

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 **29 June 2017**

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

### Membership:

Councillors Oliver Gerrish (Chair), Leslie Gamester (Vice-Chair), Jack Duffin, Martin Kerin, Ben Maney and Tunde Ojetola

### Substitutes:

Councillors Graham Hamilton, Tom Kelly, Gerard Rice, Graham Snell and Aaron Watkins

### Agenda

Open to Public and Press

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<b>1 Apologies for Absence</b>	
<b>2 Minutes</b>	<b>5 - 12</b>
To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 14 March 2017.	
<b>3 Items of Urgent Business</b>	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
<b>4 Declaration of Interests</b>	
<b>5 Terms of Reference</b>	<b>13 - 14</b>
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**Queries regarding this Agenda or notification of apologies:**

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

Agenda published on: **21 June 2017**

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# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

## Helpful Reminders for Members

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

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

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



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

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

Disclosable Pecuniary Interests shall include your interests or those of:

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

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

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

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

### Pecuniary

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

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

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

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

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

### Non- pecuniary

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



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

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

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

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

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

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

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

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

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

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

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

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

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

## Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 14 March 2017 at 7.00 pm

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**Present:** Councillors John Kent (Chair), Leslie Gamester (Vice-Chair), Jack Duffin, Steve Liddiard, Ben Maney and Aaron Watkins

**In attendance:** Sean Clark, Director of Finance & IT  
Steve Cox, Corporate Director of Environment and Place  
Jackie Hinchliffe, Director of HR, OD & Transformation  
Karen Wheeler, Director of Strategy, Communications and Customer Service  
Murray James, Operational Service Lead - ICT  
Chris Stephenson, Service Delivery Manager - Change and Implementation  
Sarah Welton, Strategy & Performance Officer  
Charlotte Raper, Senior Democratic Services Officer

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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.

### **1. Minutes**

The minutes of the Corporate Overview and Scrutiny Committee meeting held on 18 January 2017 were approved as a correct record.

### **2. Items of Urgent Business**

There were no items of urgent business.

### **3. Declaration of Interests**

There were no declarations of interests.

### **4. Connected Thurrock - Thurrock's Digital & Information Technology Strategy 2017-20**

The Operational Service Lead – ICT presented the report which outlined the digital strategy for the next three years. Members were asked to provide feedback to be put forward to the meeting of Cabinet on 5 April 2017.

Councillor Liddiard considered the report to be good and agreed that the strategy was very aspirational. He queried whether there were any examples of similar strategies proven to work within the Country. The Committee heard that there were many strategies though the proposed model was more

comprehensive as Thurrock had elected to bring everything together. There were many Local Councils currently on the journey to deliver similar outcomes though the proposed Strategy was towards the more ambitious end of the scale.

Councillor Liddiard agreed with the numbers but was unsure it could be delivered within 3 years. Members were advised the Strategy in reality covered 3 years and beyond. The aim was to drive agility and so there was a need to keep the strategic roadmap going beyond the strategy length.

Councillor Liddiard highlighted that within his work in the local community hub in his ward about 90% of the residents were unable to use the internet, even on their phones and required a high level of support from the hub volunteers. He expressed scepticism that these and similar residents could be converted and asked whether there was an opportunity to work with the community hub volunteers and staff in customer services in a different way and change the mechanisms in place to make life easier for all concerned. The breakdown of services people required assistance for, in his experience, was 70% for housing, 20% for benefits and 10% for council tax and other minor issues; he wondered whether it might be better to focus on those areas people needed most.

The Operational Service Lead – ICT agreed that officers were cautious not to bake exclusion into the strategy and it was necessary that residents could get in contact and engage in the best way for them. There would be digital buddies and people like the hub volunteers to help make the technology simpler. In order to ensure residents engaged the digital experience would need to be better than the traditional experience. As for focusing on key areas, the aim was to develop platforms that worked across a range of areas and to avoid individual point systems, though there would be prioritisation of service areas as the strategy unfolded.

Councillor Maney observed that he felt the report was somewhat light on delivery as to how the ideas would be implemented. He hoped that, when it was referred to Cabinet, Cabinet would look clearly at the delivery of the strategy otherwise it might come back to Overview and Scrutiny Committees in the future. The Committee heard that Councillor Maney's comments were reasonable but the intention had been an outcome focused strategy to offer a degree of flexibility compared to a full delivery plan. Immediate delivery plans would be put together to manage the strategy and there would be strict Governance in place.

Councillor Watkins expressed approval for an aspirational strategy and admitted that it would be very impressive. He asked if there were any risk that the technology might not deliver as hoped with residents who might not use it to its full potential, and asked for additional background information around the return on investment targets. Members were advised that the strategy required a cultural shift and the onus was on Thurrock; how user friendly and intuitive the technology would be. Residents could not be forced to use the technology offered so there was a need to offer an experience they would



want to use. The aim was to use data in such a way that there would be less need for residents to contact the council for issues. As for the return on investment targets, they were difficult to pin down. An expectation of 2:1 had been outlined and businesses cases would need to be very explicit as to the benefits.

Councillor Watkins agreed that the technology should be there to keep Thurrock ahead of the trend, but in order for it to be truly beneficial residents would have to use it. He asked how officers planned to promote the new technology to residents and whether there would be flexibility to navigate constantly changing technology availability. The world of technology changed quickly, hence an outcome focused strategy. How the strategy would be delivered might change but the desired outcomes would not.

Councillor Liddiard stresses the importance of strong business cases and ensuring value for money every step of the way and that he felt uncomfortable agreeing the £23million investment. He would be more comfortable with a case by case scenario. Members were assured that every capital spend would be supported by a business case.

Councillor Liddiard recalled previous Government Strategies to connect all systems which were either failures or extremely expensive and expressed concern regarding introducing one system to do everything for everyone. It was a big challenge but the intention was not one system, but a platform approach. It would not be realistic to join every service up; the key area of focus would be the outcomes that mattered most and the most important aspect would be data. The role of Local Authorities was likely to change and they would need to become data guardians/providers and so all data would need to be easily utilised and shared with other Authorities and partners.

Councillor Duffin referred to section 5.1 of the report, particularly the introduction of a public Wi-Fi across Thurrock, and asked whether it would be sponsored by outside businesses or a pay-to-use model. It was presumed there would be an element of paid service to fund the investment. It was important to saturate the borough with wireless for colleagues working offsite, NHS workers and other partners to change the shape of mobile working.

**RESOLVED:**

**The Committee referred the Connected Thurrock Strategy to the meeting of Cabinet on 5 April 2017. The Committee's support was provisional dependent upon clearer objectives, a clearer strategy for delivery and performance monitoring.**

**5. Consultations in 2016**

The Director of Strategy, Communications and Customer Service presented the report which was in response to a request by the Committee. Appendix 1 provided a list of all the consultations from 2016.

Councillor Duffin asked how long it took to respond to the Residents' Survey. The entire survey took approximately 15 minutes.

Councillor Duffin asked how the £3000 for the consultation regarding the change of election process had been spent. Members heard that the cost was for communicating with residents via newspaper adverts, posters, an advert on the Council's facebook page and a leaflet which had been included with every Council Tax bill. It was queried how useful the facebook advert had proven compared to cost. It had only cost a few hundred pounds, but the 'reach' of the advert was not known and would be provided outside of the meeting.

Councillor Duffin enquired as to what made value for money as some of the consultations received less responses from residents than there were elected Councillors. Certain consultations were very targeted towards specific audiences, while some were much wider. The Communications Team promoted consultations wherever possible, via the media, community hubs, and even directly through Councillors but residents could not be forced to participate.

Councillor Duffin also asked whether the £7000 investment into the consultation portal had been value for money, as there were online survey generators that did the same for free. The Committee heard that the portal was more than merely a survey tool; it also facilitated petitions, generated reports and provided a database that officers could access in future.

Councillor Liddiard expressed his view that, given the number of responses compared to the size of the population; he would be uncomfortable relying upon 80% of the consultations to make decisions. Councillor Gamester interjected that one consultation had received only one response up until February and asked whether there was a better way to ensure the Council obtained statistically relevant data. For some decisions the consultations were not the only source of evidence, there were also workshops and other engagement activities. The Residents' Survey had been undertaken by an external market research company with a methodology to ensure the 1000 residents polled were representative of the make-up of Thurrock and there was confidence in the results. Officers would be mindful of how valid responses were.

Councillor Duffin asked if consultations generally cost around £3000 or whether the election consultation was an exception. Members heard that a case would be put forward for each consultation. The consultation regarding the elections process was borough-wide and open for 12 weeks to allow residents to have their say, which was a long time. For more targeted consultations, such as for housing tenants, letters would be sent directly which was a far less expensive process. Borough-wide consultations also varied in expense, with far more being spent on the consultation regarding the Local Plan.

Councillor Watkins asked whether BMG Research might be used to conduct all borough-wide consultations as they did with the Residents' Survey. He queried whether the numerous residents with whom officers interacted on a daily basis were ever asked why they weren't responding to consultations. BMG had also conducted the staff survey. The option could be considered but it would depend upon cost and the type of consultation. The possibility of asking residents was a good idea and would be taken on board.

Councillor Liddiard queried whether volunteers in the community hubs might assist with undertaking consultations. He also raised concern about skewed responses to surveys, he recalled a survey within Tilbury where residents highlighted that they wanted a swimming pool and improved bus services, with no reference to the homeless residents or the shortage of GPs in the area. The want versus need was not reflected. The Director of Strategy, Communications and Customer Service agreed it was necessary to manage expectations. Volunteers in the hubs could be used to ask residents the questions; however BMG offered experience and independence which were positives.

Councillor Duffin sought clarity as to how many consultations were the result of requests from Committees and how many were Officer-led and how much they were used in the decision making process. The Committee was informed that there were some consultations which were a statutory duty. The Council had a responsibility to conduct consultations in cases of service changes, and some ongoing feedback mechanisms were used to make tweaks on a day to day basis. Other consultations were the result of Overview and Scrutiny Committee recommendations and steers from Portfolio Holders, dependent upon the issues.

The possibility that residents were reluctant to participate because they saw no real change as a result was suggested. Members heard that there were usually higher levels of response to issues with a direct impact. The way results and outcomes were fed back to residents could be improved. Councillor Duffin requested that, where possible, residents were emailed to inform them of the outcome of consultations in which they participated.

The Chair noted markedly different methods used in varying consultations. The consultation in light of the Local Plan was very good however the questions asked in the Residents' Survey were not so open. When asking which areas were most important Adult and Children's Social Care, Housing and Improvements to Education were not included. The Chair expressed his disappointment and asked how this was justified. The Committee was advised that the Residents' Survey focused on universal services rather than more specialist areas which many residents would not have accessed. Similarly the survey was not the only source of data for the Council.

Councillor Duffin queried who was responsible for the wording of questions, as to his mind one question regarding the Local Council Tax Scheme offered two very harsh options and he could understand residents being reluctant to participate on those terms. BMG had created the Residents' Survey using

their experience and guidance, input from other Local Authorities and the Local Government Association benchmark questions. For non-statutory consultations the services responsible framed the questions with assistance from the Community Development Team and the Communications Team. The survey in question had been developed alongside other councils.

**RESOLVED:**

**The Committee noted and made comments on the consultations undertaken in 2016 in Appendix 1.**

**6. Quarter 3 Corporate Performance Report 2016/17**

The Strategy & Performance Officer presented the report which provided the Committee with a progress update in relation to performance. The report highlighted 4 areas which were 'in focus'; one had achieved its target whilst three had not.

The Chair referenced section 3.3.4 of the report, focus 4, and noted that the target for street cleanliness had not been met, despite the investment into the 'Clean it, Cut it, Fill it' campaign. The Chair asked for an explanation as to why the target had not been met. The Corporate Director of Environment and Place informed members that despite being under the Council's own local target it was better than the benchmark average. The assessment methodology was also quite subjective; surveys were carried out on 10 different land types which provided a snapshot of the appearance of parts of the borough. The assessment methodology would change from April 2017, from which time the Council would be working with Keep Britain Tidy, providing national benchmarks for more consistent data.

**RESOLVED:**

**That the Committee**

- **Noted and commented upon the performance of the key corporate performance indicators in particular those areas which are IN FOCUS;**
- **Identified any areas which require additional consideration.**

**7. Work Programme**

Members were given the opportunity to suggest items to act as a steer for any incoming Chair and Members to the Committee next municipal year. Councillor Duffin proposed a report regarding the Communications Team and their decision making processes.

**The meeting finished at 8.20 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

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

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

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

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

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<b>29 June 2017</b>	<b>ITEM: 6</b>
<b>Corporate Overview and Scrutiny Committee</b>	
<b>End of Year Corporate Performance and Progress Report 2016/17 and Corporate Performance Framework 2017/18</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key
<b>Report of:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services	
<b>Accountable Head of Service:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services	
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services	
<b>This report is public</b>	

## Executive Summary

This report provides a final look at how the council performed against its priorities last year (2016/17) and a forward look at the corporate performance framework this year (2017/18).

The End of Year Corporate Performance Report (Appendix 1) combines the performance against last year's corporate scorecard with progress against the related actions/projects as outlined in the Corporate Priority Activity Plan for 2016/17 (Appendix 2). It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve and take action.

The Corporate Performance Framework 2017/18 (Appendix 3) details the statistical evidence the council will use to monitor the progress and performance against the priorities. This is the outcome of a full and thorough review of KPIs in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

- 1. Recommendation(s)**
  - 1.1 To note the progress and performance against the corporate priorities for 2016/17 (Appendix 1 and Appendix 2)**
  - 1.2 To comment upon the corporate performance framework for 2017/18 (Appendix 3)**

## 2. Introduction and Background

2.1 The council has an agreed vision and set of corporate priorities:

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

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

2.2 The vision and priorities are currently under review by a cross-party working group of members along with representatives of the community, business and tenants.

2.3 This report details progress in relation to the delivery of the Corporate Priority Activity Plan 2016/17 and associated performance data. This can be found at Appendices 1 and 2 respectively and is summarised in 3.1 and 3.2 below.

