

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **11 June 2019**

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

Membership:

Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Garry Hague, Andrew Jefferies and Gerard Rice

Substitutes:

Councillors Mike Fletcher, Sue MacPherson, Allen Mayes, Sara Muldowney and Elizabeth Rigby

Agenda

Open to Public and Press

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1 Apologies for Absence	
2 Minutes	5 - 14
To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 5 March 2019.	
3 Items of Urgent Business	
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.	
4 Declaration of Interests	
5 End of Year Corporate Performance Report 2018/19	15 - 28
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Queries regarding this Agenda or notification of apologies:

Please contact Lucy Tricker, Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **3 June 2019**

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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.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 5 March 2019 at 7.00 pm

- Present:** Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Mike Fletcher, Garry Hague and Andrew Jefferies
- Apologies:** Councillor Colin Churchman
- In attendance:** Matthew Boulter, Democratic Services Manager and Deputy Monitoring Officer
Mike Jones, Strategic Resources Accountant
Karen Wheeler, Director of Strategy, Communications and Customer Service
Sarah Williams, Education Specialist Service Manager
Lucy Tricker, 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.

33. Minutes

The minutes of the Corporate Overview and Scrutiny Committee held on 31 January 2019 were approved as a correct record, subject to an amendment by Councillor Fletcher to change the word 'required' to 'expressed preference' when discussing Portfolio Holders attending overview and scrutiny meetings.

34. Items of Urgent Business

There were no items of urgent business.

35. Declaration of Interests

There were no interests declared.

36. Verbal Update: The Overview and Scrutiny Functions and Motions Process Update

The Democratic Services Manager introduced the report and stated this update detailed the overview and scrutiny project and the work that had been done since the January Corporate Overview and Scrutiny meeting. He began by discussing Part 3 of the briefing note and described how this would be a desktop exercise to compare Thurrock with other councils based on their geographical location and organisation. He outlined that part 2 of the briefing note focussed on how the Committee and other overview and scrutiny Members could engage with each other in the form of a symposium; and described how part 1 outlined the work that Members could undertake with

Cabinet in the form of a workshop. The Democratic Services Manager asked Members for their input on the topics that could be discussed at the symposium and workshop. He added that the briefing note proposed a structure, but asked if Members would like to add or remove any items. He also asked Members who they would like to lead the symposium, as this could be done by either a member of the Democratic Services team or an external representative for political neutrality. He summarised and stated that this work would be ongoing, and the Democratic Services team would update and make changes following comments from Members.

The Chair opened the debate and asked if Democratic Services were planning to undertake both a symposium and a workshop, or if it was a case of 'either/or'. The Democratic Services Manager replied that both would be undertaken if agreed by Members. The Chair stated that he felt it was a good idea to start informally with a small workshop which could open the conversation, and then discuss the formal elements such as what the Constitution would allow. He drew the Committee's attention to Part 1 of the briefing note and stated that this could open discussion between Portfolio Holder's and overview and scrutiny Members, and stated that Cabinet Members currently had a blanket invite to attend overview and scrutiny meetings. He then asked if Cabinet would like to receive written responses, as well as overview and scrutiny Members attending Cabinet.

Councillor Fletcher stated that he felt Part 1 of the briefing note was a good idea as it involved both Portfolio Holder's and overview and scrutiny Members which could open a dialogue. He then raised a point regarding which decisions could become recommendations taken to Cabinet. He finally highlighted Part 3 and asked if Democratic Services could look East to boroughs such as Havering and Dagenham, as well as to Southend. He also stated that comparing with Essex County Council may be difficult, as their structure and organisation were significantly different compared to Thurrock.

Councillor Hague stated that as part of the democratic process, overview and scrutiny committee's reviewed and commented on reports before they were taken to Cabinet, and stated that in the past, Portfolio Holder's had attended overview and scrutiny meetings. He asked what had changed that meant Cabinet Members no longer attended. The Democratic Services Manager replied that when overview and scrutiny committee's make recommendations to Cabinet, they are not always in the written record due to timings with agenda publishing. He commented that often Portfolio Holder's and officers give verbal updates regarding overview and scrutiny recommendations, but there would be no evidence of this in the written record. He stated that he would like a process created where overview and scrutiny recommendations made to Cabinet could be recorded.

Councillor Duffin stated that if Portfolio Holder's attended overview and scrutiny meetings, they would have more time to discuss their report and focus on the detail. He felt that he would like to see Portfolio Holder's attending overview and scrutiny meetings as they could begin discussions and consider the minutiae of reports. He added that if overview and scrutiny

committees were disregarded by Cabinet, it could be an option to limit the number of overview and scrutiny committees, or limit how often they meet.

The Democratic Services Manager replied that there was a facility in place for overview and scrutiny Chairs to attend Cabinet meetings, but felt there could be a way to institutionalise this in the democratic process. He also added that in the past there had been fewer overview and scrutiny committees, but more Members sat on them, but felt that with more committees, there was more time to discuss reports. He added that the symposium would give Democratic Services the sense from Members on which way they would like to go.

The Chair asked how overview and scrutiny could become more active. He then stated that a comparative exercise would be interesting as Thurrock could learn from other Councils how they run their overview and scrutiny system, for example how their call-in procedure works or how overview and scrutiny could delay the implementation of decisions. Councillor Fletcher asked if the timing of overview and scrutiny meetings could be looked into, so recommendations made at overview and scrutiny could be written into Cabinet reports. Councillor Duffin stated he felt the project was a good idea as it could give Members a say in how the Council was run.

Councillor Hague added that although Cabinet Members did not have to listen to recommendations made at overview and scrutiny, it would give them a better democratic mandate if they did. He stated that by listening to overview and scrutiny, the Leader and Cabinet had more power and could make more informed decisions which would be better for residents. The Chair echoed Councillor Hague's sentiments and added that by scrutinising decisions, you could find problems before the decision was implemented. Councillor Fletcher asked if Democratic Services could look into which overview and scrutiny committees Members wanted, and if all key areas were covered by the current overview and scrutiny committees.

