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 **24 March 2016**

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

Membership:

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

Substitutes:

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

Agenda

Open to Public and Press

8   **Workforce Analysis and Performance**   **51 - 70**

9   **Work Programme**

Queries regarding this Agenda or notification of apologies:

Please contact Jessica Feeney, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **16 March 2016**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

<u>**Helpful Reminders for Members**</u>

- *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?*

<u>**When should you declare an interest *at a meeting*?**</u>

- **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.

<div style="display:flex; justify-content:space-between;">

Pecuniary

Non- pecuniary

</div>

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

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

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

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

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

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 2 February 2016 at 7.00 pm

Present:	Councillors Shane Hebb (Chair), Graham Snell (Vice-Chair), Martin Kerin, Steve Liddiard and Deborah Stewart
Apologies:	Councillors Russell Cherry
In attendance:	Sean Clark, Director of Finance & IT Jackie Hinchliffe, Director of HR, OD & Transformation Elaine Sheridan, Electoral Services Manager David Lawson, Deputy Head of Legal & Monitoring Officer Jessica Feeney, Senior Democratic Services Officer

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

32.   **Minutes**

The Minutes of the Corporate Overview and Scrutiny Committee held on the 7 January 2016 were approved as a correct record.

The actions from previous meetings were unable to be reviewed as the officer responses were missing from the report. The Chair requested a copy of the updated report be provided within the next week to be sent to him and other committee members, outside of the meeting and set the expectations moving forward over what was expected.

33.   **Items of Urgent Business**

There were no items of urgent business.

34.   **Declaration of Interests**

There were no declarations of interest.

35.   **Review of Electoral Arrangements and Existing Boundaries**

The Monitoring Officer introduced the report to Members highlighting the following key points:

- The Council's capability to change its electoral cycle and opt for whole-council elections (an election which is held every four years and all Councillors were to be elected), rather than the current method of elections by thirds (elections were held three years out of every four and one third of the Councillors were to be elected on each occasion).

- The estimated cost of holding local elections in the same time period under a whole-council system would be in the region of £350,000, an estimated saving of £190,000.
- If the Council did seek to change its electoral cycle and move to whole-council elections, the earliest opportunity for these to be held would be in May 2017. In order to do this, the Council must pass a resolution to do so before 31 December 2016.

Councillor Liddiard and Councillor Kerin highlighted that whole-council elections may discourage residents from electing individual candidates that have built a strong working relationship with their ward. The Chair of the Committee questioned what ballot papers would look like in whole-council elections. The Electoral Services Manager enlightened the Committee that residents would vote for two or three candidates per ward (depending on the ward). Each party would then put up a number of candidates, although the maximum number of candidates for each ward would be 1-3 candidates for each party (Labour, Conservative, and UKIP) plus any other party and independent candidates. The ballot paper would potentially have 9 or more candidates, voters would then choose 2-3 candidates when marking their ballot paper. Councillor Snell felt that the various different options would prove challenging and confusing for some residents. The Chair of the Committee I recalled the argument from the Oct 2014 motion, where some councillors felt that four yearly elections were argued as being something which disenfranchises local people, and I disagreed with the point for the following reasons:

- Ballot papers have a selection of candidates to choose from and have a selection of parties to choose from.
- Effectively, instead of one vote for one person / party, the electorate have two votes for two different people/parties. This effectively means that there are no changes to how enfranchised an elector is.

The Chair of the Committee highlighted that there were 9 overall local elections when electing by thirds and 7 overall local elections when electing by whole-council.

Councillor Stewart and Councillor Snell shared the view that whole-council elections would provide stability for Councillors and Officers and also allow progressive work as Councillors would not be pre occupied with campaigning. Councillor Liddiard felt that there had been 7 years of stable politics in Thurrock Council.

The Director of Corporate Finance informed the Committee that whole-council elections would facilitate an overall saving although the total saving would depend on when the change is scheduled to commence and the funding of Parliamentary elections. The Committee were informed that whole elections being held in 2017 and 2021 would be funded in full by the local authority, as there were no scheduled Parliamentary elections. Councillor Snell and the Chair of the Committee felt that a whole-council election would be cost effective if held in 2018.

The Chair of the Committee favoured whole-council elections for their consistency. It was also felt that the defined date of elections would create greater publicity which may return higher turnouts. The Chair of the Committee felt that a 4 year cycle would lead to stability with the administration, and would enable delivery of their manifestos. It was felt that the current model did not offer that opportunity. The Chair of the Committee highlighted how the existing model allowed a weighty majority-sized administration to have its majority eroded over three years, having lost the support of local people as they vote for other parties, and yet the administration continues to hold onto power. The Chair of the Committee felt that the people should decide the make-up of the council, not the councillors themselves juggling numbers about to see who could or could not form an administration it was added that this was undemocratic.

The Committee felt that all stakeholders and communities were entitled to have a say on any change to the current electoral system.

Councillor Kerin questioned if the motion lost by the Chair of the Committee at Full Council on 22 October 2014 regarding investigation and implementation of whole-council elections would affect future decision making. The Monitoring Officer confirmed that the lost motion would not affect any future decisions.

Members discussed reviewing ward boundaries. The Monitoring Officer informed members that the electoral arrangements of every principal local authority in England must by law, be reviewed from time to time. These reviews were known as periodic electoral reviews (PERs). The last round of PERs commenced in 1996 and was completed in 2004. The Commission was currently not undertaking PERs but had a rolling programme of electoral reviews undertaken for a number of different reasons. It was explained further that the Commission undertake electoral reviews when the electoral variances in representation across a local authority become notable and Thurrock Council did not appear to meet this criteria. The Committee understood that the Council were not subject to a review and agreed no further action.

In relation to recommendation 1.1, 3 Members voted in favour and 2 voted against, whereupon the chair declared the recommendation to be carried.

RESOLVED:

1.   **Members recommended that Full Council consult further with the communities in Thurrock and potential changes to the electoral cycle of the council which could involve a move to whole-council elections every four years, rather than electing by thirds.**

2.   **Members supported the Officers report by noting that the data does not suggest the tests to instigate a boundary review have been met, and agreed not to pursue this further at this time.**

36.   Capital Budget Proposals

The Head of Corporate Finance introduced the report to Members which set out the capital bids that were to be received and met from Council resources. It was explained that these largely represented what Officers considered to be essential to maintain current services, including limited provisions for the Thameside Complex whilst longer term plans were developed. Officers recognised the need for a longer term and aspirational programme that would both support growth throughout the borough, and ensure that the Council was able to transform itself into a more modern authority.

The Committee was informed that an extra £50,000 per annum had been set aside in the budget for the Lower Thames Crossing.

The Chair of the Committee requested that Councillors were consulted when setting the Capital Progress Plan. It was agreed by the Head of Corporate Finance that Councillor corporation would progress the plan and discard the uncertainty of Councillor requests that had been experienced in the past.

Councillor Liddiard questioned if Community Hub developments had been integrated into the Capital Progress Plan. The Head of Corporate Finance confirmed that this action had been completed.

The Committee discussed the following additional schemes - additional funding, invest to save, and Gloriana. These additional schemes were to be delegated from the Council to Cabinet for approval.

The Chair of the Committee questioned if the estimated additional schemes could be financially capped. The Head of Corporate Finance informed the Committee that Members could cap the 'invest to save' and 'additional funding' schemes by half a million each, although it was added that the caps must support the Council and would need to be agreed at Full Council. It was explained further that the Gloriana Scheme was different to the other additional schemes. The Committee were enlightened that a governance group had been created to ensure that all leaders were informed with the relevant details. Members were informed that the Gloriana Scheme would provide a return on the investment.

The Chair of the Committee requested a view of what the additional scheme targets were going to resemble in 2017/18.

RESOLVED:

1.   **That Corporate Overview and Scrutiny Committee noted and commented on the bids included within this report;**

2.   **That Corporate Overview and Scrutiny Committee commented on the proposed delegations to Cabinet as set out in section 4.**

3.   **The Committee have requested that a model be shaped and proposed at the forthcoming budget round of the next municipal year, regarding a potential "Cabinet Cap" on delegated decisions around the capital programme**

4.   **The Committee have requested that before the next Capital Programme is drafted in the next municipal term, that a new model of engagement is exercised, with officers shaping a set of proposals which also has input from political offices and local community groups, so to support the creation of a far more aspirational Capital Plan in the future.**

37.   General Fund Proposed Budget

The Head of Corporate Finance informed the Committee that there had been a number of reports considered by Cabinet throughout the municipal year on the progress to meeting the 2016/17 forecast deficit of £9.966m which was reported to Council in February 2015.

It was explained further that a referendum in Thurrock Council would be triggered if Council Tax increased by 4% or more above the authority's relevant basic amount of Council Tax for 2015/16. Due to the loss of assumed freeze grant and the Council's low budget base, a 3.99% increase was recommended as it would raise some £2.2m in 2016/17 and make some headway towards the more difficult task of balancing 2017/18 and beyond. It was explained that a 3.99% increase in Council Tax equates to £44.82 for a Band D property in Thurrock. Some 70% of properties in Thurrock are Bands A-C where the increase ranges from £29.88 - £39.84 per year or £0.57 - £0.77 per week.

All members agreed that raising Council Tax was apparent. Members understood that it was no longer possible to freeze the grant. The Committee commended Thurrock Council for maintaining Council Tax to a minimum in previous years despite budget savings.

The Head of Corporate Finance explained that Thurrock Council had one of the lowest levels of budgets in the Country for the range of services that were provided. Councillor Kerin raised concerns over those Council services that may receive further budget savings due to meeting future deficits. The Head of Corporate Finance understood members concerns and explained that the Council were taking steps towards rebuilding Thurrock Councils financial casing.

The Committee were informed that the Government's spending power calculation for all Councils with Adult Social Care responsibilities expected an increase of 3.75% representing a general Council Tax increase of 1.75% per annum, plus the additional 2% Social Care precept. Councillor Stewart questioned the difference between 3.75% and the recommended 3.99% increase in Council Tax. The Head of Corporate Finance explained that by

raising Council Tax by an extra 0.25% this would make some headway towards the more difficult task of balancing 2017/18 and beyond.

The Head of Corporate Finance explained that when setting the Council Tax and budget, the Council had a statutory obligation to consider the Responsible Financial Officer's Section 25 Statement. The statement sets out the robustness of the budget set but also whether the S151 Officer has confidence in the future financial position of the Council. When making this judgement, the S151 Officer considers the Council's position on Council Tax, the ability to make cost saving decisions and the robustness of plans for the future. The Committee were informed that the Corporate Overview and Scrutiny Committee and the 10 February 2016 Cabinet would inform the opinion.

The Chair of the Committee asked for clarification regarding the 2% Social Care precept. The Head of Corporate Finance explained that the Social Care precept included the need to manage increasing demands for both Children's and Adults' Social Care whilst also needing to meet further pressures from the following government decisions:

- Changes to National Insurance and the introduction of the Apprentice Levy increases costs by circa £0.5m.
- The minimum wage increases had been estimated to impact Adult Social Care contract provision by £1.5m.

The Chair of the Committee requested that the Head of Corporate Finance produced a report summarising the budget review panel at the next Corporate Overview and Scrutiny Committee. The Chair requested this as he felt uneasy about defaulting to a maximum increase (without the need for a local referenda) and that there were more optimisations and efficiencies within the organisation to suggest that a 3.75% was more acceptable rate increase. Committee members argued up front for a 3.99% total rise, and therefore, the majority view of the Committee was clear.

RESOLVED:

1. **That Corporate Overview and Scrutiny Committee noted and commented on the key changes to the 2016/17 base budget;**

2. **That Corporate Overview and Scrutiny Committee provided Cabinet with a view to the proposed 2% increase in Council Tax relating to the Social Care Precept;**

3. **That Corporate Overview and Scrutiny Committee provided Cabinet with a view to the proposed 1.99% increase in Council Tax relating to the overall budget; and**

4. **That Corporate Overview and Scrutiny Committee noted the comments regarding the Director of Finance and IT's Section 25 considerations as set out in section 6 of this report.**

38.   **Work Programme**

The Committee examined the Work Programme, it was agreed by members that a summary of the budget panel review would be added to the work programme for 24 March 2016.

RESOLVED

That the Work Programme be noted.

The meeting finished at 8.46 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

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Corporate Overview and Scrutiny Committee – Action List Update

Date	From	Action	Status	Lead Officer	Resolved?
25 June 2015	Cllr Hebb	An update on the development of a pop-up window on the Corporate website to enable users to provide feedback regarding functionality.	An update was provided to the Committee on 19 November. It was reported that this function was now live and web users could provide feedback.	Jackie Hinchliffe	CLOSED
25 June 2015	Cllr Hebb	That a summary of the work undertaken by the Budget Review Panel, once concluded, be referred to the Committee for consideration and comments.	It is anticipated that an update will be referred to the Committee in January 2016.	Sean Clark / Steve Cox	OPEN
17 September 2015	Cllr Stewart	For officers to investigate whether blue recycling and brown garden waste bins were combined together when collected, for example if they were collected on the same refuse trucks.	There are operational occasions where this might happen and it is trying to be minimised. At a time if a road is missed then it is possible that all the waste streams for that road will be mingled on collection, this is due to the cost of sending out two crews and refuse lorries rather than the minor cost of sending such a small tonnage of waste to landfill. The department are looking to take actions to minimise this from happening and are hopeful that a future change of work arrangements will make this a very small exception. The department are aware of the disincentive this depicts for people who have taken their time to recycle.	Richard Parkin	CLOSED
17 September 2015	Cllr Liddiard	For a vision of Community Hubs to be shared with the Committee outside of the meeting.	Officers are currently investigating.	Steve Cox	OPEN
17 September 2015	Cllr Stewart	For a list of statutory and discretionary services to be shared with the Committee so that Members could be more informed of the impact of the budget savings. Officers explained that the slide pack from the budget review panel process could	A list of statutory and discretionary services is currently being developed by Directors Board and it is anticipated an update will be available in the New Year.	Steve Cox / Sean Clark	OPEN

Corporate Overview and Scrutiny Committee – Action List Update

|					
		be circulated.			
17 September 2015	Cllr Hebb / Cllr Liddiard	It was agreed that officers could obtain further detail of what Cllr Hebb wanted to achieve from changing the reporting mechanism from outside of the meeting, following which both reporting mechanisms could be considered by Performance Board and the findings presented to the Committee at a later meeting. In relation to this Councillor Liddiard requested: For officers to investigate the viability, cost impact and ability to change the currently RAG (Red, Amber, Green) reporting system and consider the wider implications.	The Corporate Planning Framework is currently under review and will be considered by Directors Board in January. This will include a review of how we will monitor the Council's performance against the Corporate Plan.	Sarah Welton / Karen Wheeler	OPEN
17 September 2015	Cllr Hebb	How the target of the number of apprentices employed by the Council was set.	65 was the target in 2013/14 and originally it was intended that the target would be increased each year. However, over the last couple of years, given the budgetary situation across all directorates, the ability to recruit and accommodate apprentices and still ensure that their training and experience was of a good standard, has been reduced. Thus rather than increase the target, and put services under increasing pressure, it was decided to maintain the same target – which is still very challenging in the current climate.	Sarah Welton	CLOSED
17 September 2015	Cllr Hebb	Whether the geographical areas with the most contaminated recycling waste loads had been identified and if communication could be targeted in these areas to mitigate the volume of	The Environment Department have seen a gradual decline of recycling levels over the last few years. This is a national trend however there are certain Councils who are still increasing their recycling rates. Early in the new year the department are looking to have a new action plan in place regarding the increase of recycling. Part of this plan is to target specific area/rounds where recycling appears to be lower than other areas. There is a complication in this however as some rounds have less	Richard Parkin / Karen Wheeler	OPEN