2.4 The corporate performance framework for 2017/18 is set out in Appendix 3.

2.5 Service Plans flow from the corporate priorities and cascade down into team plans and ultimately into individual plans and objectives.

## 3. Issues, Options and Analysis of Options

### 3.1 End of Year Corporate Performance and Progress 2016/17

#### 3.1.1 Summary of Corporate Performance in 2016/17

	Corporate KPIs performance against end of year target 2016/17	<i>Corporate KPIs in 2015/16</i>
Achieved	59.18%	48.94%
Failed	40.82%	51.06%

	Direction of Travel 2016/17 compared to 2015/16	<i>Direction of Travel 2015/16</i>
↑ IMPROVED	47.22%	61.7%
→ STATIC	2.78%	12.77%
↓ DECLINED	50%	25.53%

### 3.1.2 2016/17 Performance Highlights

Some key achievements from 2016/17 are highlighted below. Others are reported within Appendices 1 and 2 of the report.

- Launched Clean it, Cut it, Fill it
- Opportunity Thurrock – 130 exhibitors and over 2,500 students
- 96% of Thurrock schools are graded by Ofsted as good or better
- New residents e-newsletter launched in October
- Secured over £10m of government funding to unlock delivery of the rail crossing in Grays
- Expanded small business accommodation in Thurrock
- Adopted the Community Assets Transfer Policy
- New Community Hub opened in Purfleet taking total to six
- Over £185,000 of Community Environmental Development Fund awarded to six projects including the Frost Estate Community Association
- Partners appointed to deliver Shared Lives initiative
- New Customer Services Strategy, Digital Strategy and People Strategy developed and agreed
- New joint health/social care programme – “For Thurrock in Thurrock” launched including development of Thurrock First – single point of access
- Transforming Homes programme refurbished over a thousand properties with 85% tenant satisfaction with the programme
- Successful bid for £250,000 to provide a one stop shop for domestic abuse clients with neighbouring authorities and £891,000 for two year homelessness prevention trailblazer scheme across Essex
- New income generating commercial waste collection service exceeded sales target
- Adopted new Design Strategy aimed at better quality planning and design in new developments
- Give a Gift appeal raised over 3,000 donated gifts for children in Thurrock
- The council retained Investors in People Gold status

3.1.3 The council has also had recognition in 2016/17 for the excellence of our individuals and teams including:

- Public Service People Managers Association (PPMA) 2016 – individual award finalist, Wendy Dobbin
- PPMA 2016 finalist for Employee Relations (Operation Welcome)
- Finalists for Driving Growth (for Purfleet Regeneration) and Partnership of the Year (for ROH Trailblazer programme) in LGC awards 2016
- Finalists for Legal Services, Workforce Transformation and Senior Leadership Team in the MJ Awards 2017
- Won the Best Employee Relations Award in CIPD Awards 2016
- Social Work team were Winners of the Skills for Care National Accolade
- Eight officers/teams were awarded a Staff Award, chosen from 263 nominations
- The Education Awards in November 2016 saw 15 awards given to Thurrock teachers and education staff being recognised for their contributions to the improvement and enrichment of Thurrock’s pupils
- Won Gold Performance Award in the Geo Place Awards for the management of address and street data

### **3.2 Corporate Performance Framework 2017/18 – Appendix 3**

- 3.2.1 The Corporate Performance Framework for 2017/18 provides a mixture of strategic and operational indicators. This reflects the demand for council services increasing and being ever more complicated and the need for a holistic approach to monitoring data and intelligence. The increased analysis of internal processes at service level by Directors which has been embedded throughout 2016/17 will continue.
- 3.2.2 Appendix 3 is the outcome of a full and thorough review of KPIs and other performance tools in line with recommendations made by Corporate Overview and Scrutiny in 2015/16. The review took into account feedback and intelligence the council receives from residents. Results from the resident survey which took place in November/December 2016 also fed into this review.
- 3.2.3 The purpose of the review was to make the performance framework as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.

### **3.3 Monitoring and Scrutiny 2017/18**

- 3.3.1 Performance against the corporate priorities will continue to be monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board scrutinises the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 3.3.2 Each quarter a report will be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

## **4. Reasons for Recommendation**

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report outlines what the council will focus on in the year ahead and confirms the governance and monitoring mechanisms which will be in place to ensure that priorities are delivered.

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

- 5.1 Performance monitoring reports are considered on a quarterly basis by the Corporate Overview and Scrutiny Committee throughout the year 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 report articulates what the council is aiming to achieve. The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.
- 6.2 The end of year 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**  
**Management Accountant**

The report provides an update on performance against corporate priorities in 2016/17 and the performance framework for 2017/18. Although this report itself does not have any direct financial implications, the corporate priority projects reported in Appendix 2 and KPI 2016/17 outturns (Appendix 1) and revised KPI framework for 2017/18 (Appendix 3) contain activities and measures that influence the council's ability to operate within available resources. Individual commentary will continue to be given throughout 2017/18 within the regular monitoring reports regarding progress, impact and actions.

The council continues to operate in a challenging financial environment, therefore, any recovery planning commissioned by the council may entail future financial implications, and will need to be considered as appropriate.

### **7.2 Legal**

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

There are no direct legal implications arising from this report. However, action plans for individual priority areas outlined in Appendix 3 may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

### 7.3 **Diversity and Equality**

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

The corporate performance framework for 2017/18 contains measures that will help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary will be given throughout the year within the regular monitoring reports regarding progress and actions.

For 2016/17 narrative and data relating to wider diversity and equality objectives is provided in Appendices 1 and 2.

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

The corporate priorities and performance framework include areas which affect a wide variety of issues, including those noted above. Details can be found in the appendices.

### 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): N/A

### 9. **Appendices to the report**

- Appendix 1 – End of Year Corporate Priority Activity 2016/17 progress
- Appendix 2 – End of Year Corporate KPI outturn 2016/17
- Appendix 3 – Corporate Performance Framework 2017/18

### **Report Author:**

Sarah Welton  
Strategy & Performance Officer

**Appendix 1**  
**CORPORATE PLAN PRIORITY PROJECTS 2016/17**  
**END OF YEAR PROGRESS**

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

**Work with partners to provide training, apprenticeship and employment opportunities linked to key local industries**

The Employability and Skills team continues to build and maintain employer contacts in Thurrock and beyond, in order to extend provision that directly links to key priority sectors and enables local employers to recruit to vacancies.

In 2016/17 Opportunity Thurrock, the borough wide annual careers fair, hosted more than 130 exhibitors ranging from local/national employers, further education (FE) and higher education (HE) to speak to more than 2,500 students about their aspirations/pathways for the future. Close liaison with the regeneration team has enabled the development of a job vacancies website as another route for local employers to promote opportunities.

This has been branded as **Opportunity Thurrock** so it is immediately recognisable and linked to the careers fair and key priority sectors. Regular liaison with the regeneration team enables the inclusion of apprenticeship and employment with training, training for existing staff and the recruitment of local people as part of their statutory obligations via Section 106 Town and Country Planning Act.

With regard to opportunities within the council, the number of apprenticeships during 2016/17 has been impacted by the uncertainty of the new apprenticeship levy framework. There has been considerable cross-council work between Children's Services and HROD to ensure there is a clear system in place for 2017/18 to meet the requirements of and targets within the new national framework.

Other programmes, include:

- OnTrack Thurrock provides bespoke services for NEET (Not in Education, Employment of Training) young people to develop skills to enable employment.
- Thurrock's Next Top Boss provides students with high profile business mentors to resolve real time business challenges.
- Careers and Enterprise Company programme is recruiting business leaders as volunteers to provide strategic direction to Headteachers/Principals to create whole school/college Enterprise Strategy as well as simplify the range of offers and services available to schools and traded work experience service.
- In addition, joint work is underway, with an external partner and HR & OD, for the council to consider the creation of fixed term contract employment opportunities for vulnerable young people.

The service has continued to work closely with the Regeneration Team to ensure that we are supporting new employers into Thurrock – a recent example is the work being undertaken with Amazon – a consortium of learning providers have been brought together to support the employability and skills element in terms of the recruitment of these new opportunities.

Over the past six months the service has worked around supporting young people to consider a pathway into higher education. This links directly with work around raising

aspirations and supporting the highest achieving students. The Thurrock Top Achievers programme has seen over 80% of the young people having a provisional offer to a Russell Group University. The service has also submitted a range of applications to further support this work and is currently awaiting the outcome.

**Work with schools and other partners to increase percentage of good/outstanding schools, academies and early education facilities in the borough in line with new legislation**

The School Improvement Team continues to work closely with the three Teaching School Alliances to use data to identify the needs of schools within the borough. There is a comprehensive Continuing Professional Development offer available to all schools in the borough.

Of the 50 schools with a current inspection grade, 48 (96%) are good or better. The Early Years' Team works closely with child-minders and early education and childcare businesses in the borough to support and prepare them for Ofsted inspections. Of the 44 private, voluntary and independent early education and childcare settings in the borough with a current Ofsted grade, 100% are good or better; ensuring the best outcomes for our youngest children. Currently 99% of child-minders with an Ofsted inspection grade are judged to be good or better.

**Review school improvement and other children and young people services and develop proposals for future delivery to make best use of available resources**

The school improvement service has been reviewed and new structure put in place. The majority of Thurrock's schools are now Academies and this is reflected in the size of the improvement function that remains in the council. Increasingly the service has a strategic and facilitative role through the Teaching School Alliance.

The Children's Centre new structure is now complete. Children's Centres will also be working closely with the Brighter Futures Prevention & Support Team and Public Health to ensure a greater number of families are supported and early identification of need and support is provided to reduce the number of referrals to social care.

**Using outcomes of the iMPOWER review and Ofsted Inspection, develop and deliver strategic plan for demand management of children's social care services**

The Ofsted Improvement Plan continues to be progressed and is monitored by the Corporate Director, Children's Services, via bi monthly meetings. The direction of travel remains positive in all areas.

In December 2016, iMPOWER completed their final report with Children's Social Care and wider council services to support the restructure of these services in order to offer more effective early help and prevention.

This work is being taken forward and there has been significant progress in bringing together the former Troubled Families and Early Offer of Help teams to form PASS, the Prevention and Support Service. Children's Centres, Disabled Children's Short Break and Outreach Service and the Public Health 0-19 Healthy Families Agenda alongside PASS are now under one prevention offer and will be the integrated brand of Brighter Futures.

Progress is being monitored and governed by the newly formed Brighter Futures Programme Board that is chaired by the Corporate Director, Children's Services. There is still extensive work to be done with council and external partners to ensure that families receive the right support at the right time and reduce the demand on statutory social care services.



## **Encourage and promote job creation and economic prosperity**

### **Promote Thurrock and what it has to offer to residents, visitors and inward investors**

The council has been focusing on a number of different ways to raise the profile of Thurrock and of the council.

There is now more proactive use of social media channels including Facebook, Twitter and LinkedIn to raise the council's profile. The residents' e-newsletter was launched in October 2016 with approximately 11,500 registered recipients.

In 2016/17 the approach to raising the profile through awards, trade journals and events was centralised. The council has been finalists for several national awards, including winning entries for human resources, planning, social care recruitment and housing – all of which add to the positive profile of the borough.

Work has been ongoing to ensure the council's brand and Thurrock the place is shared widely and recognised including promoting investment opportunities through the MJ/MIPIM investment guide widely circulated at the Property and Investment Trade Show and through the Thames Estuary Growth Commission. This is a main focus of proactive communication activity going forward into 2017/18.

A new roundabout sponsorship scheme went live during 2016/17 with near-capacity take-up by local businesses in just a few months generating income.

### **Develop and progress the refreshed Local Plan and associated documents**

Thurrock Council is preparing a new Local Plan. This plan will be used to guide decisions on planning applications for development as well as set out the strategic direction of the area on social, economic and environmental matters. All local planning authorities must prepare a Local Plan setting out planning policies for their area.

Following on from a successful consultation on the Stage 1 - Local Plan Issues and Options document in early 2016, the council has been working on updating key parts of its evidence base including but not limited to its Strategic Housing Market Assessment, Economic Development Needs Assessment and a Green Belt Assessment. The findings from these studies will be used to inform the production of a Stage 2 - Local Plan Issues and Options document which is intended to be consulted on later this year. The Stage 2 document will outline a series of options for strategic policies and identify potential directions for future growth.

In addition to the work being undertaken on the emerging Local Plan the Council has started producing a number of design based Supplementary Planning Documents to support the implementation of existing policies in the adopted Core Strategy. In March 2017, Cabinet adopted the Design Strategy; this document is the first document in the Thurrock Design Guide to be adopted. In March, the Council also approved the Residential Alterations and Extensions for public consultation. Consultation on this document ends in May 2017.

## **Implement the Economic Growth Strategy and progress the six Growth Hubs including Purfleet Centre Scheme**

The growth programme in Thurrock continues to be one of the largest and most exciting opportunities in the country. Thurrock's reputation as a place full of opportunity has helped attract a number of large scale regeneration projects including DP World London Gateway, Port of Tilbury expansion and Purfleet Regeneration. These projects in turn have created significant numbers of jobs new facilities such as the fulfilment centre in Tilbury in 2017 presents' further opportunities.

In addition to these large scale projects the council has also focussed on smaller but nevertheless significant projects for local people such as expanding small business accommodation offer in the borough, helping local people to find work and improving the borough's town centres. Good progress has been made in a number of areas as the programme continues to move from plans to deliverables. Highlights include: -

- Securing over £10m of government funding to unlock delivery of the rail crossing in Grays
- Introducing a town centre management function working with the Grays Town Partnership
- Development of the Community Led Local Development strategy and applications for c.£3 m to fund a range of projects in Tilbury
- Accessing significant amounts of external funding for business support activity

A full and detailed update on the progress of the six growth hubs was presented by the Portfolio Holder for Regeneration to Council in November 2016.

## **Work with partners to identify and provide for infrastructure needs including tackling issues of congestion and proposals for a new Lower Thames Crossing**

In April 2017, the Secretary of State for Transport announced the preferred route for the Lower Thames Crossing, a bored tunnel between Gravesend and Tilbury. A series of meetings has been set to identify the resources that the council needs to respond to this proposal and produce a list of mitigation measures required.

