partnership (SELEP) exceeding our share of funding per capita		Steve Cox	
	Sustain the external funding stream from the National Trading Standards Board for port safety work	Reduction of interventions that result in disruption of import/export activities	David Bull	Gavin Dennett
Support business and develop the local skilled workforce they require	Promote employer engagement in skills development and local employment, working with Growth and Business Boards, schools, colleges and health partners, such as the work with Thames Enterprise Park		Steve Cox	Matthew Essex
	Increase NNDR income supporting more businesses to develop and grow by accessing European and other funds for business support activity	NNDR income target Occupancy rate (sq ms) EU funding secured Businesses supported	Steve Cox	Matthew Essex
	Increase the scale and quality of business accommodation in the Borough to support new businesses to grow.	Floor space created	Steve Cox	Matthew Essex
Work with partners to secure improved infrastructure and built environment	Deliver homes, jobs, transport and other key infrastructure to support development in Thurrock, including the six growth hubs outlined within the Economic Development Strategy and the Local Development Framework, working with the private sector and other partners	26,000 jobs and 18,500 homes by 2021	Steve Cox, David Bull	Matthew Essex, Ann Osola, Andy Millard
	Progress the delivery of £100m investment in improved highways, street lighting and railway stations including widening the A13		David Bull	Ann Osola
	Seek the best possible outcome for the community and businesses from the Thames River Crossing decision		David Bull	



Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Build pride, responsibility and respect</b>				
Create welcoming, safe, and resilient communities which value fairness	Ensure fair access to services and opportunities, equal life chances, building stronger and cohesive communities by developing our asset based approach and involving residents by supporting the newly established Fairness Commission		Steve Cox	Karen Wheeler
	Ensure that partners are brought together to improve community safety and cohesion through a shared focus on key community safety priorities	Reduced youth offending and re-offending to reduce volume crime; Reduce harm, safeguard vulnerable victims of crime; Preventing violent extremism	Barbara Brownlee, David Bull	Richard Parkin, Gavin Dennett
	Ensure children and young people in need of help or protection are safeguarded and supported to achieve their potential	Effectiveness of safeguarding; Achievement of LAC	Carmel Littleton	Andrew Carter
Work in partnership with communities to help them take responsibility for shaping their quality of life	Lead the creation of Community Hubs to transform relationships and service models between the Council, voluntary sector and communities to strengthen local communities and manage demand complimenting Building Stronger Communities initiatives e.g. Local Area Co-ordinators	Active hubs Volunteering	All	All
	Work with the Department for Work and Pensions (DWP) to deliver the roll out of Universal Credit and other welfare reforms - supporting people back into work, maximising take-up and working to reduce poverty		Roger Harris, Sean Clark	
Empower residents through choice and independence to improve their health and well-being	Implementation of the Care Act 2014 - leading to more people receiving personal budgets, improved advocacy, increased support for carers and better access to advice and information	Delivery of Care Act targets	Roger Harris	Les Billingham
	Review and tackle demand pressures in Adult Social Care to deliver a sustainable local health and social care economy. Produce and implement our Market Position Statement and review our domiciliary care, residential and nursing home contracts.	Staying within budget.	Roger Harris	Les Billingham
	Deliver new HAPPI housing for older people providing 60 dwellings in two schemes in 2015/16 and 2016/17	New Council housing numbers	Barbara Brownlee	Kathryn Adedeji

Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Improve health and well-being</b>				
Ensure people stay healthy longer, adding years to life and life to years	Establish a pooled fund for health and social care with Thurrock Clinical Commissioning Group via the Better Care Fund leading to more integrated services for older people and better joint working with the NHS	Delivery of BCF Plan	Roger Harris	
	Implement our Carers Strategy locally through the development of a Shared Lives scheme, expanding respite options and increasing the numbers of carers receiving direct payments	50% increase in carers receiving direct payments	Roger Harris	Les Billingham
	Invest in cycling and walking and create a low emission zone		David Bull	Ann Osola
Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home	Relentless action on the top-two public health priorities from the Thurrock Health and Well-Being Strategy: smoking and obesity, through the implementation of our Tobacco Control Strategy and our Weight Management Strategy	Reduce by half the smoking prevalence of under 20 year olds by 2020  Reduce % of children and adults in Thurrock who are obese, achieving a sustained downward trend by 2016/17	Roger Harris	Debbie Maynard
	Achieve full Homelessness Gold Standard by November 2015 by adopting initiatives such as “No Second Night Out”	Gold Standard Level of homelessness	Barbara Brownlee	Dermot Moloney
	Develop a local Autism Strategy	Strategy signed by all partners	Roger Harris	
Enhance quality of life through improved housing, employment and opportunity	Improve the quality of housing stock through effective engagement with private/social landlords, increasing stock which meets the New Thurrock Standard		Barbara Brownlee	Richard Parkin, Kathryn Adedeji
	Support young people into work by opening specialist housing providing a safe environment and access to local job opportunities	100 local jobs through the HIP	Barbara Brownlee	Kathryn Adedeji

Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Promote and protect our clean and green environment</b>				
Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities	Deliver Thurrock's first community based cultural river festival in July 2015 and establish a long term legacy event		Steve Cox	Matthew Essex
	Create a continual pathway along the 18 miles of river front to enable greater access to cultural assets and opportunities for walking and cycling		Steve Cox, David Bull	Matthew Essex, Ann Osola, Andy Millard
	Implement the three headline aims from the Cultural Strategy: Cultural Entitlement, Cultural Enterprise and Creative Place Making including reviewing the role of the Thameside Centre in future provision	An independently evaluated, effective cultural entitlement programme	Carmel Littleton, Steve Cox	Matthew Essex
Promote Thurrock's natural environment and biodiversity	Reduce landfill by improved contractual arrangements for household waste collection and engaging with residents and the community to improve recycling and re-use levels		Mike Heath	
	Introduce a more environmentally-friendly and efficient way to maintain our roads and keep them safe especially in the winter months		David Bull, Mike Heath	Ann Osola
	Implement the provisions of the flytipping protocol agreed between Local Authorities and the Environment Agency in Thurrock	Increase reported fly tips investigated within 3 days	David Bull	Gavin Dennett
Inspire high quality design and standards in our buildings and public space	Build new homes to Lifetime Homes, Sustainable Homes Code 4 Standards and exemplar architectural design with public art at all new housing developments and Council projects, with design standards reinforced through the Local Plan	78 new homes	Barbara Brownlee, David Bull	Kathryn Adedeji, Andy Millard
	Encourage the community to help maintain children's play areas so that they remain safe and enjoyable for families		Mike Heath	

Corporate Priority and Objective	Priority Activities for 2015/16	Target	DB Lead	HoS Lead
<b>Well Run Organisation</b>				
Financial and Governance	Develop and deliver contemporary services to support a sustainable Medium Term Financial Strategy and implementation of savings proposals for 2015/16	Savings implemented	All	All
	Develop and agree further savings, new service delivery models, investment opportunities and external funding to enable a balanced budget for 2016/17	External funding secured	All	All
Staff	Deliver an ambitious People Strategy to recruit and retain an engaged, confident and high performing workforce		Jackie Hinchliffe	
	Improve health and attendance through excellent people management, education and health promotion		Jackie Hinchliffe	
	Deliver a programme of leadership and workforce development to support service delivery and develop skills and aspirations of staff		Jackie Hinchliffe	
	Modernise our internal processes and ways of working through digital technology, employee self-service and on-line learning		Jackie Hinchliffe	
Customers	Deliver strategic and modern communications to enhance the profile of the place and Council, inform of service changes, encourage participation and manage expectations at a time of unprecedented change aligning external and internal communications where appropriate		Steve Cox	Karen Wheeler
	Deliver the Transformation Programme, driving channel shift and customer access arrangements to reflect the digital council ambition		Jackie Hinchliffe	