Corporate Overview and Scrutiny Committee – Action List Update

		contaminated waste.	properties/bin lifts than others therefore some assumptions will need to be worked on.		
17 September 2015	Cllr Hebb	What other accreditations the authority could undertake to demonstrate performance against the priority of a 'well-run organisation'.	The Council holds the Lexcel Law Society Practice Management Standard for Legal Services; ADSO Award for Democratic Services Team of the Year; Customer Contact Association (CCA) global standard; Bronze Homelessness Standard and IIP Gold accreditation. The Information Management team are currently looking at pursuing the ISO 27001 Certification for Information Security Management and are considering costs and requirements. Currently awaiting further feedback from other services.	Jackie Hinchliffe	OPEN
19 November 2015	Cllr Hebb	To circulate a weekly progress tracker regarding the Serco transition to identify whether key milestones were on or off track.	An update report for the Serco work was circulated to the Committee which completed on 1 December 2015. The project arrangements have now been concluded and no further reports will be circulated.	Matthew Essex	CLOSED
19 November 2015	Committee	To investigate whether an audit of training records could be undertaken by the internal audit team as a due diligence exercise and included on the annual audit work programme as appropriate.	Will submit the proposal to be considered for inclusion in the 2016/17 audit plan.	Jackie Hinchliffe / Wendy Allen	OPEN
19 November 2015	Committee	That officers undertake a benchmarking exercise to determine how Thurrock's investment in training compares with other similar sized unitary authorities. The results of any such exercise can be updated to Members in the form of a briefing note.	Options for conducting a meaningful benchmarking exercise to be researched with a view to conduct the benchmarking in April/May.	Jackie Hinchliffe / Wendy Allen	OPEN
19 November 2015	Committee	That officers form a working group with Members to identify innovate and	Group Leaders and Independent Members have been invited to put forward nominations to the Working Group. Nominations have been received and Members will be contacted in the New Year to	Democratic Services	OPEN

Corporate Overview and Scrutiny Committee – Action List Update

		accessible ways to enhance the Member Development and Training Programme.	arrange for a first meeting in order to progress this matter further.		
19 November 2015	Committee	That each Political Group nominate a "Training Advocate" to act as a lead liaison between Elected Members and Democratic Services in order to help identify which skills Members wish to develop and promote the training courses on offer.	Group Leaders have been invited to nominate a Training Advocate for their respective groups. Nominations have been received and Members will be contacted in the New Year.	Democratic Services	OPEN
7 January 2016	Committee	That Officers note the difference between a target and a stretched target in future performance reports.	This will be covered in the Qtr 3 Corporate Performance Report on the agenda of the next meeting	Sarah Welton	OPEN
7 January 2016	Committee	That Ofsted is given a gentle reminder to carry out various school inspections during the Spring Term	Carmel and Roger Edwardson met Andrew Cook, HMI, Regional Director, East of England before Christmas with a request to inspect a number of Thurrock Primary Schools who currently do not have an inspection grade. To date West Thurrock, and Somers Heath Primary Schools have been inspected this month. Children's services are anticipating more schools to be inspected before the Easter break.	Carmel Littleton	OPEN

Corporate Overview and Scrutiny Committee – Action List Update

7 January 2016	Committee	To deliver a graph that provides the share in the 54.5% of 19-21 year old care leavers in either education employment or training in Thurrock.		Carmel Littleton	OPEN
7 January 2016	Committee	To investigate the integration of data from the Fairness Commission Survey in relation to complaints regarding poor communication and lack of response.	When this question was originally raised, the Director of HR, OD and Transformation, acknowledged that the integration/cross referencing of complaints data with the residents survey could be looked into. With this in mind, at the point any residents survey is undertaken, an exercise will be undertaken to cross reference the outcome of survey data with complaints data	Jackie Hinchliffe	OPEN
7 January 2016	Committee	To investigate if three bins had been scheduled into the corporate planning policy.	The Planning policy doesn't specifically state a 3 bin requirement. However, the need to ensure appropriate refuse facilities in any new development is a Planning requirement and planning consult with the relevant department on Planning applications to ensure that reasonable facilities are provided. The Local Plan is currently being reviewing and putting together separate, but aligned, design guidance. As the finer details of these documents are worked up, Planning can look further into this matter.	Richard Parkin	OPEN
7 January 2016	Committee	The investigation of a waste collection scheme which would enable members of the public to return used bottles and items of waste in return for money.	Thurrock is currently doing a piece of work to look at all its waste disposal options and how recycling can be increased within the borough. We will actively add this item into this options appraisal and look at feasibility.	Richard Parkin	OPEN

Recorded activity for Care Leavers (aged 19-21yrs) as at 31st January 2016

- Full time higher education (i.e. studies beyond A level)
- Full time education other than higher education
- Full time training or employment
- Part time education other than higher education
- Part time training or employment
- Not in Education Employment or Training/ or awaiting data
- Awaiting data

Corporate Overview and Scrutiny Committee – Action List Update

7 January 2016	Committee	The use of a RAG Status to be investigated to show how cost recoverable the fees were in the fees and charges report.	Significant work around fees and charges will be taking place over the coming months as part of the Council's drive towards financial self-sustainability. This will include an analysis of cost recovery and the results of this will be built into future reports on fees and charges.	Sean Clark	OPEN
2 February 2016	Committee	Officers to provide information as to what the targets were speculated to be in 2017/18 for the additional schemes for cabinet to approve these were: - Additional Funding -Invest to Save -Gloriana	The Committee agreed that this work would not be done for the 2016/17 budget proposals but would be completed for future budget considerations. As the Council builds up a more comprehensive capital programme, the impacts will become clearer to inform this action.	Sean Clark	OPEN

24 March 2016	ITEM: 5
Corporate Overview and Scrutiny Committee	
Member Support Services	

Wards and communities affected: All	**Key Decision:** Non-key
Report of: Matthew Boulter, Principal Democratic Services Officer	
Accountable Head of Service: Fiona Taylor, Head of Legal Services	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is public	

Executive Summary

This report outlines the current resources and support services available to Members and sets out the parameters of the current review into Member services and how this will affect Members in the future.

1.   Recommendation(s)

1.1   The Committee consider and comment on the report and agree whether there are any actions that can be taken to inform Members of what resources are available to them.

1.2   Feed in any comments to inform the current review of resources.

2.   Introduction and Background

2.1   The question of Member support services has come into sharp focus over the 2015-16 municipal year due to increasing pressure on central budgets but also as part of the Independent Remuneration Panel's recommendations in the summer of 2015, which led to a Full Council debate about what support was available to Members in their day to day roles. This report aims to clarify the details of this support.

Member Services

2.2   Member Services currently consists of two full time posts and one apprentice. The team works across all political parties to provide support in the following areas:

- Deal with Member casework (primarily progressing issues on behalf of Members through 'Member Enquiries', which is a service provided by the central Information Team)
- Orientate new Members and organise Member IT equipment
- Revise the Member Handbook each year
- Organise the following events
  - Fly the Flag
  - Armed Forces Day
  - St. George's Day
  - Civic Dinner
  - Some aspects of Annual Council
  - Commonwealth Day
  - Remembrance Sunday
  - Cycle Marathon
  - Some Elections duties
  - Any Mayoral charity events
- Manage the Mayor's diary and administration, including liaising with the chauffeur
- PA support to Group Leaders and Councillors, including diary management, booking travel and accommodation and other general requests.
- Member Training Programme Administration
- Outside Bodies administration
- Administrate Member expense claims.
- Refreshing DBS checks

2.3   For the sake of work management, each officer is assigned particular tasks to allow them to build up expertise and knowledge to provide effective support in specific areas of work. For example, one officer is expected to act as the key support for any Mayoral enquiries.

2.4   All staff work apolitically and are expected to support any Member from any political party. With this in mind a number of activities are not suitable for Member Services to undertake:
- Any party political activities such as designing campaign leaflets or administrating internal political party business.
- Undertaking any personal or private duties for Members, such as booking private appointments or running personal errands.

2.5   Member Services is a finite resource and there is an expectation that the team will prioritise work according to their workloads. Work for party leaders and the Mayor are considered a high priority. That said there has never been an issue raised by backbench Members that adequate support has not been provided for them.

2.6   The total budget for the Service is currently £154,093 which includes all staff costs, pension and National Insurance contributions plus the budget for the Mayor's chauffeur service.

Stationery

2.7   Stationery and general office services are available to all Members who are expected to use them appropriately and within reason. Members have access to pens, paper and office equipment for Member use and may request these items through the Member Services Team. Stationery has to comply with the Council's procurement rules. This stops officers/Members purchasing expensive pens or luxury paper when cheaper alternatives are available.

2.8   The Member Services Team is also able to send and administrate written correspondence and mail on behalf of Members. Members may also access envelopes and paper for correspondence via the Member Services Team if they wish to undertake this work on their own accord. Due to a small budget, the Council is unable to provide Members with significant amounts of envelopes or postage and activities such as mail drops for one hundred houses, for example, would have to be funded through party funds or via a relevant department who may be working in collaboration with a Member on a certain issue. In the latter case, the department would be expected to manage the co-ordination of the correspondence and not the individual Member. The only mass correspondence supported by internal budgets relate to mayoral or other civic duties.

ICT

2.8   All Members can purchase tablet devices through the Council and related ICT support is provided by Member Services or the ICT Helpdesk. Mobile phones are supplied to all Members by the Council. Static desktop computers and telephones are available freely to all Members in the Members Area on the ground floor alongside printing services.

2.9   Following the digitisation programme introduced by the former Chief Executive, all Members were asked to return their laptops and printers to the Council and with the use of tablets there is an expectation that the need to print documents will reduce significantly in the near future. The amount of Members requesting printer ink cartridges has significantly reduced in the last year and as the Council has not yet officially gone fully digital, these purchases are still supported. The cost of an ink cartridge ranges between £30 and £50 each through the Council's suppliers.

Member Training

2.10   Member training is provided to Members every year. A separate report that came to this committee in November 2015 detailed the resources available to Members. In essence the training is administrated by Member Services and delivered by the relevant departments.

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

3.1 In September 2015 the Principal Democratic Services Officer was asked to review the Member Services Team. To allow for this review the Legal Services Business Manager took over management of the team.

3.2 The review took into account the views of group leaders and senior officers and provided a number of options for delivering the service for the future. These options have been submitted to the Head of Legal Services and are being discussed with the Chief Executive. This process has yet to be completed and therefore, this committee has an opportunity to put forward any views that will be forwarded to the relevant managers to consider in tangent with the review report.

4. **Reasons for Recommendation**

4.1 Member resources must be responsive to the needs of Members as well as taking into account other factors such as budgets and professional conduct. This report allows Members to add any further comments on the future look and work of Member Services support, as well as addressing any other issues to do with informing Members of what resources they have access to.

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

5.1 The review of Member Services took into account the views of all party leaders as well as those of senior officers at the Council.

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

6.1 Member Support is crucial in enabling Members to perform their roles properly and its efficient functioning ensures that all corporate priorities are upheld and pursued through the elected body at the Council. Current budget pressures bring into sharp focus the need for support to elected members to cover the essential requirements of Member support and to avoid duties or jobs that do not contribute to the effective discharge of ward and other Member duties.

7. **Implications**

7.1 **Financial**

Implications verified by: **Laura Last**

Business Manager, Finance

Member resources are part of the wider Legal Services budget and as such are subject to regular review and monitoring. The purchase of resources from training to stationery must be undertaken judicially so as to keep within spending limits.

7.2 **Legal**

Implications verified by: **David Lawson**
                              Monitoring Officer

There are no legal implications.

7.3 **Diversity and Equality**

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

Member support services are responsive to the needs of all Members regardless of political background and other factors. Services are applied equally across all Members and where special arrangements are required, officers work to accommodate these.

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

None

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):

- None

9. **Appendices to the report**

- None

Report Author:

Matthew Boulter
Principal Democratic Services Officer
Legal Services

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24 March 2016	ITEM: 6
Corporate Overview and Scrutiny Committee	
Month 9 / Quarter 3 Corporate Performance Report 2015/16	

Wards and communities affected: All	**Key Decision:** Non-key

Report of: Councillor Victoria Holloway, Cabinet Member for Central Services
Accountable Head of Service: Karen Wheeler, Head of Strategy, Communications & Customer Services
Accountable Director: Jackie Hinchliffe, Director of HROD & Transformation
This report is public

Executive Summary

This report provides Members with a summary of performance against the Corporate Scorecard 2015/16, a basket of key performance indicators, as at Month 9/Quarter 3 i.e. end of December 2015. These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

At the end of Month 9, 90% of these indicators are either meeting or within an acceptable tolerance of their target.

1.   **Recommendation(s)**

1.1   **Comments and notes the performance at this stage in the year and identifies, where it feels necessary, any further areas of concern on which to focus**

1.2   **Recommends the areas In Focus to be circulated as appropriate to relevant Overview and Scrutiny Committee Chairs.**

1.3   **Comments on 3.9 to inform the corporate scorecard for 2016/17**

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2. Introduction and Background

2.1 This report provides Members with a summary of performance against the Corporate Scorecard 2015/16, a basket of key performance indicators, as at Month 9/Quarter 3 i.e. end of December 2015.

2.2 These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

3. Issues, Options and Analysis of Options

This report is a monitoring report for noting, therefore there is no options analysis.

Performance Report Headlines

The headline messages for this report are:

3.1 **Performance against target** - of the 41 indicators that are comparable, at the end of December 2015 *(NB KPIs = Key Performance Indicators)*

	End of December 2015
GREEN - Met their target	48.78%
AMBER - Within tolerance	41.46%
RED - Did not meet target	9.76%

90% of the KPIs are currently hitting or close to target. Given, the backdrop of reduced resources, and in particular, how these constraints impact on the Council's finances and demands for services, this is encouraging. For those which are below target, in some cases this is because the Council has set itself deliberately ambitious targets. These are being monitored closely and individual commentary for all those indicators which are IN FOCUS is included in this report.

3.2 **Direction of Travel** (DOT) - of the 45 indicators that are comparable, at the end of December 2015 (based on the previous year's outturn or position the same time last year, depending on which is most appropriate for the indicator):

	DOT at end of December 2015
⬆ IMPROVED	57.78%
➡ STATIC	22.22%
⬇ DECLINED	20%

KPIs 'IN FOCUS'

3.3   As part of the council's performance management process, the Performance Board - a council wide group of performance leads – reviews the progress of the Corporate Scorecard on a monthly basis to provide assurance to the Directors' Board and Cabinet of delivery.