The Department for Transport (DfT) confirmed that it will provide £66.05m of funding for the widening of the A13 between the A128 (Orsett Cock) and the A1014 (The Manorway), from two lanes to three lanes in both directions. Provided there are no challenges, contracts for Lot 1: Detailed Design and Lot 3a: Construction will be awarded towards the end of May 2017.

The Stanford-le-Hope Transport Interchange scheme is nearing the end of preliminary design. This scheme involves a new station building, bus turnaround facility, taxi and passenger drop-off facilities and cycle parking. Design & build contractor, Morgan Sindall has submitted a planning pre-application and is producing a target cost for construction. Subject to a collaboration agreement with c2c, it is proposed to progress to detail design in June.

Work is continuing on the Congestion Task Force project as follows:

**Mitigating impacts of incidents on Dartford Crossing** - Variable message signs and static signs are due to be installed on the Thurrock Council road network by the end of June

2017. These will notify road users about diversion routes to follow in the event of incidents on the Dartford crossing. To date, two variable message signs have been received from Highways England. Further signs are being procured.

### **Improving free flow of traffic**

- Yellow box junction markings were painted at junction 30 in January 2017.
- In April 2017, inspectors started issuing fixed penalty notices (FPNs) to utility company contractors for over-running street works and non-compliant traffic management etc.
- In preparation for the introduction of permitting in October 2017, officers are consulting on traffic sensitive streets and are preparing job descriptions to recruit permit officers, inspectors and co-ordinators for the new Permitting Team.
- Atkins has been commissioned to produce an intelligent Transport Strategy. Their report is due in July 2017.

### **Future proofing Thurrock's highway networks**

Currently identifying funding to undertake Saturn modelling and VISSIM modelling.

### **Build new homes that are affordable and a mixture of tenures (private and social)**

The second half of 2017/18 has seen continued development of proposals and plans for new housing developments. Planning permission has been given to redevelop the former TOPS Club site in Grays for 29 units whilst both the 35 unit scheme for older persons at Calcutta Road, Tilbury and the 53 unit scheme at Chadwell St Mary have both been submitted for planning. All schemes have been subject to an external design review to ensure good quality development and all are 100% for affordable rent within the Housing Revenue Account.

These projects which are part of the Housing Zone will deliver a mix of 117 houses, flats and bungalows for rent which meets evidenced housing need. These schemes are the last funded Housing Revenue Account (HRA) schemes as the HRA borrowing cap will be at its limit and no further resources are available.

The first of Gloriana's new homes are complete and handed over as part of the 128 unit scheme at St Chad's scheme which will finish completely in 2017. Further preparatory work has been undertaken for potential future schemes. The development of a business case to achieve the regeneration of estates with high repair costs and poor environmental conditions has progressed with a range of studies being completed to provide a sound evidence base upon which financial viability work is being considered. The ambition is to redevelop on estates where appropriate and so provide new homes and improve the lives of residents.

## Build pride, responsibility and respect

### Develop a communication and engagement strategy informed by the Residents Survey

The Communications Strategy has been developed with a view to being implemented during 2017/18. The resident survey was undertaken during November and December 2016 and the results of this have been fed into priority activities for 2017/18, including the principles of the Communication Strategy.

The council has increased its use of social media and this is now a daily, two-way, instant channel of communication with residents and other stakeholders. The council now has over 10,000 followers on Twitter and 2,000 Facebook “likes”.

### Work with partners to empower communities

The council has progressed a number of programmes to help empower communities. Most significantly is the adoption of the Community Assets Transfer (CAT) Policy. Often, communities aspire to provide local activities but lack the facilities to do so. This policy provides a consistent opportunity for community organisations to seek the use of land or property owned by the council at a subsidised rate when the public value of the activity is considered within an agreed framework.

Friends of Hardie Park (based in Stanford Le Hope) were instrumental to the development of the CAT policy and provide a current example of the policy in practice. With a pool of dedicated volunteers, the group are campaigning for park improvements and championing local management and maintenance of the park. They have made improvements to prevent vandalism of equipment and anti-social behaviour and secured funding to install a new skate park. A prefabricated building has also been erected and will contain a café and space to deliver training sessions.

A new Community Hub has opened in Purfleet taking the number across the borough to six. Hubs empower communities by bringing people together around common issues and exploring community based solutions to improvement. Often, the simple act of providing a space and support to talk something through can change someone’s perception from being dependent and stuck, to having choice and options about the future. People appreciate being supported by trained volunteers, and hubs are increasingly seen as the first point of call for information and support. Hubs are co-produced with the voluntary sector and local communities, and are underpinned by a commitment to equality.

As well as increasing confidence, improving skills and knowledge is an important aspect of empowerment. Subsidised training is available to Thurrock residents active in their communities with Voluntary Sector Training Essex with courses now delivered in Thurrock too including *Finding Funding Faster* and *Roles and Responsibilities of Trustees*.

The key partnership approach helping to empower communities is through the Stronger Together Partnership. A dedicated website, <http://www.strongertogether.org.uk>, has been created to promote the many different programmes in Thurrock supporting people to support themselves and others including Timebanking, the work of Local Area Co-ordinators and support for micro enterprise to name a few. The site is particularly good for promoting good news about Thurrock and examples of community spirit in action.

A number of activities throughout the year have provided an opportunity for people to come together around the issues they feel passionate about. Community clean ups supported through the Big British Spring Clean are a great example of community led action, improving local areas. 13 community groups collected bags of rubbish weighing a total of 1400kg. This is just one small example of the power and strength of community action and volunteering which is growing stronger in Thurrock all the time.

The Community Environmental Development Fund (CEDF) was launched in 2016 as an opportunity for communities to apply for funds to support improvements in their area. Over £185,000 was awarded to six projects. The largest award was made to the Frost Estate Community Association who established the group to repair roads and build a stronger community.

The road repairs have made a huge difference to residents, not only making for safer journeys – especially for those with mobility problems – but the repairs have reinstated people’s pride on the estate which enjoys a special heritage within our borough. The CEDF Fund is considered a successful approach to supporting communities and a new round will be launched spring 2017.

#### **Develop new models for adult social care and support provider development through implementation of the Market Position Statement**

Excellent progress continues to be made with the implementation of the key objectives within the Market Position Statement. The micro enterprise project is supporting an increasing number of micro enterprises which are now beginning to provide support to the community. Ategi have been appointed to deliver shared lives in Thurrock in partnership with Social Finance and support from Community Catalysts. A manager for the service is now in place and training and information sessions are being developed for staff and the wider community.

The provision of domiciliary support has continued to be challenging however the specification for the new service is now complete and the procurement will start shortly. The specification encompasses a new way of working to support people to be connected to their communities and to receive the level of care and support they need. The specialist autism service is now moving forward in partnership with Family Mosaic who will be building six units of accommodation with specialist support at Medina Road. A further eight units of accommodation to support people with learning disabilities are currently being refurbished with a grant from the government’s Transforming Care programme of work.

#### **Develop a new and transformational Customer Services Strategy including delivery through digital channels where appropriate**

The Customer Services Strategy was agreed in April 2017 and will be embedded throughout 2017/18. Throughout the strategy, there is a strong emphasis on digital and self-service for customers that are able to utilise this method but recognition that support must still be available for the customers that cannot. Delivery will be monitored through the Customer and Demand Management Board and, using the principles agreed in the strategy, will support services to identify further opportunities for better, more efficient service delivery. This is a wide ranging piece of work, as there are so many aspects to it, from channel shift, analysis of customer requests and queries through the contact centre, monitoring of trends in complaints and usage of the website to a whole scale look at the quality of the correspondence we send out.

## **Improve health and wellbeing**

### **Implement the Health and Wellbeing Strategy and deliver the action plans**

The Health and Wellbeing Board has reviewed all action plans through the course of the year, with action plan owners providing progress reports. Engagement activity has also taken place to enable Thurrock people to influence and inform actions as they develop and are implemented. An annual report is to be presented to the July Health and Wellbeing Board and will detail key achievements for 2016/17.

The Health and Wellbeing Strategy is a five year strategy, and as such, work is now taking place to refresh action plans for 2017/18. Action plans will be expected to reflect and respond to engagement feedback captured during 2016/17.

### **Transform and integrate health and social care with a focus on prevention and early intervention, including the delivery of four integrated healthy living centres**

Progress has been made with Thurrock's Adult Social Care Transformation Programme. In recognition of the shared vision and direction of travel across health and social care, a decision has been made to have an integrated transformation programme across the council's Adult Social Care and Thurrock Clinical Commissioning Group (CCG). The joint programme is under the previously owned CCG brand 'For Thurrock in Thurrock'.

Significant progress has been made during the year which includes:

- Agreement on joint brand, joint programme, joint vision and joint direction of travel
- Consultation and engagement on the principles underpinning our joint vision and direction of travel
- Commencement of a project to examine a variety of alternative delivery models for the provision of current in-house provided Adult Social Care services
- Development of a feasibility study to provide options for Thurrock's in-house residential care home
- Scoping of an alternative approach to the delivery of homecare – including a pilot to test identifying and meeting the outcomes that are most important to people receiving a homecare service – including meeting outcomes within the community
- Development of Thurrock First – the single point of access between Adult Social Care, Community Health and Mental Health – due to go live this Summer
- A number of micro-enterprises being established – with a further few at different stages of development
- The appointment of a provider to manage Thurrock's Shared Lives service

Work continues on the Integrated Healthy Living Centres (IHLC). A project focused in Tilbury to develop a population-health approach to the delivery of health and social care will influence the contents of the Tilbury IHLC and its operating model. Depending upon the success of the model, the Tilbury model will be scaled-up with the approach being implemented across Thurrock. The delivery of the Tilbury and Purfleet IHLCs is set for 2018/19 – but with co-location of services taking place in 2017/18.

## **Deliver Transforming Homes programme for 2016/17**

The Transforming Homes programme has successfully refurbished 1,115 properties internally this year. This brings the total number of properties refurbished to date to 6,953 and equates to 69% of the total housing stock.

In the last year more than 250 of the completed properties have benefited from adapted facilities such as showers or wet rooms as part of the programme. This has enabled the tenants to continue to live independently in their homes. A further 138 properties have been adapted through this programme in response to referrals from Adult Social Care (Community Solutions).

A key focus across the programme is to drive improvement by continuing to monitor the resident satisfaction and ensure robust challenge of contractor performance. Average resident satisfaction with the programme across last year has been very good, achieving 85% against an 80% target.

## **Improve efficiency and effectiveness of homelessness prevention**

The Housing Solutions service has continued to see a rise in the number of applications for assistance and cases where the local authority has a statutory duty to accommodate households. This has resulted in increased numbers in temporary accommodation. The main cause of homelessness continues to be the ending of private tenancies, in line with the national trend. The department continues to work with private landlords to negotiate new and continuing tenancies.

In order to avoid expensive bed & breakfast accommodation the department has secured a contract for a new 10 bed property in The Broadway, Grays for single, homeless people. However, more accommodation is needed and the service continues to look at options for alternative provision, working with local providers.

Phase 1 of the new Housing ICT system (Northgate) was successfully implemented in November 2016; the first phase includes a homelessness module which will enable much improved case monitoring and reporting on homelessness.

A new pilot scheme called *Housing First* was introduced in November 2016 and is jointly funded by Housing, Adult Social Care and Public Health. The scheme provides intensive support for homeless individuals with the most chaotic lives and complex needs, who cost public services such as the NHS and criminal justice system thousands of pounds. St Mungo's, a housing charity working with homeless people, were procured to run the service for the first year and there are five spaces available on the pilot. The scheme reverses usual processes by providing housing before support services are accessed. A national *Housing First* programme is being encouraged across the UK and the Thurrock scheme will be showcased to other boroughs looking to implement similar schemes.

The Homelessness Reduction Bill received royal assent in April 2017 and is anticipated to commence in April 2018. The new legislation confers extra duties on the local authority to prevent homelessness and to assist all household groups, not just those with a priority need. The changes will require new ways of working for the Housing Solutions team. Training by the National Practitioner Support Service is being held in Thurrock in July 2017. New toolkits for homelessness prevention will be provided in line with the new legislative requirements.

A recent bid to the Department of Communities and Local Government (DCLG) for funding of a specialist accommodation based support and service reform was successful in securing £250,000 per year for two years. This was a joint bid involving Basildon, Thurrock, Castle Point, Rochford and Brentwood councils along with SERICC, Citizens Advice Bureau (CAB), Changing Pathways and Essex Police. The funding will include the provision of a domestic abuse “One Stop Shop” providing a single point of contact for domestic abuse clients, to access relevant services on a single day in one location. Work is underway to implement the new programme which is anticipated to start in June 2017.

A further successful funding bid to DCLG led by Essex County Council has secured £891,300 for a two year homelessness prevention trailblazer scheme. The scheme will provide 10 specialist mentors across Essex who will assist households in preventing homelessness. One of the mentors will be based in Thurrock but the department will have access to all ten mentors across the county. Specialisms include offenders, families, private landlords, complex needs and mental health. The provision will assist the council with new duties under the Homelessness Reduction Act.



## Promote and protect our clean and green environment

### Review waste services including collection options, re-tendering of contracts and opportunities for income generation

Cabinet approved the re-procurement of waste disposal contracts on an as-is, like for like basis retaining the current frequency and level of collections across all waste streams. Delegated authority to proceed was obtained at Cabinet in March 2017. The procurement process is underway with new contracts scheduled to go live in December 2017.

The Civic Amenity Site returns to council operation in June 2017. The site is not currently in keeping with modern sites with capacity not being sufficient to support the current site throughput or to meet the requirements of the borough's growth agenda going forward. Capital funding has been sought and work is ongoing to redevelop the site.

The commercial waste service has been subject to a revised sales and marketing plan supported by investment in sales staff. The income generated by the service in 2016/17 exceeded the targets set.

With regard to the waste collection service although no changes have been made to frequencies or materials, new collection routes were implemented in May 2017 to ensure a more efficient and effective waste collection service for residents.

