

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 **3 September 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

	<b>Page</b>
<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 11 June 2019.	
<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 Apprenticeship Strategy Update Report</b>	<b>13 - 32</b>
<b>6 Grays South Regeneration: Civic Offices Project Position Statement</b>	<b>33 - 42</b>

<b>7</b>	<b>Collaborative Communities - Thurrock's Approach to Community Engagement</b>	<b>43 - 52</b>
<b>8</b>	<b>Quarter 1 Corporate Performance Report 2019/20</b>	<b>53 - 68</b>
<b>9</b>	<b>Work Programme</b>	<b>69 - 72</b>

**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](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **23 August 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 11 June 2019 at 7.00 pm

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**Present:** Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Mike Fletcher, Andrew Jefferies and Elizabeth Rigby

**Apologies:** Councillors Garry Hague and Gerard Rice

**In attendance:** Daren Spring, Assistant Director – Street Scene & Leisure  
Karen Wheeler, Director of Strategy, Communications and Customer Service  
Sarah Welton, Strategy 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.

### 1. Minutes

The minutes of the Corporate Overview and Scrutiny Committee held on 5 March 2019 were approved as a correct record.

### 2. Items of Urgent Business

The Chair raised one item of urgent business regarding the proposed expansion of the Civic Offices. He recollected that a report on the Civic Offices expansion had come before the Corporate Overview and Scrutiny in November 2018, and that at this meeting the committee had requested to see a full business case, but this had still not been provided. He felt that this project was now moving quickly, and wanted the committee to be able to see the business case for the project before it was agreed by Cabinet. He stated, that with Members agreement, he would write to the Leader and the Chief Executive to ask for this to be presented to the Corporate Overview and Scrutiny Committee. The membership agreed to this proposal.

### 3. Declaration of Interests

There were no interests declared.

### 4. End of Year Corporate Performance Report 2018/19

The Director of Strategy, Communications and Customer Service introduced the report and stated that this set out the progress of key performance indicators (KPIs) for 2018/19, and that in total 68% of KPIs had achieved their target; and added that 50% of KPIs had improved on their score from

2017/18. She commented that this report also set out the proposed KPIs for 2019/20 and new suggested targets so the Committee could comment, before it went to Cabinet for approval in July.

The Chair opened the debate and highlighted the KPI on page 21 of the agenda regarding the percentage of primary schools judged 'good' or better. He asked why this was a missed target and the reasons for the negative direction of travel over the year. The Strategy Manager confirmed that a decision nationally to change the calculation explained the sudden change during the year. She stated that whilst most KPIs the council monitors worked to a financial year, schools data normally worked to an academic year which started and finished in September. She elaborated that historically, if a school had become an academy, they were not considered in the KPI until an OFSTED inspection had taken place; but now they were included in the calculation and this took into account the predecessor school's rating. The Chair replied that the committee should be careful in interpreting the direction of travel, due to the statistical nature of the KPI, but felt that having 1/10 schools in the borough not achieving a 'good' or better rating was poor. He asked what actions were being taken by the Council to support schools, and if the service were considering any additional action. The Director of Strategy, Communications and Customer Services replied that the education team met regularly with schools on an individual, as well as a group basis with headteachers. She added that the team also ran broader programmes such as forums for head teachers to allow discussions.

The Chair then drew the Committee's attention to page 21 of the agenda and the KPI relating to street cleanliness and litter, as this had been doing well, but was now falling back. He asked what factors were influencing the decline in street cleanliness. The Assistant Director Street Scene and Leisure replied that although the KPI had not been met, they were better than the national benchmark. He then described how in tranche 3 the performance was below target, even though tranche 1 and 2 had been better, and this seemed to be becoming a trend from previous years. He explained that tranche 3 occurred in late winter, which presented additional problems for the team, for example gritter teams often worked late nights during tranche 3 and therefore could not work the next day so staff numbers were lower. He stated that a new action plan was being put in place to combat this issue, and the team were looking at re-zoning sweeping areas and purchasing new smaller mechanical sweepers, as the larger mechanical sweepers could not go out during tranche 3 due to the grit. The Chair stated that street cleanliness was a problem in his ward, and residents wanted continued cleanliness throughout the year. He asked if the KPI would improve during 2019/20. The Assistant Director Street Scene and Leisure responded that remedial work was already being undertaken to solve the issues, and the teams were focussing on areas where street cleanliness was a particular issue, such as major routes and industrial areas.

The Chair then moved on to discussing the KPI regarding the percentage of refuse bins emptied on the correct day, and stated that although the previous few quarters had improved, the KPI had still failed to meet its target. He asked what further action was being undertaken to improve the KPI. The Assistant

Director Street Scene and Leisure replied that March had been an anomaly due to the unusual weather and very dry spell, as the team ran a reduced service for green waste bins in the winter, but the nice weather had meant more people cutting grass and using the green bin, and the teams had to adjust to this. He added that from April 2019 until June 2019 the KPI had reached 99.3% and showed a continuing improving trend. The Chair asked if the bin collection day affected the KPI, as those streets that had their bins collected later in the week often reported bins missed. The Assistant Director Street Scene and Leisure confirmed this was sometimes the case, as if teams fell behind early on in the week it became harder to catch up as the week progressed. The Chair asked if this KPI could be highlighted to the Cleaner, Greener and Safer Overview and Scrutiny Committee so they can monitor in more detail and suggest operational decisions.

Councillor Fletcher added that for the failed KPIs, the commentary focussed too much on explaining why they had failed, but did not show clearly the 'route to green'. He felt that each failed KPI should be explained in more detail, and measures being taken to mitigate its failure should be listed. The Vice-Chair commented that it was good to see the KPI regarding apprenticeships was meeting its target, and asked if the KPI could be developed to show how many full-time jobs came from those apprenticeships. He also highlighted the KPI regarding response times to media and press enquiries, as it equated to roughly one press enquiry every day, but responses were still not being sent out within 24 hours. The Director of Strategy, Communications and Customer Service replied to Councillor Fletcher and stated that this was something that had been identified and she was currently working with the Portfolio Holder and the Leader to better articulate a 'route to green' and increase the level of detail included in the report. She then replied to Councillor Duffin in relation to apprenticeships and commented that it would be dependent on the records each service keeps as to whether the KPI can be updated, but she would look into this. She added that replying to media responses could be challenging as queries could be inter-departmental or involve Members. She stated that the communications team tried to answer queries within the 24 hour time limit, and 85% were answered within 48 hours.

Councillor Jefferies added that it was good to see the KPI regarding the percentage of potholes repaired was on target, and agreed that the number of apprenticeships was also good news. He asked whether the sixteen new apprenticeships were all school leavers, or if a percentage were people who had already been working for the Council. The Strategy Manager confirmed that half of the apprenticeships in the KPI were from Council workers who wished to upskill. She stated that apprenticeships were no longer just for school leavers, and were available for all ages, including existing staff, who wished to upskill, gain formal qualifications and continue their professional development. Councillor Jefferies asked if the KPI could be separated into apprenticeships for school leavers, and apprenticeships for those who wanted formal qualifications. The Director of Strategy, Communications and Customer Service suggested that as another Apprentice Recruitment Day was being held in July an item on the results from this day, and apprenticeships in general, could be brought back to the Committee at a later date which would

give Members greater understanding.

Councillor Jefferies then drew the Committee's attention to the KPI involving street cleanliness and litter and asked what was being done to upkeep cemeteries and war memorials following the celebration of 100 years since WW1 in 2018. He also asked why the threat of strike action had affected the KPI regarding percentage of refuse bin collected on time. The Assistant Director Street Scene and Leisure replied that war memorials had all been fixed and cleaned up last year for the celebrations, and were now included as part of planned regular maintenance schedules that occurred. He stated that grass cutting occurred on those memorials with grass, and those with hard surfaces were treated with weed killer once every three months. He added that winter maintenance included the upkeep of shrubs and bushes. The Assistant Director Street Scene and Leisure also replied that the threat of strike action had affected the ability to collect bins on time due to reduced flexibility during this period.

The Chair highlighted page 20 of the agenda and the KPI involving the percentage of waste recycled, and asked if this performance had been brought down by the brown bin score. The Assistant Director Street Scene and Leisure replied that this was a continuing issue across locally and across the country and the KPI was a challenging target. He stated that the team were currently looking into setting up a cross-party working group to study recycling rates and a new Recycling Education Officer was now employed by the Council to focus on this issue. The Chair elaborated and stated that residents in flats were particularly finding it difficult to recycle as the facilities were not sufficient and waste could easily get contaminated. The Assistant Director Street Scene and Leisure agreed that recycling was more difficult, particularly around waste becoming contaminated, in flats. He stated that the Recycling Education Officer was focussing on flats to ensure every resident knows what can be recycled, and which bin waste goes in. He added that the team were also considering mesh-fronted bins so residents could physically see which waste belonged in which bins. Councillor Churchman added that in some houses which had been converted into flats, there was only one recycling bin, even though there were now up to 4 separate residences in the house.

The Chair also highlighted the KPI regarding the percentage of older people in their homes on page 20, and asked how much influence the Council had over this. The Director of Strategy, Communications and Customer Service replied that the Council could impact upon this KPI. She added that the Council's re-ablement team had needed to provide 'other' care that the current market could not provide. She stated that the re-ablement team were currently reviewing contracts with providers to decrease risk and improve the KPI. She also added that the figures in the KPI related to a relatively small cohort so small changes had a big impact on percentages, and due to the way the indicator had to be calculated in line with national guidelines, some aspects of the KPI could not be controlled, for example the number of elderly people that unfortunately passed away.

The Chair moved on to discussing the KPI on page 22 regarding the percentage of satisfied tenants as he felt this was a missed KPI every quarter. The Director of Strategy, Communications and Customer Service responded that this service had seen improvement in the second half of the year and had met its target in April. She elaborated that this KPI revolved around resident engagement with tenants, and the increased communication was having an impact. She stated that the service had introduced a new newsletter for tenants, and that tenants could now become more involved in the procurement process and how the service was delivered. She stated that the team was continuing to review and a detailed report regarding this KPI was being examined at the next Housing Overview and Scrutiny Committee, due to the comments at previous Corporate Overview and Scrutiny Committee.

The Chair then drew the Committee's attention to Appendix 1 and the draft KPIs for 2019/20. He asked why the total gross external income KPI had only been increased by 3% for the new municipal year, and asked if a more ambitious target could be put in place. The Director of Strategy, Communications and Customer Service replied that this target had been put in place before the final outturn report had been written, and was based on factors such as fees and charges. She stated she would provide this feedback to Cabinet. The Chair asked if the KPI could focus on commercial interests as well as fees and charges. The Chair also asked why the target for the KPI regarding total number of employee jobs in Thurrock was not more ambitious, as the target had not been increased, and asked if the Council could directly influence this KPI. The Director of Strategy, Communications and Customer Service replied that she would clarify the figure, but that it was not directly reflective of the Council's performance. Councillor Rigby questioned how KPIs were set, and what they were benchmarked against. The Director of Strategy, Communications and Customer Service replied that historically KPIs were benchmarked nationally, but this had changed so some reflected statutory duties whereas others were benchmarked against statistical neighbours.