Where the Performance Board identifies issues that it considers to be of concern or indeed merits the highlighting of good performance, it recommends these to the Directors' Board and Cabinet for their consideration.

This quarter the Performance Board have put the following indicators IN FOCUS.

3.4   **Recycling Rates**

Definition	The indicator measures percentage of household waste arisings, which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.		
RAG Status	**RED**	Direction of Travel since 2014-15	**Worse**
December Actual	**Target (December 2015)**		**Year End Target**
33%	40%		48%

As highlighted in previous monitoring reports, recycling rates continue to be below target.

In order to drive an increase in recycling across the Borough a detailed action plan has been developed and presented to the Corporate Overview and Scrutiny Committee. The strategy includes identifying areas within the Borough where recycling rates are lowest to enable targeted campaigns and

communications as well as an over-arching communication strategy for all residents. Plans have also been submitted to look at how best to enable recycling for flats.

Although the work to deliver the proposals is underway, it is anticipated that the increase in recycling will be a slow and steady climb over an extended period.

[Commentary agreed by Richard Parkin]

3.5   Reablement

Definition	% of older people still at home 91 days after discharge		
RAG Status	**RED**	Direction of Travel since 2014-15	**Worse**
December Actual	**YTD Target (Dec)**		**Year End Target**
87%	91%		91%
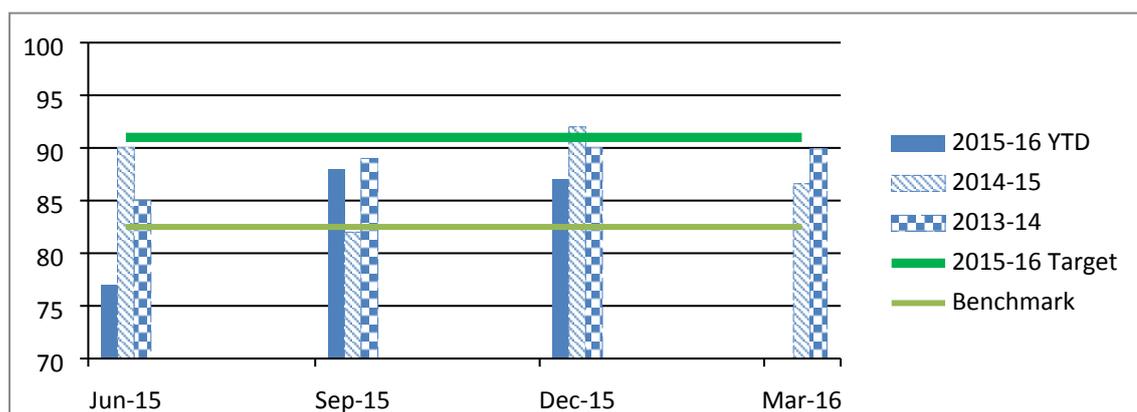
At Quarter 3, of those discharged between 1 July to 31 August 2015, 140 were discharged to a reablement service. Of those, 122 remained at home 91 days later, which equates to 87%. Of the 18 that did not remain at home 15 passed away before the 91 day period and 3 returned to hospital.

Whilst this falls below our target of 90% our current performance exceeds the national outturn for 2014/15, which was 82% and is slightly above our 2014/15 outturn of 86%.

The national indicator measures those discharged between 1 October 2015 to 31 December 2015 only so it is Q4 data that will be published within the SALT (Short & Long Term) statutory return results.

[Commentary agreed by Roger Harris]

3.6   Rate of Children subject to child protection plans

Definition	Rate of Looked After Children per 10,000 population		
RAG Status	**n/a**	Direction of Travel since 2014-15	**Worse**
December Actual	**YTD Target (Dec)**		**Year End Target**
86	No target set		No target set
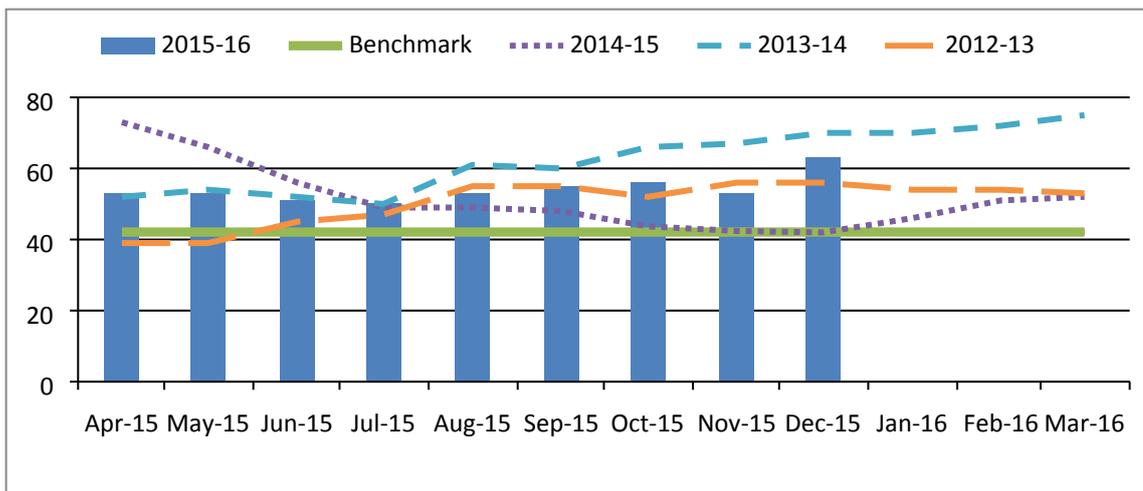
There has been a significant rise in the number of children subject to Child Protection Plans. This is outside of what has been predicted and the service is continuing to analyse this.

Two factors appear to have accounted for the increase. The first is the low rate of children ceasing plans in December which was only 5, compared to 27 in November. It is projected that by the end of 2015/16 there will have been 221 plans which have ceased and 316 plans that have started. This is a reversal in demand from 2014/15 which saw 312 cease and 226 new plans.

Additionally the service reported a rise in high risk domestic violence cases being referred to the MASH (Multi-Agency Safeguarding Hub) by the Police. We are looking into this with partners.

To ensure that only appropriate cases progress to Initial Child Protection Conference (ICPC), the service are now requiring Service Manager sign off for all such decisions.

[Commentary agreed by Andrew Carter]

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3.7 Incidents of Flytipping and Abandoned Vehicles

Definition	Number of reported incidents of fly-tipping/ abandoned vehicles (AV)		
	December Actual	YTD Total	Year End Target
Flytipping	124	1775	No target
AV	91	701	No target

No of reported incidents of fly-tipping
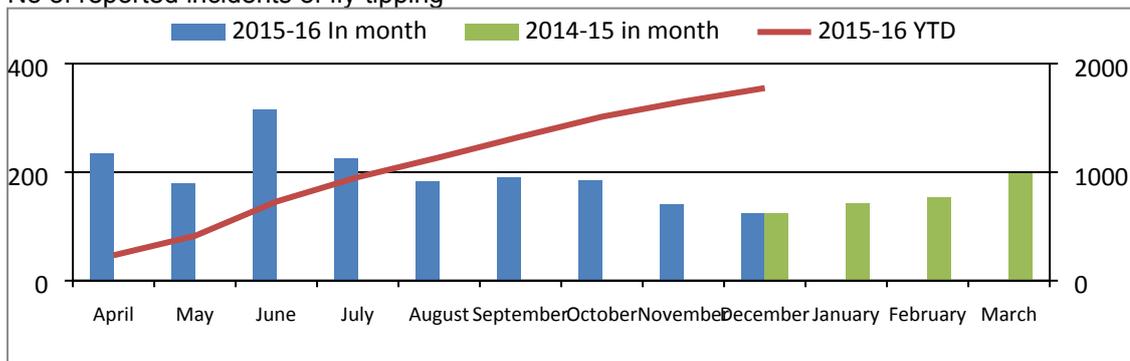
No of reported incidents of abandoned vehicles
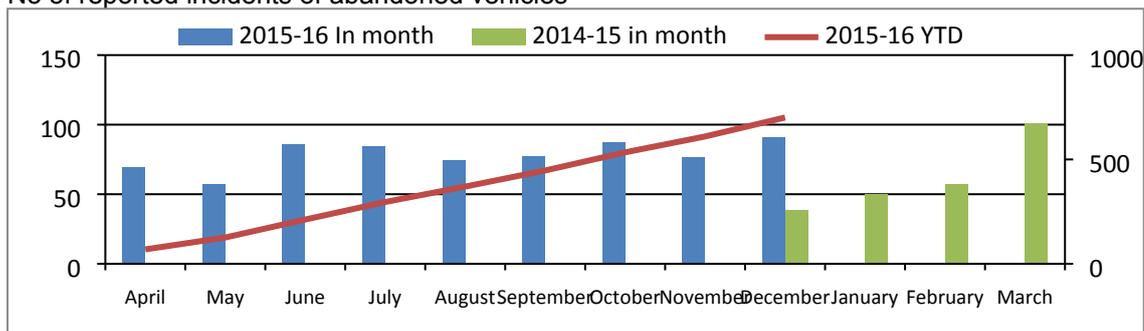
These indicators have been in focus to highlight the increase in the number of reported incidents of both flytipping and abandoned vehicles. These have not been set a target as they are not performance related indicators. They are workload (demand) indicators. We do not have data for the whole of last year for these indicators however the average per month for the partial year in 2014/15 compared with the average per month so far in 2015/16 is:

	2015/16 Monthly average	2014/15 Monthly average
Flytipping reports	197.22	154.25
AV reports	77.89	61.5

Reports of fly-tipping and abandoned vehicles have and continue to increase. Officers are working hard to address service requests received and the Council is reconsidering enforcement provision.

[Commentary agreed by Lucy Magill]

3.8   The other two RED KPIs this quarter are:
- % of primary schools judged "good" or better
- % of Looked After Children who attain 5+ A* to C (including English and Maths) at KS4

Both of these indicators were reported to Corporate Overview and Scrutiny Committee in detail in January 2016 as part of the mid-year report and the situation remains the same as there have been no further Ofsted inspections undertaken with primary schools in the intervening period and the KS4 results only change once per year.

3.9   **Format of Performance Reports**

In January 2016, Corporate Overview and Scrutiny Committee asked officers to review the way corporate performance is reported and targets are set.

In particular, officers were asked to:

1. consider changing to a RED or GREEN status to show whether an indicator is on target or not, ie removing the category of AMBER
2. focus upon indicators which have a downward trend rather than those that are just RED
3. are clearer about why and how a particular target has been set particularly if this is a stretched target.

Point 1: Performance Board have looked at this and feel that there is benefit in continuing to use AMBER as a category, but felt that the use of AMBER should be more clearly defined.

The use of AMBER indicates that a particular indicator is below target but within an "acceptable tolerance" of the target. For most indicators this means that it has not reached the target but is better than the equivalent period the previous year. It is not usually the case that the new target is lower than previous year's outturn, however if this is the case, the service determines at the beginning of the year what the tolerance will be e.g. within 10% of the target.

Point 2: The Direction of Travel is already used as a way to illustrate changes in performance, although the main focus has been on RED indicators. However, as part of the monthly monitoring undertaken by Performance Board, any indicator that has changed significantly – whether improved or worsened – is reviewed, and if the Board feel that this needs to be escalated, then they will be put it into focus for Directors Board and Cabinet to consider on a monthly basis, and Corporate O&S Committee to consider quarterly.

Point 3: As part of the annual review of the Corporate Scorecard Indicators being undertaken during March and April as part of the wider annual corporate planning

exercise, this will be taken into account and greater clarity will be provided to on how and why a particular target has been set. This will include any national frameworks which need to be followed, trend information, benchmark comparison with others (where available) and with due consideration to any financial or other issues which may have impacted the setting of the target.

Members are invited to comment further on the information provided above to inform the corporate framework for 2016/17 for consideration by Directors Board and Cabinet.

3.10 **The full summary of performance is set out below:**

Corporate Priority	No. of PIs (not inc. Annual KPIs)	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a)	*No. of KPIs at Green* ✔	*No. of KPIs at Amber* ⇔	*No. of KPIs at Red* ✘	No. of KPIs unavailable for comparison (n/a)	No. Improved since 2014/15 ⬆	No. Unchanged since 2014/15 ➡	No. Decreased since 2014/15 ⬇
Create a great place for learning and opportunity	15	2	3	8	2	0	11	4	0
Encourage and promote job creation and economic prosperity	6	2	2	2	0	2	3	0	1
Build pride, responsibility and respect	5	1	3	1	0	0	2	2	1
Improve health and well-being	10	5	3	1	1	6	2	0	2
Promote and protect our clean and green environment	8	5	2	0	1	3	0	2	3
Well run organisation	13	1	7	5	0	1	8	2	2
TOTAL	57	**16**	**20**	**17**	**4**	**12**	**26**	**10**	**9**
		PIs available = 41	48.78%	41.46%	9.76%	**PIs available = 45**	57.78%	22.22%	20%

*Please note it is possible to have a different number of indicators comparable against "Direction of Travel" than "Against Target" because for some indicators we only have one year's worth of data and therefore cannot compare Direction of Travel

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4.   Reasons for Recommendation

4.1   This monitoring report is for noting, with a further recommendation to circulate any specific areas to relevant Overview and Scrutiny for further consideration.

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

5.1   This monitoring report is considered on a quarterly basis by Corporate Overview and Scrutiny Committee and where there are specific issues relevant to other committees these are further circulated as appropriate.

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

6.1   This monitoring report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

7.   Implications

7.1   **Financial**

Implications verified by: **Laura Last**

Senior Finance Officer, Corporate Finance

This is a monitoring report and there are no direct financial implications arising. Within the corporate scorecard there are some specific financial performance indicators, for which commentary is given within the report. With regard to other service performance areas, any recovery planning commissioned by the Council may well entail future financial implications, which will be considered as appropriate.

An increase in the number of Child Protection Plans has led to greater spend within the children's directorate. Work to reduce the number of Child Protection Plans should decrease spending in this area and help to mitigate further budget pressures.

7.2   **Legal**

Implications verified by: **David Lawson**

Deputy Head of Legal and Monitoring Officer

This is a monitoring report and there are no direct legal implications arising.

7.3   **Diversity and Equality**

Implications verified by: **Rebecca Price**
                              Community Development Officer

This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains 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 and children, volunteering etc. Individual commentary is given within the report regarding progress and actions.

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

The Corporate Scorecard contains measures related to some staff, health, sustainability and crime and disorder issues. Individual commentary is given within the report regarding progress and actions.