The Chair summarised and stated that the Corporate Overview and Scrutiny Committee gave their support to Democratic Services to move forward with the process.

37. Verbal Update: Capital Programme and Process Report

The Strategic Resources Accountant introduced the report and stated this updated Members on the capital process and how the capital programme was formulated. He began by saying that the capital programme included projects that would run for between 3 and 5 years, and corporate finance invited submissions for projects around September. He stated that these were reviewed for accuracy and purpose at a detailed level, and were assessed for how the projects fit within the corporate priorities. He stated that once this was completed the projects were formulated into papers which went to either the Service, Property or Digital Board, and were ranked from 1-3, with 1 being essential projects and 3 being projects that would be nice to have and could run in the background. He elaborated by stating that once the submissions had been reviewed by the relevant Board, it was then ratified and sent to

Directors' Board, before being agreed by Cabinet and then Full Council. He summarised and stated that capital programme followed the same timescales as the budget setting process.

The Chair opened debate and stated this report had come to Committee due to Councillor Hague's point at the last meeting regarding the level of detail and understanding of the previous Capital Programme report. The Chair felt that in January of the next municipal year, the programme would be in a good place for a report to be brought before the Committee, which would have a good level of detail, as well as a top level overview, which the Committee could scrutinise. The Strategic Resources Accountant replied that in regards to the Property Board, many capital projects were very detailed due to the number of assets, and gave the example of legionnaire's testing, as although this was a small scale project, due to the number of council properties, this became classified as a capital programme. He added that he felt there would be the potential to bring larger scale issues such as council house building to the committee. He felt there was a balance to be struck between the Committee receiving an overarching summary of capital programmes and the very detailed submissions that corporate finance received. He added that criteria could be put in place so the Committee did not have to scrutinise essential works or work that would be funded through an external provider.

Councillor Hague added that in the previous Capital Programme report, strategic investments were not linked to the corporate strategy, and did not contain a qualitative assessment of the return on investment. The Director of Strategy, Communications and Customer Services replied that due to the comments at the last Corporate Overview and Scrutiny meeting, strategic investments were now linked to corporate priorities, as a note had been added to the Full Council Capital Programme report.

The Chair summarised and asked for a report to be added to next municipal year's Work Programme which gave more detail on the capital programme, and asked for the next Chair to organise this with the Corporate Finance team.

38. Quarter 3 Corporate Performance Report 2018/19

The Director of Strategy, Communications and Customer Services introduced the report and stated this was for quarter 3 monitoring, which ended in December 2018. She stated that it showed consistent performance with Quarter 2 as 70% of key performance indicators (KPI's) had met their target. She highlighted the positive performance of planning applications, as 100% of both major and minor planning applications had been dealt with in target time. She elaborated that because of this, the planning team had been shortlisted for Planning Team of the Year at the national RTPI awards. She explained that within the report, KPIs which had not met their target had commentary alongside to explain the reasons why.

The Chair began the debate and stated that this report showed little change from Quarter 2 and felt concerned regarding the failed indicators. He felt that

the percentage of bins missed for collection and percentage of tenants satisfaction, as outlined on page 22 of the agenda, had been missed for the majority of the municipal year, and although had shown better performance recently, were still not meeting targets. He asked if the two indicators would be on target at the end of the municipal year, and if the team had taken any additional actions to ensure they met their targets. The Director for Strategy, Communications and Customer Service replied that the figures showed 'Year to Date' numbers, as opposed to quarterly figures, so the challenges at the start of the year were still present in the figures. She explained that for the last four months, 99% of bins had been collected on time and the KPI was now at green for those months, and this was due to the mitigation work by the team. She stated that for the KPI to meet its target by the end of the municipal year would be a challenge, due to the Year to Date figures, as it would be difficult to catch up. She added that at officer level, monthly figures were looked over, and the performance was increasing, but that level of detail was not reflected in the report. The Director of Strategy, Communications and Customer Services then added that a lot of work had been undertaken to ensure the KPI regarding tenant satisfaction met its target, for example letters had gone out to all Council tenants detailing the work of the Tenants Excellence Panel. She commented that in January and February a positive impact on the KPI could be seen, and felt hopeful that the KPI would hit its target in Quarter 4.

The Chair stated that although the monthly performance was increasing, it was not reflected in the report, and commented that he felt worried by the two indicators mentioned as they did not appear to be moving fast enough. He added that he would like to add a recommendation that a letter be written from the Corporate Overview and Scrutiny Committee to the Cleaner, Greener and Safer, and Housing Overview and Scrutiny Committee to consider those KPI's in a more detailed piece of work, if they did not hit their targets by the end of the municipal year.

Councillor Duffin commented that it was good to see an increase in the number of apprenticeships in the Council, and asked if the reason for an increase in fly-tipping, as outlined in the KPI on page 24 of the agenda, was due to the new permits being enforced at local household recycling plants. The Director of Strategy, Communications and Customer Services replied that the increase in fly-tipping was due to an increase in the reporting of fly-tipping, as the communications team had been running a campaign to encourage residents to report fly-tips across the borough.

Councillor Fletcher commented that all of the KPIs were based on quantitative data, and asked if some of them could be considered from a qualitative standpoint, for example the KPI regarding young people admitted to nursing homes had increased, but if young people needed to go into a nursing home then it may be good to see this happening. He also discussed the KPI regarding the number of complaints, and asked if the Committee could see the type of complaints and how they were dealt with. He then asked if the KPIs which had not met their targets had been implemented with a 'route to green' to ensure in the next quarter targets were met. He also asked if Councillors could sit on the board that met to discuss corporate performance.