The Chair then summarised discussions and stated that the Committee felt concerned over the performance of some KPIs, some of which did not have a 'route to green'. He added that the relevant overview and scrutiny committees would be made aware of this, so they could look at the KPIs on a more detailed and operational level.

**RESOLVED: That:**

- 1. The Committee noted and commented upon the performance of the key corporate performance indicators for 2018/19**
- 2. The Committee noted and commented on the indicators and targets for 2019/20 and identified any areas which required additional consideration in the next monitoring cycle.**
- 3. The Committee recommended that future Corporate Performance Reports which were presented at Corporate Overview and Scrutiny Committee focussed on routes to achievement or failed KPIs, and the**

**expected date of that achievement.**

**4. The Committee recommended that letters were written to the Children's Overview and Scrutiny Committee for the missed KPI regarding percentage of schools rated 'good' or better; to the Cleaner, Greener and Safer Overview and Scrutiny Committee for the missed KPI regarding the percentage of bins collected on the correct day; and to the Housing Overview and Scrutiny Committee for the missed KPI regarding percentage of tenants satisfaction. This is to ensure that the relevant overview and scrutiny committee can undertake more detailed monitoring and further work if required.**

**5. The Committee called for greater ambition in the targets for the draft KPIs for 2019/20, in particular the KPIs regarding gross external income and total number of employee jobs in Thurrock.**

## **5. Work Programme**

The Chair called for the following items to be added to the Work Programme:

1. An update on the Communications Strategy, with an invite to go out to selected editors of local media outlets.
2. A Commercialisation Strategy Update, to understand in greater detail how the Council found commercial finance and how this was benchmarked and processed.
3. A report on community forums and engagement, with Chairs of local community forums invited.
4. A report on external partnership relations, such as the Local Enterprise Partnership, and where they're working well and improvements to be made.
5. A report regarding apprenticeships.
6. Asset Strategy Update.
7. Council Tax Scheme to be moved forward from January so the Committee can look ways to keep council tax frozen before the budget reports.
8. An update on the Overview and Scrutiny project.

The Chair asked if the Work Programme could be populated accordingly and distributed to Members.

**The meeting finished at 8.00 pm**

Approved as a true and correct record

**CHAIR**

**DATE**

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Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)**

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<b>3 September 2019</b>		<b>ITEM: 5</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Apprenticeship Strategy Update Report</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Mykela Pratt, Strategic Lead HR, Resourcing and Improvement		
<b>Accountable Assistant Director:</b> n/a		
<b>Accountable Director:</b> Jackie Hinchliffe, Director of HR, OD and Transformation		
<b>This report is public.</b>		

## Executive Summary

This report summarises the year 2 progress made towards delivering the 3 year Apprenticeship Strategy 2017/20.

It sets out achievements made in 2018/19 and recommended priorities for year 3 2019/20.

The corporate KPI target for apprentices was exceeded in 2018/19 with 60 new apprenticeship starts against a target of 56 (2.3% of the workforce) and up from 40 in 2017/18.

The progress made sets the Council in a strong position heading into the final year of the initial apprenticeship strategy.

### 1. Recommendations

- 1.1 To note and comment upon the progress made in the areas detailed in this report.**
- 1.2 To note and support the priority areas identified as key to continued success in Year 3 as detailed in 3.16 of this report.**

### 2. Introduction and Background

- 2.1 The government introduced the ‘apprenticeship levy’ in April 2017 alongside a raft of other apprenticeship reforms. The ‘apprentice levy’ requires the Council to pay 0.5% of our pay bill over £3million to HMRC each month. The government then add a 10% top up contribution.

- 2.2 There is also a set public sector target for apprenticeships with 2.3% of the workforce headcount expected to be a new apprenticeship start each year.
- 2.3 The Apprenticeship Strategy 2017-20 was agreed at People Board in July 2017 and is now in its third year. The strategy identified three key areas to tackle over this period:
- Year 1 2017/18 - People and funding
  - Year 2 2018/19 - Support for apprentices and managers
  - Year 3 2019/20 - Commercial opportunities.

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

- 3.1 A summary of apprentice starts in 2018/19 can be found in the Apprenticeship starts MI Dashboard 2018/19 at Appendix 1.
- 3.2 Performance against the Public Sector target is aggregated across 4 years. The foundations laid in the first 2 years are now coming to fruition with the KPI being exceeded for the first time. 60 apprentices started in 2018/19 against a target of 56.
- 3.3 Apprentice starts have increased year on year from 40 in 2017/18 to 60 in 2018/19. This increase has been supported by the introduction of Apprentice Champions in each directorate and the inaugural Apprentice Recruitment Day, held in July 2018. 15 apprentices were recruited via the recruitment day – 25% of our overall total. Due to the success, the day ran again in July 2019 with 22 candidates accepting offers. There are around 9 more offers still to be made which totals over 50% of our KPI for this year.
- 3.4 However, whilst the overall council target was met in 2018/19, three directorates did not meet their directorate target – Adults, Housing and Health, Children’s Services and Environment and Highways. Over performance in the smaller directorates is unsustainable so the underperforming directorates will need to meet their targets for 2019/20.
- 3.5 Our KPI for 2019/20 is 59. Directorate targets are outlined in the table below along with performance against the targets set for 2018/19.

<b>Directorate</b>	<b>Target for 2019/20</b>	<b>Performance against 2018/19 target</b>
Adults, Housing and Health	19	Shortfall of 7
Children’s Services	17	Shortfall of 4
Commercial Services	1	Met target
Environment and Highways	7	Shortfall of 2
Finance, IT and Legal	7	6 more than target
HR, OD and Transformation	2	6 more than target
Place	4	2 more than target
Strategy, Communications and Customer Services	2	2 more than target

- 3.6 In 2017/18 the council's total levy contributions totalled £369,000 and in 2018/19 that increased to £399,000 (including government 10% top up). Commissioned training over the same period was £127,000 in 2017/18 and £305,000 in 2018/19.
- 3.7 Whilst the value of commissioned training has increased and is expected to continue at a similar level in 2019/20, there remains a shortfall which means that funds will start to expire in the future. Projections against our current spend levels predict that our funding will not start to expire until early 2020. Detail can be found at Appendix 2 – Apprentice Levy Spend. EELGA and the LGA continue to lobby government for a change in the rules for public sector organisations regarding the expiry of funds.
- 3.8 Apprenticeships continue to be offered alongside our Continuing Professional Development (CPD) offering with CPD requests screened for suitable apprenticeship alternatives. Upskilling of existing staff accounted for only 15% of apprenticeship starts in 2017/18. This increased to 50% of starts in 2018/19. Managers are encouraged to consider apprenticeship training when having development discussions with employees.
- 3.9 Apprenticeships are supporting teams with positions that are hard to recruit. For example, our first cohort of Town Planning Apprentices started training at in October 2018. This cohort was led by Thurrock Council in collaboration with Brentwood, Chelmsford and Tendering Council. The long-term ambition is to improve retention by using the new degree level apprenticeship to develop our own planning officers. In addition, we commenced our first cohort of 10 Adult Social Care apprentices in 2018.
- 3.10 A Senior Training Officer has been working with Essex County Council and our Adults and Children's directorates to introduce a degree level apprenticeship programme aimed at upskilling existing support workers to be social workers. The plan is to have two apprentices each in Adults and Children's by the end of 2019 and to repeat this for the following 2 years. This has been communicated in the latest CPD sessions and is proving very popular with a lot of interest. By developing our existing workforce we hope to improve retention at the same time as utilising apprentice levy funding at £23,000 per apprentice over 3 years.
- 3.11 The variety of apprenticeships framework/standards being taken up continues to evolve, having increased by 50% from 2017/18. 15% of our apprentices are studying at higher or degree level.
- 3.12 A comprehensive support package for apprentice's development has been established with monthly Apprentice Forums and the introduction of Apprentice Development Days that take place at Grangewaters Outdoor Education Centre. HR provide coaching support for apprenticeships and our apprentices are encouraged to undertake further development opportunities. Two apprentices participated in the Young Local Authority of the Year

competition in Lancaster in April 2019 where they demonstrated skills in public speaking.

- 3.13 Thurrock Council became an apprenticeship training provider in October 2018 with the enrolment of 9 new Business Administration Apprentices at Thurrock Adult Community College which has now grown to 15 with the first apprentices due to complete their qualification in October 2019. Becoming a provider was introduced a year ahead of strategy but will enable us to recoup £51,000 in levy payments as income for TACC, with the future potential to offer Business Administration Apprenticeships to other employers. There are plans to extend the offering to Adult Social Care Apprenticeships.
- 3.14 The National Union of Students (NUS) Apprentice Extra discount card was introduced in May 2018 and has proven to be a popular benefit amongst new apprentices.
- 3.15 We have extended the promotion of apprenticeships through social media with video case studies developed for National Apprenticeship Week in March 2019. The development and progress of the apprenticeship programme was recognised in the Staff Awards 2018 with a win in the Innovation, Commercial and Enterprise category.
- 3.16 Our 2018/19 recruits are the first to have gone through the Apprentice Recruitment Day assessment process and to also benefit from the additional support introduced. In 2017/18 we retained around 50% of our apprentices. For our 2018/19 starters so far 6 have already moved into permanent roles at Thurrock Council and from April 2019 apprentices have been included in our redeployment process to support them into further employment at the Council.

#### Priorities for 2019/20

- 3.17 In order to capitalise and build upon the success of the strategy to date People Board agreed to support the following priorities and initiatives:
  - To replace vacant administration roles with apprenticeships.
  - To support the commencement of 4 Social Worker Degree Apprenticeships annually.
  - Directorate Apprentice Champions to continue to drive the directorate to meet their target starts including supporting the Apprentice Recruitment Day and for those that underperformed in 2018/19 to pay particular regard and attempt to exceed their target.
  - To continue to consider upskilling existing employees through apprenticeships and for line managers to consider apprenticeships when having development discussions.
  - To use otherwise expiring levy funding to support SMEs by taking advantage of the opportunity to transfer up to 25% of our levy funding to local businesses to pay for apprentice training.

#### **4. Reasons for Recommendations**

- 4.1 The Apprenticeship Strategy is now in its third year. The many strands of activity have helped us to build a strong proposition that gives managers the confidence to offer apprenticeships, attract good quality candidates and enables existing employees to improve their skills. We have made good progress towards meeting the Public Sector target, however we must maintain the momentum if we are to be successful. The priorities detailed in paragraph 3.17 are key to helping us achieve our targets, leverage our levy funding to maximise the value to our organisation and to open up the same opportunities to local SMEs by making our levy funds available to local businesses to pay for apprenticeship training.

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

- 5.1 Giving each directorate their own apprenticeship target and having apprentice champions provides the transparency needed to ensure that all know what they have to achieve to be successful.

#### **6. Implications**

##### **6.1 Financial**

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

Our contributions to the apprenticeship levy continue to exceed the amount spent per month on apprenticeship training. Funding will expire if not spent within 2 years of deposit. Current projections suggest that funding could start to expire in early 2020. Whilst this does not place any additional financial burden on the Council, if left to expire, funding is released to the treasury and is no longer available to us to train apprentices.