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):

* **Corporate Priority Activities Plan 2015/16**
  https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=129&MId=2548&Ver=4

9.   **Appendices to the report**

* Appendix 1: Corporate Scorecard Summary 2015/16 Quarter 3

Report Author:

Sarah Welton

Strategy & Performance Officer

Strategy, Communications and Customer Services

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Monthly KPI	Unit	Freq	High/Low	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Latest Target	End of Year Target	DOT (since last year)	RAG Status
16-19 yr old Not in Education, Employment or Training (NEET)	%	M	Low	5.3	5.3	5.3	5.2	5.5	5.8	5.7	5.5	6.1	6.2	5.7	6.1	4.9	4.7	5	5	Better	G
% of 19-21 yr old care leavers in Education, Employment or Training	%	M	High		n/a			35	0	33.3	41.2	47.6	48.4	54.5	54.4	56.5	57.1	70	70	Better	A
Children subject to Child Protect Plan*	Rate	M	-	42.4	42	46	51	52	54	54	51	50	53	55	56	54	63	n/a	n/a	Worse	N/A
Rate of Looked After Children*	Rate	M	-	78	75	74	71	72	70	72	74	76	78	80	83	84	86	n/a	n/a	Worse	N/A
% of primary schools judged "good" or better	%	Q	High		75.8			76.5		71.4			72.2			72.2		86	above national	Worse	R
KS2 Attainment – Achievement at Level 4+ in Reading, Writing & Maths	%	Q	High		76.8			76.8		78.6			78.6			78.6		80	80	Better	A
KS2 Attainment – Achievement at Level 5+ in Reading, Writing & Maths	%	Q	High		20.2			20.2		20.3			20.3			20.3		>24	>24	Better	A
Achievement of Level 2 qualification at 19	%	Q	High		87.2			88		88			88			88		>85.6	>85.6	Better	G
Achievement of Level 3 qualification at 19	%	Q	High		52.8			53.2		53.2			53.2			53.2		57	57	Better	A
Number of free places available for two year olds to access early years education in the borough	%	Q	High		1024			1083		1191			1260			1340		929	936	Better	G
Number of free places accessed for two year olds for early years education in the borough	%	Q	High		748			720		679			666			725		743	796	Better	A
LAC KS2 Attainment – Achievement at Level 4+ in Reading, Writing and Maths	%	Q	High		53			53		62.5			62.5			62.5		64	64	Better	A
LAC KS4 Attainment – 5+ A*-C (including English and Maths GCSEs)	%	Q	High		9.5			9.5		9.5			5			5		15	15	Worse	R
Average time (in days) for a child to be adopted (3 year average)	%	Q	Low		710			710		632			616			630		442	426	Better	A
Average time (in days) between placement order and placement for adoption (3 year average)	%	Q	Low		244			244		199			197			215		121	121	Better	A
% of Major planning applications processed in 13 weeks	%	M	High	85	85.7	86.4	87.5	84	66.7	60	71.4	75	77.8	80	82.6	81.5	83.9	75	75	Worse	G
% of Minor planning applications processed in 8 weeks	%	M	High	90.4	89.9	89	88.8	88.3	76.9	81.5	83.7	85.2	88.6	89.5	91.2	91.3	90.8	88	88	Better	G
No of apprenticeships within the council	No	M	High	27	35	43	47	52	4	9	15	20	23	26	33	38	38	52	65	Better	A
Unemployment Rate (up to 6 mths in arrears)	%	Q	Low		6.7 (Sept)			6.6 (Dec)		6.5 (March)			6.6 (June)			6.2 (Sept)		4.6	Same as Region	Better	A
No of households at risk of homelessness approaching the Council for assistance	No	M	Low		n/a			2670	203	473	716	989	1214	1441	1705	1964	2186	1800 (Baseline)	2400	Worse	N/A
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	%	M	High	74	70	70	70	70	73	71	71	70	70	70	70	71	70	75	75	In line	A
Number of volunteer opportunities in the council	No	Q	High		251			250		251			257			256		250	250	Better	G
% of properties transformed against planned programme (based on 2000 prop)	%	M	High		100			100	100	100	100	100	100	100	100	100	100	100	100	In line	G
% of young people who reoffend after a previously recorded offence	%	Q	Low		24			24		37			5			19		20	25	Better	G
Permanent admissions to residential / nursing homes per 100K pop. 18yrs+	Rate	M	Low						13	28	43	60	73	81	91	93	100	121.5	163	n/a	G
% adult social care users in receipt of Self Directed Support	%	M	High	72	72	72	72	72	64	64	64	75	76	75	75	75	74	75	75	Better	A
No of households assisted to move to a smaller property (downsize)	No	M	High	41	49	56	62	68	11	17	22	28	32	40	45	47	53	40	55	Better	G
Tier 2 weight mgt services for adults: % of course attendees who achieve their goal by 12 wks	%	Q	High		n/a			n/a		n/a			50.6			data lag		<40	<40	n/a	N/A
% of children identified in Y6 as overweight/ obese followed up for ongoing support	%	Q	High		n/a			92.5		94.6			94.6			94.6		>92	>92	Better	G
% of 4 week quitters from the 40% most deprived LSOAs in Thurrock	%	Q	High		n/a			36		38			37.02			data lag		35	35	n/a	N/A
Emergency admissions to hospital	Rate per 100k	Q	Low		n/a			13846		2924			6042			data lag		13361	13361	n/a	N/A

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Monthly KPI	Unit	Freq	High/Low	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Latest Target	End of Year Target	DOT (since last year)	RAG Status
Delayed transfers of care from hospital	Rate	Q	Low	n/a			8			3.5			3.7			data lag		9.6	9.6	n/a	N/A
Delayed transfers of care attributable to adult social care only	Rate	Q	Low	n/a			1.8			0.5			0.8			data lag		3.1	3.1	n/a	N/A
% older people still at home 91 days after discharge	%	Q	High	92			90			77			88			87		91	91	Worse	R
% Household waste reused/ recycled/ composted (in month)	%	M	High	37	36	34	33	40.38	42	46	44	41	41	43	39	35	33	40	48	Worse	R
Municipal waste sent to landfill (cumulative)	%	M	Low	20.2	19	20	19	19	24.2	27.25	30.6	27.3	25.2	23	22	21	19	19	19	In line	G
% of refuse bins emptied on correct day	%	M	High	n/a				98	98.8	97.8	97.6	99.4	98.2	99	98.5	98.5	98.6	98.5	98.5	In line	G
Tonnage of street waste (In month - not cumulative position)	Tonnes	M	Low	n/a		n/a			293.28	304.48	261.04	294.00	229.00	256.50	255.24	313.88	315.52	n/a	n/a	n/a	N/A
Number of reported incidents of fly tipping	No	M	Low	n/a	124	143	153	197	234	179	316	225	182	191	184	140	124	n/a	n/a	Worse	N/A
Number of reported incidents of abandonned vehicles	No	M	Low	n/a	38	50	57	101	69.00	57.00	86.00	84.00	74.00	77.00	87.00	76.00	91.00	n/a	n/a	Worse	N/A
Average sickness absence per employee	Days	M	Low	6.52	7.42	8.27	9.02	9.87	0.76	1.5	2.32	3.16	3.82	4.57	5.44	6.29	6.91	6.75	9	Better	A
% long term sickness	%	M	Low	51	50	48	48	46	49	46	43	47	48	47	47	45	46	37	34	Better	A
% stress/stress related absence	%	M	Low	19	20.5	16.87	16.9	17.5	19.1	18.7	19.45	19.2	18.2	16.65	16.32	16.08	16.2	19	18	Better	G
Overall variance on General Fund	£K	M	0	0	0	0	0	0	/	/	0	0	0	0	0	0	400	0	0	Worse	A
Overall variance on HRA	£k	M	0	-617	-413	-600	-600	-2485	/	/	0	0	0	0	0	67885	-4210	0	0	Better	G
Overall spend to budget on Capital Programme	%	Q	High	65			90			15			38			67		65	90	Better	G
% invoices paid within timescale	%	M	High	94.37	94.56	94.62	94.76	95.01	96.92	95.46	95.22	95.2	94.92	94.94	95.1	95.74	95.71	97	97	Better	A
% Council Tax collected	%	M	High	71.28	79.77	88.23	93.31	98.71	10.67	19.4	28.21	36.95	45.48	54.22	62.88	71.4	79.86	80.05	98.9	In line	A
% National Non-Domestic Rates (NNDR) collected	%	M	High	74.97	83.91	92.13	96.37	99.68	10.12	20.2	29.76	39.66	48.56	57.96	66.79	75.03	83.9	88.43	99.3	In line	A
% Rent collected	%	M	High	95.5	97.1	97.1	97.1	99.4	78.8	85.45	91.48	92.54	94.78	95.62	95.59	96.93	97.84	96	99.5	Better	G
No of people registered for My Account	No	Q	High	n/a			11000			19893			23624			27109		20500	25000	Better	G
% timeliness of all Complaints	%	M	High	98.21	98.19	98.23	98.38	98.3	94.8	96.8	96.5	96.5	97.2	97.6	97.87	97.9	97.8	98	98	Worse	A

24 March 2016	ITEM: 7
Corporate Overview and Scrutiny Committee	
Digital Council Programme – Progress Update	

Wards and communities affected: All	**Key Decision:** Key
Report of: Jackie Hinchliffe	
Accountable Director: Jackie Hinchliffe, Director of HR, OD and Transformation	
This report is Public	

Executive Summary

As part of its Transformation Programme the Council aspires to be a 'Digital Council'.

The overarching aim is to make Thurrock 'Digital by Default', developing services that both:

> Allow straightforward access to information and services in times and in ways that are convenient to the users rather than the providers

> …and are more efficient and cost effective to develop and run.

This is underpinned by ten 'Digital Principles' and based on the following ambition:

- Enable our customers to do more.

- Increase the effectiveness of our professional staff.

- Improve management information.

To support this vision, in September 2014, Cabinet agreed the ambitious and innovative Digital Council Programme. The scope was extended further in February 2015 to include additional initiatives.

Work to deliver the Council's Digital aspiration is progressing well. The programme has delivered early successes with residents now able to transact and access many of the Council's high volume services online 24/7 via their PC, mobile device or smart phone.

Other projects are in progress and on track to deliver significant benefits to residents and families, supporting earlier, better targeted intervention, deliver improved outcomes and manage down future demand for higher cost, more intrusive interventions (such as children being taken into care) whilst delivering broader long-term community wide benefits.

The programme is predicated on an 'invest to save' principle, encouraging customers to interact with the Council through the lowest cost channels and ensuring our processes and systems are streamlined and provide the most efficient service at the lowest possible cost, with customers having the option to be informed of progress throughout.

The Thurrock approach ensures those who are unable to access services online are not disadvantaged and that face to face and telephony channels are targeted at these customers.

To date, the Programme has delivered significant achievements, now providing a best practice website and a wide range of easily accessible online services with increasing customer take-up. The Council is also at the leading edge of Local Government in a number of innovative and emerging areas that have the potential to deliver significant savings whilst delivering improved outcomes for those individuals and families who most need our services.

The Programme is progressing well and is on target to deliver agreed outcomes within budget.

1   Recommendations

1.1   To note and comment on the content and progress of the Digital Council Programme.

1.2   Members consider how to support and promote the Channel Migration Strategy.

1.3   Members sign up for 'MyAccount' at www.thurrock.gov.uk/myaccount and encourage residents to create an account to access services online.

2   Introduction and Background

2.1   In September 2014, Cabinet agreed the Digital Council Business Case. This outlined three programmes of work to deliver the Council's ambition to become a 'Digital Council', building on the previous work undertaken through the Thurrock Online and IT Connects programmes.

Enable our customers to do more…	Increase the effectiveness of our professional staff…	Improve management information…
• Increasing self reliance	• Enabling cost reduction	• Managing our cost reduction targets
• Supporting 'local' access	• Increasing individual efficiency and control	• Increasing our focus on information analysis, benchmarking and best practice
• Maximising digital and automated solutions to drive self serve and efficiency	• Increasing cross team , cross directorate and cross agency work	• Understanding the totality of our relationship with customers and businesses
• Gathering customer insight to understand user needs and demands	• Focusing redesign delivery around strategic themes	• Using information to shape future services
	• Developing new models of delivery	

2.2   The Digital Council Business Case identified a series of projects required to deliver these programmes and Cabinet approved a budget of £1.7m, with an estimated £2.2m savings to be delivered by services as a result of increased efficiencies delivered by the programme.

2.3　　In February 2015, Cabinet agreed to recommend to full Council further capital funding for additional projects within the Digital Council programme totalling £2.3m.

2.4　　This ambitious programme commenced in 2014/15 and will be delivered over three years.

3　　Issues, Options and Analysis of Options

3.1　　The sections below provide a summary of the work that has been progressed to date and next steps for the programme.

3.2　　The digital world is evolving rapidly with new technologies and solutions continually emerging. The programme must be flexible enough to adapt to this, whilst ensuring strong governance and decisions that deliver the Council's vision and strategic priorities.

3.3　　Consequently, as the programme progresses, it will be necessary to review initiatives to maximise the return on investment and optimise the customer experience.

4　　Programme 1: Moving More Transactions Online

Thurrock Online

4.1　　The Thurrock Online project has provided a web based information and transaction website that enables residents to create 'MyAccount' and provides access to a wide range of information, advice and guidance about Council services with 24/7 access via any PC, smart phone or mobile device.

4.2　　With an average of over 1,300 MyAccount registrations per month, the Council is now on target to sign up over 30,000 customers on MyAccount by the end of March 2016. Appendix 1 provides a summary showing the current take-up of online services.

4.3　　The website also provides access to the most common / highest volume transactions, on the web and on a smart phone residents can:

- Report environmental issues.
- Access their Council Tax account.
- Access Housing Benefits details.
- Book an appointment with registrars.
- Apply and bid for Council Housing.
- Request and pay for a bulky waste collection.
- Apply for school places.
- Make library reservations and renewals.
- Track planning applications.
- Comment on current consultations.
- Report street lighting faults
- Report potholes

4.4 Work is underway to make the following additional services available online:

- Building Control.
- Licensing applications (Taxis / Premises / Temporary event notices etc).
- Parking Permits.
- Highways licensing (skip / hoarding and materials permits).
- Blue Badges.
- Planning payments.
- Extended payment facilities for other Council services.
- eBilling - Replacing paper Council Tax bills with online bills.
- eNotifications - Replacing Housing Benefits letters with online information.
- Single View of Debt - a customer summary of all their Council debts.

Channel Migration

4.5 The way in which the Council's customers want to access services is changing. People who routinely buy services and goods over the internet and by phone, and who communicate via text messaging, Facebook and Twitter increasingly expect the same flexibility when accessing public services.

4.6 A Channel Migration Strategy has been agreed that drives self-service where possible and appropriate and will also deliver the return on investment that the council has made in the Digital platform.

4.7 The strategy reflects the need to target increasingly limited resources to those with the most complex needs and proposes that for most residents, the first point of contact will be online channels.

4.8 The Channel Migration Strategy also incorporates:

- The **Digital Inclusion Strategy** to ensure that customers who do not have access to digital channels at home or work are not disadvantaged when interacting with the Council.
- The **Accessibility Strategy** to provide a full range of contact channels for each of our services and enhance access for customers with special and complex requirements.