The Director of Strategy, Communications and Customer Services replied that the board was at officer level where they put together the reports before they came to Committee. She added that the monthly corporate performance figures were shared with the relevant Portfolio Holder, so they could receive a higher level of detail. Councillor Fletcher then asked who was accountable if KPIs did not meet their target. The Director of Strategy, Communications and Customer Services replied that it was her responsibility as Director of Strategy, as well as the Portfolio Holder. She added that the report also goes to Directors' Board, as well as a detailed report on the number of complaints, which also went to the Standards and Audit Committee. She elaborated that Corporate Overview and Scrutiny Committee received a high-level, overarching report.

Councillor Jefferies then queried the KPI regarding graffiti and asked if it was scored on cleaning graffiti on private land as well as public. The Director of Strategy, Communications, and Customer Services replied that it was scored on both private and public land, even though the Council was not directly responsible for cleaning graffiti on private land. She added that the Council could help and support land owners in cleaning graffiti, which is why the Council were scored on it. Councillor Duffin then focussed on the KPI regarding timeliness of response to media enquiries, as this was at 40%, when he felt it should be at 70%. He commented that he understood certain enquiries such as Freedom of Information requests could take longer, but asked what was being done to improve the KPI. Councillor Fletcher asked if the Thurrock Independent requests were included in the KPI, as he believed the Council and Thurrock Independent were not communicating. The Director of Strategy, Communications and Customer Services replied that the Council and Thurrock Independent were communicating, and was included in the KPI. She also explained that the communications team tried to respond quickly to queries, but often they were interdepartmental which took time to collate information. She stated that the information sent to the media needed to be accurate; although she felt standard responses could be sent quicker. She added that comments from Corporate Overview and Scrutiny Committee would be referred to the Portfolio Holder ahead of the Cabinet meeting in March. Councillor Duffin asked if a column could be added to the KPI's which included the service or directorate responsible for the KPI, to be able to ascertain which services were doing well, and which services were challenged.

RESOLVED: That:

- 1. The Committee noted and commented upon the performance of the key corporate performance indicators in particular those areas which are off target.**
- 2. The Committee identified any areas which required additional consideration.**
- 3. The Committee asked for a formal letter to be written to the Cleaner, Greener and Safer Committee asking them to undertake a deep-dive into**

missed bin collection, if the relevant KPI has not hit target by the end of the municipal year. The Committee asked for a formal letter to be written to the Housing Overview and Scrutiny Committee to ask them to undertake a deep-dive into tenant satisfaction, if the relevant KPI has not hit target by the end of the municipal year.

39. School Capital Programme Update 2019/20

The Education Specialist Service Manager introduced the report and highlighted an inaccuracy in the executive summary which stated that 180 places would be created, when in fact 210 places would be created. She described how the report was split into two sections, with the first section asking for approval for £2.2m to increase the capacity of Benyon Primary School to a two form entry; and the second section asking for approval for £1m to increase the number of secondary school places across the borough, to ensure the Council met its statutory duty in September. She stated that this report asked for comment, before going to Cabinet next week, and elaborated that Cabinet had received a report in November 2018 which included a feasibility study, but this report brought back firm costings. She highlighted that there was a shortfall of school places for children starting secondary school in September, and the £1m to ensure there were places would be coming from the Schools' Basic Need fund.

The Chair began by stating it was important for the Council to meet its statutory duty in ensuring there were enough school places for children, and asked if the Benyon Primary expansion would be included within the current boundary of the site, and the Education Specialist Service Manager confirmed that it would be. She highlighted that a Traffic Impact Assessment had been undertaken on the site, as well as advice being sought from the highways team and pre-planning advice. The Chair then asked how large the shortfall was in secondary school places across the borough. The Education Specialist Service Manager replied that at the beginning of the year, there had been a shortfall of 300 places, but as national offer day on 1 March 2019 approached, the shortfall had reduced to 100, as parents had been requesting out of borough places. She clarified that the figure of 100 shortfall of placements included in-year applications.

The Chair then asked how much planning had been undertaken to find schools willing to take an additional bulge class. The Education Specialist Service Manager replied that lots of work had been done to find additional places, particularly in Grays and Stanford-le-Hope. She added that the additional places in Benyon Primary School were due to the development in Ockendon. She also commented that additional classrooms and facilities would be built in Benyon Primary School to accommodate the additional children.

Councillor Jefferies asked if the education team had spoken to local secondary schools about taking an additional bulge class and how easy it would be for schools to find those places. He also welcomed the expansion of

Benyon Primary School. The Education Specialist Service Manager replied that lots of secondary schools had been asked to take the bulge class, and the response had been positive. Councillor Fletcher asked if the out of borough places for children had been voluntary, or if there were simply not enough school places for the children within the borough. The Education Specialist Service Manager replied that all out of borough placements were parental preference, and that all Thurrock children would have a place in a Thurrock school if they so wished. She commented that the shortfall of places this year was due to a delay in the delivery of the free schools programme, which had been delayed until September 2020. Councillor Fletcher replied that it was good to see new projects undertaken, but did not like to see a gap between the idea and the delivery. He welcomed the expansion of Benyon Primary School, although shared concerns regarding parking as there were currently problems with parking for Somers Heath Primary School. The Education Specialist Service Manager replied that a Traffic Impact Assessment had been undertaken, and the additional places should not pose an impact on local traffic as parents dropping off and picking up their children could have an hour of free parking in Canterbury Parade, which took the cars off highways.

Councillor Duffin asked what the definition of a bulge class was. The Education Specialist Service Manager replied that it was a temporary class that allowed a school to go over their PAN number for one year, which followed through the school. She explained that when a bulge class started in year 7, it remained until year 11.