## Appendix 2: Corporate Scorecard 2015/16

	2014/15 Outturn Provisional	Benchmark/ Baseline	2015/16 Target	Comment
<b>Create a great place for learning and opportunity</b>				
% of primary schools judged "good" or better	76.5%	~80%	Above national	Remains a key indicator in Thurrock National figure updates daily
% of 16-19 yr old Not in Education, Employment or Training	5.5%	5.8%	5.0%	Key post 16 indicator
% of 19-21 yr old Care Leavers in Education, Employment or Training (New)	35%	45%	70%	This is a key indicator for care leavers and one we want to significantly improve upon
Number of places available for two year olds to access early years education in the borough	1083	n/a	>100% of number of eligible 2yr olds	Target is set by the DfES. Key early education indicator Last update of eligible 2yr olds in February
Number of places accessed for two year olds for early years education in the borough	720	n/a	85% of number of eligible 2yr olds	Target is set by the DfES. Key early education indicator Last update of eligible 2yr olds in February
Rate of Children subject to Child Protect Plan	52	42.1 (Nat 2013/14)	In line with Stat Neigh.	Key Social Care indicator National data published in October
Rate of Looked After Children	72	60 (Nat 2013/14)	Reduce to be in line with national	Key Social Care indicator National data published in October
Average time (in days) for a child to be adopted (3 year average)	710	628 (Nat 2011/14)	National threshold (currently 487)	Key Social Care indicator Last update of National Threshold Dec/Jan
Average time (in days) between placement order and placement for adoption (3 year average)	244	217 (Nat 2011/14)	National threshold (currently 121)	Key Social Care indicator Last update of National Threshold Dec/Jan
<b>Academic Year KPIs</b>	<b>2013/14 Academic Year Outturn</b>	<b>Benchmark / Baseline</b>	<b>2014/15 Academic Year Target</b>	<b>Comment</b>
KS2 Attainment – Achievement at Level 4+ in Reading, Writing & Maths	76.8%	79% (Nat 2014)	Above national	Key Primary attainment indicator National figure published in December
KS2 Attainment – Achievement at Level 5+ in Reading, Writing & Maths	20.2%	24% (Nat 2014)	Above national	Key Primary attainment indicator National figure published in December
Achievement of Level 2 qualification at 19 years old	88%	85.6%	Above national	Key post 16 indicator National figure published in March
Achievement of Level 3 qualification at 19 years old	53.2%	57%	National	Key post 16 indicator National figure published in March
LAC KS2 Attainment – Achievement at Level 4+ in reading, writing and maths	53%	National 48%	64%	
LAC KS4 Attainment – 5+ A*-C (including English and maths GCSEs)	9.5%	National 12%	15%	

\*All the above school and education based KPIs are delivered in partnership with our schools

	2014/15 Outturn Provisional	Benchmark/ Baseline	2015/16 Target	Comment
<b>Encourage &amp; promote job creation &amp; economic prosperity</b>				
Net gain in employment land made available for employment development – Total amount of additional floorspace	TBC	-	TBC	Annual indicator
% of Major planning applications processed in 13 weeks	84%	-	75%	The nature of these is that there are relatively few applications made and some are very complicated therefore the overall figure can be affected heavily by a small number of “delayed” applications. A target of 75% would still be top quartile performance
% of Minor planning applications processed in 8 weeks	88.3%	-	88%	
No of apprenticeships within the council	52	n/a	65	Key post 16 indicator
Unemployment rate (data from ONS/NOMIS) (New)	6.6% (Oct 13 – Sep 14)	5.3% - East of England 6.5% - GB	5.3% (Regional average)	This is not a KPI in traditional sense as council cannot directly influence figure. However, as such a high priority for the council /partners it is proposed indicator is monitored on a quarterly basis.
No of Thurrock people on cultural and creative industries related courses through HHPP/SEC (New)	n/a – new KPI	n/a – new KPI	TBC	This KPI is delivered in partnership with HHPP and SEC.
% of SELEP funding received by Thurrock (New)	n/a – new KPI	n/a	-	4% is proportion of population within the whole SELEP area who live in Thurrock, therefore our target is to get at least the equivalent share of the funding.