4.9 The Society of IT Manager's (SOCITM) Channel Value Benchmarking survey underlines how wide the cost gap can be. It estimates a cost of £8.15 per face-to-face visit, £2.59 per phone call and £0.11 per visit to a council website. As residents switch to online channels it will be possible to scale back others without degrading the customer experience.

4.10 Work will also be initiated to provide a live 'web chat' facility so that customers using the website can 'talk' to the Council with 'instant messaging', and to implement electronic forms with built in data validation so minimising rekeying of information.

Customer Feedback

4.11 In parallel with deploying online services, a web survey has also been implemented to gather customer feedback regarding the Council's website and online services. This will help drive further improvement and refinement of our online offer.

4.12 The feedback function is provided on the information pages of www.thurrock.gov.uk. In the first 4 months since its launch in October 2015, there were 265 submissions. Of these, 136 were positive and 129 negative. Negative feedback has already been used to improve the website – for example, adding several items previously unlisted in the A to Z of waste and recyclable items; adding travel directions and a map for Thameside Theatre; using simpler language on school calendar pages; adding links to children's social care threshold documents; and clarifying how to renew resident Dart-Tags for crossing the QEII bridge.

4.13 A user Test Panel has also been established to ensure that the online services provided by the council are easy to access and use. Feedback from the Test Panel will be used to further refine and develop the website.

Data Analytics – Children's Safeguarding Predictive Model

4.14 The Council is participating in a leading edge project to build a predictive model that will identify children in the 0 to 2 age range who are most at risk of maltreatment by age five and are not currently known to the Council as high risk cases. The model will also analyse historic data to evaluate the effectiveness of interventions in specific scenarios.

4.15 This approach will not remove the need for trained professionals, but will provide them with summarised data, in one place, to support their decision making. Intervening at an earlier stage, with the most effective intervention, will avoid later, higher cost, crisis interventions thus reducing total service costs, providing a better outcome for the families involved and reducing costs and impacts down-stream on the wider community such as ASB, Police custody and health issues.

4.16 The predictive model is now being built and the first outputs will be provided to the Council in Spring 2016.

4.17 Future stages of the project will engage with the Council's partners (Health / Police / Third Sector) to include a wider set of data in the model to improve its predictive accuracy and provide wider benefits.

Data Analytics - Phase 2

4.18 Initial discussions are also underway to consider other applications for data analytics to enable demand management through early intervention and prevention. Initial candidate areas for consideration include Frail and Elderly and Domestic Violence.

5 Programme 2: Online Assessment and Decisions

Adult Services – Information, Advice, Guidance and Assessment Portal

5.1 The Council has implemented a user friendly Information, Advice and Guidance website for Adult Services to meet the requirements of the 2014 Care Act.

5.2 In addition to providing 24/7 access to information, the website also includes a 'Resource Allocation System'. This is an assessment system that, through a simple to use survey, asks the user a range of questions about their current situation, including their mobility and ability to look after themselves and their financial status. Based on the response, an initial automated assessment will advise whether the individual could be entitled to Council funding and will provide an indicative value.

5.3 During development, the website was tested with the Thurrock diversity network to ensure the site was easily understood and accessible to its target audience.

5.4 This is currently live and being tested by officers, but is not yet publically available to residents. Following further thorough testing, to ensure the accuracy of budgets calculated by the system, this functionality will be made available to the public in Spring 2016.

5.5 Research suggests that when self-assessing their personal needs, service users tend to specify lower requirements than if a professional undertakes the assessment.

5.6 Where the self-assessment process concludes that the user is not entitled to Council funding, this will reduce avoidable contact and deliver efficiencies as officer time is not incurred in undertaking unsuccessful assessments.

Council-Wide - Information, Advice, Guidance and Assessment Portal

5.7 The Digital Council business case proposed that the web based Information, Advice, Guidance and Assessment functionality described above potentially has a wider application across a broader range of Council services.

5.8 However, most services already have an established web based information, advice and guidance facility and the cost of adopting a standardised approach across all services cannot be justified given the significant cost and relatively minor benefits. It has therefore been agreed this project will not be progressed.

6 Programme 3: Document and Information Management

Digital Documents

6.1 The Digital Documents project involves the implementation of a Council-wide Electronic Document and Record Management System (EDRMS). This supports the elimination of paper records and enables officers to retrieve

records regardless of the location where they are working. This has also helped the Council rationalise its use of admin buildings.

6.2 The project has identified that 30% of current electronic file storage relates to duplicated files. The EDRMS project will enable this duplication to be eliminated and provides a 'Google quality' search function to quickly find files. In some areas this will also enable existing file referencing databases to be retired.

6.3 The EDRMS improves compliance with Data Protection legislation and ensures retention of documents is in accordance with the statutory requirements for each individual service.

6.4 Implementation and training across the Council is now over 80% complete and the significant task of cleansing and migrating 9.3 million files to the new system is underway and will be complete in late 2016.

Digital Documents Phase 2 – Integration and Workflow

6.5 The next phase of the Digital Documents project is currently being developed and will involve linking existing business systems with the EDRMS. This will deliver efficiencies by providing seamless access to documents through the business systems that officers use in their day to day work.

Adult Services eMarketPlace

6.6 The Digital Council business case proposed the implementation of an eMarketPlace solution for Adult Services.

6.7 This functionality is closely linked to the Adults assessment tool described above. It was envisaged that after a resident undertakes a self-assessment, the eMarketPlace would enable them to use their personal budget from the Council to buy appropriate goods / services from approved Council suppliers and third sector partners.

6.8 Alternatively, the eMarketPlace could provide self-funders with access to approved Council suppliers at discounted rates, encouraging self-funders to take appropriate, preventative action and delay / defer escalation of their conditions.

6.9 Initial research has been undertaken to assess the feasibility of implementing an Adults eMarketPlace and further work will now be progressed by Adult Services to ascertain whether there is a valid business case for progressing this option.

Oracle / Business Intelligence / MI Dashboard

6.10 A programme was established in 2011 to upgrade Oracle Finance, and implement an Oracle HR/Payroll and Procurement solution and introduce Business Intelligence capabilities to provide Managers with high level, dashboard style, and summary management information reporting of their key business metrics.

6.11 The solution also provided for manager and employee self-service as an enabler for delivering efficiency savings and improved processes managed through built-in workflows.

6.12   The implementation of Business Intelligence has not yet been delivered and the Council remains heavily reliant on manual workarounds and manipulation of data in spreadsheets to provide monthly reporting.

6.13   This project aims to address this issue and configure the Oracle solution so it is fit for purpose and underpinned with effective, best practice, processes.

6.14   This work commenced in late 2014, but has been delayed due to the transition of ICT from Serco back into the Council. Work to progress this initiative re-commenced in December 2015.

7   Next Steps

7.1   The Digital Programme will continue to form a key component of the Council's modernisation agenda and further programmes and projects will be defined at a future date. One element of the next phase is to realise the tangible benefits of the investment and deliver cashable savings to contribute to the financial challenges facing the council.

8   Governance and the Digital Board

8.1   The Digital Board is responsible for the overall governance of the Digital Council programme. It provides leadership, direction, reviews progress and is responsible for strategic decisions.

8.2   The Digital Board meets monthly to review the progress of projects within scope and address any issues that have been escalated for resolution by Project Managers.

8.3   The Digital Board is Chaired by a Council Director and its membership comprises of senior representatives from each Directorate and ICT.

8.4   Responsibility for delivering each project is delegated to specific Project Managers and progress / issues are tracked and monitored through individual project boards.

9   Reasons for Recommendation

9.1   To provide members with the opportunity to comment on the Digital Council Programme.

9.2   To enable members to actively engage with the Digital Council Programme and support the channel shift strategy.

10   Implications

10.1   Financial

        Implications verified by: Carl Tomlinson

                                      Finance Manager

The capital budget for Transformation as per the Q3 Capital Monitoring report presented to March Cabinet is £11.272m. This covers 2015/16 and 2016/17 and includes £4.6m funding for the Digital and ICT Programme. Allocations will be reviewed in 2016/17 with a view to ensuring appropriate alignment with requirements. The Programme is based on an invest to save principle with corresponding savings supporting the councils financial position going forward.

10.2   Legal

Implications verified by: Chris Pickering

Principal Solicitor

There are few direct legal implications contained within the scope of the proposed programme and these are being addressed individually as appropriate for each project.

The Data Analytics Project has required significant work to ensure legal compliance with the Data Protection Act.

The project to implement the Adults Information, Advice, Guidance and Assessment Portal was designed to address the needs of regulatory change, including the Care Act 2014.

The Digital Documents project will improve the Council's compliance with the Data Protection Act ensuring that information is not kept beyond its statutory retention period.

10.3   Diversity and Equality

Implications verified by: Natalie Warren

Community Development Manager

The digital programme will impact on most Thurrock residents. It is imperative that the activities within the programme are designed with a full understanding of the diversity of users' needs and requirements. Where appropriate, before each of the projects in the programme are initiated, detailed equality impact assessments are undertaken and their outputs designed into service solutions.

10.4   Other implications

None considered significant.

11   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):

None

12   Appendices to the report

Appendix 1:   Resident Take-Up of Digital Services

Report Author:

Nick Coldicott

Digital Council – Programme Manager, Transformation Team

Resident Take-Up of Digital Services

Environmental Reporting (Report It)
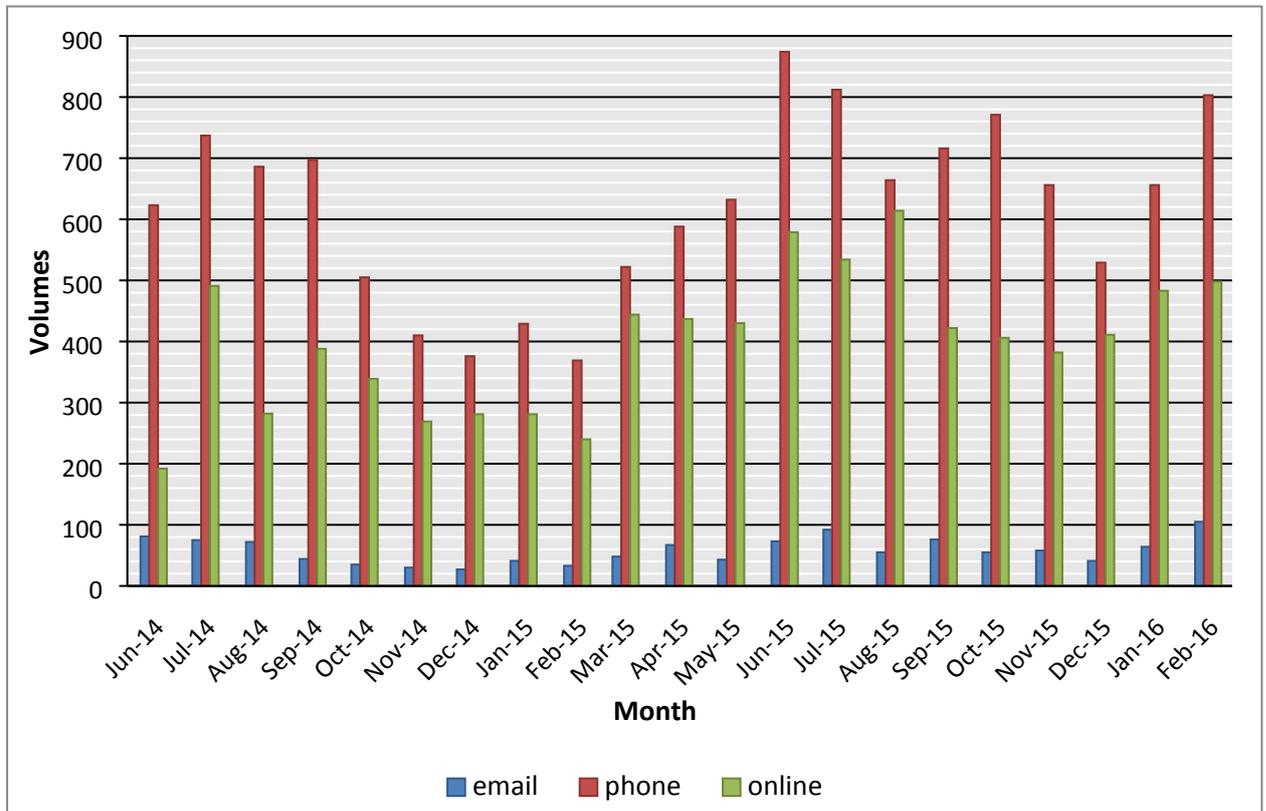
Bulky Waste Bookings
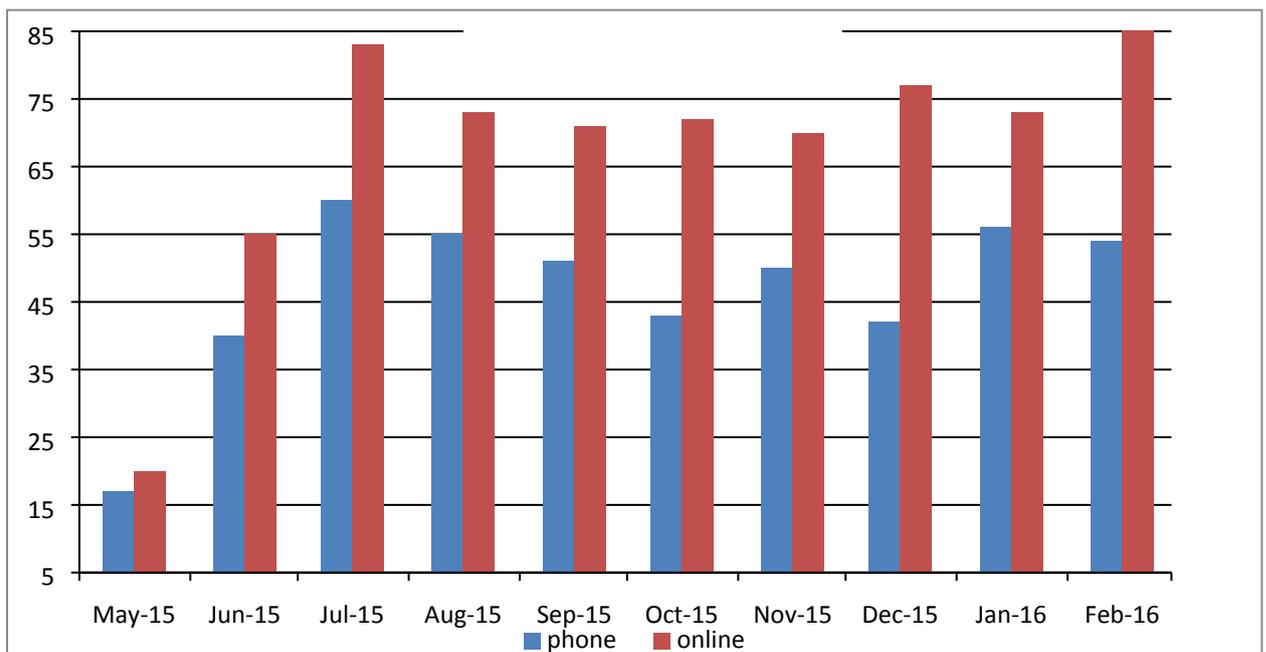
My Account monthly 'sign up' and 'registration' for secure services
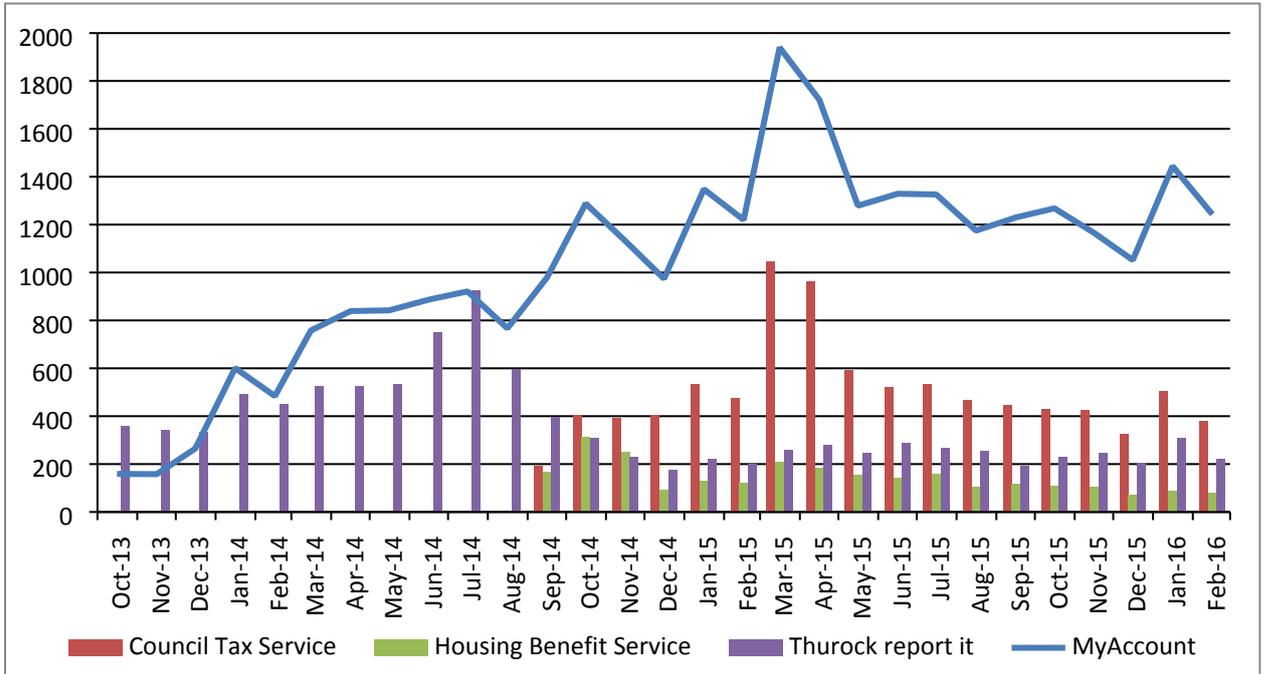
My Account Activity for key transactions
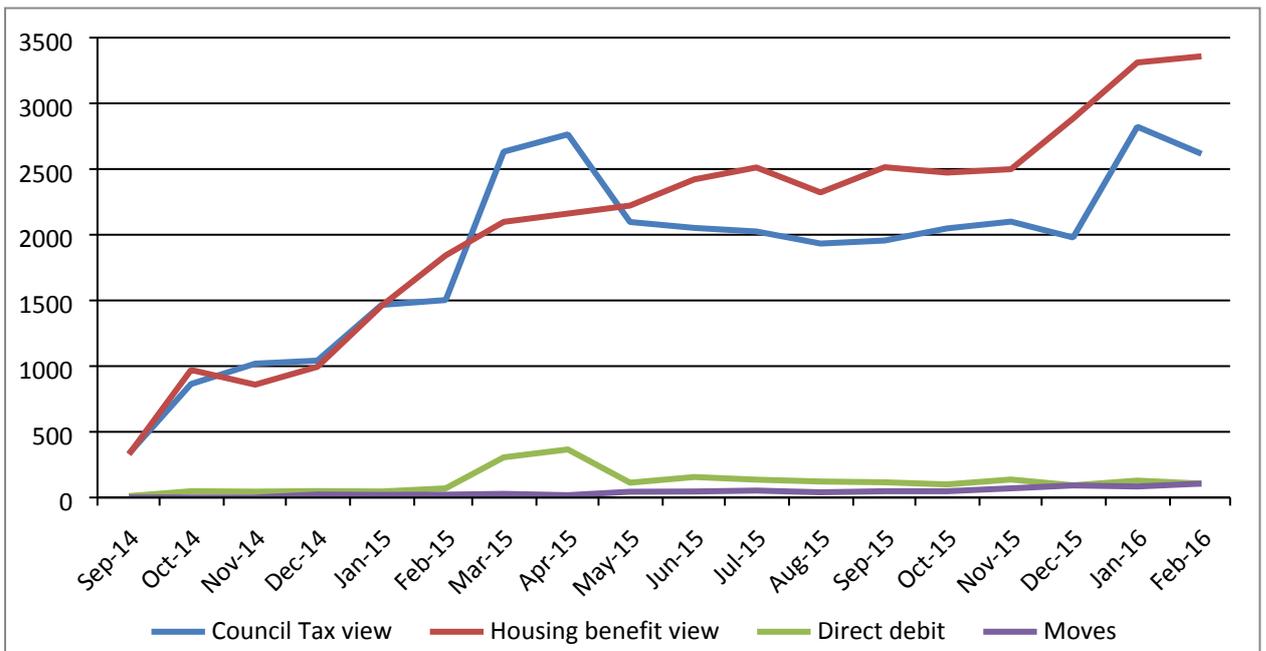
24 March 2016	**ITEM: 8**
Corporate Overview and Scrutiny Committee	
Workforce Analysis and Performance	

Wards and communities affected:	**Key Decision:**
All	Non-key
Accountable Director: Jackie Hinchliffe, Director of HR, OD and Transformation	
This report is public	

Executive Summary

The effective management and deployment of the council's workforce is essential to the delivery of effective council services and the customer experience.

The council's workforce consists of both employed staff and agency workers. The use of agency staff is an ongoing requirement for the Council in order to retain flexibility in the workforce to respond to service demands and protect permanent staff members.

The Council rigorously monitors the usage and spend on agency workers. There are a number of measures which have been implemented to ensure that the use of agency workers is proportionate and that agency staff are only engaged where there is an essential business need.

Managing and motivating employed staff is a priority to ensure effective performance across the organisation. The performance outcomes for 2014/15 demonstrate a positive position with 90% of staff achieving good or exceptional performance.

Agency workers are not subject to performance ratings or part of the formal PDR process. Their performance is monitored by the relevant manager and any concerns regarding their performance that arise can be addressed promptly with the workers agency.

1.   **Recommendations**

1.1   **Corporate Overview and Scrutiny Committee comment on the information provided in this report.**

2.   Workforce Analysis

2.1   The current employed workforce consists of 2000 people which equates to 1600 FTE, within this there are 47 FTE fixed term contracts. In addition to this the council currently utilises 331 agency placements. The total workforce budget for 2015/16, including on costs, is just under £62m. Spend on agency staff in the 2015/16 financial year is expected to be around £9m, representing 14% of the total budget.

2.2   The Council requires the use of agency staff to help deliver essential services, respond to demands, maintain flexibility and protect employed staff; current pressures include Children's Social Care, specialist lawyers and Environment. The use of agency staff is monitored monthly by Directors and quarterly by Directors Board. A breakdown of types of agency staff currently deployed is attached at Appendix 1.

2.3   To ensure best value for the council agency staff are procured through a managed service provider. In 2011 the council engaged Comensura for the provision of all agency staff, this resulted in an initial reduction in spend of £1,427,993 for the calendar year and provided, for the first time, a mechanism for robust corporate reporting and monitoring. Following a retendering exercise in 2015 the contract has now been awarded to Matrix SCM with the aim of driving further savings.

2.4   The council currently has 328 vacancies, many of which are covered by agency staff. With the financial pressures facing the council it is essential to maintain flexibility within the workforce and protect the organisation from unnecessary redundancy costs, this approach has enabled us to minimise permanent staff reductions. For Children's Social Care particularly the use of agency staff is essential to maintain required ratios due to the challenges of the market. Where appropriate long term agency staff are assimilated into permanent roles.

2.5   The council's staff turnover as at January 2016 is 13.5%, with 236 leavers and 232 starters since April 2015. Active recruitment currently stands at 18 live adverts with an additional 57 posts at shortlisting and interview stages.

2.6   The table below illustrates, as at 15 February 2016, the breakdown of establishment, employees, vacancies and agency placements for each directorate (based on new structure).

Directorate	Establishment FTE	Employee FTE	Employee Headcount	Vacancies FTE	No. of Agency Placements
Adults, Housing & Health	610.03	508.71	613	101.32	57
Children's Services	487.05	392.93	572	94.12	163
Commissioning & Commercial Services	13.00	8.00	8	5.00	3
Environment & Place	421.15	377.18	461	43.97	54
Finance & IT	165.05	137.05	148	28.00	21
HR, OD & Transformation	188.77	148.77	169	40.00	21
Legal	43.26	27.36	28	15.90	12
Total	**1928.31**	**1600.00**	**1999**	**328.31**	**331**

2.7 The table below illustrates, as at January 2016, the total budget, budget to date, spend and variance for each directorate (based on previous structure). The figures combine the cost of the permanent workforce (including on costs) and spend on agency workers.

Directorate	Employee Budget	Employee Budget to date	Employee Actual to date	Variance to date
Adults, Health & Commissioning	11,549,232.35	9,476,565.89	9,315,656.23	160,909.66
Chief Executive Delivery Unit	2,758,242.00	2,079,357.10	2,146,094.69	(66,737.59)
Chief Executive's Office	7,584,354.75	5,772,527.01	5,612,174.09	160352.92
Children's Services	19,076,432.00	15,737,169.89	18,096,012.42	(2,358,842.53)
Environment *(incl. Public Protection)*	8,272,484.12	6,952,309.90	7,392,624.10	(,440,314.20)
Housing *(incl. GF, HRA & Commercial Services)*	8,881,009.25	7,391,432.35	7,111,502.14	279,930.21
Planning & Transportation	3,670,861.00	2,962,065.70	3,037,653.15	(75,587.45)
Total	**61,792,615.47**	**50,371,427.84**	**52,711,716.82**	**(2,340,288.98)**

2.8 As the committee will note the current position represents a £2.3m overspend. As reported to Cabinet on 9 March 2016 there are significant pressures in Children's Services due to the cost of agency and interim staff placements required to maintain safe levels and respond to the increasing numbers of unaccompanied asylum seekers. In addition, the £400,000 overspend in Environment and Public Protection is predominantly due to the cost of additional waste and street cleansing staff within Environment as previously

reported to Cabinet. The overspend on employee budgets is expected to be contained within wider council budgets by the year end.

3. Performance Management and Pay Progression

3.1 With an investment of £62m representing 50% of the council's annual revenue budget it is essential to ensure the workforce is effectively managed and rewarded. The council's accreditation with IIP Gold in 2013 demonstrated excellence as an employer in terms of people management and development.

3.2 The council's PDR scheme is the mechanism by which permanent staff are managed, their performance assessed and training and development needs identified. Standards for management practice are set and regularly monitored through the annual PDR process and the staff survey. Agency worker performance is monitored on an ongoing basis by the manager and can be addressed with the agency where this falls below expected standard.

3.3 The table below shows the breakdown of performance ratings across directorates for permanent staff in the 2014-15 PDR year. Performance ratings directly inform incremental pay progression for staff. Appendix 2 provides a detailed breakdown of the awards.

Directorate	Rating of 1	Rating of 2	Rating of 3	Rating of 4
Chief Executive's Office	27	68	5	0
Chief Executive Delivery Unit	10	17	1	0
Adults, Health & Commissioning	10	295	7	0
Children's Services	45	445	7	1
Environment	27	246	3	0
Housing	19	153	8	0
Planning & Transportation	10	73	1	0
Overall Council	**9.0%**	**78.9%**	**1.9%**	**0.1%**

3.4 Annual PDR reviews are currently underway and a performance rating summary for 2015-16 will be available in April 2016.

4. Reasons for Recommendation

4.1 This report is for comments.

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

5.1 Not applicable.

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

6.1   Comments from members of the Corporate O&S Committee can be used to inform policies relating to the employment and management of staff and agency workers.

7.   Implications

7.1   **Financial**

Implications verified by: **Mike Jones**

Management Accountant

There are no direct financial implications as a result of the report. The variance to the staffing budget has been factored into the Council's forecast financial outturn position, as previously reported to Cabinet. Given the ongoing pressure on Local Authority finances, pressure within staffing budgets will need to be reviewed going forward.

7.2   **Legal**

Implications verified by: **Fiona Taylor**

Director of Law and Governance

The main guidance to consider in relation to this report are the Agency Worker Regulations (AWR) which provides agency workers the entitlement to the same basic employment and working conditions as if they had been recruited directly, if and when they complete a qualifying period of 12 weeks in the same job. AWR needs to be considered and applied in all cases when engaging an agency worker.

7.3   **Diversity and Equality**

Implications verified by: **Becky Price**

Community Development Officer

This report addresses both permanent and temporary staffing levels across the Council. Diversity and Equality information is gathered on both groups and monitored regularly throughout the year to ensure that the Council's workforce remains diverse and its policies fairly applied. Any policy reviews undertaken as a result of this report will be done so with an ECIA to ensure they do not adversely affect any one staff group over another.