RESOLVED: That:

1. The Committee agreed that the following recommendations be made to Cabinet in March 2019:

1.1 To approve a £2.2m budget for the expansion of Benyon Primary School to be funded from the School's Basic Need capital funding 2019/20

1.2 To approve a budget of up to £1m for works to be undertaken to enable construction of additional classrooms in current secondary schools.

1.3 To progress the procurement process to secure design and construction for the expansion of Benyon Primary School to take forward the proposed schemes.

1.4 To delegate authority of the approval of the construction contract for the Benyon School scheme to the Corporate Director of Children's Services, in consultation with the Portfolio Holder for Education and Health

40. Work Programme

The Chair stated that a report on the capital programme would be added to the January meeting of the next municipal year, as well as an update report on the overview and scrutiny project whenever progress had been made. He stated this was the final meeting of the municipal year and thanked Members and officers for all of their hard work.

The meeting finished at 7.57 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

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11 June 2019	ITEM: 5
Corporate Overview and Scrutiny Committee	
End of Year Corporate Performance Report 2018/19	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Karen Wheeler, Director of Strategy, Communications & Customer Services	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services	
This report is Public	

Executive Summary

This is the end of year (Month 12) corporate performance monitoring report for 2018/19.

The Corporate Performance Framework 2018/19 details the information the council uses to monitor the progress and performance against the priorities.

This report provides a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges.

Overall 68% of indicators achieved their end of year target and 50% were better than the previous year.

For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1.

1. Recommendation(s)

- 1.1 To note and comment upon the performance of the key corporate performance indicators for 2018/19.
- 1.2 To note and comment on the indicators and targets for 2019/20 and identify any areas which require additional consideration in the next monitoring cycle.

2. Introduction and Background

- 2.1 The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) framework. This provides a

mixture of strategic and operational indicators in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

- 2.2 The indicators have been chosen to be 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.
- 2.3 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. Analysis of performance and internal processes at service level by Directors has continued monthly throughout 2018/19 and will continue into and throughout 2019/20.
- 2.4 For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1. They will continue to be reported to both Corporate Overview and Scrutiny Committee and on to Cabinet on a quarterly basis, throughout 2019/20.

3.1 Issues, Options and Analysis of Options

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

3.2 Summary of Corporate KPI Performance

End of Year Outturn Performance against target		Direction of Travel compared to End of Year Outturn 2017/18	
Achieved	68% (30)	↑ BETTER	50% (17)
		→ STATIC	9% (3)
Failed	32% (14)	↓ WORSE	41% (14)

This is higher than the 66% overall percentage achieving target in 2017/18.

3.3 On target performance

Two thirds of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr Halden	86%	86%	87.5%	89%	89%	ACHIEVED	↑	70%
Proportion of people using social care who receive direct payments and individual service funds	Cllr Little	37.14%	36.14%	37.17%	37.05%	38.34%	ACHIEVED	↑	36%
Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	Cllr Little	3,451	385	1,136	1,737	2,459	ACHIEVED	↑	3,288
Average time (in days) for a child to be adopted (3 year average)	Cllr Little	527 days	403 days	374 days	401 days	492 days	ACHIEVED	↑	500 days
% of potholes repaired within policy and agreed timeframe	Cllr Watkins	97.10%	99.4%	98.6%	99.45%	99.10%	ACHIEVED	↑	98%
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£8,000k	£8,724k	£8,604k	£9,218k	£9,318k	ACHIEVED	↑	£8,286k
% of Major planning applications processed in 13 weeks	Cllr Coxshall	97%	100%	100%	100%	100%	ACHIEVED	↑	90%
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Cllr Collins	40	6	43	53	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
% of repairs completed within target	Cllr Johnson	97.5%	96.40%	96.00%	96.80%	97.70%	ACHIEVED	↑	95%
Forecast Council Tax collected	Cllr Hebb	98.82%	98.90%	98.90%	98.90%	98.91%	ACHIEVED	↑	98.90%
Number of volunteers within the council	Cllr Huelin	247	153	225	242	271	ACHIEVED	↑	270
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Halden	2.10%	2.0%	8.8%	1.6%	1.9%	ACHIEVED	↑	2%
Number of places accessed for two year olds for early years education in the borough	Cllr Halden	659 (73.4%)	Not due (termly indicator)	620 (70.7%)	716 (85.4%)	633 (79.6%)	ACHIEVED	↑	75% of DWP total
Average time to turnaround/re-let voids (in days)	Cllr Johnson	30.6 days	26.96 days	27.42 days	28.58 days	26.64 days	ACHIEVED	↑	28 days
% of young people who reoffend after a previously recorded offence	Cllr Little	30%	30%	10%	11%	In arrears	ACHIEVING	↑	30%