A project is ongoing to understand waste behaviours, looking at ways to increase participation in recycling and reduce issues of non-compliance. The Recycle It campaign will continue throughout 2017/18.

### Improve consistency and sustainability of street cleanliness services through stronger enforcement action on fly-tipping and littering and exploring possibilities for trading greening services

In August 2016 the department commenced the Clean it, Cut it, Fill it pilot scheme. This scheme enabled the Street Services section to reintroduce a number of barrow beats, an additional tractor and grass cutting unit as well as a major routes grass cutting team. Changes have been embedded into the service for 2017/18 which have enabled the department to run a pilot of returning street services to service-based rather than the previous area-based teams.

These changes along with the additional resources that have been made available have had a marked impact on the standard of the parks and open spaces, verges and street cleanliness across Thurrock. Whilst the 2016/17 quantitative data in the corporate scorecard does not yet indicate the improvement desired, anecdotal and qualitative feedback highlights significantly cleaner and tidier streets and neighbourhoods around the borough.

A separate piece of work has now also started to focus on making improvements to a number of parks and open spaces across the borough. The improvement programme is to promote greater use and enjoyment of the parks and open spaces and encourage positive activity.

The council engaged a private enforcement company in December 2016 to support the delivery of littering and dog fouling enforcement. To March 2017 over a 1,000 Fixed Penalty

Notices have been issued. The contract has proven to be cost neutral with a small income received which will be used to fund prosecutions. 21 prosecutions for littering were heard at Southend Magistrates Court in May/June 2017. The success of the pilot has led to a proposal for an expanded range of services over a long term contract period to be put in place.

### **Enhance the built environment, public spaces and access to the river through development of a Design Guide and progressing the town centre Growth Hub programmes**

The Thurrock Design Guide is a suite of design based planning documents that will play a critical role in reinforcing the importance of place and improving the design quality of all new developments that require planning permission.

In March 2017, Cabinet adopted its Design Strategy, which is the first completed document in the Thurrock Design Guide. In broad terms the Design Strategy sets out the main design principles that should be considered and/or adhered to by applicants when they are working up new development proposals in the borough. It includes requirements for assessing the context of a site and provides specific guidance that relates to the individual characteristics of the borough's five broad place typologies. The typologies used in the guide are as follows:

- Urban Centres and Transport Hubs
- Residential Neighbourhoods
- Commerce and Industry
- Thurrock Lakeside
- Village and Rural Locations

In March, Council also approved for consultation a draft design guide on Residential Extensions and Alterations. This document focuses on balancing the applicants' needs, rights of neighbours and what is best for the wider community and will play a critical role in reinforcing the importance of place and improving the design quality of all residential alterations and extensions that require planning permission.

The proposed guide would also benefit homeowners wishing to alter and/or extend their property using permitted development rights as it provides clear and concise advice on how to make the best out of their alteration/extension. Consultation on the Draft Residential Alterations and Extensions Supplementary Planning Document ended in May.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Performance Indicator Title	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Target	DOT since last year	Achieved or Failed	Commentary (required for all failed indicators)
Permanent admissions to residential/nursing homes per 100K pop'n (18+)	Cllr S Little	133	134	163	136	163	↑	Achieved	
Number of volunteers active in roles within the council	Cllr S Macpherson	250	251	n/a	251	250	↑	Achieved	
Overall spend to budget on HRA (£K variance)	Cllr R Gledhill	-2485	900	n/a	-304	0	↑	Achieved	
No of homes transformed (NB target is given as a % of total stock as the actual figure changes as stock levels change)	Cllr R Gledhill	n/a	58% (5838)	60 per month	1115 (68%)	65% of all stock by year end	↑	Achieved	
% of repairs completed within target	Cllr R Gledhill	n/a	95 (March in month)	85	98.3	85	↑	Achieved	
Average time taken to complete an emergency repair (in days)	Cllr R Gledhill	n/a	0.29	n/a	0.13	0.2	↑	Achieved	
Average time taken to complete a non-urgent repair (in days)	Cllr R Gledhill	n/a	9.73	n/a	9.01	20	↑	Achieved	
% of primary schools judged "good" or better	Cllr J Halden	76.5	75.7	87	91.9	80	↑	Achieved	
Average time (in days) for a child to be adopted (3 year average)	Cllr S Little	625	601	n/a	452	500	↑	Achieved	
% of Major planning applications processed in 13 weeks	Cllr M Coxshall	84	84.58	n/a	97.3	75	↑	Achieved	
% of Minor planning applications processed in 8 weeks	Cllr M Coxshall	88.3	92.9	n/a	100	88	↑	Achieved	
% Council Tax collected	Cllr S Hebb	98.71	98.58	n/a	98.9	98.9	↑	Achieved	
No of people registered for My Account	Cllr D Huelin	n/a	31561	n/a	51,201	45000	↑	Achieved	
% of complaints upheld (all services except social care) (based on closed complaints)	Cllr D Huelin	n/a	50	n/a	37	40	↑	Achieved	
Overall spend to budget on General Fund (£K variance)	Cllr S Hebb	0	0	n/a	0	0	→	Achieved	
No of affordable housing units delivered directly	Cllr M Coxshall	n/a	n/a	n/a	12	12		Achieved	
No of private housing units delivered through Gloriana	Cllr M Coxshall	n/a	n/a	n/a	37	10		Achieved	
KS4 Attainment – Progress 8 score	Cllr J Halden	n/a	n/a	-0.03	-0.01	-0.03		Achieved	
LAC KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Cllr J Halden	n/a	n/a	25	33.3	25		Achieved	
LAC KS4 Attainment – Progress 8 score	Cllr J Halden	n/a	n/a	-1.14	-0.81	-1.14		Achieved	
Number of "exchanges" carried out through time-banking (in hours)	Cllr S Macpherson	n/a	n/a	n/a	15250	11,000		Achieved	
Number of people supported by a Local Area Coordinator (LAC)	Cllr S Little	n/a	n/a	n/a	988	650 by year end		Achieved	
No of business engaged through Council programmes	Cllr M Coxshall	n/a	n/a	n/a	727	500		Achieved	
Income generated through Local Growth Fund Round 3	Cllr M Coxshall	n/a	n/a	n/a	£10.8m	£10.8m		Achieved	
Self-Directed Support - % of adult social care carers in receipt of SDS	Cllr S Little	8.9	94.4	77.7	86.66	50	↓	Achieved	
% Rent collected	Cllr R Gledhill	99.44	99.64	99.64	99	99	↓	Achieved	
% Early Offer of Help Episodes completed within 12 months	Cllr J Halden	n/a	97.2	n/a	95	95	↓	Achieved	
Street Cleanliness - c) Graffiti	Cllr P Tolson	0.5	0	1.52	1.15	2% (Smaller is better)	↓	Achieved	
% National Non-Domestic Rates (NNDR) collected	Cllr S Hebb	99.68	99.8	n/a	99.7	99.3	↓	Achieved	
% of young people who reoffend after a previously recorded offence	Cllr J Halden	37	29	38 (National)	quarterly in arrears	30	quarterly in arrears	quarterly in arrears	
% of 16-19 yr old Not in Education, Employment or Training	Cllr J Halden	5.5	5.2	5	new govt. method	n/a		new govt. method	This specific dataset is no longer reported on due to DfE changes to the indicator that took effect from September. The Portfolio Holder has therefore agreed that for future report this indicator will be removed and replaced by the new methodology. In the meantime, performance in this area has continued to maintain high levels.
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	Cllr R Gledhill	70	70	n/a	70.97	72	↑	Failed	This is an improved performance from 2015/16 when the outturn was 70% - the target was narrowly missed this year and actions are being discussed with Tenancy Services and other sections to improve satisfaction.
Average time to turnaround/re-let voids (in days)	Cllr R Gledhill	31.5	36	n/a	34.7	33	↑	Failed	This is an improved performance from 2015/16 when the outturn was 36 days. Actions are in progress to improve performance (32 days achieved in April 2017), in particular the use of live data from Northgate which has replaced a spreadsheet as the main monitoring tool.
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr J Halden	n/a	54.6	52.3	61.1	70	↑	Failed	Our performance remains above national but is not yet meeting our stretch target of 70%. We are reviewing how the data is collected in this area to ensure that all young people in employment, education or training are being captured.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Performance Indicator Title	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Target	DOT since last year	Achieved or Failed	Commentary (required for all failed indicators)
% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (Annual)	Cllr J Halden	36.7	37.8 (15/16)	36.7% 14/15 30.7% (Regional) 33.2% (England)	37.8 (15/16)	36.6		Failed	37.8% is the 2015/16 outturn which is the year-end outturn for last year. Target of 36.6% has not been met and there has been an increase of 1.1% compared to the previous year. Nationally, the average has increased by 1% to 34.2% so Thurrock has increased at a similar rate to nationally. However, Thurrock is 3.6% above the England average for 15/16. Regionally, the average has also increased by 1% to 31.7% so again Thurrock has increased at a similar rate to other Local Authorities in the region. However, Thurrock is 6.1% above the regional average for 15/16. As these figures relate to the year 2015/16 they reflect what was happening a year ago. Our current strategy to tackle this issue includes promotion of the Daily Mile, which is now being done by 30% of primary schools in the Borough compared to none a year ago. This has the potential to make a significant difference but the effects will not be evident in this data for at least one year. We also provide a family-centred weight management programme for children identified as overweight or obese and we are currently developing a whole systems approach to obesity prevention which will guide future action.
% adults who smoke (Annual)	Cllr J Halden	20.9 (2014)	21.3 (2015)	20.9% (2014) 17.8% (2014 Regional) 17.7% (2014 England)	21.3 (15/16)	19.9		Failed	21.3% is the 2015 outturn which is the year-end outturn for last year. Target of 19.9% has not been met and the smoking prevalence in Thurrock has increased by 0.4% compared to the previous year. Overall, the national average for smoking prevalence has dropped by 0.9% to 16.9%; we are currently 4.4% above the national average. Regionally, the average has dropped by 1.1% and we are 4.7% above the regional average. The indicator has switched from using Integrated Household Survey (IHS) data to Annual Population Survey (APS) data. APS has a fixed methodology whereas IHS's used to change each year, meaning some metrics were not comparing the same data from one year to the next. So contextually the outturn cannot be compared to the target which was based on the old methodology. Next year's target should therefore be -1% below the new APS data, which is a more stable measure.
% of potholes repaired within policy and agreed time	Cllr B Little	n/a	n/a	n/a	97.7	100.00		Failed	This KPI measures the proportion of potholes requiring intervention* which are filled within 3 working days. (It does not include non-intervention potholes filled as part of the 'Clean It, Cut It, Fill it' campaign). Going forward, additional resource has been identified for this work, including the services of the scheduler to ensure that work tickets are processed within policy target. Outturns will be scrutinised on a weekly basis to ensure improvements for next quarter. *a carriageway defect requires intervention when it is 5cm or more deep.
Self-Directed Support - % adult social care users in receipt of SDS	Cllr S Little	72.00	74.20	86.90	73.87	80.00	↓	Failed	As at the end of March 2017 755 of our 1022 long term service users in the community are receiving their support via a Direct Payment, Individualised Service Fund or Council Managed Personalised Budget. To support improvement of this indicator a Project Manager for Direct Payments and Personal Budgets has been employed within the Commissioning Team. Work is underway to transfer all service recipients of the TLS Day Opportunities service (112) over to an individualised service fund (ISF). The Strategic Lead for Performance, Quality & Business Support is also progressing procurement of some tablets for use by staff who complete assessments/reviews in people's homes.
% older people still at home 91 days after discharge from hospital into reablement/rehabilitation	Cllr S Little	86.6	90.8	82.7	88.37	90.9	↓	Failed	Q4 16/17 had a total of 86 older people (65+) discharged from hospital into reablement/ rehabilitation. Of these, 76 were still at home 91 days later which equates to 88.37%. This is below our target of 90.9% for 16/17 and also falls short of our 2015/16 outturn of 90.8%. Of the 10 people who did not remain at home 91 days later, 6 died before the 91 day period. Despite being under target the current position is higher than the national average for 15/16, which was 82.7%. We are reviewing data quality on this indicator in terms of our routine recording of reablement potential. Currently we feel some individuals who do not have reablement potential are being included in the indicator, something we are working to improve. In addition, the current home care crisis has meant that the reablement team have been required to take on more basic home care packages which has impacted on their ability to provide reablement.
Number of places available for two year olds to access early years education in the borough	Cllr J Halden	1083	1307	929	1094	1200	↓	Failed	The target for this indicator is set nationally and does not reflect the actual need within Thurrock as there was a decrease in the number of eligible children in Thurrock. Therefore, although this indicator may be flagged as 'failed', there are more than enough places available to families in line with the rate (%) target, which we consider to be very good performance.
Number of places accessed for two year olds for early years education in the borough	Cllr J Halden	720	665	743	659	74% of DWP total	↓	Failed	As above - additionally, take-up for autumn and spring both surpassed the local target, reflecting the number of eligible children in Thurrock at those times. Seasonal variation in both places and rates of take-up is significant, the subtleties of which are not reflected in the target and this monitoring.
No of new apprenticeships within the council	Cllr J Halden	65	55	65	27	60	↓	Failed	It is disappointing that the number of apprentices appointed is not higher, however, the introduction, delay and complexities of the new Apprenticeship Levy has impacted this. In particular, the old frameworks being withdrawn and replaced by new standards, no appointments by construction contractors (second and third year frameworks underway) and fewer maintained schools on account of academy conversions has impacted on the number through the scheme. However, positively, 21 young people are working for teams that have previously recruited apprentices and six opportunities have been created by teams that are new to the process/experience. Moving forward into 2017/18 there has been considerable cross-council work between Children's Services and HROD to ensure a clear system is in place to meet the requirements of the new national system, including a new performance measure which has been included into the new basket of corporate indicators for 2017/18.
Achievement of Level 2 qualification at 19 years old	Cllr J Halden	87.2	89	86	86	90	↓	Failed	Although this outturn is below the challenging target the service set, it is in line with the national average. Children's Services work closely with local Post 16 providers to support Thurrock's young people to develop the skills and qualifications which are wanted by local employers. Through programmes such as the Youth Employment Initiative, during 2017/18 the council will continue to work with schools and colleges to "upskill" young people and help them access local employment and training opportunities
Achievement of Level 3 qualification at 19 years old	Cllr J Halden	52.8	53.2	52.4	51	54	↓	Failed	See above.
% Household waste reused/ recycled/ composted	Cllr P Tolson	40.38	39	42 (Unitary)	37.62	41	↓	Failed	The recycling figure disappointingly continues to be reducing. The service took the opportunity, through route optimisation communication, to remind every household of the importance of recycling, with key messages relating to what can go in the recycling bin and also what can't. Research of national trends illustrates that councils carrying out fortnightly collections generally realise a much higher recycling figure, however we will continue to look at ways to increase participation in recycling and reduce issues of non-compliance, including looking at the impact of new enforcement policies currently being rolled out in other authorities. The Recycle It campaign is ongoing and will continue throughout the year.
Street Cleanliness - a) Litter	Cllr P Tolson	1.83	3	6.47	4.45	4% (Smaller is better)	↓	Failed	The final inspection scores show that the change back to Service specific teams, and the additional resources funded to support the Cut it, Clean it, Fill it programme have had a positive impact on the standards of cleanliness across the Borough. There were 29 sites that fell below the required standard for litter out of the 304 inspected. These sites were predominantly in the following land types: Main Roads (7) (The Manorway and A128); Rural Roads (6) (Muckingford and Buckingham Hill road in East Tilbury, Baker Street in Orsett); Main Retail and Commercial (4) (Single sites in each of Orsett, Tilbury Riverside, Chadwell St Mary and Ockendon); Industrial and Warehousing (4) (Sites in Tilbury, Orsett and Stanford East)
% of refuse bins emptied on correct day	Cllr P Tolson	99	98.5	n/a	98.3	98.5	↓	Failed	Although in month performance has been above target since September, the very low collection figures in July and August have meant that this did not reach target for the year.
% overall spend to budget on Capital Programme	Cllr S Hebb	90	90	n/a	81	90	↓	Failed	This is based on actual payments to date so when including work not yet billed this figure may change. 76% of the General Fund Capital Programme was spent and 96% of the Housing Revenue Account (HRA) Capital programme
Average sickness absence days per FTE	Cllr D Huelin	9.87	9.69	8.99	10.43	9	↓	Failed	Close monitoring continues to be undertaken on a case by case basis with individual DMTs. The main causes of sickness absence continue to be post operative recovery, stress related absence, colds and sickness/gastrointestinal issues. Appropriate steps are being taken to manage and support. Over 50% of sickness is long term and these are all dealt with on a case by case basis and are all being appropriately managed.
% timeliness of response to all complaints (all services except social care)	Cllr D Huelin	98.3	98.1	n/a	92	98	↓	Failed	From 1 August the complaints process changed, shortening the timeframe targets for turnaround, and removing the category of concern. This has had an impact on both the number of Stage 1 complaints and the capacity to turnaround "on time". In addition to this during September the council implemented a senior sign of process across some areas and this has resulted in some complaint deadlines being missed from October onwards.
KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Cllr J Halden	n/a	n/a	54	51	54		Failed	In Thurrock, reading was 62%, grammar, punctuation and spelling (GPS) was 71%, maths was 68% and writing was 75%. This is close to the national average reported and is within 2 percentage points of the combined reading, writing and maths. This is different from the pattern seen in previous years where attainment at level 4b or above was highest in reading and lowest in GPS. The School Improvement Manager is working closely with the three teaching schools to ensure the gap is closed through provision of high quality continuing professional development matched to the needs of the schools.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Health/Wealth of the Borough Indicators	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Baseline	Q4 DOT (since last year)	Commentary (required for all failing indicators)
Unemployment rate (data from ONS/NOMIS) (in arrears)	Cllr M Coxshall	7.30%	5.60%	national average 4.8%	5.0%	regional average (3.8%)	↑	This is not a performance indicator, but data that the council monitors each quarter as a wider determinant of the health and wealth of the borough. Whilst not reaching the challenging target of the regional average, the direction of travel is positive and close to the national average of 4.8%
% of 16-64 year olds in Thurrock population with no qualifications (data from ONS/NOMIS)	Cllr M Coxshall	12.10%	10.50%	n/a	11.30%	lower than 2015/16	↓	This is not a performance indicator, but data that the council monitors as a wider determinant of the health and wealth of the borough.
Average weekly household earnings (annual) (Thurrock resident)	Cllr M Coxshall	£555.70	£563.70	£529.60 (UK)	£574	increase on 2015/16	↑	This is not a performance indicator, but data that the council monitors as a wider determinant of the health and wealth of the borough.
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Cllr M Coxshall	60,000	63,000	n/a	not yet available	increase on 2015/16	not yet available	Data has not yet been released by Office of National Statistics/NOMIS