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

Not applicable

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):

- Incremental Progression and Annual Audit Report 2014-15

9.   Appendices to the report

- Appendix 1 – Types of agency staff
- Appendix 2 - Performance ratings for permanent staff 2014-15

Report Author:

Mykela Hill

Improvement Manager

HR, OD & Transformation

Placement #	Start Date	End Date	Job Title	Level 1 Name
SA160330	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Adults, Housing & Health
SA160363	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Adults, Housing & Health
SA160326	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Adults, Housing & Health
SA167153	20/01/2016	15/03/2016	Admin Asst Child Protection Minute Taker (Band 4)	Adults, Housing & Health
SA160358	30/11/2015	31/03/2016	Administrator (CTL)	Adults, Housing & Health
SA160399	30/11/2015	31/03/2016	Administrator (CTL)	Adults, Housing & Health
SA160409	30/11/2015	31/03/2016	Administrator (CTL)	Adults, Housing & Health
SA160347	30/11/2015	31/03/2016	Administrator (CTL)	Adults, Housing & Health
SA162224	16/12/2015	31/03/2016	Anti-Social Behaviour Officer (CTL)	Adults, Housing & Health
SA160379	30/11/2015	22/04/2016	Assistant Administrator (CTL)	Adults, Housing & Health
SA160378	30/11/2015	31/03/2016	Benefits Officer (CTL)	Adults, Housing & Health
SA162268	16/12/2015	11/03/2016	Building Surveyor/Project Manager - Corporate Buildings (CTL)	Adults, Housing & Health
SA160334	30/11/2015	31/03/2016	Business Administrator (CTL)	Adults, Housing & Health
SA162223	16/12/2015	24/04/2016	Care Act Project Support Officer (CTL)	Adults, Housing & Health
SA162653	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162657	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162665	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162667	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162668	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162669	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162673	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA162674	05/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA165568	01/01/2016	29/03/2016	Care Assistant	Adults, Housing & Health
SA167255	16/12/2015	31/03/2016	Care Assistant	Adults, Housing & Health
SA163560	16/12/2015	29/03/2016	Care Assistant (CTL)	Adults, Housing & Health
SA163522	16/12/2015	29/03/2016	Care Assistant (CTL)	Adults, Housing & Health
SA163562	16/12/2015	29/03/2016	Care Assistant (CTL)	Adults, Housing & Health
SA163561	16/12/2015	31/03/2016	Care Assistant (CTL)	Adults, Housing & Health
SA163513	16/12/2015	29/03/2016	Care Assistant (Dementia) (CTL)	Adults, Housing & Health
SA163530	16/12/2015	04/03/2016	Care Assistant (Dementia) (CTL)	Adults, Housing & Health
SA163155	16/12/2015	11/03/2016	CARER (CTL)	Adults, Housing & Health
SA162374	16/12/2015	29/03/2016	CARER (CTL)	Adults, Housing & Health
SA165867	16/12/2015	31/03/2016	Caretaker	Adults, Housing & Health
SA163579	16/12/2015	31/03/2016	Caretaker (CTL)	Adults, Housing & Health
SA162973	16/12/2015	31/03/2016	Commercial Contracts Lawyer (CTL)	Adults, Housing & Health
SA165603	19/01/2016	31/03/2016	Corporate Director	Adults, Housing & Health
SA160357	30/11/2015	22/04/2016	Customer Finance Assistant (CTL)	Adults, Housing & Health
SA160380	30/11/2015	30/03/2016	Debt recovery Officer (CTL)	Adults, Housing & Health

SA160406	30/11/2015	30/03/2016	Debt recovery Officer (CTL)	Adults, Housing & Health
SA162399	16/12/2015	11/03/2016	Development Officer (Investment & Delivery) (CTL)	Adults, Housing & Health
SA162982	16/12/2015	31/03/2016	Environmental Health Officer (CTL)	Adults, Housing & Health
SA162324	16/12/2015	31/03/2016	Environmental Health Officer (CTL)	Adults, Housing & Health
SA162972	16/12/2015	31/03/2016	Estate Officer (CTL)	Adults, Housing & Health
SA162970	16/12/2015	31/03/2016	Estate Officer (CTL)	Adults, Housing & Health
SA163156	16/12/2015	17/03/2016	Homecare Reablement Worker (CTL)	Adults, Housing & Health
SA163154	16/12/2015	10/04/2016	Homecare Reablement Worker (CTL)	Adults, Housing & Health
SA162261	16/12/2015	31/08/2016	Housing Project Officer (CTL)	Adults, Housing & Health
SA163308	16/12/2015	14/03/2016	Housing Quality Assurance Officer (CTL)	Adults, Housing & Health
SA163388	16/12/2015	26/04/2016	Housing Resident Liaison Officer (CTL)	Adults, Housing & Health
SA162222	16/12/2015	22/04/2016	Housing Solutions Officer (CTL)	Adults, Housing & Health
SA162486	16/12/2015	30/04/2016	Housing Solutions Officer (CTL)	Adults, Housing & Health
SA162974	16/12/2015	31/03/2016	Legal Support Officer (Litigation) (CTL)	Adults, Housing & Health
SA162981	16/12/2015	31/03/2016	Project Manager (CTL)	Adults, Housing & Health
SA162295	16/12/2015	22/04/2016	Senior Project Manager (CTL)	Adults, Housing & Health
SA163157	16/12/2015	31/03/2016	Social Worker (CTL)	Adults, Housing & Health
SA165136	16/12/2015	25/04/2016	Supplier Worker (CTL)	Adults, Housing & Health
SA162971	16/12/2015	15/04/2016	Temporary Accomodation Officer (CTL)	Adults, Housing & Health
SA160387	30/11/2015	31/03/2016	Admin Assistant	Children's Services
SA172607	04/03/2016	13/05/2016	Admin Assistant	Children's Services
SA160385	30/11/2015	31/03/2016	Admin Assistant	Children's Services
SA172394	29/02/2016	28/04/2016	Admin Assistant	Children's Services
SA171082	23/02/2016	02/05/2016	Admin Assistant	Children's Services
SA170357	19/02/2016	31/03/2016	Admin Assistant	Children's Services
SA171094	22/02/2016	01/05/2016	Admin Assistant	Children's Services
SA160351	30/11/2015	22/04/2016	Admin Assistant	Children's Services
SA169445	09/02/2016	12/05/2016	Admin Assistant	Children's Services
SA172519	29/02/2016	29/04/2016	Admin Assistant	Children's Services
SA160386	30/11/2015	31/03/2016	Admin Assistant	Children's Services
SA162714	15/12/2015	04/03/2016	Admin Assistant	Children's Services
SA168818	18/01/2016	29/04/2016	Admin Assistant	Children's Services
SA160401	30/11/2015	31/03/2016	Admin Assistant	Children's Services
SA160388	30/11/2015	22/04/2016	Admin Assistant	Children's Services
SA160310	30/11/2015	22/05/2016	Admin Assistant - Adecco CTL	Children's Services
SA160348	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Children's Services
SA160327	30/11/2015	22/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160365	30/11/2015	01/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA161505	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Children's Services

SA160353	30/11/2015	22/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160369	30/11/2015	22/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160374	30/11/2015	22/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160305	30/11/2015	22/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160359	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Children's Services
SA160398	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Children's Services
SA160371	30/11/2015	10/08/2016	Admin Assistant - Adecco CTL	Children's Services
SA160328	30/11/2015	15/04/2016	Admin Assistant - Adecco CTL	Children's Services
SA160395	30/11/2015	30/06/2016	Admin Assistant - Adecco CTL	Children's Services
SA160375	30/11/2015	31/03/2016	admin assistant/receptionist (CTL)	Children's Services
SA164876	05/01/2016	05/03/2016	Admin Officer	Children's Services
SA160335	30/11/2015	31/03/2016	Administration Assistant-TUPE (CTL)	Children's Services
SA160331	30/11/2015	29/04/2016	Administration Assistant-TUPE (CTL)	Children's Services
SA160352	30/11/2015	03/03/2016	Administrator (CTL)	Children's Services
SA160823	30/11/2015	25/03/2016	Administrator (CTL)	Children's Services
SA160824	30/11/2015	25/03/2016	Administrator (CTL)	Children's Services
SA160368	30/11/2015	22/04/2016	Administrator (CTL)	Children's Services
SA160341	30/11/2015	31/03/2016	Assistant Administrator (CTL)	Children's Services
SA160403	30/11/2015	31/03/2016	CAF Co-Ordinator (CTL)	Children's Services
SA172177	22/02/2016	09/03/2016	Caretaker	Children's Services
SA162326	16/12/2015	24/05/2016	Child Protection Conference Chair (CTL)	Children's Services
SA163160	16/12/2015	26/02/2016	Child Protection Conference Chair (CTL)	Children's Services
SA172476	24/02/2016	06/05/2016	Children Centre Parent Outreach Worker	Children's Services
SA163002	16/12/2015	28/03/2016	Children's Centre Facilitator (CTL)	Children's Services
SA163003	16/12/2015	31/03/2016	Children's Centre Facilitator (CTL)	Children's Services
SA163007	16/12/2015	25/03/2016	Children's Centre Facilitator (CTL)	Children's Services
SA163008	16/12/2015	11/03/2016	Children's Centre Facilitator (CTL)	Children's Services
SA160303	30/11/2015	31/03/2016	Complaints Officer (CTL)	Children's Services
SA162394	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162391	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162393	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162389	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162387	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162388	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162390	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA163565	16/12/2015	30/04/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162386	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162392	16/12/2015	24/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162385	16/12/2015	23/05/2016	CONTACT SUPERVISOR (CTL)	Children's Services

SA163570	16/12/2015	05/03/2016	CONTACT SUPERVISOR (CTL)	Children's Services
SA162475	14/12/2015	04/04/2016	Cook (CTL)	Children's Services
SA162474	14/12/2015	04/04/2016	Cook (CTL)	Children's Services
SA162469	16/12/2015	18/03/2016	Cook 1 (CTL)	Children's Services
SA162462	16/12/2015	18/03/2016	Cook 1 (CTL)	Children's Services
SA162466	16/12/2015	18/03/2016	Cook 1 (CTL)	Children's Services
SA162438	16/12/2015	12/01/2016	Creche Worker (CTL)	Children's Services
SA162441	16/12/2015	31/03/2016	Creche Worker (CTL)	Children's Services
SA162995	16/12/2015	30/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA162997	16/12/2015	21/04/2016	Creche Worker Level 3 (CTL)	Children's Services
SA163006	16/12/2015	18/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA163005	16/12/2015	18/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA163004	16/12/2015	18/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA162996	16/12/2015	30/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA162994	16/12/2015	30/03/2016	Creche Worker Level 3 (CTL)	Children's Services
SA162384	16/12/2015	31/03/2016	KITCHEN ASSISTANT (CTL)	Children's Services
SA160419	30/11/2015	19/05/2016	LSCB and Children's partnership support officer (CTL)	Children's Services
SA160391	30/11/2015	15/04/2016	Minute taker (CTL)	Children's Services
SA162432	16/12/2015	04/03/2016	Outreach worker (CTL)	Children's Services
SA162434	16/12/2015	31/03/2016	Outreach worker (CTL)	Children's Services
SA160390	30/11/2015	15/04/2016	PA (CTL)	Children's Services
SA160389	30/11/2015	15/04/2016	PA (CTL)	Children's Services
SA162992	16/12/2015	03/04/2016	Practice Manager (CTL)	Children's Services
SA162417	16/12/2015	14/04/2016	QSW (CTL)	Children's Services
SA162337	16/12/2015	31/03/2016	QSW (CTL)	Children's Services
SA162412	16/12/2015	15/04/2016	QSW (CTL)	Children's Services
SA162413	16/12/2015	27/03/2016	QSW (CTL)	Children's Services
SA162416	16/12/2015	31/03/2016	QSW (CTL)	Children's Services
SA162403	16/12/2015	20/05/2016	QSW (CTL)	Children's Services
SA160339	30/11/2015	31/03/2016	Receptionist/Admin (CTL)	Children's Services
SA162418	16/12/2015	25/03/2016	Senior Practioner (CTL)	Children's Services
SA162409	16/12/2015	27/03/2016	Senior Practioner (CTL)	Children's Services
SA165055	16/12/2015	29/04/2016	Senior Practitioner	Children's Services
SA164751	18/01/2016	31/03/2016	Senior Practitioner	Children's Services
SA168246	01/02/2016	15/04/2016	Senior Practitioner	Children's Services
SA164581	06/01/2016	06/03/2016	Senior Practitioner	Children's Services
SA163998	16/12/2015	31/03/2016	Senior Practitioner	Children's Services
SA169566	09/02/2016	22/04/2016	Senior Practitioner	Children's Services
SA170060	04/02/2016	28/04/2016	Senior Practitioner	Children's Services

SA164213	16/12/2015	31/03/2016	Senior Practitioner	Children's Services
SA167773	24/01/2016	15/04/2016	Senior Practitioner	Children's Services
SA169420	01/02/2016	15/04/2016	Senior Practitioner	Children's Services
SA171178	22/02/2016	07/05/2016	Senior Practitioner	Children's Services
SA162318	16/12/2015	03/04/2016	Senior Practitioner (CTL)	Children's Services
SA163135	16/12/2015	27/03/2016	Senior Practitioner (CTL)	Children's Services
SA162325	16/12/2015	22/04/2016	Senior Practitioner (CTL)	Children's Services
SA162319	16/12/2015	25/03/2016	Senior Practitioner (CTL)	Children's Services
SA162317	16/12/2015	31/03/2016	Senior Practitioner (CTL)	Children's Services
SA162442	16/12/2015	27/03/2016	Senior Practitioner (CTL)	Children's Services
SA163158	16/12/2015	25/03/2016	Senior Practitioner (CTL)	Children's Services
SA162316	16/12/2015	29/04/2016	Senior Practitioner (CTL)	Children's Services
SA163138	16/12/2015	06/05/2016	Senior Practitioner (CTL)	Children's Services
SA162330	16/12/2015	31/03/2016	Senior Practitioner (CTL)	Children's Services
SA163139	16/12/2015	27/01/2017	Senior Practitioner (CTL)	Children's Services
SA162335	16/12/2015	15/04/2016	Senior Practitioner (CTL)	Children's Services
SA162331	16/12/2015	31/03/2016	Senior Practitioner (CTL)	Children's Services
SA162336	16/12/2015	01/06/2016	Senior Practitioner (CTL)	Children's Services
SA162299	16/12/2015	27/03/2016	Senior Practitioner (CTL)	Children's Services
SA162443	16/12/2015	31/03/2016	Senior Practitioner (CTL)	Children's Services
SA163147	16/12/2015	22/04/2016	Senior Practitioner (CTL)	Children's Services
SA162333	16/12/2015	23/05/2016	Senior Practitioner (CTL)	Children's Services
SA162444	16/12/2015	27/03/2016	Senior Practitioner (CTL)	Children's Services
SA162313	16/12/2015	27/03/2016	Senior Practitioner (CTL)	Children's Services
SA162297	16/12/2015	27/04/2016	Senior Practitioner (CTL)	Children's Services
SA165553	16/12/2015	03/04/2016	Senior Practitioner (CTL)	Children's Services
SA162485	16/12/2015	31/03/2016	senior social worker (CTL)	Children's Services
SA162410	16/12/2015	31/03/2016	senior social worker (CTL)	Children's Services
SA170805	08/02/2016	24/04/2016	Social Worker	Children's Services
SA171759	08/02/2016	02/05/2016	Social Worker	Children's Services
SA162293	16/12/2015	22/04/2016	Social Worker (CTL)	Children's Services
SA162306	16/12/2015	31/03/2016	Social Worker (CTL)	Children's Services
SA162314	16/12/2015	20/05/2016	Social Worker (CTL)	Children's Services
SA163150	16/12/2015	25/03/2016	Social Worker (CTL)	Children's Services
SA163151	16/12/2015	08/04/2016	Social Worker (CTL)	Children's Services
SA162332	16/12/2015	18/03/2016	Social Worker (CTL)	Children's Services
SA163136	16/12/2015	31/03/2016	Social Worker (CTL)	Children's Services
SA163146	16/12/2015	29/04/2016	Social Worker (CTL)	Children's Services
SA163159	16/12/2015	29/04/2016	Social Worker/ Senior Practitioner (CTL)	Children's Services