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	ACHIEVED	→	£0
% of Minor planning applications processed in 8 weeks	Cllr Coxshall	100%	100%	100%	100%	100%	ACHIEVED	→	90%
Overall spend to budget on General Fund (% variance)	Cllr Hebb	-5%	0%	0%	0%	0%	ACHIEVED	→	0%
Number of Health Hazards Removed as a Direct Result of Private Sector Housing Team Intervention	Cllr Johnson	<i>new KPI</i>	210	441	617	896	ACHIEVED	n/a	800
Tenant Satisfaction With Transforming Homes	Cllr Johnson	<i>new KPI</i>	90.50%	89.00%	88.00%	87.50%	ACHIEVED	n/a	85%
% of Abandoned Vehicles removed within 21 days of notification	Cllr Watkins	<i>new KPI</i>	n/a	100%	100%	100%	ACHIEVED	n/a	Baseline for 2018/19
No of Thurrock businesses benefitting from ERDF programmes	Cllr Coxshall	<i>new KPI</i>	15	27	61	68	ACHIEVED	n/a	45
No of HRA-funded homes (units) that have started to be built since 1 April 2018	Cllr Johnson	<i>new KPI</i>	0	29	88	117	ACHIEVED	n/a	117
Number of "Family Connection" Homeless Households in Bed & Breakfast For Six Weeks or More	Cllr Johnson	<i>new KPI</i>	1	0	0	0	ACHIEVED	n/a	0
Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	Cllr Halden	<i>new KPI</i>	55	86	93	93	ACHIEVED	n/a	93%
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Cllr Little	<i>649 per 100,000</i>	175 per 100,000	332 per 100,000	503 per 100,000	665 per 100,000	ACHIEVED	↓	677 per 100,000
% rent collected	Cllr Johnson	99%	90.90%	94.50%	97.00%	98.80%	ACHIEVED	↓	98%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	99.81%	99.30%	99.30%	99.30%	99.43%	ACHIEVED	↓	99.30%
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	949	148	254	467	694	ACHIEVED	↓	400
Number of "exchanges" carried out through time-banking (in hours)	Cllr Huelin	23,486	5,158	6,627	9,487	15,578	ACHIEVED	↓	12,000
% of media enquiries responded to within 24 hours	Cllr Collins	<i>new KPI</i>	40.2%	41.5%	46.9%	46.6%	n/a	n/a	Baseline for 2018/19

3.4 Highlights for 2018/19

Of particular note for 2018/19 are the following indicators which have shown outstanding performance this year and for which more detail is provided below:

Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
% of potholes repaired within policy and agreed timeframe	97.10%	99.10%	ACHIEVED	↑	98%
<p>2018/19 has shown strong performance throughout the year. This was part of an on-going improvement plan for the Maintenance Operations. Focus on major roads which requires additional traffic management has resulted in increasing performance this year.</p> <p>Looking forward to 2019/20 the team anticipate continued strong performance, the addition of new jet patching technology, addressing non-intervention level holes, should reduce the need for intervention freeing up capacity to respond where intervention is required.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
% of Major planning applications processed in 13 weeks	97%	100%	ACHIEVED	↑	90%
% of Minor planning applications processed in 8 weeks	100%	100%	ACHIEVED	→	90%
<p>The council's planning service has consistently processed 100% of major and minor planning applications within the nationally set timescales of 13 weeks and 8 weeks respectively, putting Thurrock Council at the top of planning performance across the country. This has further been acknowledged by the service being shortlisted as Planning Service of the Year in the RTPI Awards 2019.</p> <p>This level of service is so important with a growth agenda the scale of Thurrock's, particularly given the current market challenges locally and nationally being faced by developers.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/2019 Target
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	40	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
<p>Performance on this indicator has improved significantly with the target exceeded for this year and outturn seeing a 25% uplift on the total outturn for 2017/18. This has been achieved through targeted work with directorate apprentice champions who work with the apprenticeship lead in Improvement to ensure directorate level targets are met. We also ran a successful apprentice recruitment day which offered a wide variety of apprenticeship opportunities for new recruits. The diversification of the apprenticeships on offer has increased, with degree level apprenticeships taken up, and of the outturn figure this year, 50% are new starters to the organisation with the other 50% existing staff who are using the opportunity of an apprenticeship to upskill.</p> <p>Next year there are plans to continue to build on this good foundation with another apprentice recruitment day planned for July 2019 and to continue collaborative work with the council's People and Organisational Development team to identify upskilling opportunities for existing staff.</p>					

3.5 Off target indicators

At the year-end, 15 indicators failed to meet their target. Commentary regarding each indicator follows each data line.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	36.97%	41.7%	40.29%	33.68%	37.50% (provisional)	FAILED	↑	41%
As anticipated from performance throughout the year the level of household materials re-used, recycled and composted is lower than target. Some actions that are being taken to address this in 2019/20 include the recruitment of a Recycling Project Officer and the implementation of more effective recycling facilities in flats. Cleaner, Greener, Safer Overview and Scrutiny Committee has been keeping this under review throughout the year and will continue to throughout the coming year.									
% timeliness of response to all complaints	Cllr Collins	83%	86%	87%	87%	89%	FAILED	↑	95%
Number of complaints received have reduced compared to previous year (1714 down to 1482). 1316 were responded to within timescales out of 1482 (89%). Monthly monitoring and management action taken to improve processes in 2018/19 has seen above target performance in February and March 2019. During 2019/20 regular reporting will continue and action taken to improve.									
Payment rate of Fixed Penalty Notices (FPNs) - littering	Cllr Gledhill	<i>new KPI</i>	57.67%	63.6%	58.74%	61.60%	FAILED	n/a	70%
There were a few months in the year with low collection rates – most notably December. The drop in collection rate overall has been partially caused by the increase in the values of the fines. This continues to be closely monitored by the team with appropriate action being taken against those who do not pay fines on time. There were 172 prosecutions for failing to pay an FPN. Plans to identify those who give false names are due to be implemented during 2019/20 by publishing their images online.									
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Little	<i>new KPI</i>	91.82%	88.12%	88.57%	82.47%	FAILED	n/a	91.3%
Performance is 8.83% under target and is below latest benchmarking data. Of the 97 residents who were discharged from hospital into reablement in the period, 80 were still at home 91 days later. Of the 17 individuals who were not at home, 13 had passed away, 2 were in hospital and 2 had moved to residential care. Due to the fragility of the home care market, the Joint Reablement Team has been required to provide mainstream home care, which has impacted on their ability to deliver reablement and may have affected performance. Work continues to stabilise the market with 3 providers now established under the new locality based Domiciliary Care Contract together with our in house domiciliary care provision. This ensures that the Joint Reablement Team has capacity to deliver reablement services more effectively as service users can move on to the wider market freeing capacity for reablement.									
Total number of homes permitted through Planning	Cllr Coxshall	<i>new KPI</i>				409	FAILED	n/a	950
The ability of developers in Thurrock to submit planning applications has been severely hindered by the uncertainty caused by the Lower Thames Crossing and the resultant impact on the Council's ability to bring forward its new Local Plan. The Council is proactively engaging with Highways England and MHCLG to address this. Despite these issues, the Council's Planning Team is actively working with landowners and the development industry to ensure there is confidence in the local housing market. Following the recent Local Plan (Issues and Options 2) consultation, through the use of Planning Performance Agreements, Officers are working to examine what sites might come forward in the new Local Plan. It is also important to note that the Council's Planning Committee recently approved an outline planning application for 2,850 homes in Purfleet and there is a further planning application that, if granted, would also yield in the region of 2,500 new homes. Thus it can be seen that there is confidence in the Borough as a place to invest despite the current challenges. The target of 950 is indicative and based on expected development as well as local housing need.									