Demand Indicators	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Baseline	Q4 DOT (since last year)	Commentary (required for all failing indicators)
No of people killed or seriously injured in road traffic accidents (yearly average taken over a rolling 3 years)	Cllr B Little	58	73	n/a	awaiting data from Essex		awaiting data from Essex	These are not performance indicators. These indicators enable the council to look at workflow demand to support service delivery.
No of incidents of Fly tipping reported	Cllr P Tolson	n/a	2504	2504	2896	2250	↑	
No of incidents of Abandoned vehicles reported	Cllr P Tolson	n/a	1028	1028	1623	930	↑	
Rate of Children subject to Child Protect Plan	Cllr S Little	52	71	36	70	71	↓	
Rate of Looked After Children	Cllr S Little	72	85	57	82.9	85	↓	
Number of households at risk of homelessness approaching the Council for assistance	Cllr R Gledhill	2724	2,944	average 245 per month	2285		↓	
No of homeless cases accepted	Cllr R Gledhill	n/a	222	average 19 per month	287		↓	

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Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Key Performance Indicator	Frequency	Target for 2017/18
Cllr Hebb	Commercial Services	Commercial	New	Total gross external income (whole council) (based on sales forecast)	Monthly	£11,013 k
Cllr Halden / Cllr S Little	Childrens	Commercial	New	Net financial contribution to the council - Childrens Services	Monthly	TBC
Cllr Halden / Cllr S Little	Adults Housing and Health	Commercial	New	Net financial contribution to the council - Adults Housing and Health	Monthly	TBC
Cllr Hebb	Finance & IT	Commercial	New	Net financial contribution to the council - Finance and IT	Monthly	TBC
Cllr Hebb	Legal	Commercial	New	Net financial contribution to the council - Legal	Monthly	TBC
Cllr Huelin	HROD & Transformation	Commercial	New	Net financial contribution to the council - HROD & Transformation	Monthly	TBC
Cllr Huelin / Cllr Hebb	Strategy, Comms & Cust. Serv	Commercial	New	Net financial contribution to the council - Strategy, Comms & Cust. Serv	Monthly	TBC
Cllrs Tolson / Coxshall / Macpherson / B Little	Environment & Place	Commercial	New	Net financial contribution to the council - Environment and Place	Monthly	TBC
Cllr B Little	Environment & Place	Highways and Transportation	Existing	% of potholes repaired within policy and agreed timeframe	Monthly	100%
Cllr B Little	Environment & Place	Highways and Transportation	New	Additional KPI around potholes completions - definition tbc	Monthly	TBC
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	% of Major planning applications processed in 13 weeks	Monthly	77%
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	% of Minor planning applications processed in 8 weeks	Monthly	90%
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	No of businesses engaged through Council programmes (Quarterly)	Quarterly	180
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	No of affordable housing units delivered directly (annual)	Annual	TBC
Cllr Coxshall	Environment & Place	Planning & Growth	Amended	Total number of homes enabled through Planning	Annual	950
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% General tenant satisfaction with neighbourhoods/services provided by Housing	Monthly	75%
Cllr Gledhill	Adults Housing and Health	Housing	Amended	Total No of homes transformed as part of Transforming Homes Programme	Quarterly	1,000
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% of repairs completed within target	Monthly	97%
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% Rent collected	Monthly	98%
Cllr Gledhill	Adults Housing and Health	Housing	Existing	Average time to turnaround/re-let voids (in days)	Monthly	30 days
Cllr Gledhill	Adults Housing and Health	Housing	New	Number of private tenants whose homes have been improved as a direct results of enforcement action	Monthly	530
Cllr Halden	Adults Housing and Health	Public Health	New	Number of additional hypertensive patients diagnosed following screening programmes	Quarterly	400
Cllr Halden	Adults Housing and Health	Public Health	New	% of primary schools signed up to the Daily Mile to increase physical activity levels in children	Quarterly	50%
Cllr Halden	Adults Housing and Health	Public Health	New	Successful completion of treatment in Young People's Drug & Alcohol service	Quarterly	60%
Cllr Halden	Children's	LUO	Existing	% of primary schools judged "good" or better	Quarterly	94%
Cllr Halden	Children's	LUO	Amended	% NEET + Unknown 16-17 year olds (Age at start of academic year)	Quarterly	2%
Cllr Halden	Children's	LUO	Existing	Number of places accessed for two year olds for early years education in the borough	Quarterly	75% of DWP total
Cllr Halden	Children's	LUO	Existing	% of young people who reoffend after a previously recorded offence	Quarterly	30%

Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Key Performance Indicator	Frequency	Target for 2017/18
Cllr Halden	Children's	LUO	Existing	KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	Nat. average
Cllr Halden	Children's	LUO	Existing	KS4 Attainment – Progress 8 score	Annual	above 0
Cllr Halden	Children's	LUO	Existing	Achievement of Level 2 qualification at 19 years old	Annual	88%
Cllr Halden	Children's	LUO	Existing	Achievement of Level 3 qualification at 19 years old	Annual	54%
Cllr Halden	Children's	LUO	Amended	<b>Children Looked After</b> KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	above nat. average
Cllr Halden	Children's	LUO	Amended	<b>Children Looked After</b> KS4 Attainment – Progress 8 score	Annual	Nat. average
Cllr Hebb	Finance and IT	Finance	Existing	% overall spend to budget on Capital Programme	Quarterly	90%
Cllr Hebb	Finance and IT	Finance	Existing	Overall spend to budget on General Fund (£K variance)	Quarterly	£0
Cllr Hebb	Finance and IT	Finance	Existing	Overall spend to budget on HRA (£K variance)	Monthly	£0
Cllr Hebb	Finance and IT	Finance	Amended	Forecast Council Tax collected	Monthly	98.90%
Cllr Hebb	Finance and IT	Finance	Amended	Forecast National Non-Domestic Rates (NNDR) collected	Monthly	99.30%
Cllr Huelin	HROD & Transformation	HROD	Existing	Average sickness absence days per FTE	Monthly	9 days
Cllr Huelin	HROD & Transformation	HROD	Amended frequency	No of people registered for My Account	Annual	56,000
Cllr Huelin	HROD & Transformation	Complaints	Existing	% timeliness of response to all complaints (all services except social care)	Monthly	95%
Cllr Huelin	HROD & Transformation	Complaints	Existing	% of all complaints upheld (based on closed complaints)	Monthly	35%
Cllr Huelin	HROD & Transformation	HROD	Amended	No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Monthly	2.3% of the workforce
Cllr MacPherson	Adults Housing and Health	Comm. Development	Amended	Number of volunteers within the council (YTD)	Quarterly	270
Cllr MacPherson	Adults Housing and Health	Comm. Development	Existing	Number of "exchanges" carried out through time-banking (in hours)	Quarterly	12,000
Cllr S Little	Children's	CATO	Existing	% of 17-21 yr old Care Leavers in Education, Employment or Training	Quarterly	70%
Cllr S Little	Children's	CATO	Existing	Average time (in days) for a child to be adopted (3 year average)	Quarterly	500 days
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Monthly	10
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Monthly	618.2
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Proportion of people using social care who receive direct payments	Monthly	32
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Proportion of carers who receive direct payments	Monthly	68%
Cllr S Little	Adults Housing and Health	Adult Social Care	New	Number of delayed transfers of care days from hospital (attrib. to NHS & ASC)	Quarterly	awaiting 16/17 outturn
Cllr S Little	Adults Housing and Health	Adult Social Care	New	Average waiting time of Occupational Therapy assessments as at month end	Monthly	6 weeks
Cllr Tolson	Environment & Place	Environment	Existing	% Household waste reused/ recycled/ composted	Monthly	41%
Cllr Tolson	Environment & Place	Environment	Amended	Street Cleanliness - a) Litter	3 times a year	10%
Cllr Tolson	Environment & Place	Environment	Amended	Street Cleanliness - c) Graffiti	3 times a year	5%
Cllr Tolson	Environment & Place	Environment	Existing	% of refuse bins emptied on correct day	Monthly	98.50%



Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Health and Wealth of the Borough Indicator	Frequency	Baseline
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	Average weekly household earnings (annual) (Thurrock resident)	Annual	£574.10
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	Total number of employee jobs in Thurrock (data from ONS/NOMIS) (annual)	Annual	63,000
Portfolio Holder	Directorate	Service	New or existing KPI	Demand Indicator	Frequency	
Cllr Gledhill	Adults Housing and Health	Housing	Existing	Number of households at risk of homelessness approaching the Council for assistance	Monthly	no target
Cllr Gledhill	Adults Housing and Health	Housing	Existing	No of homeless cases accepted	Monthly	no target
Cllr Tolson	Environment & Place	Environment	Existing	No of incidents of Fly tipping reported	Monthly	no target
Cllr Tolson	Environment & Place	Environment	Existing	No of incidents of Abandoned vehicles reported	Monthly	no target
Cllr Macpherson	Environment & Place	Environmental Health	New	Number of statutory nuisance complaints made	Monthly	no target
Cllr Macpherson	Environment & Place	Environmental Health	New	Number of environmental (public) health interventions requested	Monthly	no target

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<b>29 June 2017</b>		<b>ITEM: 7</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Call-in to Cabinet Decision 01104421 Communication Strategy</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Fiona Taylor, Director of Law and Governance		
<b>Accountable Head of Service:</b> Karen Wheeler, Director of Strategy, Communications and Customer Services		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications and Customer Services		
<b>This report is</b> Public		

## Executive Summary

This report outlines the call-in made to the above Cabinet decision, highlighting the reasons why the call-in was made and the alternative proposals being put forward.