##### **6.2 Legal**

Implications verified by: **Tim Hallam**  
**Acting Head of Legal, Assistant Director of Law and Governance and Monitoring Officer**

There are no legal implications relating to this report.

##### **6.3 Diversity and Equality**

Implications verified by: **Natalie Warren**  
**Strategic Lead Community Development and Equalities**

There are no diversity and equality implications relating to this report.

6.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder, and Impact on Looked After Children)

When using apprenticeships to upskill existing staff, the requirement to allow apprentices 20% off-the-job training has an impact on team capacity and should be considered carefully.

7. **Appendices to the report**

- Appendix 1 – 2018/19 Apprentice starts MI Dashboard
- Appendix 2 – Apprentice Levy Spend
- Appendix 3 – Apprenticeship Strategy 2017/20

**Report Author:**

Kerry Huckstepp

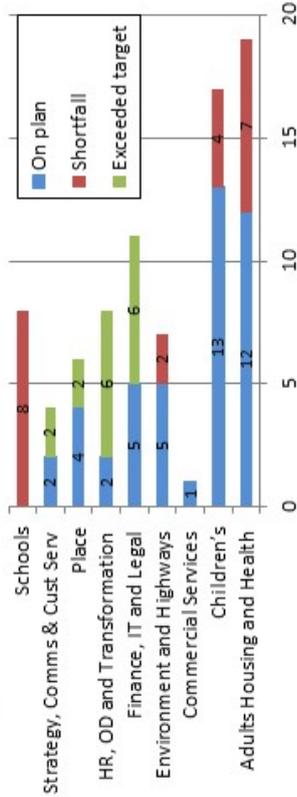
Senior Business Improvement Officer

# Appendix 1 – 2018/19 Apprentice starts MI Dashboard

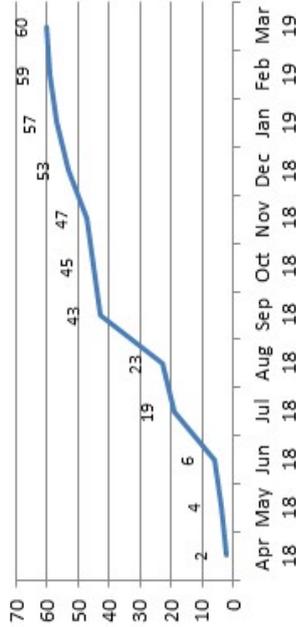
Profile of 2018/19 apprentice starts.

## 2018/19 Apprentice starts MI dashboard

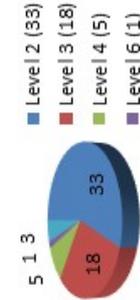
Apprentices starts target by Directorate



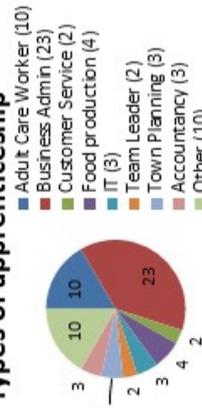
Apprentice starts by month



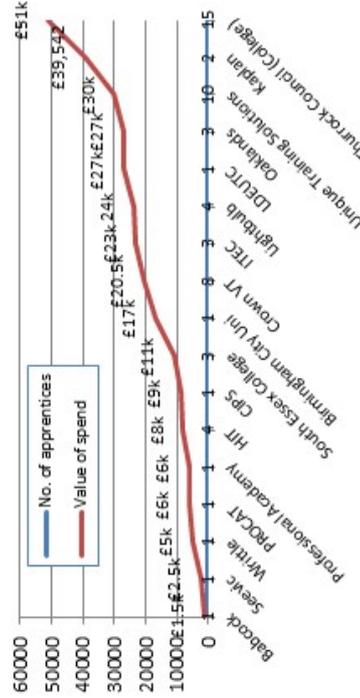
Levels studied



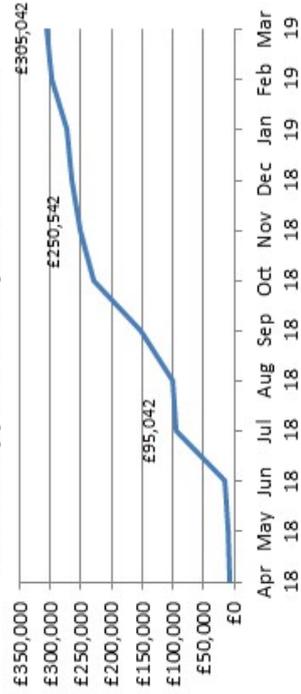
Types of apprenticeship



Provider spend



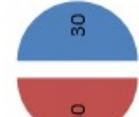
Value of apprenticeships commissioned



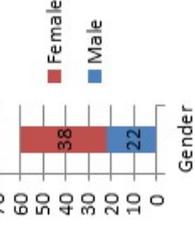
Age of learners



Source



Gender



## Appendix 1 – 2018/19 Apprentice starts MI Dashboard (continued)

### Commentary on dashboard

#### **Commentary**

##### **Apprentice starts target by Directorate**

Unlike 2017/18 targets were set for each directorate based on the headcount. Whilst Environment and Highways missed their target by two they did offer two additional apprenticeships in Sports Turf at the Recruitment Day, but we were unable to fill either. Schools did not recruit any apprentices and did not take up offers of support from the apprenticeship officer. Adults also offered 5 apprenticeships at the Recruitment Day but we were unable to fill any.

##### **Apprentice starts by month**

A total of 60 starts is a 25% uplift on the 48 starts in 2017/18. There were 2 notable peaks in July and September. In July we started a cohort of 10 Adult Social Care Apprentices who were existing staff upskilling. In September we ran the first Apprentice Recruitment Day offering multiple apprenticeships.

##### **Levels studied**

Whilst the overall increase in numbers was 25% we saw little change in the numbers of level 2 apprentices whilst Advanced, Higher and Degree level apprenticeship numbers grew by over 50%.

##### **Types of apprentice**

There has been an 80% increase in the diversity of apprenticeships standards being taken up. From 10 in 2017/18 to 18 in 2019/20.

##### **Provider spend**

Our own Thurrock Adult Community College attracts our biggest spend. Recycling £51,000 back to Thurrock Council.

##### **Value of apprenticeships commissioned**

The value of apprenticeship commissioned has increased by around 240%. From £127k in 2017/18 to £308k in 2018/19. However it is still short of the £399k added to our levy account this past year.

##### **Age of learner**

The number of 25+ apprentices has increased by almost 600% with 5 in 2017/18 and 29 in 2018/19. This is largely due to the increased numbers of existing staff undertaking apprenticeships to develop skills.

##### **Source of learner**

In 2017/18 new recruits accounted for 85% of starts. In 2018/19 there has been a downshift to 50% for 2 main reasons. Firstly, more staff are taking advantage of upskilling opportunities through CPD and secondly, level 2 apprentices are securing permanent roles with the council and moving up to study at level 3.

##### **Gender**

The gender split has remained the same with the majority female at 63%.

## Appendix 2 – Apprentice Levy Spend

Year	Levy deposits (inc 10% top up)	Commissioned	Levy spend actual	Shortfall of levy deposit vs. actual spend
2017/18	£369,269	£127,570	£24,681	£344,588
2018/19	£399,066	£305,042	£128,537	£270,529
2019/20 Estimated*	£400,000 estimated*	£250,000 based on current plan – will increase*	£220,200 based on current plan – will increase*	£179,800

\* Based on apprentice recruitment day and expected cohort of Social Worker and Adult Social Care apprentices. Does not include ad hoc recruitment or CPD requests which can be substantial.

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# Earn and learn

## Apprenticeship strategy 2017/20

Thurrock Council



Author: Kerry Huckstepp May 2017

# Background – the apprentice levy

The government is committed to boosting productivity by developing vocational skills through an additional 3 million apprenticeship starts in England by 2020.

To help deliver this vision the apprenticeship levy was introduced on 6 April 2017. It puts the power in the hands of the employer, enabling those committed to providing quality training, the opportunity to maximise the use of the levy they pay by allowing them to create industry centric apprenticeship programs.

Whilst the levy is expected to be paid by less than 2% of employers it's anticipated to raise £2.73 billion in its first year.

To ensure the public sector take their fair share of apprentices, a target has been introduced. 2.3% of headcount is expected to be an apprentice start. This can be a new apprentice recruit or existing staff.

## The levy

- Paid by employers with a wage bill over £3m
- 0.5% of your pay bill liable to class 1 NICs
- Set-off against a £15,000 allowance
- Public bodies each get a £15,000 allowance
- Monthly reporting via Employer Payment Summary (EPS) started in April 2017
- Public sector target - 2.3% of headcount will be an apprentice start

# What it means for us

As a large employer, Thurrock Council are liable to pay the levy, expected to be around £330k for 2017/18.

Levy monies will be available to spend on apprenticeship training for a period of 2 years from deposit after which the money is retained by the treasury.

Our public sector target is 65 apprentice starts and we'll contribute around £330k annually to the levy. In 2016/17 we had 23 apprentice starts with training costs of around £50k p.a.

Inaction could mean we lose the opportunity to use £280k p.a. in training. We'll also miss the public sector target.



# Supporting the people strategy

Our apprenticeship program must support the wider people strategy 2017/20 and the strategic themes.

## Capacity

Customer focussed, multi skilled, agile, adaptable

## Confidence

Free to innovate, take managed risks, feel valued, welcome new challenges, resilient, comfortable using modern tools and techniques

## Culture

“One team” – feel included, engaged and part of a high performing team driving continuous improvement

Our people: Confident, competent, high performing and customer focussed; engaged and passionate about delivering our ambitions

**“How can Thurrock Council maximise the opportunities presented by the introduction of the Apprenticeship Levy?”**



# Key areas for development

## People and funding plan – recruitment and upskill

- Review recruitment policy and process
- Centralised apprenticeship management and funding monitoring
- Cohort recruitment
- Support pathways for hard to recruit vacancies
- Support skills gap action plan, including higher level apprenticeships (degree level)

## Support plan – providing the tools to deliver

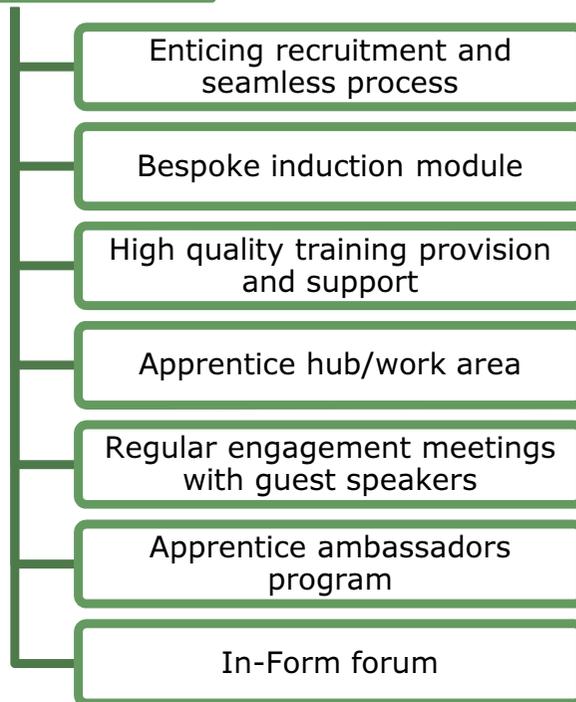
- Support network and facilities for apprentices
- Support framework for recruiting managers
- Training provider review and guidance
- Dedicated intranet guidance and support