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of primary schools judged "good" or better	Cllr Halden	97%	95%	92%	90%	90%	FAILED	↓	94%
The DfEs official methodology for this indicator has changed since the reporting of Qtr 1 data, hence the decrease. Where schools have not yet been inspected in their current form (under their current unique reference number), calculations now include the inspection outcomes of predecessor schools. During Jan-Mar 2019 there was one school that was downgraded to inadequate and another went from adequate to good, hence the 90% position remaining the same from Q3 to Q4. Despite the change in definition the target of 94% is to remain for 2019/20. The council continues to work closely with schools to ensure further improvement.									
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Cllr Little	7 per 100,000	4 per 100,000	6 per 100,000	10 per 100,000	11 per 100,000	FAILED	↓	9 per 100,000
Although performance is 3 over the target, Thurrock is performing better compared to the latest national average (14.0), regional average (14.1) and CIPFA comparator group average (13.3) and the number of younger people being admitted to residential care is still very low, therefore very positive. There have been 12 admissions to residential care for people aged 18-64 in the year-to-date. Of these, 3 were people coming through transition and so are considered 'new' to Adult Social Care even though the placements into residential care are not new. Six are older individuals aged between 52 and 64 years. These individuals required residential care due to early onset dementia and/or physical health/long term conditions. The other 2 individuals have significant physical impairments/long term conditions. Alternative suitable services in the community are always considered before residential care is agreed. Residential care is only agreed if this is in the best interests of the individual.									
Street Cleanliness - a) Litter	Cllr Watkins	9%	7.67%	6.8%	10.06%	10.06%	FAILED	↓	9%
This is the 2nd year of street cleanliness inspections being undertaken by Keep Britain Tidy and we are able to see a clear trend that performance in the first two tranches is significantly better than in tranche 3. This is partially due to the timing of the 3rd inspection which occurs during late winter when the pressures of resourcing winter gritting can have an impact on resources in other teams and vegetation is bare making litter highly visual. It is important to note that although the ambitious target of 9% for the year was not achieved, performance continues to be significantly better than the national benchmark of 14%. A detailed remedial plan has been developed and will be rolled out over the next few months.									
Street Cleanliness - c) Graffiti	Cllr Watkins	2.18%	2.33%	3.5%	4.28%	4.28%	FAILED	↓	3%
As with litter, the results of the first two tranches were better than tranche 3, which has again resulted in the target not being achieved. For graffiti one of the core issues is the level of incidents of graffiti on private property. These are included in the Keep Britain Tidy assessments although it remains the responsibility of the land owner to remove the graffiti. Working closely with the Environment Enforcement team we have implemented an approach which will encourage land owners to take action.									
% of refuse bins emptied on correct day	Cllr Watkins	98.23%	96.87%	96.58%	97.53%	97.85%	FAILED	↓	98.5%
The excellent performance of the Waste Collection teams in the last few months of 2018/19 has meant that the final outturn is within 1% of target. Where previous performance was below standards expected, the service worked to rebalance routes (growth) and address driver cover shortages. This resulted in a strong performance, over target consistently throughout the second half of the year. However, the nature of this indicator meant that performance earlier in the year relating to the threat of strike action and the lack of availability of drivers, has adversely impacted the final outturn, despite those issues being effectively addressed. The strong performance has continued into the first month of 2019/20.									