This report offers advice to the committee on how to manage the call-in through the committee process and should be used as a summary document to help understand the overview of this particular call-in.

### 1. Recommendation(s)

**That Committee can either:**

- 1.1 If it is concerned about the original decision in light of the call-in, refer the recommendation (decision: 01104421 Communication Strategy) to Cabinet for reconsideration, setting out in writing the nature of its concerns.**
- 1.2 If it considers the decision is contrary to the Budget or Policy Framework, refer the matter to the Council.**
- 1.3 Reject the call-in stating the reasons why.**

## **2. Introduction and Background**

- 2.1 On Tuesday 18 April 2017, Councillor John called in Cabinet Decision 01104421, in his capacity as the Chair of the relevant Overview and Scrutiny Committee.
- 2.2 The reason for making the call in (in accordance with Chapter 4, Part 3, Rule 10.4 of the Constitution) has been cited as a failure of the decision maker to take the decision in accordance with the following decision-making principles:
- a. *Due regard for individuals and communities served by Thurrock.*
  - b. *Proportionality (i.e. the action must be proportionate to the desired outcome)*
  - c. *Due consultation*
  - e. *A presumption in favour of openness*
- 2.3 The call-in was agreed as a valid call-in in accordance with the rules set out within Chapter 4, Part 3 of the Councils Constitution
- 2.4 The alternative proposal stated on the call in form is:

*Withdraw the threat to not recognise or engage with outlets that don't – in the Councils view- accurately reflect the Council line. Recognise all legitimate media organisations.*

*Put the strategy to the Corporate Overview and Scrutiny Committee.*

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

- 3.1 When considering the call-in, the Committee is recommended to adhere to the following schedule:
- The person who made the call-in to briefly introduce the reasons for the call-in and their alternative proposal(s).
  - The portfolio holder and officers to respond to the call-in and advise the Committee of any points that may be relevant.
  - If applicable, the Committee should receive comments from third parties that may be directly involved in the original cabinet decision.
  - The person who made the call-in to summarise.
  - The Committee should then weigh up evidence and ask any relevant questions to those in attendance.

- The Committee should decide to do one of the following:
  - a) if it is concerned about the original decision in light of the call-in, refer it to the decision maker (Cabinet) for reconsideration, setting out in writing the nature of its concerns;
  - b) If it considers the decision is contrary to the Budget or Policy Framework, refer the matter to the Council; or
  - c) Reject the call-in stating the reasons why.

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

4.1 The Committee are requested to manage the call-in in accordance with the provisions set out in Chapter 4, Part 3 of the Constitution.

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

5.1 Not applicable.

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

6.1 The call-in has a positive impact on corporate policies as it allows for the proper exercise of the democratic function, namely for Members to call-in a Cabinet decision based on valid arguments.

6.2 The role of Overview and Scrutiny in this function will allow for issues to be discussed in a public arena with cross party involvement and will give the opportunity for interested parties to join the debate and make representations.

#### **7. Implications**

##### **7.1 Financial**

Implications verified by: **Laura Last**  
**Management Accountant**

There are no direct financial implications arising from this call in. Any alternative proposals would need to be reviewed and any financial implications arising from them would need to be stated as part of the proposals.

## 7.2 Legal

Implications verified by: **David Lawson**  
**Monitoring Officer & Deputy Head of Law & Governance**

There are no specific legal implications directly arising from the recommendations beyond the procedural matters cited at the start of this report. The Council Constitution provides for Call-In of Cabinet decisions in Chapter 4, Part 3, Rule 10.

## 7.3 Diversity and Equality

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

There are no direct equality implications arising from this call in. Any alternative proposals would need to be reviewed and any equality implications arising from them would be stated as part of the proposals.

## 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

- Appendix 1: Report from Cabinet 5 April 2017
- Appendix 2: Excerpt from the minutes of the Cabinet meeting 5 April 2017
- Appendix 3: Call-In from Councillor John Kent

### Report Author:

Kenna-Victoria Martin  
Senior Democratic Services Officer  
Legal & Democratic Services

<b>5 April 2017</b>		<b>ITEM: 16</b> (Decision 01104421)
<b>Cabinet</b>		
<b>Communication Strategy 2017-20</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Councillor Shane Hebb, Portfolio Holder for Finance & Legal Services		
<b>Accountable Head of Service</b> Karen Wheeler, Director of Strategy, Communications and Customer Services		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications and Customer Services		
<b>This report is public</b>		

### Executive Summary

This report sets out the changing landscape and context for the council's communication activity. It proposes a strategic approach in response and clear principles to guide engagement with residents, partners, staff and the media, aid reputation management and improve public perception.

The recent Residents Survey results showed that 68% of Thurrock residents get information about their local area from the council including the website and social media but also from the local newspapers and via word of mouth.

The Communication Strategy provides a set of overarching principles to guide effective communications to better inform our residents and partners.

The council wants to be regarded by its residents, peers and partners as ambitious for Thurrock and focused on meeting current and future aspirations. This requires a shift-change in the way we communicate and how we engage with the media, residents, partners and staff.

The Communication Strategy at Appendix 1 is centred around the following principles to support delivery of the council's ambitions and priorities:

- Digital first
- Targeted messaging
- Brand promotion

Delivery of the communication strategy will be underpinned by a media protocol providing a framework for engagement by the council with the local, regional and national media and other guidance to support both officers and members.

## **1. Recommendation(s)**

### **1.1 To agree the proposed Communication Strategy 2017-20 as the principle policy document for engagement with residents via all communication and media platforms.**

## **2. Introduction and Background**

- 2.1 This report sets out the changing landscape and context for the council's communication activity. It proposes a strategic approach in response and clear principles to guide engagement with residents, partners and the media, aid reputation management and improve public perception.
- 2.2 The Communications Team is part of the Strategy, Communications and Customer Services Directorate and is responsible for media liaison (proactive and reactive), social media, marketing campaigns, design, the council's website and internal communication including the Intranet.
- 2.3 Communicating effectively is every service's responsibility and the Communications Team provide advice, guidance and technical support to promote what the council is doing, raise its profile, provide important information to residents and protect the council's reputation.
- 2.4 The team's work programme is driven by the council's priorities and direction from the Administration on the overall approach. The team also respond to ad hoc requests from services for communications support including proactive press releases, promotional information such as leaflets, social media and updates to the website.
- 2.5 The council follows the Recommended Code of Practice for Local Authority Publicity. The Code provides guidance on the content, style, distribution and cost of local authority publicity.
- 2.6 The council does not currently have an overarching Communication Strategy providing a set of guiding principles to ensure effective communications for well informed residents and partners. This report seeks to reconcile this deficit.

### **Communication Activity**

- 2.7 The main areas of communication activity over the last year are set out below. The activity reflects the use of a range of communications channels and tools.



### **Media**

- 2.8 Media/press releases are issued proactively to highlight good news, communicate important messages to residents and share key decisions after meetings such as Cabinet and Council. The team also publicise the important work of Overview and Scrutiny, Planning and Licensing committees by issuing press releases in discussion with Chairs of committees. All releases are issued to media outlets including radio and television, all Councillors and are made available on the council's website and social media channels. However, the media do not have to cover what we release and can take their own perspective on a story.
- 2.9 The team also respond to enquiries from the media on a daily basis, and on critical issues out of hours where necessary to protect the council's reputation, providing statements with the council's response to a particular issue. The team has a key role should the emergency plan be activated and participate in practice exercises with emergency service partners. The Communications Team will aim to respond to any non-critical media requests or enquiries within 24 hours.

### **Campaigns**

- 2.10 A number of communication campaigns have taken place throughout the last year. These have been prioritised and focused on particular areas which can lead to efficiencies and behaviour change. The campaigns include Love Thurrock promoting 'bin it' and litter enforcement as part of clean it, cut it, fill it, social worker recruitment, sign up to My Account, becoming a foster carer and promoting consultations for example on the frequency of local elections.
- 2.11 Campaigns involve a mixture of communications channels, including releases to media, posters and outdoor advertising, internal promotion, digital and social media to enable the greatest possible reach across the borough as well as targeted marketing to particular audiences.
- 2.12 Promoting events and awards - which are funded through sponsorship - is also a significant activity for the team including campaigns to communicate the Education Awards and Civic Awards in 2016 and support at the event.

### **Social Media and Website**

- 2.13 Social media use has increased in recent months with a proactive approach including posting press releases, campaign information, events, and sharing both promotional and emergency information from partners such as the Thurrock Clinical Commissioning Group (CCG) and Essex Police. This has seen an increase in people engaging with the council's pages, hitting 10,000 followers on Twitter in February 2017.

- 2.14 The council has over 2,000 'likes' on Facebook and we have seen increased engagement with the introduction of the use of videos. Although more business-focused, the council's LinkedIn profile has 1,747 following us. The council also has a YouTube channel but this is currently not fully utilised as yet.
- 2.15 Social media and other communication channels are used to sign post residents to the council's website where additional information and advice is hosted and services can be accessed. This is in line with both the Digital and Customer Service strategies. The website homepage includes a Twitter feed, rolling carousel images with links to key campaign and service pages as well as static areas for prominent issues such as consultations or those affecting all residents.

### **Resident e-newsletter**

- 2.16 Thurrock News, a monthly e-newsletter, was introduced in October 2016, as an additional communication channel to complement the use of other channels. This is now a regular email communication that residents can sign-up to receive. There are over 11,500 subscribers. The council will continue to promote sign up to the service which informs residents of key council updates.

### **Internal Communications**

- 2.17 Approximately 80 per cent of the council's staff are also Thurrock residents, and even more have friends and family who live within the borough. Internal messaging about public campaigns is of vital importance as well as effective engagement on internal issues, the success of which is reflected in the reaccreditation of Investors in People Gold.
- 2.18 The Staff Survey conducted in 2016 shows that staff are engaged, with the majority satisfied to be working for the council and understanding how their role contributes to the council's success and delivering the overall priorities. The majority of staff feel they are kept informed about their team and service, but an area for improvement is information about what is happening in the council as a whole with just over half feeling well informed. Communication between service areas was also identified as an issue. Actions are underway to address this with internal communications - now part of the corporate Communications Team - to help ensure messages are timely and joined up while continuing to work closely with the HR and Organisational Development teams.
- 2.19 There is an opportunity through the strategy to do more to ensure staff are well informed and advocates of the council especially as we know word of mouth is a key way in which residents receive information. The council should also ensure as a principle that staff are informed of key issues directly, ahead of finding out through the media wherever possible.

### Branding

- 2.20 The communications team also have a role as guardians of the council's brand. There are brand guidelines available for all services to use including templates for email signatures and Powerpoint presentations etc. and a writing style guide. This is to ensure consistent and appropriate use of the brand including when we work with partners. This reflects the council's ambitions to continue the development of a competent, professional perception from those that engage with it.

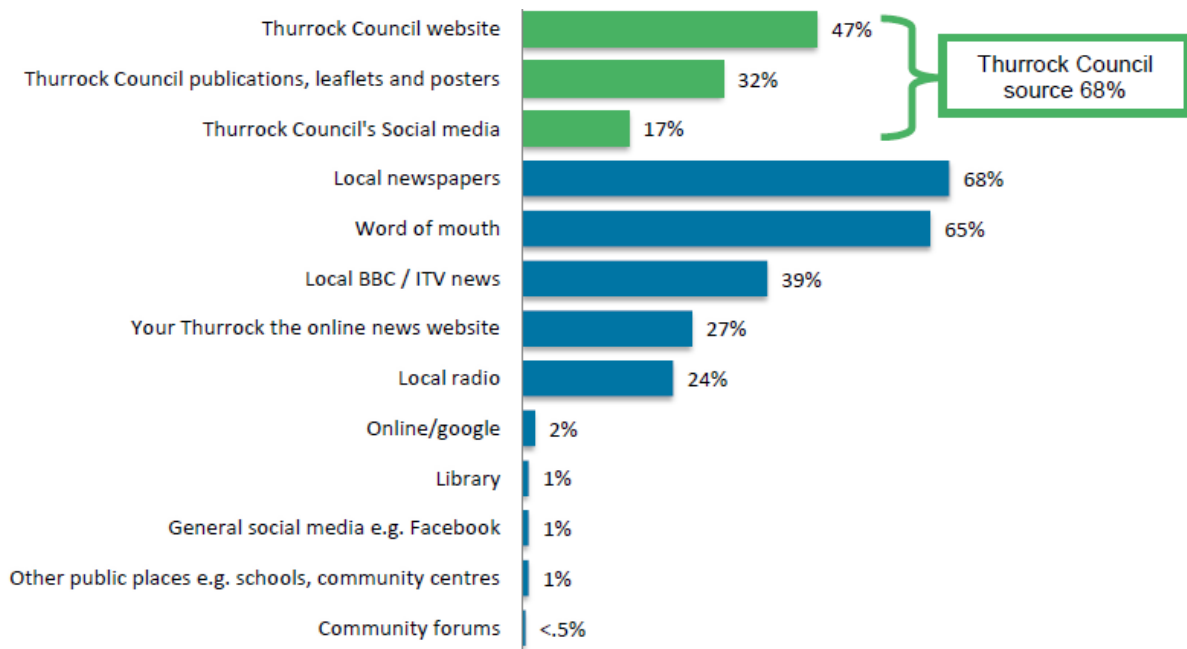
### Profile

- 2.21 Work has been ongoing to ensure the council's brand and Thurrock the place is shared widely and recognised. This is a main focus of proactive communication activity. Recent examples include:

- Working with partners at High House Production Park including the Royal Opera House, Creative and Cultural Skills and the National College to jointly promote events
- Awards submissions to the LGC and MJ local government annual awards with consistent shortlisting success and highly commended achieved in some categories as well as winners in other business specific national awards e.g. HR and OD, Planning
- Promoting investment opportunities through the MJ/MIPIM investment guide widely circulated at the Property and Investment Trade Show
- Thames Estuary Growth Commission handout with Thurrock skyline and key facts
- Developing a new roundabout sponsorship scheme launched in January 2017 generated income but also promoting both local businesses and the council
- Host for recent SELEP Local Growth Fund ministerial announcement.