## Commercial opportunities

- Develop in house apprenticeship training program
- Promote training and services to local businesses

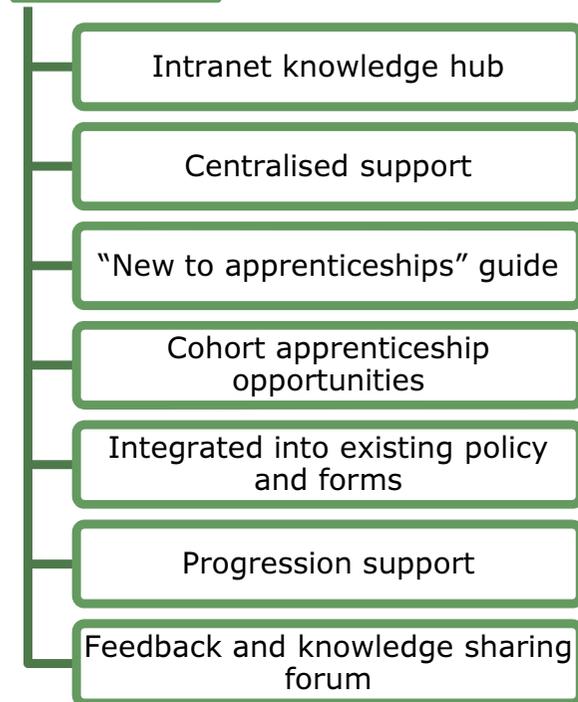
# Stage 1 - brilliant basics

## Apprentice



"I feel supported in my learning and am proud to work for Thurrock Council"

## Manager



"I have the tools I need to support my apprentice and know where to go for help"

"Thurrock Council have a first class reputation for their apprenticeship program"

# Stage 2 – support for skills gap and hard to recruit posts

## Skills analysis

- Support the skills review project
- Identify gaps and match to apprenticeship training opportunities

## Support career pathways

- Support the career pathway project to identify existing programs to support
- Identifier and support trailblazer standards to develop new standards

## Hard to recruit posts

- Work with HR leads to identify opportunities to develop existing staff into these posts

## Trailblazer

- Provide support for service heads to consider leading trailblazer where appropriate

## Planning

- Understand how higher education and degree level apprenticeships integrate into recruitment and retention policies
- To consider how we prioritise requests as the offering of more expensive apprenticeship programs develops

## Stage 3 - Commercial opportunities



Deliver the Business Administration apprenticeship standard in house



Promotion of our training provider status externally



Become a specialist sub-contractor



Act as apprentice recruiter for local businesses with added value services

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<b>3 September 2019</b>		<b>ITEM: 6</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Grays South Regeneration: Civic Offices Project Position Statement</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Vince Waddams, Senior Project Manager		
<b>Accountable Assistant Director:</b> Detlev Munster, Assistant Director Property & Development		
<b>Accountable Director:</b> Andy Millard, Interim Corporate Director Place		
<b>This report is</b> Public		

## Executive Summary

At its meeting on 19 July 2019 Council agreed the following motion;

“Thurrock Council notes opposition to the proposed plans to redevelop the Civic Offices. Thurrock Council calls on Cabinet to abandon this costly and unnecessary project.”

This Corporate Overview & Scrutiny Committee has also asked for further information on the scheme as follows;

- The impact of spending c£10m on the local economy or other areas of the Council’s budget;
- Details of final design costings;
- The amount of capital that could be spent elsewhere if the project was cancelled;
- Further details of the housing element of the scheme.

In response to the council motion and questions raised, this report provides a statement on the current position of the Grays South Regeneration - Civic Offices Project and provides a summary of the business justification and authorisations taken to reach this position.

The summary laid out in detail in this report which covers all the points raised above, is that this Position Statement demonstrates that the proposed Civic Office extension provides the best value for money to the residents of Thurrock as well as offering the best opportunity improve the quality of the townscape for the future and enable

significant regeneration of Grays, an ambition described in the masterplan for the Town since 2014.

## **1. Recommendations**

**That the Corporate Overview and Scrutiny Committee:**

- 1.1 Note the contents of this report and make any comments to be considered by Cabinet at its meeting on 4 September 2019, these comments to be verbally provided.**

## **2. Background**

### Civic Offices Project Objectives

- 2.1 The Civic Offices Project is one of the key elements of a Thurrock-wide £6.6billion investment programme of which over £200m will be spent in the Grays area reaching from the side of the Thames to the Thameside complex. The Grays Town Centre Regeneration programme will redevelop key parts of Grays, and will provide new community facilities, additional new housing and contribute to creating a vibrant town centre alongside private sector partners. As part of this, the Civic Offices project will provide a modern, effective building in which our residents can easily access key services. The more efficient design and operation of the building should also generate revenue savings, with reduced ongoing maintenance and energy running costs, together with the opportunity to provide much needed new housing.
- 2.2 The Civic Offices Project has a number of stated objectives and benefits, which it will deliver, or contribute to, as follows;
- Support and contribute to the aims and ambitions of the South Grays Development Framework, which includes the building of a new pedestrian underpass and regeneration of the High Street.
  - Vacating of the older CO1 site which will free up land to be developed for town centre residential accommodation.
  - Provide a better and more efficient customer service experience including embracing new technology and channel shift to self-service which should allow staff resources to be focused on serving and assisting our most vulnerable residents when they visit the Civic Centre.
  - Sensitive and respectful treatment for visitors including providing a secure area for homeless visitors to store luggage
  - Wi-fi enabled learning space available into the evening
  - Rooms available for community hire in a central and well known location
  - Provide a new café with outdoor seating area helping to create a community ethos and positive environment for users
  - Relocate the registrar's service from Thameside Complex to a more accessible and desirable location in a high street position, with reduced running costs and provide a much improved environment and more modern facilities, for this important public service. In turn, this will create

further options for the redesign and improved provision for the Thameside Complex as a regional arts/culture hub.

- Obtaining best value for money and making revenue savings through a more energy efficient design and by replacing costly and obsolete heating and ventilation systems as well as the inefficient and out-dated council chamber and equipment, and to generate income through better utilisation of the building including making meeting spaces available for hire/rent.

### Summary of the Development of the Project

- 2.3 The 2013 refurbishment programme of the Civic Offices, which cost £2.74m only focused on the council staff areas and failed to bring forward plans to improve the resident/customer experience in the ground floor area of CO2 and excluded the whole of CO1, most of which has been empty since then whilst incurring further costs. A capital budget of £4.8m was left unspent at the end of the refurbishment programme in 2015 as no works were carried out to the ground floor of CO2 and the whole of CO1.
- 2.4 Options were explored which took into account the ambitions of the Grays Masterplan, and the Council's desire to provide a modern and more efficient customer interface. The options showed that the layout of CO1 would require re-planning and structural changes, therefore the building of an extension to CO2 gave the best overall value for money costing a net £1.22m less than the full CO1 refurbishment option. This is shown in table A below.

Table A

Option	Cost* (*2017 estimates)	Return from CO1 development	Total cost to Thurrock Council of the option
1. Full refurb CO1 and CO2 ground floor	£6.40m <sup>1</sup>	£0	£6.40m
2. Build extension and develop CO1 for residential	£7.98m <sup>2</sup>	£2.8m <sup>3</sup>	£5.18m

- 2.5 Taking into account the unspent capital refurbishment budget of £4.8m and the estimated returns of £2.8m from residential development on CO1, there remained a shortfall of £380k for the extension project. This additional capital funding was approved by Cabinet in November 2017 (see Table B below) to complete the funding required.

<sup>1</sup> LSH March 2017 p24

<sup>2</sup> LSH August 2017 p33

<sup>3</sup> LSH March 2017 p31 £2.7m; LSH August 2017 p7 increased to £2.78m

Mulberry Sq, C02 & C01	Cost	Existing Budget	Net Income	Additional capital required
New build - public facing	£6.84m			
Refurbished - civic	£1.14m			
Existing Civic Offices refurbishment budget		(£4.8m)		
New build residential			(£2.8m)	
Approved by Cabinet Nov 2017				<b>£0.38m</b>

2.6 Changes to BREEAM (Building Research Establishment Environment Assessment Method) regulations introduced in 2018 required some aspects of the civic office designs to be reconsidered to meet those new regulations. Furthermore, recommendations from CABE (Commission for Architecture in the Built Environment) stated that the new building should instil civic pride and should set the tone for future development in the Town Centre.

2.7 A report was presented to Corporate Overview and Scrutiny at its meeting in November 2018 which identified a range of additional options to be considered for the Civic Offices build project, in light of the changes to the BREAM regulations that year. The committee reviewed all the additional proposals and agreed to recommend a suite of items to Cabinet for its consideration, these changes totalled £1.8m in further expenditure. In addition, the committee noted its support of the designs and stated that they were of good quality. The recommendations from Corporate Overview and Scrutiny to Cabinet showed support for all proposed changes. At its meeting in December 2018, Cabinet reviewed the recommendations from Corporate Overview and Sscrutiny and agreed to support all of them, and additional capital expenditure of £1.8m.

Table C

	Build Cost	Net Income	Existing Budget
Detailed design to BREEAM Outstanding	£9.78m		
New build residential on CO1		(£2.80m)	
Existing Civic Offices refurbishment budget			(£4.80m)
Existing Service Review and Property Related Budgets			(£2.18m)

- 2.8 For the sake of accurate comparison, the cost figures given in Table A above would need to be adjusted to take into account inflation (3% p.a. average) and a pro-rata amount to meet current BREEAM standards (6% of build costs). This increases the cost of refurbishing CO1 to £7.2m at today's prices. By comparison, an extension will cost £9.78m less returns of £2.8m (generated as a result of freeing up CO1 for residential development) giving a net cost to the Council of £6.98m. Therefore the building of an extension to CO2 represents the best overall value for money option for the Council costing £220k less than the full refurbishment of CO1 and bringing a package of benefits not attainable under a refurbishment scheme.

Table D

Option	Cost* (*updated for 2019)	Return from CO1 development	Total cost to Thurrock Council of the option
1. Full refurb CO1 and CO2 ground floor	£7.2m	£0	£7.2m
2. Build extension and develop CO1 for residential	£9.78m	£2.8m	£6.98m

In addition to the above, industry calculations comparing the running costs of a modern BREEAM Outstanding rated building against those of a thirty year old building show an expected saving on running costs of around 30% per annum.