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Little	72.40%	69.5%	68.3%	66.9%	67.0%	FAILED	↓	70%
<p>Whilst this indicator is shown as failing, the small size of this cohort means that a small number of young people can make a huge difference to the overall percentage. Notwithstanding the service continues to work closely with this cohort of young people and part of the improved support going forward includes an employability group planned for mid-May, as well as continued promotion of Prince's Trust Team, GAPs (now with 19+ funding) and tuition to try and turn NEETs into EET.</p>									
Average sickness absence days per FTE	Cllr Collins	9.95 days	2.33 days	5.14 days	7.88 days	10.46 days	FAILED	↓	9 days
<p>Focus on preventing absence and minimising periods of absence is ongoing through a range of means; HR Business Partner activity at DMT level, management support through the Advisory and Occupational Health Services and a robust and comprehensive well-being offer. The well-being offering is adapted according to the trends in absence reasons. Throughout the year additional training sessions were commissioned to increase management confidence and skills. Management compliance has been monitored through directorate management teams and People Board, and issues escalated where appropriate.</p>									
% of all complaints upheld (based on closed complaints)	Cllr Collins	40%	47%	46%	43%	43%	FAILED	↓	35%
<p>This is below the target of 35%. Detailed analysis focusing on upheld complaints and learning from the end of 2018/19 is being finalised. This analysis will inform detailed learning action plans which will be provided in the annual complaints report that goes to Standards and Audit Committee and then implemented. Issues such as missed bin collections are expected to reduce in 2019/20 with the introduction of improved technology in waste collection vehicles.</p>									
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	70%	65.30%	66.6%	66.3%	68.0%	FAILED	↓	75%
<p>Tenant satisfaction with Housing services was 72.5% in March and 68% in 2018/19 at year end. Although the target was not met for March, the outturn represents improved performance for tenant satisfaction. Satisfaction in April 2019 was on target at 76.8%.</p> <p>Regular analysis of our tenant satisfaction data has shown that one of the key drivers for dissatisfaction is a perceived lack of communication and engagement between the Housing service and tenants. It also shows that overall satisfaction with Housing and satisfaction with keeping tenants informed is closely correlated. As a result a number of measures have been introduced including enhancements to the Tenants Excellence Panel's involvement in service delivery. The analysis of the latest satisfaction data shows that these measures have had an impact. More measures are planned for 2019/20 including a tenants e-newsletter and a wider ranging tenant satisfaction survey to help us better understand our tenants needs.</p> <p>Another key driver for dissatisfaction in 2018/19 is specific repairs issues with external capital elements which require replacement such as windows and front doors. The focus of the Transforming Homes programme will move onto external elements in 2019/20 with the replacement of single glazed windows being the first priority. It is anticipated that dissatisfaction levels with external capital elements will decrease gradually as the programme progresses. Despite this tenant satisfaction with Repairs and Transforming Homes for 2018/19 remains high at 91.9% and 87.5% respectively.</p> <p>Satisfaction with individual services such as ASB, Caretaking and Grounds Maintenance also remain stable with outturns in 2018/19 within a percentage point of 2017/18.</p>									

3.6 Other key indicators

Throughout the year the council has also been monitoring some other indicators which, whilst not performance related, are important to keep under review.

Health and Wealth of the Borough Indicator Definition	Portfolio Holder	Previous Outturn	Qtr 1	Qtr 2	Qtr 3	Latest	Direction of Travel
Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS)	Cllr Coxshall	£556.10				£579.30	↑
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Cllr Coxshall	63,000 (2016)				64,000 (2017)	n/a
Demand Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	2018/19 End of Year Outturn	Direction of Travel since 2017/18
No of media enquiries received	Cllr Collins	<i>new KPI</i>	97	188	247	352	n/a
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	<i>new KPI</i>	385	761	1132	1605	n/a
No of homeless cases accepted	Cllr Johnson	<i>new KPI</i>	50	93	104	115	n/a
Value of business rate base	Cllr Coxshall	<i>new KPI</i>				£277.5m	n/a
Number of statutory nuisance complaints made	Cllr Gledhill	2367	718	1552	2126	2684	↑
Number of environmental (public) health interventions requested	Cllr Gledhill	250	103	185	238	313	↑
No of incidents of Fly tipping reported	Cllr Gledhill	1829	662	1225	1784	2454	↑
No of incidents of Abandoned vehicles reported	Cllr Gledhill	1369	315	636	938	1245	↓

The council has actively encouraged reporting of fly tips and abandoned vehicles during 2018/19 and will continue to do so. The number reported will include more than one resident reporting the same issue.

978 fly tipping incidents were investigated by the Enforcement Team of which 166 were issued Fixed Penalty Notices (FPNs).

Of the abandoned vehicles reported, 77 met the abandoned vehicles criteria and were issued with FPNs. 14 were removed by the council. The majority of vehicles were claimed by the owner.

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 highlights what the council focussed on during 2018/19 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. For 2019/20 the suite of indicators has been reviewed. Performance Board will continue to consider the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.

5.2 Each quarter a report is presented to Corporate Overview & Scrutiny Committee, and finally reported to Cabinet.

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

6.1 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 This report will help decision makers and other interested parties, form a view of the success of the council's actions in working towards achieving the vision and priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**
Senior Management Accountant – Central Services

The report provides an update on performance against corporate priorities. There are financial KPIs within the corporate scorecard, the performance of which are included in the report.

Where there are issues of underperformance, 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: **Tim Hallam**
Deputy Head of Law (Regeneration) and Deputy Monitoring Officer

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects 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: **Natalie Warren**
Community Development & Equalities
Manager

The Corporate Performance Framework for 2018/19 contains measures that 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 is given throughout the year within the regular monitoring reports regarding progress and actions.

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

The Corporate Performance Framework includes areas which affect a wide variety of issues, including those noted above. Where applicable these are covered in the appendix.

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: Corporate Performance Framework 2019/20

Report Author:

Sarah Welton
Strategy Manager

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Appendix 1 - DRAFT CORPORATE KPIs 2019/20 by Corporate Priority