	2014/15 Outturn Provisional	Benchmark/ Baseline	2015/16 Target	Comment
<b>Build pride, responsibility and respect</b>				
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	70%	N/A	75%	Same target as 2014/15 with the aim to meet the target of 75% of tenants rating their neighbourhood and services as Excellent or Good.
Number of volunteer opportunities in the council	250	n/a	250	
% of properties transformed against planned programme	100%	N/A	100%	A total of 6000 properties to transformed by the end of Year III of the programme (2015-16 is year III)
Number of households at risk of homelessness approaching the Council for assistance (New)	n/a	n/a	2400*	This is not a target but a baseline from which to monitor demand, based on 200 approaches per month.
% of young people who reoffend after a previously recorded offence	24%	n/a	25%	Key Social Care indicator

	2014/15 Outturn Provisional	Benchmark/ Baseline	2015/16 Target	Comment
<b>Improve health and well-being</b>				
Permanent admissions to residential/nursing homes per 100K population	12(18-64) <b>603.5 (65+)</b> <b>132.6 (18+)</b>	England – 14.4 (18-64) <b>650.6 (65+)</b>	12(18-64) <b>587.6 (65+)</b> <b>121.1 (18+)</b>	Indicator is also in the Better Care Fund core measures. Minimising and delaying permanent admissions to residential/nursing care is a priority for health and social care – particularly 65+.
Tier 2 weight management services for adults: % of course attendees who achieve their goal by 12 weeks (New)	N/A	n/a	>40%	Move to 6 monthly reporting -Rationale is single provider for weight management has been decommissioned and the funding spread across a variety of community providers via a grant process. This indicator will need to be less frequent initially to allow the new services to have set up and programmes developed and evaluated.
% of children identified in year 6 as overweight/obese that have an evidenced follow-up offer by the 5-19 team for ongoing support	92.5%	n/a	>92%	Annual indicator
% of 4 week Quitters are from the 40% most deprived LSOAs in Thurrock (New)	36%	n/a	>35%	This replaces last years related KPI due to a change of process /terminology for targeting the most deprived groups to LSOAs rather than MSOAs to allow us to be targeting the most deprived groups more effectively.
<b>Emergency admissions to hospital</b> (Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population) (New)	13,846 admissions	n/a	-3.5% reduction 13,361 admissions	Indicator is also in Better Care Fund. Joint with health.
Self-Directed Support - % adult social care users in receipt of SDS	72%	England – 62%	75%	Personalisation and provision of direct payments / personal budgets remains a priority for ASC. 2015/16 will see introduction of health and care personal budgets.
% older people still at home 91 days after discharge	90%	England – 82.5%	91%	Supporting people to remain independent and at home after hospital discharge is a priority for health and social care. Indicator is in Better Care Fund core measures.
Delayed transfers from care – (New) part a: delayed transfers of care from hospital part b: delayed transfers of care attributable to adult social care only	Part a: 8 Part b: 1.8	England – 9.6 3.1	Part a: tbc Part b: tbc	Indicator is also in the Better Care Fund core measures. Effective and timely hospital discharge is crucial to the overall health of the care economy. Performance is showing a declining trend with increased delays across both parts.
Carers information and advice provision (New)	N/A	N/A	75% (provisional)	Carers receiving information/advice following assessment or review and those supported by CARIADS. The Care Act 2014 is expected to lead to an increase in carers identifying themselves and potentially requiring support. Supporting carers with provision of good quality information and advice is a priority for ASC.
No of council households assisted to move to a smaller property (downsize)	68	N/A	55	After 3 successful years of support for 200 households unable to meet rent paying obligations, the service continues to provide support and assistance to facilitate a move to smaller and more affordable properties. Along with changes to Allocation Scheme the number of households under occupying is lower, and the options for the housing offer are more scarce and limited.

\*Most of the above health and social care based KPIs are delivered jointly in partnership with our care and NHS providers