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

- 3.1 The issues set out above have informed the development of the approach set out in the Communication Strategy below, as well as analysis of the recent Residents Survey. The results showed that 68% of Thurrock residents get information about their local area from the council including the website and social media but also from the local newspapers and via word of mouth. Despite this, 58% of residents think that the council keeps them well informed about services.



## Communication Strategy 2017-20

3.2 The council wants to be regarded by its residents, peers and partners as ambitious for Thurrock and focused on meeting current and future aspirations. The Communication Strategy is set out at Appendix 1. It is focused on three key principles to support delivery of this priority:

- Digital first
- Targeted messaging
- Brand promotion

The strategy is expected to enable the following outcomes:

- Well informed and engaged residents involved in decision making and shaping services
- Recognition and improved perception of the council and its services with residents, staff and partners as advocates
- Pride in Thurrock the place with national profile and recognition

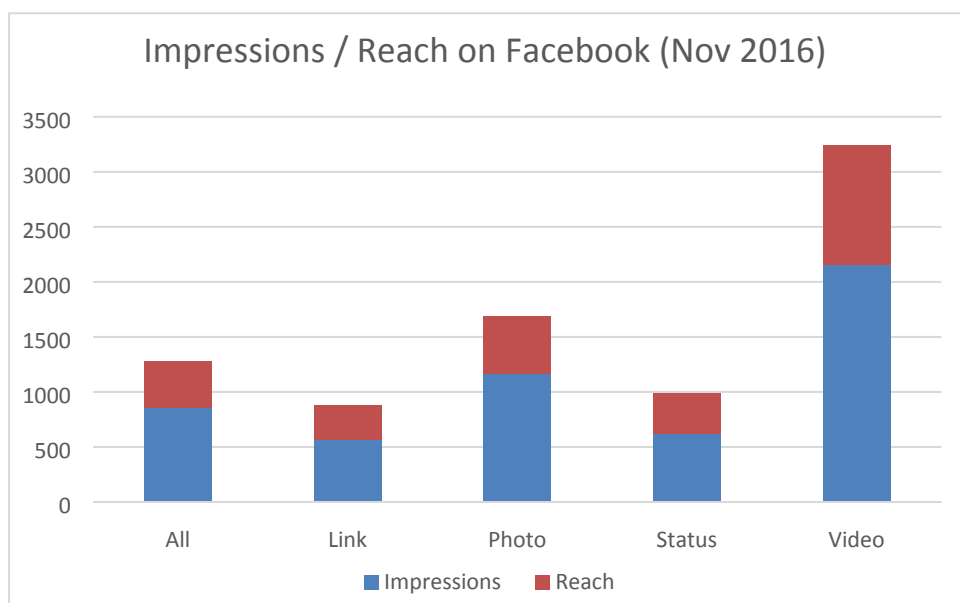
### Digital first

3.3 We know from the Residents Survey that over 90% of residents have access to the internet at home or via a mobile device. 60% said that they would be willing to contact the council using the website, social media or via email in the future.

3.4 Digital communication is a growing area for the council as it is both 'always-on' and more cost effective - but also evolves very quickly.

3.5 Local and regional media organisations are an important channel for getting messages out to the public. This is no longer just focused on a weekly print deadline. Many media organisations now operate a 'digital first' approach to publishing content and have an increasingly active social media presence.

- 3.6 The council is working in the context of an overall shift from print to online media and keeping pace with these changes. The council needs to be able to respond to the way the media operates locally, regionally and nationally, as well as how residents want to be kept informed and where different audiences are most likely to pick up and react to key messages. This is in line with the overall approach to digital and channel shift in the Digital and Customer Services Strategies.
- 3.7 Digital first is therefore a key principle in the Communications Strategy. The Communications Team have already started to embrace this including increased use of video which attracts much higher engagement (see below example). Facebook will have an increased focus as part of the new approach.



- 3.8 By developing the use of social media we are responding to a clear customer demand. A growing number of residents use social media and expect to engage with the council in this way – both in terms of service requests and general communications. Social media will continue to sign post residents to the council’s website where additional information and advice will be hosted and services can be accessed or requests raised. Use of other social media will be explored including Instagram and Snapchat.
- 3.9 Use of social media supports our priorities as a means for promotion; community engagement and customer service delivery as well as being aligned to Connected Thurrock – the Digital and Information Technology Strategy. In particular the principle that people will be connected and enabled by technology and ‘digital by design’ for all services.
- 3.10 The council will ensure that residents who are less digitally and ICT confident and competent will be able to make full use of and access services. Support will be signposted on the “Contact Us” page of the council website, where

residents can find help and advice such as through assisted self-service via the contact centre or volunteers at Community Hubs. This is in line with the Customer Services Strategy.

- 3.11 An increased emphasis on digital communications by the media and growing use of social media by the council will impact on reputation. The social media guidance has been reviewed and updated in this context.

### **Targeted messaging**

- 3.12 As set out above, the Communications Team are leading work or supporting services to communicate and engage widely with residents. However, the overall approach and focus on key messages must become more targeted so that:

- Key messages are identified and imbedded in all communications
- All opportunities to communicate key messages are taken
- Repeated key messaging over a prolonged period

- 3.13 The key messages should be real and relevant for residents, reflecting the issues of most importance to them and in the context of the overall priorities for the council.
- 3.14 Other messages must be relevant, appropriate to the audience it is hoped to reach and reflect the intended outcome of the communication.
- 3.15 The overall approach should be proactive – promoting the place to investors, visitors, business as well as residents, informing customers and partners of service changes, events and opportunities to get involved, and ensuring all critical day-to-day service messages, reminders and signposts are timely and effective. This will be planned in advance for both external and internal audiences within an overarching calendar of communication activity.

### **Brand promotion**

- 3.16 Work continues to increase the profile of Thurrock both within the borough and to people and businesses looking at Thurrock as a place to live, work or do business.
- 3.17 There is a need to develop a clear and confident narrative for Thurrock the place, including opportunities for jobs and training; culture and heritage; investment and growth, alongside a strong and recognisable brand.
- 3.18 The narrative will involve using targeted messaging and communications channels for each of the audiences we want to appeal to – staff, residents, businesses, community and voluntary organisations, and investors.
- 3.19 As well as messaging, branding and signage will be explored in line with the future and aspirational public realm branding proposal agreed for detailed

consideration as part of the capital programme. This builds on work the council has already done and will be progressed with partners, such as the Business Board and CVS, as a focus of the new strategy. This should also include consideration of the council's presence at strategic profile raising events such as MIPIM.

- 3.20 The Communication Strategy aims to provide an overall focus for the council's communication activity and new clarity on the overall approach.
- 3.21 The council aims to be open, ensure information is accessible, encourage public involvement in decision making and promote and protect the interests of the borough's residents.

### **Media liaison**

- 3.22 Delivery of the communication strategy will be underpinned by a media protocol providing a framework for engagement by the council with the local, regional and national media and other guidance to support both officers and members. It recognises the important role the media play in informing the public and in communicating with residents and other stakeholders on an increasingly digital and therefore constant basis.
- 3.23 The council will recognise organisations as 'media' who are a member of the Independent Press Standards Association (IPSO) or equivalent regulator and comply with the Editor's Code of Practice. Television and radio broadcasters, such as the BBC, are regulated by Ofcom. Any organisation which has membership of such a regulatory framework will be offered a place in the 'media area' for the benefit of reporting on council meetings. Other media organisations and reporters will be welcome to report from the public area.
- 3.24 Media liaison must be undertaken in a timely, consistent, professional, transparent and non-party-political manner. The Communications Team aims to provide an efficient and professional service to the media and treat all outlets fairly. In response, the council expects the media to report in an accurate and balanced way, including use of headlines. An agreed 'right of reply' is assumed in order to concurrently explain the council's position and protect its reputation as part of a media story.
- 3.25 Should a media outlet, or one of its journalists, fail to adhere to the regulator's code and in particular not reflect the council's position accurately ensuring a 'right of reply', the council will not engage and recognise that organisation and/or journalist as 'media' for a period of time determined by the council.
- 3.26 Changes in the media are ever evolving and emerging which the council must have the flexibility to react to. The BBC has recently announced details of where licence fee-funded local journalists will be based across the country, with jobs being phased in from the summer 2017. It has set aside £8m a year to pay for 150 reporters, who will work for local news organisations rather than

the BBC. Thurrock is an area to be covered by two journalists including Essex and Southend. The journalists will cover council meetings and public services and share their stories with the BBC. The council welcomes this initiative and will actively encourage the consideration of filming whole public meetings, such as Council including live streaming.

### **Next Steps**

- 3.27 If agreed, implementation of the strategy and adherence to the supporting protocols and guidance will commence immediately. A key outcome measure will be how well informed residents feel when the Residents Survey is repeated in September 2017 as well as perceptions of the council, its services and Thurrock the place.
- 3.28 A review of the capacity within the Communications Team will be completed to ensure the right focus of resources and skills to deliver the approach as set out in the strategy.
- 3.29 There will be a full service review for communications in February 2018 in line with the council's transformation approach.

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

- 4.1 Cabinet are asked to agree the approach to communication and engagement set out in the strategy. This will guide the work of the Communications Team and all communication on behalf of the council.

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

- 5.1 Consultation has taken place with the Communication Team, Directors Board, Portfolio Holder and Leader. In addition, a communications update report was provided to Corporate Overview & Scrutiny Committee in January 2017 and consultation update in March 2017. The feedback from that meeting has been used to inform the development of the strategy. It included:

- More consistent use of Facebook in line with the approach to Twitter
- Increased use of videos including of meetings to increase engagement
- Use of non-digital channels where more appropriate for different audiences to avoid exclusion
- The council's position communicated through the Communications Team ensuring that messages are non-party political
- Advice and guidance from the Communications Team to be available to all members

- 5.2 Peer support has been provided by the Head of Communications at Essex County Council.



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

6.1 Communication of the priorities, policies and performance is key to the overall success and reputation of the council as well as the wellbeing of residents.

**7. Implications**

**7.1 Financial**

Implications verified by: **Laura Last**  
**Management Accountant**

There are no financial implications as a direct result of this report.

The budget for the communications service was £444k for 2016/17 having delivered savings in previous years. The majority of this budget is for the 9.6 FTE but also includes the centralised corporate communication budget of £144k which is used to fund all priority communication campaigns and activity including internal communication materials.

**7.2 Legal**

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

There are no legal implications as a result of this report. Reference to advisory codes are included in the body of the report.

**7.3 Diversity and Equality**

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

There are no direct diversity and equality implications as a result of this report, however, the council must ensure that a range of channels are used to communicate with residents so as not to exclude any particular group. The results of the Residents Survey have informed the development of the overarching strategy and includes information on how residents are engaged and kept informed.

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

There are no other specific implications, however, the council regularly communicates issues in partnership with other public sector organisations, the

voluntary sector and businesses as appropriate and agreed as part of the work programme and overall approach as well as demand.

**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):

- Communication Update, Corporate Overview & Scrutiny Committee, January 2017
- Residents Survey Results, BMG, February 2017
- Community Engagement Strategy 2012-16

**9. Appendices to the report**

- Appendix 1: Communication Strategy 2017-20

**Report Author:**

Karen Wheeler

Director of Strategy, Communications and Customer Services

## Communication Strategy 2017-20

This Communication Strategy provides a set of overarching principles to guide effective communication and engagement with residents, partners, staff and the media, aid reputation management and improve public perception.

**The council wants to be regarded by its residents, peers and partners as ambitious for Thurrock and focused on meeting current and future aspirations.**

The council aims to be open, ensure information is accessible, encourage public involvement in decision making and promote and protect the interests of Thurrock's residents.

The strategy aims to provide an overall focus for the council's communication activity.

Communication activity will be guided by three **principles**:

- Digital first
- Targeted messaging
- Brand promotion

The strategy is expected to enable the following **outcomes**:

- Well informed and engaged residents involved in decision making and shaping services
- Recognition and improved perception of the council and its services with residents, staff and partners as advocates
- Pride in Thurrock the place with national profile and recognition

### **Delivery**

Communicating effectively and protecting the reputation of the council is the responsibility of all staff, councillors and those working on behalf of the council.

The Communications Team will provide a range of support and co-ordinate all council communication activity. The team provide advice, guidance and technical support to promote what the council is doing and to raise its profile, providing important information to residents and protecting the council's reputation.

All council communications will comply with relevant legal requirements and conform to the Code of Recommended Practice on Local Government Publicity, March 2011, which highlights factors to be considered when taking decisions on publicity (see:

<http://www.communities.gov.uk/documents/localgovernment/pdf/1878324.pdf>). The principles of the code are that publicity by local authorities should:

- be lawful
- be cost effective
- be objective
- be even-handed
- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity

This will be achieved by following the principles within this strategy and implementation of the actions below.

Delivery of the communication strategy will be underpinned by a media protocol providing a framework for engagement by the council with the local, regional and national media and other guidance to support both officers and members. It recognises the important role the media play in informing the public and in communicating with residents and other stakeholders on an increasingly digital and therefore constant basis.

The council will recognise organisations as 'media' who are a member of the Independent Press Standards Association (IPSO) or equivalent regulator and comply with the Editor's Code of Practice. Television and radio broadcasters, such as the BBC, are regulated by Ofcom. Any organisation which has membership of such a regulatory framework will be offered a place in the 'media area' for the benefit of reporting on council meetings. Other media organisations and reporters will be welcome to report from the public area.

Media liaison must be undertaken in a timely, consistent, professional, transparent and non-party-political manner. The Communications Team aims to provide an efficient and professional service to the media and treat all outlets fairly. In response, the council expects the media to report in an accurate and balanced way, including use of headlines. An agreed 'right of reply' is assumed in order to concurrently explain the council's position and protect its reputation as part of a media story.