#### Current position

- 2.9 **Contract:** A Preconstruction Services Agreement contract was signed at the end of April 2019 which will provide the final detailed costing information based on the RIBA Stage 3 designs. This will allow works to begin as soon as planning consent is obtained and vacant possession of the properties at 1-3 New Road and 81-83 High Street has been achieved. At this point in time, the cost for the civic offices remains as previously reported at £9.78m.
- 2.10 **Planning:** The final design for an extension to the Civic Offices was submitted as a planning application in May 2019. A report with a recommendation of approval from officers was made to the August meeting of the Planning Committee. At that meeting, a decision on the application was deferred until September.
- 2.11 **Land Assembly:** Acquisition of the properties at 1-3 New Road and 81-83 High Street was highlighted as a requirement of the original Grays master plan of 2014/15. Negotiations with the previous freeholder of the properties have concluded and the council has now acquired by private treaty the freehold. This is an important requirement of the Grays Town Centre Regeneration Scheme as, should the land not be used by the Civic Offices for any reason, it will still be required for other elements of the Scheme such as

the new pedestrian underpass, a point clearly identified in the earlier versions of the master planning for Grays. Negotiations are continuing with the business occupiers of the properties to achieve vacant possession by private treaty and to facilitate potential relocation opportunities, as required.

- 2.12 **CO1 Housing:** Schemes to provide housing on the CO1 site continue to be investigated. The site is challenging due to the generally low land values requiring detailed consideration be given to the right type and mix of any development. It is recognised that development of CO1 needs to take a holistic approach to ensure alignment with the wider Grays town centre regeneration framework as well as maximising development returns. It is anticipated that the CO1 site could yield in excess of 80 residential units (including Council homes).
- 2.13 **Thameside:** Although early options linked the future of the Thameside Complex with the future of the Civic Offices, the emerging Culture, Arts and Heritage strategy has highlighted the need for a regional arts centre. The future of Thameside is therefore being considered in its own right. The Registrars Service will be relocated from the Thameside Complex and benefit from a more modern fit-out and improved accessibility in a more prominent, High Street position in the new Civic Offices. A separate report will be presented to Corporate Overview & Scrutiny at its meeting on 19 November 2019 before going to Cabinet on 11<sup>th</sup> December 2019.

#### Do nothing option

- 2.14 A 'do-nothing' option does not exist for CO1 and the ground floor of CO2 as plant and equipment is at the end of its economic life and statutory compliance for building safety needs to be maintained. This has been the situation since the original budget was set for the civic offices refurbishment in 2013. A budget of £4.8m was set aside at the time to look at refurbishment but no plans were brought forward.
- 2.15 If the council decided to refurbish the existing CO1 building as opposed to building a new extension to CO2, additional capital funding of around £2.4m would be required to bring the existing £4.8m budget up to the required £7.2m based on the updated figures in table D in paragraph 2.8. Therefore there will be no capital released for spending elsewhere in the council's budget should the building of the new extension be halted. Moreover, if the extension scheme were to be abandoned, the benefits mentioned elsewhere in this report, such as the opportunity to provide town centre affordable housing, the refurbishment of Thameside Complex, an improved and more effective centre for council operation for residents, and a major contribution to the overall redevelopment of the town centre, would be lost. It is worth noting that less than half (41%) of comments received at the public consultation event in February 2019, disagreed that the building would bring benefits and enhance the surrounding area. In essence, the council would not be delivering on its approved Grays Masterplan which has been subject to extensive consultation with residents and businesses over the last 5 years.

2.16 The question about what else could this funding be used for was previously asked at a Corporate Overview and Scrutiny Committee. Even working on the basis that the proposed scheme versus the refurbishment is cost neutral, there have been no capital schemes put forward during the budget setting process that have been refused due to a lack of available funding.

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

3.1 A wide range of consultation has been carried out over the course of the Civic Office Project. Consultees have included;

- Residents and local business
- St Peters & St Pauls Church
- South Essex College
- Thurrock CVS
- Clinical Commissioning Group
- Essex police
- Staff Networks (BME, Disability, Mental Health and Womens)
- Overview & Scrutiny committees.

Consultation has taken place both formally and informally using electronic means, social media, press releases and public exhibitions. A dedicated week-long public event took place from 11-16 February 2019 in the civic office reception area and at Grays Shopping Mall attended by over 100 people. Officers and architects were on hand to answer questions from the public and collect feedback. At the same time the council's online portal published details of the scheme and reached an audience of 60,000 via facebook and Twitter.

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

4.1 Previous reports have noted that the Civic Office Project supports the delivery of a number of corporate priorities as stated in paragraph 2.2 above.

### **5. Implications**

#### **5.1 Financial**

Implications verified by: **Mark Terry**  
**Senior Financial Accountant**

The financial statements made in the above position statement report have been reported previously and the financial implications were confirmed accordingly. There have been no changes in the financial commitments of

£9.78m reported to Cabinet in December 2018 and this funding remains in place to complete the project.

As stated in the body of the report, it is unlikely that there would be further funds freed up due to the abandonment of this project and no schemes have been refused due to this project being progressed.

## 5.2 Legal

Implications verified by:

**Tim Hallam**

**Acting Head of Legal, Assistant Director of Law and Governance, and Monitoring Officer**

There aren't any specifically legal points raised in this report. External legal advice has been procured to support this project around land acquisition, dealing with easements/covenants and fulfilling planning obligations. The external legal team is to be retained until all necessary land is acquired.

## 5.3 Diversity and Equality

Implications verified by:

**Natalie Warren**

**Strategic Lead: Community Development and Equalities**

Consultation to date has included the council's in-house networks and the Corporate Workforce Group. However, all new build and interior design will meet or exceed current access and use standards. Diversity and Equalities issues will need to be addressed through a Community & Equality Impact Assessment informed and developed by appropriate stakeholder engagement during the ongoing stages.

## 5.4 Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder, or Impact on Looked After Children)

None

## 6. 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):

Grays Town Centre: Civic Offices Project: Cabinet report November 2017  
<https://democracy.thurrock.gov.uk/documents/s13575/Grays%20Town%20Centre%20Civic%20Offices%20Project.pdf>

Grays South Regeneration: Civic Offices Project: Corporate Overview and Scrutiny Committee report November 2018

<https://democracy.thurrock.gov.uk/documents/s22392/Grays%20South%20Regeneration%20Project%20Civic%20Offices%20Update.pdf>

Grays South Regeneration: Civic Offices Project: Cabinet report December 2018

<https://democracy.thurrock.gov.uk/documents/s22658/Grays%20South%20Regeneration%20-%20Civic%20Offices%20Project.pdf>

**7. Appendices to the report**

None

**Report Author:**

Vincent Waddams

Senior Project Manager

Corporate Programme Team

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<b>3 September 2019</b>		<b>ITEM: 7</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Collaborative Communities – Thurrock’s approach to Community Engagement</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Natalie Warren, Strategic Lead - Community Development and Equalities		
<b>Accountable Assistant Director:</b> Les Billingham, Assistant Director - Adult Social Care and Community Development		
<b>Accountable Director:</b> Roger Harris - Corporate Director, Adults, Housing and Health Karen Wheeler - Director of Strategy, Communications and Customer Services		
<b>This report is Public</b>		

## Executive Summary

In recent years, Thurrock Council has embarked on a number of programmes to improve our approach to community engagement with residents. This has included formal consultation processes, face to face engagement and the development of new ways of working that empower citizens to work together to form associations to realise ambitions for their communities.

This paper sets out initial proposals to build on best practice in order to embed a pan council approach to how we work with communities.

Under the umbrella term “Collaborative Communities”, the scope includes co-design and influencing decisions as well as working together to address societal challenges. The principles can be summarised as:

- A) Improving our approach to community engagement and involvement to shape delivery and influence decision making
- B) Supporting resilience within communities so that the council enables rather than hinders when communities want to improve their area or conditions
- C) Enabling dialogue around common challenges to help explore how the council can best support communities with ideas for improvement and development

Achieving this aim will require all council services to consider how they can enable communities to achieve local ambitions including devolving power, reducing bureaucracy and enabling different ways of working. Our ambition is to reduce the red tape that communities often experience when taking community led action so they are more enabled to achieve local outcomes.

Corporate Overview and Scrutiny Committee is invited to comment and contribute to the ideas set out in this paper so that these may be developed with the voluntary sector and communities to inform a new framework for engagement. A draft Strategy will then come back to the committee for comments before being presented to Cabinet for decision later this year.

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

**1.1 That Corporate Overview and Scrutiny Committee consider the proposal to develop a new framework for community engagement building on the principle of collaboration with communities.**

**1.2 Comments are invited to support the scope in this paper and the development of this approach.**

## **2. Introduction and Background**

2.1 Community engagement is an essential component of any policy development and underpins all council work. Often, a 'ladder of engagement' is referred to recognising that different engagement tools can be used to inform, involve or influence depending on what is being developed and the scope for citizens to purely endorse a preferred option, or shape a new policy approach. Good community engagement tends to increase how well people feel about where they live as a place and whether they are valued as active citizens. All services are required to demonstrate they have consulted and considered the impact of changes before taking decisions. The Equality Act 2010 sets this expectation out in statute.

2.2 The term 'citizen' demonstrates the commitment to ensuring council processes and procedures work to enable communities to carry out the activities or developments in their areas they consider to be necessary to improve quality of life. Often, council processes can create unintended barriers that prevent, or deter, communities from taking control of parts of their lives or social issues where the state, or council, should have a limited role.

2.3 Over many decades, communities have become disempowered from many of the ordinary tasks that neighbours used to carry out day to day. The collaborative communities programme seeks to remove barriers and red tape so that people feel able and supported to be active citizens and good neighbours, taking pride in where they live.

2.4 The emerging framework will seek to complement the role of ward councillors when engaging with residents about local priorities and issues of concern.

Elected MPs and Councillors hold a democratic mandate to represent residents. In terms of local engagement, the community leadership role of members is key to helping ensure that varying local needs and aspirations are considered and understood within the context of council policies. Elected members should be at the heart of any community engagement activity helping to represent the priorities of our communities locally.

2.5 Currently, community engagement across council is predominantly managed within specific services. Support and advice is provided through the Community Development and Equalities Team to help embed nationally recognised best practice. This includes scoping consultation exercises, developing stakeholder lists, promoting, communicating and encouraging participation. Support is also provided through the Communications Team as appropriate. The range of tools available when consulting includes:

#### 2.5.1 **The Consultation Portal**

Recently, new software has been procured which enables a much higher level of digital engagement than previously available. There are various tools available which offer far more than a question and answer survey format of engagement, enabling two way discussions between us and residents, and for residents to see and comment on each other's responses. Some of the tools include the ability for residents to ask questions and for us to respond publicly – forming an FAQ, to upload videos, photos and stories and to contribute to discussion forums or share ideas. There is a mapping tool called 'Places' which enables us to both present information and gather community feedback and ideas directly on a map. Participants drop a 'pin' in the area of discussion and then can add photos or fill in a quick survey. There is also a participatory budgeting tool available to us through the supplier.

#### 2.5.2 **Voluntary, Community and Faith Sector Engagement**

Developing an understanding of the voluntary sector and its value in advocating for communities of interest as well as place based community associations is a fundamental principle of the collaborative communities programme. Often, voluntary sector organisations work directly with specific communities and they are well placed to help give voice to the opinions and aspirations of groups of people with a common bond be it, for example, disability, gender, a shared health condition or a shared neighbourhood. Sound community engagement requires an understanding of the potential of the sector as valued local partners with varying roles to play in understanding local issues, developing community led solutions, delivering services and empowering communities to influence change.