SA162395	16/12/2015	31/03/2016	Social Worker/ Senior Practitioner (CTL)	Children's Services
SA165003	11/01/2016	18/03/2016	Social Worker/Senior Practitioner	Children's Services
SA165122	18/01/2016	18/03/2016	Social Worker/Senior Practitioner	Children's Services
SA165135	16/12/2015	17/04/2016	Supplier Worker (CTL)	Children's Services
SA163457	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA163479	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA163465	16/12/2015	30/04/2016	SUPPORT WORKER (CTL)	Children's Services
SA162382	16/12/2015	30/04/2016	SUPPORT WORKER (CTL)	Children's Services
SA163466	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA162381	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA163520	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA162396	16/12/2015	31/03/2016	SUPPORT WORKER (CTL)	Children's Services
SA162380	16/12/2015	30/04/2016	SUPPORT WORKER (CTL)	Children's Services
SA163459	16/12/2015	30/09/2016	SUPPORT WORKER (CTL)	Children's Services
SA172270	29/02/2016	24/04/2016	Team Manager	Children's Services
SA166030	15/01/2016	31/03/2016	Team Manager	Children's Services
SA164203	16/12/2015	31/03/2016	Team Manager	Children's Services
SA162991	16/12/2015	31/03/2016	Team Manager (CTL)	Children's Services
SA162296	16/12/2015	22/04/2016	Team Manager (CTL)	Children's Services
SA162329	16/12/2015	24/04/2016	Team Manager (CTL)	Children's Services
SA162463	16/12/2015	31/07/2016	Theatre Technician (CTL)	Children's Services
SA163288	16/12/2015	20/03/2016	Theatre Technician (CTL)	Children's Services
SA162464	16/12/2015	31/03/2016	Theatre Technician (CTL)	Children's Services
SA163289	16/12/2015	20/03/2016	Theatre Usher (CTL)	Children's Services
SA162465	16/12/2015	20/03/2016	Theatre Usher (CTL)	Children's Services
SA163291	16/12/2015	31/03/2016	Theatre Usher (CTL)	Children's Services
SA164927	16/12/2015	31/03/2016	Interim Procurement Officer (CTL)	Commissioning & Commercial Services
SA162400	16/12/2015	31/03/2016	Procurement (CTL)	Commissioning & Commercial Services
SA162493	16/12/2015	31/03/2016	Senior Procurement Officer (CTL)	Commissioning & Commercial Services
SA168541	25/01/2016	25/03/2016	Admin Assistant	Environment & Place
SA160366	30/11/2015	31/03/2016	Admin Assistant - Adecco CTL	Environment & Place
SA160396	30/11/2015	31/03/2016	Administrator (CTL)	Environment & Place
SA169021	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169038	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169010	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169002	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169003	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169041	01/02/2016	31/03/2016	Area Operative (CTL)	Environment & Place
SA169004	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place

SA169016	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169018	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169014	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169025	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169027	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169011	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169007	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169019	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA169017	08/02/2016	30/03/2016	Area Operative (CTL)	Environment & Place
SA163132	16/12/2015	29/04/2016	Assistant Lands Manager (CTL)	Environment & Place
SA173463	08/02/2016	08/04/2016	Customer Interface Officer	Environment & Place
SA171393	16/12/2015	01/04/2016	Environment Enforcement Officer	Environment & Place
SA172877	07/03/2016	01/04/2016	Environmental Enforcement Officer	Environment & Place
SA172879	07/03/2016	01/04/2016	Environmental Enforcement Officer	Environment & Place
SA162321	16/12/2015	31/03/2016	Environmental Health Officer (CTL)	Environment & Place
SA162322	16/12/2015	31/03/2016	Environmental Health Officer (CTL)	Environment & Place
SA162370	16/12/2015	11/03/2016	GENERAL LABOURER (CTL)	Environment & Place
SA172253	17/02/2016	29/04/2016	Inspector - NRSWA	Environment & Place
SA163295	16/12/2015	22/04/2016	Interim Building Surveyor (CTL)	Environment & Place
SA169037	08/02/2016	30/03/2016	Pavior (CTL)	Environment & Place
SA169036	08/02/2016	30/03/2016	Pavior (CTL)	Environment & Place
SA163133	16/12/2015	25/11/2016	Planning Officer (Development Management) (CTL)	Environment & Place
SA168012	11/01/2016	31/03/2016	Trading Standards Officer	Environment & Place
SA168041	15/01/2016	31/03/2016	Waste Collection Assistant	Environment & Place
SA168042	15/01/2016	31/03/2016	Waste Collection Assistant	Environment & Place
SA169034	08/02/2016	30/03/2016	Waste Driver (CTL)	Environment & Place
SA169035	08/02/2016	30/03/2016	Waste Driver (CTL)	Environment & Place
SA169033	08/02/2016	30/03/2016	Waste Driver (CTL)	Environment & Place
SA169006	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169030	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169012	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169028	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169005	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169015	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169022	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169024	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169023	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169026	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169020	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place

SA169032	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169013	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169008	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169031	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA169009	08/02/2016	30/03/2016	Waste Loader (CTL)	Environment & Place
SA160400	30/11/2015	31/03/2016	Benefits Officer (CTL)	Finance & IT
SA160309	30/11/2015	31/03/2016	Benefits Officer (CTL)	Finance & IT
SA160397	30/11/2015	24/04/2016	Benefits Officer (CTL)	Finance & IT
SA160361	30/11/2015	24/04/2016	Benefits Officer (CTL)	Finance & IT
SA160364	30/11/2015	31/03/2016	Benefits Officer (CTL)	Finance & IT
SA172716	08/02/2016	23/03/2016	Debt Recovery Officer	Finance & IT
SA167756	25/01/2016	23/03/2016	Debt Recovery Officer	Finance & IT
SA167768	12/01/2016	23/03/2016	Debt Recovery Officer	Finance & IT
SA170460	12/01/2016	23/03/2016	Debt Recovery Officer	Finance & IT
SA170887	22/02/2016	23/03/2016	Debt Recovery Officer	Finance & IT
SA160337	30/11/2015	31/03/2016	Debt recovery Officer (CTL)	Finance & IT
SA160407	30/11/2015	30/03/2016	Debt recovery Officer (CTL)	Finance & IT
SA160346	30/11/2015	31/03/2016	Finance Assistant - Adecco CTL	Finance & IT
SA162302	16/12/2015	31/03/2016	finance officer (CTL)	Finance & IT
SA162284	16/12/2015	25/03/2016	finance officer (CTL)	Finance & IT
SA170698	10/02/2016	31/03/2016	Fraud Investigator	Finance & IT
SA162207	16/12/2015	31/03/2016	Fraud Investigator (CTL)	Finance & IT
SA162491	16/12/2015	31/03/2016	Fraud Investigator (CTL)	Finance & IT
SA162487	16/12/2015	22/04/2016	Fraud Investigator (CTL)	Finance & IT
SA162490	16/12/2015	31/03/2016	Fraud Investigator (CTL)	Finance & IT
SA162489	16/12/2015	31/03/2016	Fraud Investigator (CTL)	Finance & IT
SA160306	30/11/2015	31/03/2016	Customer Service Adviser (CTL)	HR, OD & Transformation
SA170162	08/02/2016	02/05/2016	Customer Service Advisor - Contact Center	HR, OD & Transformation
SA160383	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160332	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160384	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160360	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160373	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160344	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160377	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160333	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160349	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160372	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160338	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation

SA160350	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160402	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160405	30/11/2015	31/03/2016	Customer Services Adviser (CTL)	HR, OD & Transformation
SA160340	30/11/2015	23/06/2016	Customer Support Helpdesk (CTL)	HR, OD & Transformation
SA160336	30/11/2015	23/06/2016	Data Base Administrator (CTL)	HR, OD & Transformation
SA160404	30/11/2015	23/06/2016	HR Admin assistant (CTL)	HR, OD & Transformation
SA164886	11/01/2016	31/05/2016	HR Business Partner	HR, OD & Transformation
SA160356	30/11/2015	23/06/2016	Payroll assistant (CTL)	HR, OD & Transformation
SA162979	16/12/2015	31/03/2016	Contracts Lawyer (CTL)	Legal
SA162481	16/12/2015	31/05/2016	Legal Support Officer (CTL)	Legal
SA162482	16/12/2015	29/04/2016	Legal Support Officer (CTL)	Legal
SA171809	24/02/2016	12/05/2016	Property Lawyer	Legal
SA172015	21/02/2016	31/03/2016	Property Lawyer	Legal
SA167256	19/01/2016	31/03/2016	Solicitor	Legal
SA170298	25/01/2016	31/03/2016	Solicitor	Legal
SA162426	16/12/2015	01/04/2016	Solicitor (CTL)	Legal
SA162430	16/12/2015	31/03/2016	Solicitor (CTL)	Legal
SA162428	16/12/2015	18/03/2016	Solicitor (CTL)	Legal
SA162450	16/12/2015	31/03/2016	Solicitor (CTL)	Legal
SA169641	01/02/2016	31/03/2016	Solicitor (Interim)	Legal

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Incremental pay progression and annual data audit 2014/15

Incremental Progression Key Outcomes 2014/15

1) From 1643 employees, 725 of these were processed in time for the April Payroll run.

2) A further 678 employees (41%) received a rating of 2 or above, however, these employees are not due an increment due to being at the top of their pay band.

3) 33 employees (2%) are not performing at the required standard receiving a rating of 3 or 4.

4) Of 37 staff (2.3%) who did not have their performance rated, 0 had been awarded increments for April.

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2014/15 Incremental Pay Progression Outcomes

The report below shows the outcome of the incremental pay progression exercise for the whole Council.

Total number of staff	1643

Corporate Response	Rating of 1	Rating of 2	Rating of 3	Rating of 4	No rating provided	Leaver	LTS	Probation	Suspension	Maternity	N/A	Total
Due an Increment	106	661	18	0	6	21	6	6	2	0	4	830
%	12.8%	79.6%	2.2%	0.0%	0.7%	2.5%	0.7%	0.7%	0.2%	0.0%	0.5%	100.0%
Increment Awarded	105	660	1	0	0	0	5	0	0	0	0	771
%	13.6%	85.6%	0.1%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	100.0%
Increment NOT Awarded	1	1	17	0	6	21	1	6	2	0	4	59
%	1.7%	1.7%	28.8%	0.0%	10.2%	35.6%	1.7%	10.2%	3.4%	0.0%	6.8%	100.0%
NOT due an Increment	42	636	14	1	11	11	5	38	1	1	53	813
%	5.2%	78.2%	1.7%	0.1%	1.4%	1.4%	0.6%	4.7%	0.1%	0.1%	6.5%	100.0%
Increment awarded	0	0	0	0	0	0	0	0	0	0	0	0
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Increment NOT Awarded	42	636	14	1	11	11	5	38	1	1	53	813
%	5.2%	78.2%	1.7%	0.1%	1.4%	1.4%	0.6%	4.7%	0.1%	0.1%	6.5%	100.0%
Combined Total Ratings	148	1297	32	1	17	32	11	44	3	1	57	1643
%	9.0%	78.9%	1.9%	0.1%	10.0%	1.9%	0.7%	2.7%	0.2%	0.1%	3.5%	100.0%

The above report is broken down into three sections, the top section shows the distribution of staff who were due an increment and whether an increment was awarded or not. The middle section shows the distribution of staff who were not due an increment. The bottom section shows the combined totals of the top and middle section.

Across the whole Council, 50.5% of staff were due an increment and 46.9% of staff were actually awarded an increment.

The following graph shows the percentage distribution of ratings across the Council based on the total staff of 1643:

% Rating Breakdown

- Rating of 4: 0.1%
- No rating provided: 10.0%
- Rating of 1: 9.0%
- Rating of 3: 1.9%
- Rating of 2: 78.9%

Legend:
- Rating of 1
- Rating of 2
- Rating of 3
- Rating of 4
- No rating provided
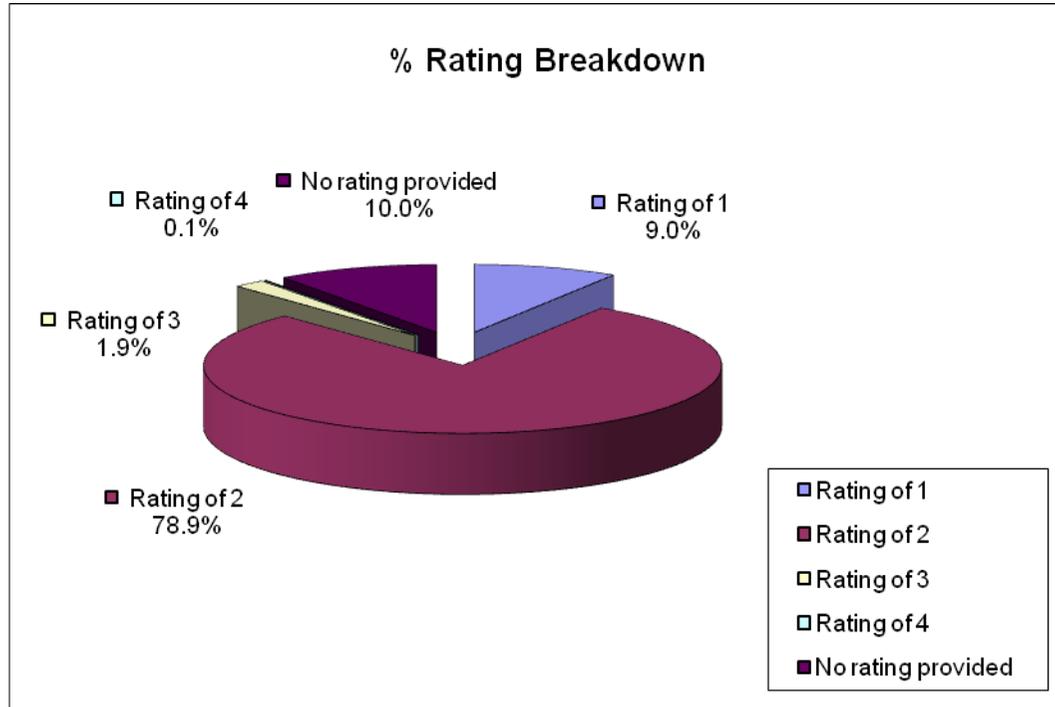
The following report and graph shows how the category 'non rated staff' is distributed across the Directorates and the Council.

Directorate	No rating provided	Leaver	LTS	Probation	Suspension	Maternity	N/A
Chief Executive's Office	0	2	0	1	0	1	8
Chief Executive Delivery Unit	1	2	0	2	0	0	0
Adults Health and Commissioning	1	7	9	20	1	0	15
Children's Services	9	7	0	11	1	0	23
Environment	0	4	0	6	1	0	1
Housing	6	10	0	3	0	0	5
Planning & Transportation	0	0	2	1	0	0	5
Overall Council	1.0%	1.8%	0.7%	2.7%	0.2%	0.1%	3.3%