	2014/15 Outturn Provisional	Benchmark/ Baseline	2015/16 Target	Comment
<b>Promote and protect our clean and green environment</b>				
% Household waste reused/ recycled/ composted	40.38	44.2 (England)	47	
% Municipal waste sent to landfill	19	29.6 (Unitary)	19	
Street Cleanliness - a) Litter	2	11	6	
Street Cleanliness - c) Graffiti	1	4	2	
Fly tipping (definition TBC) (New)	-	-	TBC	
Abandoned vehicles (definition TBC) (New)	-	-	TBC	
% of refuse bins emptied on correct day(New)	98%	-	99%	
Tonnage of street waste removed(New)	n/a	-	n/a	There is no baseline from which to target. 2015/16 will be used as a baseline year.
<b>Well-run organisation</b>				
Overall spend to budget on Capital Programme	90%	-	90%	
Overall spend to budget on General Fund (% variance)	0	-	0	
Overall spend to budget on HRA (£K variance)	Under-spend	-	0	
% Council Tax collected	98.71%	-	TBC	
% National Non-Domestic Rates (NNDR) collected	99.68%	-	TBC	
% Rent collected	99.44%	-	99.5%	
% Invoices paid within timescale	94.62%	-	97%	
% timeliness of all Complaints	98.3%	-	98%	
Av. sickness absence days per FTE	10.5	Public – 7.9 LG – 8.2 All – 6.6	9 days	Benchmark is CIPD 2014 Maintain 2014/15 target
% long term sickness	48%	Public – 28% All – 19%	34%	Benchmark is CIPD 2014. Suggested target is to maintain the target set for 2014/15 of 34%
% stress/stress related absence	20%	No benchmark but 56% of public sector had increased stress in 2014	18%	Benchmark is CIPD 2014 Suggested target is a 2% decrease on last year's target. This will be subject to the final end of year outturn.
No of people registered for My Account(New)	Approx. 11,000	11,000	25,000	Channel shift is the cornerstone of the Council's transformation programme. Encouraging residents and other service users to obtain their service/ information on-line substantially reduces the cost to the council and provides a more efficient service
% of procurement activity which utilises I-Proc (definition TBC) (New)	-	-	TBC	

NB.

2014/15 data is provisional subject to final quality assurance and auditing.

Where information is marked as "TBC" this will be confirmed in the first corporate performance monitoring report to Cabinet.



## Part 2 – Terms of Reference of Overview and Scrutiny Committees

Council has determined that the following Overview and Scrutiny Committees shall be constituted and shall have responsibility for overview and scrutiny in relation to the matters set out below.

<b>1.</b>	<b>CORPORATE OVERVIEW AND SCRUTINY COMMITTEE</b>	
<b>Appointed by:</b>	<b>Number of Elected Members:</b>	
Council under section 21 of the Local Government Act 2000	Six, of whom none may be a Cabinet Member	
<b>Chair and Vice-Chair appointed by:</b>	<b>Political Proportionality:</b>	
Council	The elected Members shall be appointed in accordance with Political Proportionality	
<b>Quorum:</b>	<b>Co-opted Members to be appointed by Council:</b>	
Three elected Members	None	
<b>Functions determined by Council:</b>		
<ol style="list-style-type: none"> <li>1. The Council's overall performance</li> <li>2. The Council's overall Budget and Value for Money</li> <li>3. Council's strategic risk management</li> <li>4. Provision, planning, management and performance of the Local Area Agreement</li> <li>5. Local Strategic Partnership, other partnerships and community forums</li> <li>6. Community Leadership, Community Engagement and Community Empowerment</li> <li>7. Ethical governance matters in conjunction with the Standards &amp; Audit Committee</li> <li>8. Internal and external communications</li> <li>9. External and European Funding</li> <li>10. Resources, including human resources and asset management</li> <li>11. Information and communications technology</li> <li>12. Procurement</li> <li>13. Monitor Councillor Call for Actions</li> <li>14. Monitor and steer the overall direction of the overview and scrutiny function</li> <li>15. Any other issues not covered by the four Overview and Scrutiny Committees</li> </ol>		
<b>Functions determined by Statute</b>		
All the powers of an Overview and Scrutiny Committee as set out in section 21 of the Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007		

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**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE  
WORK PROGRAMME 2015-16**

*Meeting Dates: 25 June 2015, 17 September 2015, 19 November 2015, 7 January 2016, 2 February 2016, 24 March 2016*

<b>Report Name</b>	<b>Lead Officer</b>	<b>Meeting Date</b>
Corporate Priority Activity Plan 2015/16	Sarah Welton	25 June 2015
End of Year Corporate Progress and Performance Report 2014/15 & Annual Achievements	Sarah Welton	17 September 2015
Qtr 1 Corporate Performance Report 2015/16	Sarah Welton	17 September 2015
Fair Debt Policy	Sean Clark	17 September 2015
Mid-year Corporate Progress and Performance Report 2015/16	Sarah Welton	7 January 2016
Qtr 3 Corporate Performance Report 2015/16	Sarah Welton	24 March 2016
Thurrock Fairness Commission Update	Karen Wheeler	TBC

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