#### 2.5.3 **Thurrock's Joint Compact**

The Compact articulates the commitments across the council and voluntary sector to enable strong partnership working enabling us to work well together for the benefit of local residents, using resources efficiently. The Compact

sets out shared principles impacting on key areas for example volunteering, funding, and consultation. This is a timely opportunity to update the Compact to better reflect the collaborative communities approach and principles to maximise opportunities for more effective engagement and co-design.

#### **2.5.4 Joint Strategic Forum (JSF)**

This is a joint meeting between Thurrock Council and the voluntary sector led by Thurrock Community and Voluntary Service (Thurrock CVS). The Forum has explored a number of key issues to further positive joint working between sectors around shared objectives. A recent example is the development and review of the council's Social Value Framework and supporting strategy. This helps to ensure that opportunities for community gain are focussed and maximised through a range of council activities including procurement, commissioning and grant funding.

The format of the JSF is currently under review to enable it to have a clearer focus on key themes and look at joint solutions. Thurrock CVS supports a move to themed meetings to tackle specific challenges in a joined-up way.

#### **2.5.5 Your Place Your Voice (YPYV)**

YPYV was originally initiated to support engagement with the Local Plan, two programmes of face to face engagement events have been held to help scope local priorities for improvement whilst considering the potential of different approaches to development to help realise future ambitions.

The local priorities identified through Your Place, Your Voice will be further developed through the consultation portal as well as libraries and community hubs and local networks so they evolve and enable ongoing discussion. As the Local Plan develops, the opportunity to build on local aspirations and develop ideas to support growth will be essential to ensure that we achieve the right type of development in the most appropriate areas.

#### **2.5.6 Community Forums**

Although independent of the council, community forums are recognised for their potential to bring residents together with partners in a locality to consider local issues. Most wards in Thurrock have an active Forum and all commit to at least four public meetings and an AGM each year. Forums have a dedicated website and use social media to help their reach beyond public meetings and many organise community or social events to help build cohesion in their neighbourhoods. All Forums were asked to express interest in developing a community hub when this programme started and this relationship remains today with Forums represented on Hub Steering Groups.

#### **2.5.7 Community Hubs**

The Community Hubs programme is active in six areas. Five hubs are co-located in libraries and the Communities First Strategy sets out the ambition for libraries and hubs to align across the borough. Hubs enable residents to come together around issues within a neighbourhood and to take an active role in local improvements. They provide a base for people to meet, talk, share ideas and socialise. In partnership with libraries, Hubs provide support to residents to get on-line, helping ensure people are connected both digitally and within resilient communities.

### **2.5.8 Current best practice in services**

Many services across the council are already committed to working differently with residents to enable community led action, and to collaborate on ideas for improvements posed by residents. The recent Great British Spring Clean for example has generated more than 40 tonnes of rubbish collected by residents with the environment team providing litter pickers, refuse bags and disposing of collected waste.

In order to effectively manage increasing demands, innovative approaches have been developed and implemented to address how health and social care is redesigned in Thurrock.

Fundamental to the programme has been a commitment to a shift in thinking from a deficit model (a focus on 'what is wrong?') which creates dependency to a strength based model (a focus on 'what is strong') which can open opportunities for collaboration, placing the citizen at the centre of opportunity for change. This transformational programme has included testing new ways of working including Local Area Co-ordinators, Thurrock First, community led support in Tilbury and Chadwell St Mary and challenging funding-silos to create new opportunities.

The success of the programme to date is predicated on a dedicated programme to create a culture of change within teams, as well as the willingness to try new ways of working and testing fresh ideas.

### **2.5.9 Asset Based Community Development (ABCD)**

As a concept, 'ABCD' seeks to embed what is strong about communities, rather than what is wrong, building on the principle of moving from a deficit model as explained at 2.5.8. This approach requires an organisation to develop an understanding of what association and natural connectors exist in a neighbourhood.

Using a strength based approach, ABCD can challenge how we consider our relationship with communities by asking;

- What can citizens do for themselves?
- What can citizens do with some help?
- What's our remaining offer? (what is the space that citizens need us to fill?)

An example to illustrate this is:

Community clean ups –

- Communities are passionate to demonstrate local pride and can organise clean ups, involving residents and bringing people together
- Council can help by providing equipment and arranging collections
- Communities need us to collect refuse and enforce fly tipping.

Using ABCD effectively can help to change our relationship with communities, encouraging a less paternalistic approach to work and helping to empower community led solutions that are often better for communities and more sustainable than providing a local service.

### 2.5.10 Clustered Neighbourhood Engagement

Thurrock is a large borough where individual towns and villages enjoy a local identity and sense of pride. In order to effectively communicate and involve people we propose to cluster wards into wider neighbourhood areas so that targeted e-newsletters and borough wide engagement activities can be managed effectively. They can also be aligned to the Your Place Your Voice events taking place within these areas. The proposed areas are:

- Aveley
- Chafford Hundred (including North Stifford)
- East and West Tilbury (including Linford and Mucking)
- Grays (including Little Thurrock)
- Orsett, Bulphan and Horndon
- Purfleet, West Thurrock and South Stifford
- South Ockendon
- Stanford le Hope and Corringham (including Fobbing and Homesteads)
- Tilbury and Chadwell St Mary

Enewsletters will encourage local community events and activities to be promoted as well as council news. Engagement events in clustered neighbourhoods will use a variety of venues and where possible, be planned in conjunction with existing events or existing footfall to maximise the opportunity for local engagement.

## 3. Issues, Options and Analysis of Options

- 3.1 As set out in 2.1 there is a clear business need for developing a strong approach to community engagement. Thurrock is growing with an increasingly diverse population. It is crucial that we harness the ambition and pride within our communities to create stronger communities for the future.

As set out above, there is a great deal of good work already happening in Thurrock, some of which has caught national attention such as the

transformation of health and social care. Building on this foundation we want to develop a strategy for 'Collaborative Communities' to include:

- A) Improving our approach to community engagement and involvement to shape delivery and influence decision making
- B) Supporting resilience within communities so that the council enables rather than hinders when communities want to improve their area or conditions
- C) Enabling dialogue around common challenges to help explore how the council can best support communities with ideas for improvement and development

3.2 The strategy we develop will be underpinned by the council's equality objectives. These currently inform service planning and can only strengthen by guiding our future ambition to build collaborative communities. Our current equality objectives are:

- Access to services
- Supporting community integration and cohesion
- Improving resilience
- Workforce development

3.3 Our ambition is to develop a framework and set out commitments to achieving collaborative communities. In doing so we recognise this will require the council to ensure it is able to respond and genuinely enable communities to explore new ways of working.

3.4 We intend to engage with partners to explore ideas, and to develop a framework. Comments are welcomed to shape this approach.

3.5 A conference will be held 7<sup>th</sup> October, hosted jointly with Thurrock CVS, to explore the principles underpinning collaborative communities and the emerging framework. Opportunities to invite participation through the new consultation portal will also be explored.

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

4.1 Community engagement is an essential component of any policy development and underpins all council work. Effective community engagement impacts on how well people feel about the area they live and their ability to shape services and influence decisions that impact on their lives. Effective engagement also improves community cohesion as citizens express the issues they care about, recognising shared concerns within communities.

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

5.1 Work to date is based on engagement with the voluntary sector through Thurrock CVS and Joint Strategic Forum, as well as feedback from residents on current processes such as the consultation portal. Further engagement including use of the portal and a conference in the autumn will help formulate

ideas for this agenda. Corporate Overview and Scrutiny are invited to contribute ideas towards a future engagement plan.

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

- 6.1 The proposal to review our approach to engagement fits with the council's vision 'An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future'. The new strategy will underpin all council priorities.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Jo Freeman**  
**Finance Manager**

Whilst there are no direct financial implications arising from this report, implementation of the proposed Strategy through consultation and engagement activities may generate financial implications. These will be considered as the strategy and implementation plan is developed alongside options for using existing resources more efficiently to meet any new costs.

### **7.2 Legal**

Implications verified by: **Tim Hallam**  
**Acting Head of Legal, Assistant Director of Law and Governance and Monitoring Officer**

Whilst there aren't any specific legal issues raised in this report, the proposed strategy, amongst other things, addresses the legal requirements and principles in relation to consultation and engagement including the (common law) doctrine of legitimate expectation and Gunning Principles (1985). Certain functions of the Council, including planning, have statutory requirements to consult. Failure to consult or inadequate consultation could leave the Council in breach of its legal requirements and open to challenge through a judicial review application.

Other specific legislation, including the Local Government Acts (including the 1972, 1999 and 2000 Acts), the Localism Act 2011 and the Equality Act (2010) must or can be taken into account when appropriate and relevant.

The proposed strategy will be reviewed every four years or sooner to comply with changes to the law or policy and practice or as otherwise required.

### **7.3 Diversity and Equality**

Implications verified by: **Rebecca Price**  
**Team Manager, Community Development and Equalities**

In recent years, the council's approach to engaging and empowering local communities to design and deliver community-led solutions has evolved significantly with the introduction of Asset Based Community Development. This practice has been successful in a number of areas although only through close joint working with the voluntary, community and faith sector to enable and facilitate the involvement and participation of residents and specifically protected groups who may also be users or beneficiaries of the sector.

The proposal for a 'Collaborative Communities Strategy' will consolidate learning and best practice associated with consultation and engagement including those associated with ABCD and Your Place Your Voice.

A community equality impact assessment (CEIA) will be completed for this strategy which will set out the council's equality objectives for the next four years. This CEIA will not however alleviate the responsibility of individual services to understand and respond to the specific needs of communities and individuals with protected characteristics by actively seeking them at the outset of designing and then implementing policies, programmes and services at a borough and neighbourhood level.

7.4 **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder, and Impact on Looked After Children)

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):

- The proposed strategy will seek to refresh Thurrock's Joint Compact between the statutory sector and the council. The current compact can be viewed here <https://www.thurrock.gov.uk/strategies/thurrock-joint-compact>

9. **Appendices to the report**

- None

**Report Author:**

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Strategic Lead: Community Development and Equalities

Adult Social Care and Community Development

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<b>3 September 2019</b>	<b>ITEM: 8</b>
<b>Corporate Overview and Scrutiny Committee</b>	
<b>Quarter 1 Corporate Performance Report 2019/20</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 Assistant Director:</b> n/a	
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services	
<b>This report is public</b>	

## Executive Summary

This is the first corporate performance monitoring report for 2019/20.

At this early stage in the year, this is a very positive report as overall almost three quarters of indicators are currently achieving target and 53.5% are better than the previous year.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. Of particular note are the significant achievements in customer services and the consistently improved and on target performance relating to bin collections.

This report details the statistical evidence the council will use to monitor the progress and performance against the council's priorities. For 2019/20, these set of indicators were agreed by Cabinet in July 2019.

- 1. Recommendation(s)**
  - 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are off target**
  - 1.2 To identify any areas which require additional consideration**

## 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.
- 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 continued monthly throughout 2018/19 and will continue throughout 2019/20.
- 2.4. These indicators will continue to be reported to both Corporate Overview and Scrutiny Committee and on to Cabinet on a quarterly basis, throughout 2019/20.
- 2.5. In line with the recommendation from Corporate Overview and Scrutiny Committee in June 2019, throughout 2019/20, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.5 as the “Route to Green”.

