

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

Cabinet

The meeting will be held at **7.00 pm** on **9 June 2021**

Council Chamber, Civic Offices, New Road, Grays, Essex, RM17 6SL.

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Membership:

Councillors Rob Gledhill (Leader), Shane Hebb (Deputy Leader), Mark Coxshall, Jack Duffin, Deborah Huelin, Andrew Jefferies, Barry Johnson, Ben Maney, Allen Mayes and Luke Spillman

Agenda

Open to Public and Press

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Queries regarding this Agenda or notification of apologies:

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

Agenda published on: **1 June 2021**

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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 Cabinet held on 10 March 2021 at 7.00 pm

The deadline for call-ins is Monday 22 March 2021 at 5.00pm

Present: Councillors Robert Gledhill (Leader), Shane Hebb (Deputy Leader), Mark Coxshall, James Halden, Deborah Huelin, Andrew Jefferies, Barry Johnson, Ben Maney, Allen Mayes and Aaron Watkins

Councillor Fraser Massey, Chair of the Lower Thames Crossing (LTC) Task Force

In attendance: Lyn Carpenter, Chief Executive
Roger Harris, Corporate Director of Adults, Housing and Health
Ian Hunt, Assistant Director Law and Governance and Monitoring Officer
Julie Rogers, Director of Environment, Highways and Counter Fraud
Ian Wake, Director of Public Health
Lucy Tricker, Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting was being recorded and live-streamed to the Council's website.

108. Minutes

Councillor Hebb highlighted page 8 of the agenda and stated that Thurrock had received £14million in government funding, rather than £140million as written in the minutes.

With this amendment, the minutes of the Cabinet meeting held on 10 February 2021 were approved as a true and correct record.

109. Items of Urgent Business

There were no items of urgent business.

110. Declaration of Interests

There were no interests declared.

111. Statements by the Leader

The Leader began his statement by discussing the government's roadmap to recovery as children returned to school this week for face-to-face lessons; care home residents could now receive one nominated visitor; and residents could now meet with one person outside their homes, as long as social

distancing remained in place. He then stated that 39,000 first dose vaccines had been given in Thurrock this week, and 1,300 second dose vaccines had also been given. He explained that the number of positive COVID cases had dropped by 96% in Thurrock from early January, and numbers were now returning to levels that had not been seen since October. He felt that although the numbers were moving in the right direction, people still needed to follow the guidelines. He described how the next step of the roadmap could not be carried out unless certain criteria, such as reduced rates of infection, continued vaccine deployment and a lower risk to the NHS, had been met, and urged residents to follow the rules and guidance to ensure the next step of the roadmap could take place when due.

The Leader stated that Thurrock needed to be prepared for the next step of the roadmap by continuing to get tested regularly, particularly working-age men who could not work from home. He explained that there were many locations across the borough where tests could be accessed, which included walk-through centres, drive-thru centres and a new drop in testing centre in South Ockendon. He urged residents to continue to take care as the next stage of the roadmap occurred, including parents on the school run maintaining social distancing and not forming crowds during drop-off and pick-up times. The Leader added that the Prime Minister would be assessing the data before moving on to the next roadmap step, and felt that this allowed Thurrock time to prepare for the next step of rule relaxation. He stated that Thurrock were working with pubs, restaurants and other hospitality venues to ensure they can open safely outdoors, in a COVID secure way, on 12 April, as well as working with other non-essential retailers who were due to open. He urged residents to continue to follow the guidance of 'hands, face, space' and felt that if residents continued with their hard work, the ultimate goal of leaving lockdown for good would be achieved.

The Leader then outlined the COVID figures for Thurrock and stated that between 26 February and 4 March, there had been 15 positive COVID cases for those under 18, which had decreased from 26 cases the previous week; 60 positive cases for those aged between 18-49, which had decreased from 98 cases the previous week; 8 positive cases for those aged between 50-59; which had decreased from 21 cases the previous week; and 6 positive cases for those aged over 70, which had decreased from 10 the previous week. He stated that therefore there had been a drop in positive cases from 170 to 97 last week. The Leader then stated that 5,526 tests had been carried out in the previous seven days, which had increased from 4,964 the week before, which meant that there was currently a positive test rate of 55.6 per 100,000, which had again dropped from 97.5 per 100,000 the week before. He stated that Thurrock currently had the 82nd highest number of COVID cases across 149 local authorities, and this had decreased from 70th the week before.