Should a media outlet, or one of its journalists, fail to adhere to the regulator's Code and in particular not reflect the council's position accurately ensuring a 'right of reply', the council will not engage and recognise that organisation and/or journalist as 'media' for a period of time determined by the council.

The Communications Team will aim to respond to any non-critical media requests or enquiries within 24 hours. For critical issues enquiries will be dealt with out of hours where necessary, to protect the council's reputation, providing statements with the council's response to a particular issue.

Activity focused around the three principles is set out below:

### **Digital first**

Digital communication is a growing area for the council as it is both 'always-on' and more cost effective - but also evolves very quickly.

Local and regional media organisations are an important channel for getting messages out to the public. This is no longer just focused on a weekly print deadline. Many media organisations now operate a 'digital first' approach to publishing content and have an increasingly active social media presence.

The council is working in the context of an overall shift from print to online media and keeping pace with these changes. The council needs to be able to respond to the way the media operates locally, regionally and nationally, as well as how residents want to be kept informed and where different audiences are most likely to pick up and react to key messages.

The council will have an increasingly active social media presence. It will embed the digital first principle by:

- Increasing sign up to Thurrock News
- Increasing engagement through social media – Twitter and Facebook
- Explore use of other social media including Instagram and Snapchat
- Increasing the use of video
- Continued focus on signposting residents to the website
- Training and guidance for officers and members
- Refreshed social media protocol and guidance

By developing our use of social media we are responding to a clear customer demand. A growing number of our residents use social media and expect to engage with us in this way – both in terms of service requests and general communications. Social media will continue to sign post residents to the council's website where additional information and advice will be hosted and services can be accessed or requests raised.

### **Targeted messaging**

Key messages should be real and relevant for residents, reflecting the issues of most importance to them and in the context of the overall priorities for the council.

A consistent narrative and key messages with campaigns aligned to priorities will be achieved through:

- Key messages identified and imbedded in all communications
- All opportunities to communicate key messages are taken
- Repeated key messaging over a prolonged period

A limited number of targeted campaigns will be run at any one time, maximising the use of all communication channels and focusing resources on the areas of most importance.

The overall approach will be proactive – promoting the place to investors, visitors, business as well as residents, informing customers and partners of service changes, events and opportunities to get involved, and ensuring all critical day-to-day service messages, reminders and signposts are timely and effective. This will be planned in advance for both external and internal audiences within an overarching calendar of communication activity.

Work will commence as part of the review of the Engagement Strategy to establish local communication champions to support targeted communication in local areas with a view to improving perceptions of the council overall as well as better connected communities.

Approximately 80 per cent of the council's staff are Thurrock residents, and even more have friends and family who live within the borough. Work will take place to ensure that staff receive and understand these key messages as part of developing the approach to internal communications, enabling staff to champion the council and act as advocates.

The council will ensure as a principle that staff are informed of key issues directly, ahead of finding out through the media wherever possible.

## **Brand promotion**

Work will continue to increase the profile of Thurrock both within the borough and to people and businesses looking at Thurrock as a place to live or do business.

There is a need to develop a clear and confident narrative for Thurrock the place, including opportunities for jobs and training; culture and heritage; investment and growth, alongside a strong and recognisable brand.

The narrative will involve using targeted messaging and communications channels for each of the audiences we want to appeal to – staff, residents, businesses, community and voluntary organisations, and investors.

As well as messaging, branding and signage will be explored in line with the future and aspirational public realm branding proposal agreed for detailed consideration as part of the capital programme. This builds on work the council has already done and will be progressed with partners, such as the Business Board and CVS, as a focus of the new strategy. This should also include consideration of the council's presence at strategic profile raising events such as MIPIM.

### Evaluation

The Residents Survey will be used to evaluate the impact of this approach as it measures perceptions of both the council and its services as well as Thurrock the place. The 2016 survey results showed that 68% of Thurrock residents get information about their local area from the council including the website and social media but also from the local newspapers and via word of mouth. Despite this, 58% of residents think that the council keeps them well informed about services.

Implementing the approach to communications set out in this strategy is intended to enable better informed and engaged residents, as well as improved perceptions overall.

This is in addition to reviewing digital and social media engagement figures, and monitoring of media coverage across local, regional and national channels.

This strategy supports the delivery of the council's vision and priorities. It is underpinned by and sits alongside other key strategies and guidance including:

- Economic Growth Strategy
- Health and Wellbeing Strategy
- Customer Services Strategy
- Connected Thurrock – Digital Strategy
- Media protocol
- Social media protocol and guidelines for officers and members
- Consultation and Engagement Strategy and Toolkit

March 2017

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**Minutes of the Meeting of the Cabinet held on 5 April 2017 at 7.00 pm**

**The deadline for call-ins is Wednesday 19 April 2017.**

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**Present:** Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Sue MacPherson and Pauline Tolson

**Apologies:** Councillors Brian Little and Susan Little

**In attendance:** Lyn Carpenter, Chief Executive  
Sharon Bayliss, Director of Commercial Services  
Steve Cox, Corporate Director of Environment and Place  
Sean Clark, Director of Finance & IT  
Roger Harris, Corporate Director of Adults, Housing and Health  
Jackie Hinchliffe, Director of HR, OD & Transformation  
Karen Wheeler, Director of Strategy, Communications and Customer Service  
David Lawson, Deputy Head of Legal & Monitoring Officer  
Kenna-Victoria Martin, Senior Democratic Services Officer

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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.

**117. Minutes**

The Minutes of Cabinet, held on 8 March 2017, were approved as a correct record.

**118. Items of Urgent Business**

There were no items of urgent business.

**119. Declaration of Interests**

There were no declarations of interest.

**120. Statements by the Leader**

The Leader addressed Portfolio Holders and in doing so, advised the new bin round collections would start on the 8 May 2017, he urged all residents to take note of the new days which would be communicated by letter and social media.

He further advised Members the £1.2 million, 3 year parks program had started which would see capital investment in many of Thurrock's play and park areas.

Councillor Gledhill commented that £819,000 from HCA had been secured to support improvements to council housing for residents and identify where new housing could be built. In addition, £481,000 had been pledged to support Thurrock repair its roads. The Leader informed Cabinet the new money had been received from the National Productivity Fund.

It was remarked that Thurrock Council had been working alongside Barratts and Essex Police to install nuisance biker signage in the east of the borough following complaints from residents. The signs would work as the first official warning, meaning the police could then take enforcement action as soon as the offence was committed.

The Leader highlighted the Councils Trading Standards and Fraud Teams had been working hard with successful prosecutions for retailers selling dangerous products with somebody admitting two charges of engaging in misleading practices under the Consumer Protection and Unfair Trading regulations.

It was announced that Thurrock had entered a relationship with Hyperoptic, the UK's leading Fibre-to-the-Premises (FTTP) broadband provider focused on partnering with Councils to support their digital inclusion initiatives.

Councillor Gledhill explained Hyperoptic would initially be offering its services available to 1,700 tenants across 12 of the Councils Social Housing developments. The relationship was completely at the choice of the tenant and provided low cost and affordable solution to high-speed broadband services.

The Leader further announced that at 1.36pm on Tuesday 28 March 2017 the Council had issued its 1000 Fixed Penalty Ticket for littering in Thurrock.

Finally the Leader stated the Council had agreed to write to James Berry, Member of Parliament for Kingston and Surbiton, to ask that Thurrock be excluded from continuing to fund the Lea Valley Park. He continued to explain the park was 35 miles away, the same distance away as Hyde Park, yet the Council had to fund the park nearly 40% of its own budget for country parks here in Thurrock.

#### **121. Petitions submitted by Members of the Public**

There were no petitions submitted.

#### **122. Questions from Non-Executive Members**

The Leader of the Council advised that no questions had been submitted from Non-Executive Members.

**123. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee**

The Leader of the Council informed Members that no matters had been referred to the Cabinet by an Overview and Scrutiny Committee.

**130. Communication Strategy 2017/20 (Decision 01104421)**

Portfolio Holder for Finance and Legal Services introduced the report, notifying Cabinet that the council was a £0.5billion business. He stated that the strategy was to make it clear how the council would engage with the media and vice versa.

He continued by stating residents did not have time to search for information, so it was important for it to be easy to find. Councillor Hebb commented that it was important to become self-service but also put the council out for business.

Councillor Coxshall welcomed the report, stating it was long overdue.

The Leader commented on the excellent work undertaken by officers to produce a wide ranging document to promote Thurrock.

**RESOLVED:**

- 1. To agree the proposed Communication Strategy 2017-20 as the principle policy document for engagement with residents via all communication and media platforms.**

**The meeting finished at 8.20pm**

Approved as a true and correct record

**CHAIR**

**DATE**

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

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

## Request to Call-in an Executive Decision

Decision Title: COMMUNICATION STRATEGY 2017-20

Date of Decision: 5<sup>th</sup> APRIL 2017

Decision Taker: CABINET  
(i.e., Cabinet)

### Reason for making the Call-in\*:

Requests for Call-in can only be made if there is evidence that the decision maker did not take the decision in accordance with the principles of decision making as set out in the Constitution (Article 13, paragraph 2.1). Please indicate below the principles you believe were not taken into account:

- Due regard for the individuals and communities served by Thurrock Borough Council
- Proportionality (i.e. the action must be proportionate to the desired outcome)
- Due consultation in line with the Council's consultation strategy
- Respect for human rights
- A presumption in favour of openness
- Clarity of aims and desired outcomes (i.e. link between strategy and implementation)
- Consistent with the Council's Budget and Policy Framework

### Additional Information to support the Call-in:

SEE ATTACHED SHEET

\*Please continue on separate sheet if required.

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

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#### Additional Information to support the Call-in:

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\*Please continue on separate sheet if required.

The Alternative Proposal is\*:

WITHDRAW THE THREAT TO NOT RECOGNISE OR ENGAGE WITH OUTLETS THAT DON'T - IN THE COUNCIL'S VIEW - ACCURATELY REFLECT THE COUNCIL LINE.  
ALSO RECOGNISE ALL LEGITIMATE MEDIA ORGANISATIONS.  
~~BUT~~ PUT THE STRATEGY TO THE CORPORATE OVERVIEW AND SCRUTINY COMMITTEE.

\*Please continue on separate sheet if required.

I am/ We are:

- An individual Member whose ward is particularly affected by the decision
- The Chair of the relevant overview and scrutiny committee
- Any two members of the relevant overview and scrutiny committee
- Any three non-executive members of the Council
- A voluntary group with interest in the Thurrock Council area
- A local business situated in the Thurrock Council area \*\*
- 10 Members of the public, working or studying within the Thurrock Council area

\*\* (except in relation to decisions relating to procurement of goods and services)

Contact Information:

Name:	JOHN VENT
Daytime Telephone:	07799 074120
Email:	je.vent@thurrock.gov.uk
Address:	c/o MEMBERS MEDIA.

THE DECISION NOT TO RECOGNISE AS LEGITIMATE MEDIA THOSE ORGANISATIONS - OR INDIVIDUALS - WHO ARE NOT MEMBERS OF IPSO OR A SIMILAR REGULATOR IS NOT PROPORTIONATE AND IS AGAINST THE PRINCIPLE OF OPENNESS AND SHOWS A LACK OF REGARD FOR LOCAL MEDIA OUTLETS THAT MIGHT NOT BE MEMBERS OF THESE BODIES.

THE THREAT NOT TO RECOGNISE A MEDIA OUTLET AND NOT TO ~~PROPORTIONATE~~ ENGAGE WITH THEM FOR AN UNSPECIFIED PERIOD OF TIME SHOULD THEY, IN THE VIEW OF AN UNSPECIFIED COUNCIL OFFICER, NOT ACCURATELY REFLECT THE COUNCIL VIEW ON A SUBJECT IS NOT PROPORTIONATE, IS AGAINST THE SPIRIT OF OPENNESS, AND SHOWS A HUGE DISREGARD FOR LOCAL MEDIA AS INDEPENDENT BUSINESS.

THE STRATEGY HAS NOT BEEN TO THE CORPORATE OVERSIGHT AND SCRUTINY COMMITTEE.



**Would you like to make a statement or representation in respect of your call-in when it is considered by the relevant Overview & Scrutiny Committee?**

Yes  
 No

**Date of Call-in request:** 18<sup>th</sup> APRIL 2017

**Supporters of the Call-in\*\*\*:**

\*\*\* The table below should be completed to cover each person supporting the call in, as indicated on page 2 of this form.

	<b>Signature</b>	<b>Name (in Block Capitals)</b>	<b>Address (in Block Capitals)</b>
1.			
2.			
3.			
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10.			

**Please return this form to Democratic Services, Thurrock Council, Civic Offices, New Road, Grays, Essex RM17 6SL**

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## Work Programme

**Committee:** Corporate Overview and Scrutiny

**Year:** 2017/2018

**Dates of Meetings:** 29 June 2017, 19 September 2017, 21 November 2017, 23 January 2018 (Budget) & 20 March 2018

Topic	Lead Officer	Requested by Officer/Member
<b>29 June 2017</b>		
Terms of Reference	Democratic Services Officer	
Call-In: Communications Strategy	Democratic Services Officer	Cllr J Kent
End of Year Corporate Performance and Progress Report 2016/17	Sarah Welton/Karen Wheeler	
Work Programme	Democratic Services Officer	
<b>19 September 2017</b>		
Council Spending Review Update	Sean Clark	
2018/19 Budget Setting Update	Carl Tomlinson	Officer
Fees & Charges Pricing Strategy 2018/19	Carl Tomlinson	Officer
Work Programme	Democratic Services Officer	
<b>21 November 2017</b>		
Council Spending Review Update	Sean Clark	
2017/18 Local Council Tax Scheme	Sean Clark	
Work Programme	Democratic Services Officer	

## Work Programme

<b>23 January 2018</b>		
Treasury Management	Sean Clark	
Capital Programme	Sean Clark	
Fees and Charges 2017/18	Laura Last	
2017/18 Draft Budget	Sean Clark	
Work Programme	Democratic Services Officer	
<b>20 March 2018</b>		
Budget Update	Sean Clark	