## 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

Quarter 1 2019/20 Performance against target		Direction of Travel compared to 2018/19	
Achieved	73.8% (31)	↑ BETTER	53.5% (23)
Failed	26.2% (11)	→ STATIC	20.9% (9)
		↓ WORSE	25.6% (11)

This is higher than the 67.5% overall percentage achieving target in 2018/19.

### 3.3 On target performance

Three quarters of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2018/19	Quarter 1 Target	2019/2020 Target
Proportion of people using social care who receive direct payments	Cllr Little	33.1%	35.7%	35.2%	36.5%	<b>36.5%</b>	ACHIEVED	↑	32%	32%
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie homeless presentees with dependent child(ren))	Cllr Johnson	0	0	0	0	<b>0</b>	ACHIEVED	↑	0	0
Contact Centre - Face to Face average waiting times (minutes)	Cllr Huelin	03:56	01:35	01:06	01:02	<b>01:02</b>	ACHIEVED	↑	3 mins	3 mins
% of refuse bins emptied on correct day	Cllr Watkins	97.85%	99.48%	99.14%	99.56%	<b>99.41%</b>	ACHIEVED	↑	98.5%	98.5%
% of potholes repaired within policy and agreed timeframe	Cllr Maney	99.10%	100%	100%	100%	<b>100%</b>	ACHIEVED	↑	98%	98%
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	694				<b>255</b>	ACHIEVED	↑	150	600
No of placements available within council for volunteers	Cllr Huelin	180				<b>191</b>	ACHIEVED	↑	190	210
% of volunteer placements filled within council	Cllr Huelin	85%				<b>90%</b>	ACHIEVED	↑	90%	96%
Successful completion of treatment in young people's drug & alcohol service	Cllr Halden	89%				<b>100%</b>	ACHIEVED	↑	70%	70%
Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	Cllr Halden	93%				<b>100%</b>	ACHIEVED	↑	93%	93%
% of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Little	82.50%				<b>86.9%</b>	ACHIEVED	↑	86%	86% (prov)
% occupancy of commercial properties	Cllr Coxshall	89%				<b>91%</b>	ACHIEVED	↑	88%	88%
Street Cleanliness - a) Litter – % of land which has unacceptably high levels of litter (independent Keep Britain Tidy survey)	Cllr Watkins	10.06%				<b>Tranche 1 8%</b>	ACHIEVED	↑	9%	9%

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1	Qtr 1 Target Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Average time to turnaround/re-let voids (in days)	Cllr Johnson	26.64 days	22.8 days	27.5 days	28.7 days	26.5 days	ACHIEVED	↑	28 days	28 days
No of new apprenticeships started (incl current staff undertaking new apprentice standards) as % of workforce	Cllr Huelin	60	1	1	5	7	ACHIEVED	↑	5	59 (2.3%)
Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population	Cllr Little	669 per 100,000	63 (15)	109 (26)	139 (33)	139 (33)	ACHIEVED	↑	168 (40)	656 (prov)
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	ACHIEVED	→	£0	£0
% of Major planning applications processed in deadline	Cllr Coxshall	100%	100%	100%	100%	100%	ACHIEVED	→	90%	90%
% of Minor planning applications processed in deadline	Cllr Coxshall	100%	100%	100%	100%	100%	ACHIEVED	→	90%	90%
Forecast Council Tax collected	Cllr Hebb	98.9%	98.9%	98.9%	98.9%	98.9%	ACHIEVED	→	98.9%	98.9%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	98.9%	99.3%	99.3%	99.3%	99.3%	ACHIEVED	→	99.3%	99.3%
% of young people who reoffend after a previously recorded offence	Cllr Little	18%				18% (Q4 in arrears)	ACHIEVED	→	National average (39.6% 17/18)	National average (39.6% 17/18)
% of all schools judged "good" or better	Cllr Halden	88%				88%	ACHIEVED	→	National average (85.6%)	National average (85.6%)
No of HRA-funded homes (units) that have started to be built since 1 April 2019	Cllr Johnson	117				0	ACHIEVED	→	0	80
Overall spend to budget on General Fund (% variance against forecast)	Cllr Hebb	0%				0%	ACHIEVED	→	0%	0%

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1	Qtr 1 Target Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Number of delayed transfers of care - days from hospital (attrib. to NHS, ASC & Joint)	Cllr Little	2,459	134	132	month in arrears	month in arrears	ACHIEVED	↓	773	3,107 (prov)
% of repairs completed within target	Cllr Johnson	97.70%	97.9%	97.5%	97.0%	<b>97.4%</b>	ACHIEVED	↓	95%	95%
% Rent collected	Cllr Johnson	98.80%	83.4%	86.6%	89.6%	<b>89.6%</b>	ACHIEVED	↓	98%	98%
Tenant satisfaction with Transforming Homes	Cllr Johnson	87.50%	80%	91.5%	89.2%	<b>86.2%</b>	ACHIEVED	↓	85%	85%
No of Thurrock businesses benefitting from ERDF programmes	Cllr Coxshall	68				<b>13</b>	ACHIEVED	↓	10	40
Number of new Micro Enterprises started since 1 April 2019	Cllr Huelin	<i>new KPI</i>				<b>14</b>	ACHIEVED	N/A	5	20
Value (£) of council owned property disposals	Cllr Coxshall	<i>n/a</i>				<b>£320K</b>	N/A	N/A	N/A	No target - baseline

### 3.4 In focus highlights for Quarter 1

Of particular note in Quarter 1 are the following indicators for which more detail is provided below:

Indicator Definition	2018/19 Outturn	In month April	In month May	In month June	Qtr 1	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% of refuse bins emptied on correct day	97.85%	99.48%	99.14%	99.56%	<b>99.41%</b>	<b>ACHIEVED</b>	↑	98.50%	98.50%
<p>This indicator is in focus this quarter as the end of year report for 2018/19 showed this as having failed to reach its target. The first quarter of 2019/20 has continued to show the positive trend that was evident towards the end of last year and it is anticipated that this can be sustained throughout this year. The improvement has been brought about by the service rebalancing routes (growth) and addressing driver cover shortages as well as, during the year, raising awareness of access issues for emergency and service vehicles due to inappropriate parking in narrow streets.</p>									

Indicator Definition	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Latest	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Contact Centre - Face to Face average waiting times (minutes)	3:56 minutes	1:35 minutes	1:06 minutes	1:02 minutes	<b>1:02 minutes</b>	<b>ACHIEVED</b>	↑	3 minutes	3 minutes
<p>The average waiting time is down to just over 1 minute from an average of over 6 minutes in both 2016/17 and 2017/18 and approximately 4 minutes last year. This reduction in average waiting times for residents who come to Civic Offices has been brought about by the transformation of the face to face reception area during 2018/19. The aim of the digitally-enabled transformation was to minimise the need for customers to directly contact the council whilst at the same time ensuring those customers who do, are provided with an excellent self-service experience and vulnerable residents who need additional assistance are supported. The service is now quick, convenient and gives residents the confidence to self-serve digitally themselves next time from home or out and about at any time of the day or night.</p> <p>The huge improvement has also been recognised by the national customer services accreditation standard in a recent inspection which has identified Thurrock's Customer Services team as a "Leading Example". The report commented that: "The assessor has no hesitation in recommending Thurrock Council be awarded CCA Global Standard V7 accreditation. This was an exceptionally good assessment visit to a contact centre which is extremely well led... The centre has tremendous customer and colleague focus, and operates as a much-valued operation, within a forward focused organisation. This is a thorough, well planned out and completely logical and practical approach and it is easy to understand how this would add benefit to any business and can be used as a strong example for initiatives of this nature."</p> <p>This transformation has been highly commended and shortlisted in a number of national awards and the service will find out in September whether it has won the APSE award for Best Efficiency and Transformation initiative.</p>									

### 3.5 Off target indicators

At the end of quarter 1, 11 indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% General tenant satisfaction with neighbourhoods/services provided by Housing	Clr Johnson	68%	76.8%	65.6%	78.9%	73.9%	FAILED	↑	75%	75%
<p>This KPI did not meet its target of 75% due to underperformance in May 2019 when a satisfaction rate of 65.6% was recorded (“excellent” and “good” ratings only). However it is important to note that 21% of residents gave a “fair” rating (which is neutral) and only 13.4% of residents gave a poor rating with no residents rating the service as “very poor”. It is also important to note that satisfaction rates in April and June exceeded the 75% target and year to date satisfaction is 73.9%, 8.6% higher than Q1 satisfaction in 2018/19.</p> <p>Analysis of the qualitative feedback from residents confirms that there are two clear themes for neutral and negative feedback – repairs/planned maintenance and communication/engagement. Negative and neutral feedback relating to repairs/planned maintenance were mainly accompanied by “fair” ratings (8/11) and most feedback related to the requirement for capital replacements which were mainly external elements such as windows, doors, roofs with some internal elements such as storage heaters mentioned. Other feedback related to priority timescales and expressed a need for faster response times.</p> <p>Communication/engagement issues are also a clear theme for neutral and negative feedback and were mainly accompanied by “poor” ratings (5/6). In the main, residents who gave feedback relating to communication/engagement feel that there is a lack of communication between the Housing department and residents and that their views are not listened to.</p>										
<b>Route to GREEN</b>										
<p>The primary focus of the Transforming Homes programme will move onto external elements this year with the replacement of single glazed windows being the first priority. It is anticipated that dissatisfaction levels with issues with external capital elements such as windows will decrease gradually as the programme progresses. A number of measures have already been introduced in order to address dissatisfaction surrounding this communication and engagement including a formal communication plan, an annual tenants conference, enhancements to the Tenants Excellence Panels involvement in service delivery and a mailshot to all tenants.</p> <p>Since these measures have been taken, an increase in satisfaction has been experienced which analysis shows is attributed to improved communication and engagement with residents. Further initiatives to improve engagement and communication further are planned such as a tenants e-newsletter and a wider ranging satisfaction survey to allow us to better understand our tenants with a view to improving service delivery.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% of primary schools judged "good" or better	Cllr Halden	90%				92%	FAILED	↑	94%	94%
<p>In Quarter 1 there were two Ofsted Inspections of primary schools (Chadwell St Mary and The Gateway Primary Free School). Both of these inspections resulted in a good Ofsted judgement. The Gateway Primary Free School was previously Requires Improvement. There are three primary schools that are not yet judged to be good, two of whom have become sponsored academies and have significantly improved. It is unlikely they will be re-inspected yet as Ofsted give schools up to five terms after they become an academy before they are inspected again.</p>										
<b>Route to GREEN</b>										
<p>Both schools have worked closely with the local authority and the multi-academy trusts to improve and their most recent data is at or above national averages. The third school that is not yet good is working with its trust and the teaching schools to improve teaching and learning. It is unlikely that the school will be re-inspected until at least Sept 2020 due to the Ofsted cycle.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Tranche 1 Outturn	Tranche 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% of land which has unacceptable levels of graffiti	Cllr Watkins	4.28%				3.67%	FAILED	↑	3%	3%
<p>This data is from an independent survey by Keep Britain Tidy based on a sample of locations across the borough. The survey is undertaken three times a year using a different location sample for each of the three tranches.</p> <p>Whilst the target for graffiti was not achieved in Tranche 1, this is a significant improvement on both the 2018/19 outturn 4.28% and the individual 2018/19 Tranche 3 score of 5.83%. The main land use area for poor graffiti is classified as "other highways" – this includes lay-bys, underpasses, footbridges and alleyways and other parts of the highway which would not be described as a main road or rural road. Very positively, there were no incidents of graffiti in any of the housing areas or on the main or rural roads that were sampled in Tranche 1.</p>										
<b>Route to GREEN</b>										
<p>As part of the Clean it strategy, the council has increased its focus on the removal of graffiti on its own land as quickly as possible after it has been reported. In areas such as high speed roads etc. this can take longer to clean as the safety of officers is essential. However, a large percentage of incidents of graffiti identified are on private properties, for which the council does not have jurisdiction to remove. The council has recently proactively sent letters to the land owners of those sites that have been identified, asking them to arrange to remove the graffiti or risk being fined. All but one of those letters have resulted in the graffiti being removed. The street cleaning and enforcement teams will continue to work together with landowners to remove graffiti as quickly as possible and it is anticipated that the results for Tranche 2 later in the year will improve.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Average time (in days) for a child to be adopted (3 year average)	Cllr Little	585 days				492 days	FAILED	↑	486 days	National average (486 2015-18)