Directorate	Indicator	2018/19 Target	2018/19 Outturn	Proposed 2019/20 target
PEOPLE				
High quality consistent and accessible public services which are right first time				
Adults, Housing & Health	% General tenant satisfaction with neighbourhoods/services provided by Housing	75%	68%	75%
Adults, Housing & Health	% of repairs completed within target	95%	97.70%	95%
Adults, Housing & Health	% Rent collected	98%	98.80%	98%
Adults, Housing & Health	Average time to turnaround/re-let voids (in days)	28 days	26.64 days	28 days
Adults, Housing & Health	Tenant satisfaction with Transforming Homes	85%	87.50%	85%
Adults, Housing & Health	Overall spend to budget on HRA (£K variance)	£0	£0	£0
Adults, Housing & Health	Number of library members (signed up and active within 12 months for loans and PC use)	NEW	25,756	26,785
Children	Average time (in days) for a child to be adopted (3 year average)	500	492	National average
Finance/ Commercial	Overall spend to budget on General Fund (% variance against forecast)	0	0	0
Finance/ Commercial	Forecast National Non-Domestic Rates (NNDR) collected	99.30%	98.93%	99.30%
Finance/ Commercial	Forecast Council Tax collected	98.90%	98.90%	98.90%
Strategy, Comms & Cust	Contact Centre - Face to Face average waiting times (minutes)	10 mins	03:56	3 mins
Strategy, Comms & Cust	Contact Centre - Face to Face - no of visitors	n/a	68822	n/a
Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing				
Adults, Housing & Health	Number of additional hypertensive patients diagnosed following screening programmes	400	694	600
Adults, Housing & Health	Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	70%	89%	70%
Adults, Housing & Health	Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	93%	93%	93%
Adults, Housing & Health	Number of health hazards removed as a direct result of private sector housing team intervention	800	896	900
Adults, Housing & Health	Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie those presenting as homeless who have dependent child(ren) or are pregnant)	0	0	0
Adults, Housing & Health	Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population	649	669	665 (prov)
Adults, Housing & Health	Number of delayed transfers of care - days from hospital (attrib. to NHS, ASC & Joint)	3,288	2,459	3,082 (prov)
Adults, Housing & Health	Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	91.3%	81% (prov)	86% (prov)
Adults, Housing & Health	Proportion of people using social care who receive direct payments	NEW	33.1%	32%
Adults, Housing & Health	Number of households at risk of homelessness approaching the Council for assistance	N/A - demand	1,605	N/A - demand
Adults, Housing & Health	No of homeless cases accepted	N/A - demand	97	N/A - demand
Communities are empowered to make choices and be safer and stronger together				
Adults, Housing & Health	Number of new Micro Enterprises started since 1 April 2019	NEW	NEW	20
Children	% of young people who reoffend after a previously recorded offence	30%	11% (Q3)	National average
Adults, Housing & Health	No of placements available within council for volunteers	NEW	180	210
Adults, Housing & Health	% of volunteer placements filled within council	NEW	85%	96%
PLACE				
Roads, houses and public spaces that connect people and places				
Environment and Highways	% of potholes repaired within policy and agreed timeframe	98%	99.10%	98%
Place	No of HRA-funded homes (units) that have started to be built since 1 April 2019	117	117	80
Place	Total number of homes permitted through Planning	950	409	950
Clean environments that everyone has reason to take pride in				
Environment and Highways	Payment rate of Fixed Penalty Notices (FPNs) - littering	70%	61.60%	70%
Environment and Highways	% Household waste reused/ recycled/ composted	41%	37.5% (prov)	41%
Environment and Highways	Street Cleanliness - a) Litter	9%	10.06%	9%
Environment and Highways	Street Cleanliness - c) Graffiti	3%	4.28%	3%
Environment and Highways	% of refuse bins emptied on correct day	98.50%	97.85%	98.50%
Fewer public buildings with better services				
Place	Value (£) of council owned property disposals	new	n/a	Baseline
Place	% occupancy of commercial properties	88%	89%	88%
PROSPERITY				
Attractive opportunities for businesses and investors to enhance the local economy				
Place	% of Major planning applications processed in 13 weeks	90%	100%	90%
Place	% of Minor planning applications processed in 8 weeks	90%	100%	90%
Place	No of Thurrock businesses benefitting from ERDF programmes	45	68	40
Commercial, entrepreneurial and connected public services				
Finance/ Commercial	Total gross external income (fees & charges) (based on sales forecast)	£8286k	£9318k	£8,556k
Place	Value of business rate base (ANNUAL)	n/a	£277.5m	£277.5m
Vocational and academic education, skills and job opportunities for all				
Children	% of primary schools judged "good" or better	94%	90%	94%
Children	% of all schools judged "good" or better	NEW	88%	National average
Children	% NEET + Unknown 16-17 year olds (Age at start of academic year)	2%	1.9%	1.6%
Children	Number of places accessed for two year olds for early years education in the borough	75%	79.6%	75%
Children	KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths (ANNUAL)	National average	TBC	Above national average
Children	KS4 Attainment – Progress 8 score (ANNUAL)	Above 0	TBC	National average
Children	Achievement of Level 2 qualification at 19 years old (ANNUAL)	88%	TBC	Above national average
Children	Achievement of Level 3 qualification at 19 years old (ANNUAL)	54%	TBC	Above national average
Children	Children Looked After KS2 – % Achieving the National Standard in Reading, Writing & Maths (ANNUAL)	Above national average	TBC	Above national average
Children	Children Looked After KS4 – Progress 8 score (ANNUAL)	National average	TBC	National average
Children	% of 17-21 yr old Care Leavers in Education, Employment or Training	70%	65%	65%
HR0D	No of new apprenticeships started (incl current staff undertaking new apprentice standards) as % of workforce	56	60	59 (2.3%)
Place	Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS) (ANNUAL)	Regional average	£579.30	Regional average
Place	Total number of employee jobs in Thurrock (data from ONS/NOMIS) (ANNUAL)	63,000 (2016)	64,000 (2017)	64,000

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Work Programme

Committee: Corporate Overview and Scrutiny Committee

Year: 2019/20

Dates of Meetings: 11 June 2019, 3 September 2019, 19 November 2019, 14 January 2020, 10 March 2020

Topic	Lead Officer	Requested by Officer/Member
11 June 2019		
End of Year Corporate Performance Report 2018/19	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
3 September 2019		
Quarter 1 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
19 November 2019		
Mid-Year/Quarter 2 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
14 January 2020		
Draft Budget	Jonathan Wilson/Sean Clark	Officer
Capital Programme Proposals	Jonathan Wilson/Sean Clark	Member
Capital Strategy 2020/21	Jonathan Wilson/Sean Clark	Officer

Work Programme

Topic	Lead Officer	Requested by Officer/Member
Local Council Tax Scheme	Jonathan Wilson/Sean Clark	Member
Work Programme	Democratic Services Officer	Standard Item
10 March 2020		
Quarter 3 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Work Programme	Work Programme	Work Programme