Whilst our performance has improved (2018/19 outturn was 585 days), we are 6 days over target for Q1. We did not hit the target as we have received challenges from some parents on the Placement Order, even though matches have been made this causes a delay in the child being adopted.

#### Route to GREEN

This performance is significantly better than 2018/19 but remains below target. Each adoption situation is unique and as such the exact support and time needed in each case differs. The service works closely with the child, the parent(s) and adoptive family to make sure the new arrangements are right and are in place – that is the main focus - and sometimes that takes longer. However, we continuously monitor this to ensure that the processing times are not being unreasonably delayed. The aim is to further improve performance in this area, so that even when there are delays caused by challenges the average timescales remain within target. However, the service will always put the child's welfare first and will take as long as is needed to ensure the future of the child has been secured.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Number of health hazards removed as a direct result of private sector housing team intervention	Cllr Johnson	896	81	53	67	201	FAILED	↓	225	900

After a strong start in April, performance has dipped in May and June. Landlords are allowed a reasonable length of time to remove Category 1 & 2 Hazards at informal stage, subject to discretionary factors, such as property condition, number of improvements required, and potential risk of harm to the occupier, for example, no heating in winter, the landlord must reinstate heating within 24 hours but during a hot summer, the same landlord has 5-7 days if the occupier is without a health condition.

#### Route to GREEN

Informal action is necessary before formal action is considered as a last resort to work with private landlords within the private rented sector. The service is increasing its enforcement action and serving Civil Penalty Notices as an alternative to prosecution to resolve issues of substandard accommodation. We anticipate our timeline for improvement starts in quarter 2.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Number of library members (signed up and active within 12 months for loans and PC use)	Cllr Huelin	25,756				25,383	FAILED	↓	26,013	26,785

Libraries have joined 1,912 new members April to June 2019. This is in comparison to 1,714 in the same period last year which shows an increase of 198 new members. However, more customers have become 'inactive' as they have not used the service to use the computers or borrow an item in the last 12 months. A Children's Learning Services Officer post responsible for encouraging children to join libraries was also vacant from February to June.

#### Route to GREEN

The Summer Reading Challenge is taking place in July-August which is the busiest time and attracts new members. The Children's Learning Services Officer post has now been filled and class visits will resume in September. All libraries have a daily new member target based on the hours the library is open, and benchmarking figures from 2018/19 on the usage and numbers of new members gained. All library staff are tasked with raising membership both within venues and during outreach activities including promoting the wide range of library services to gain/retain customers. Following initial feedback from the LGA Libraries Peer Review in July, the service is currently looking at how best to promote the benefits and activities of local libraries to re-engage with existing library members. These plans will be developed during the next few months.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% Not in Education Employment or Training (NEET) + Unknown 16-17 year olds (age at start of academic year)	Cllr Halden	1.9%				2.5%	FAILED	↓	1.6%	1.6%

NEET numbers often fluctuate over quarter one due to the transition into college from 1 September 2019 ie until a young person is enrolled into the college course they remain on the NEET register. This is reflected in the June figure of 2.5%.

#### Route to GREEN

The cohort of NEET young people is changing and therefore our interactions with them are being refocussed to address the increasingly diverse needs of the young person. This change in the NEET profile is determining a new NEET strategy which will be implemented from next month. The NEET service will now be more targeted and will focus on reducing barriers to enable young people to access training and employment opportunities. All NEET young people have an offer of learning which the service will be monitoring through the activity survey report beginning in September 2019.

The service anticipates the figure to meet the target in quarter two.

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Halden	65%				61%	FAILED	↓	65%	65%
<p>The nature of the Children Looked After NEET (Not in Education Employment or Training) is becoming more targeted whereby they are unable to access training/education as there are many social, educational, emotional and housing barriers that need to be overcome before the young person is ready for employment. Out of the reported 22 in this cohort, 10 (45.5%) are 'NEET unavailable', i.e. teenage parents, long term illness or unaccompanied asylum seekers with no recourse to funds (unable to place) – the service will not be able to place them in a positive destination.</p>										
<b>Route to GREEN</b>										
<p>We are focussing work on the identified vulnerabilities which will enable us to provide more opportunities for re-engagement. We are also working with the Department of Education in relation to our recording of unaccompanied asylum seekers within this calculation and the statutory return – the revised approach will be monitored in the August reporting period.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Gledhill	61.60%	64.04%	58%	73.23%	66%	FAILED	↑	70%	70%
<p>The payment rate continues to be below the 70% target, since the increase in fine to £150. Non-payment is unacceptable. Due to technical issues case files were unable to be prepared and this had a significant impact on payment rates in May, however an increase in legal proceedings has resulted in a higher payment rate in June.</p>										
<b>Route to GREEN</b>										
<p>Non-payments of FPNs has been reviewed and an additional procedure of contacting non payers, prior to case file completion has shown some positive results in June. Those that don't pay are being pursued through the court process. This increased activity has shown positive results in June and we anticipate this will continue, following successful outcomes being shared in the media.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	37.5% (prov)	35%	37%	36%	36%	FAILED	↓	47.39%	41%
<p>The recycling rate for June was slightly lower than May's figure. Year to date performance appears to be in line with previous year's figures, however still below target. The last five years has shown a steady decline from 40.93% in 2013/14. The council can only 'encourage' residents to recycle and this is done using social media, information leaflets and the council's website to provide advice on what materials are collected both at kerbside and at the Household Waste Recycling Centre as part of a comprehensive communication plan.</p>										
<b>Route to GREEN</b>										
<p>There are a number of elements which will contribute to achieving our route to green. A cross party working group has been established to consider a new Waste Strategy with focus on increasing recycling rates. A new Recycling Education Officer has been appointed for a 12 month period to improve education in schools and to introduce a number of recycling initiatives, including a pilot in communal-properties to inform a fully refreshed roll out of recycling opportunities in all communal bin stores.</p> <p>The planned 'recycling methodology' trials in communal-properties are anticipated to aide an increase in participation, although this is on a very small trial-size; solid results will help on a small scale, and provide information for future presentation regimes moving forward. The trial will involve 3 separate locations where slight changes to the normal presentation / collection methods will be made; e.g. providing residents with their own small reusable storage bag for storing and carrying the recyclables to the bin-compound. The recycling containers will be monitored by the crew to visually measure how much is in the container, whether there is any contamination etc. to determine if the changes are having a positive impact to recycling participation at the site. This is anticipated to commence at the end of August 2019.</p>										

Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1 Outturn	Qtr 1 Status	Direction of Travel since 2018/19	Qtr 1 Target	2019/2020 Target
Total gross external income (fees & charges) (excluding income from Client Contributions for Adult Social Care packages)	Cllr Hebb	£8.15m				£7.34m	FAILED	↓	£7.73m	£7.73m
<p>Income from fees and charges is forecast at £388k below the target for the year. This is due to a shortfall in three areas - highways infrastructure, Grangewaters and day nurseries. (NB. Target excludes income from client contributions from adult social care).</p>										
<b>Route to GREEN</b>										
<p>The shortfall in income will result in a corresponding shortfall in operating cost. Performance recovery plans are monitored by the Commercial Board with a view to ensuring that the overall income target is achieved.</p>										

### 3.6 Other key indicators

Throughout the year the council also monitors some other indicators as part of the corporate scorecard which, whilst not performance related, are important to keep under review.

Demand Indicator Definition	Portfolio Holder	2018/19 Outturn	In month April	In month May	In month June	Qtr 1	Direction of Travel since 2018/19
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	1,605	161	112	145	418	↑
No of homeless cases accepted	Cllr Johnson	97	4	11	12	27	↓
Contact Centre - Face to Face - no of visitors	Cllr Huelin	68,822	4,424	4,929	5,136	14,489	↑

## 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 will focus on during 2019/20 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. 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 will continue to be presented to Corporate Overview and 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**  
**Acting Head of Legal, Assistant Director Law and Governance and 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: **Roxanne Scanlon**  
**Community Engagement & Project Monitoring Officer**

The Corporate Performance Framework for 2019/20 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, Impact on Looked After Children)

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**

N/A

**Report Author:**

Sarah Welton

Strategy Manager

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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
<b>11 June 2019</b>		
End of Year Corporate Performance Report 2018/19	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
<b>3 September 2019</b>		
Quarter 1 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Collaborative Communities: Scope	Natalie Warren	Member
Civic Offices Position Statement	Detlev Munster/ Andy Millard	Member
Apprenticeships Strategy Update	Jackie Hinchliffe	Member
Work Programme	Democratic Services Officer	Standard Item
<b>19 November 2019</b>		
Mid-Year/Quarter 2 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Overview and Scrutiny Project & MHCLG Briefing Note	Matthew Boulter	Member
Collaborative Communities: Framework	Natalie Warren	Member

## Work Programme

<b>Topic</b>	<b>Lead Officer</b>	<b>Requested by Officer/Member</b>
Local Council Tax Scheme	Jonathan Wilson/Sean Clark	Member
Commercialisation Strategy: routes to greater income for the council	Sean Clark/Sharon Bayliss	Member
Fees and Charges	Sharon Bayliss/ Kelly McMillan	Officer
Work Programme	Democratic Services Officer	Standard Item
<b>14 January 2020</b>		
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	Democratic Services Officer	Standard Item
<b>10 March 2020</b>		
Quarter 3 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Local Enterprise Partnerships and External Relations	??	Member
Asset Strategy Update	Detlev Munster/Andy Millard	Member
Communications Strategy	Karen Wheeler	Member

## Work Programme

<b>Topic</b>	<b>Lead Officer</b>	<b>Requested by Officer/Member</b>
Work Programme	Work Programme	Work Programme

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