The Leader moved on and outlined the success of the Thames Freeport bid, which had been agreed by the Chancellor of the Exchequer as part of his budget, and meant that Thurrock would be one of eight new Freeports across the country. He felt that the Freeport would deliver transformational change across the borough, as well as creating thousands of new jobs and high levels

of investment. He stated that Thames Freeport would contain 1,700 acres of development land, much of which already had planning consent due to previous industrial sites on the land. He felt that the Freeport would provide new opportunities for those who lived and worked in Thurrock, and would attract billions in private investment over the next 25 years. He added that over 25,000 direct jobs and up to 20,000 indirect jobs would be created across industries such as aerospace, automotive, manufacturing and processing across the borough.

The Leader stated that the successful Freeport bid also meant that new specialist training centres would be developed to ensure that residents could up-skill and secure better-paid roles in brand new sectors, which would help local communities. He mentioned that using the river for transport and freight, as well as increasing rail capacity, would also have a positive impact as it would reduce the use of road haulage and improve air quality. The Leader explained that the Free Port would also help Thurrock reach its goal of a net zero carbon footprint, as Thurrock would become a centre for clean energy innovation and transformation. He felt that Thurrock would become more attractive to investors, businesses and entrepreneurs, and would help improve the lives of residents. He welcomed the successful bid of the Thames Freeport and felt that it would reinforce Thurrock as the ports capital of the UK.

The Leader then discussed recent enforcement success, and highlighted how the Council were willing to take action on those that blighted the boroughs landscape and were a nuisance for their neighbours. He highlighted a man from West Thurrock who had to pay over £3,500 after allowing his rear garden to become a dumping ground, which had a negative impact on his neighbours. He felt that all residents had a right to enjoy their gardens, and stated that the Council would take action when incidents similar to this were reported by residents. He added that the Council would also take action against people who dropped cigarette ends, rubbish and undertook other anti-social behaviour. He stated that the best way to avoid a fine or fixed penalty notice was to take your rubbish home or use a litter bin. The Leader stated that since April 2020, over 3,800 fixed penalty notices had been issued for offences such as spitting, littering and dropping cigarette ends, as well as 166 fixed penalty notices for fly-tipping. The Leader commented that the Council had prosecuted 524 people who did not pay their fixed penalty notices. He mentioned that the Council had also attended every dumped vehicle within the borough within 24 hours, and removed all those which the Council had been instructed to move within 48 hours.

The Leader summarised and stated that this was the last Cabinet meeting that Roger Harris, the Corporate Director of Adults, Housing and Health would attend. He stated that Roger had had a distinguished 40 year career in health and social care, and had spent the last 13 years at Thurrock. He commented that Roger had been highly regarded by officers and Members, and would be missed by Cabinet colleagues, and officers at all levels. The Leader wished him well for his retirement and thanked him for all his hard and thoughtful work throughout the years.

Councillor Halden added that he had been a Councillor for 11 years, and a Portfolio Holder for 7 of those years, and had worked very closely with Roger. He felt that Roger had been an excellent director, and had been very supportive during the early stages of his Portfolio Holder career. He stated that Roger had helped to build a resilient care system and had helped to protect the most vulnerable residents. Councillor Halden thanked him for his hard work, and wished him well in his retirement. He welcomed the new Corporate Director Adults, Housing and Health, Ian Wake, into the role and felt the good work would continue under his leadership. Councillor Huelin also gave her personal thanks to Roger, as he had helped her over the past six years as Portfolio Holder. She felt that Roger should be proud of his achievements and wished him well in the future.

Councillor Hebb added his personal thanks to Roger for all his hard work, and felt he had been authentic and visible throughout his time as director. He added that Roger had managed to achieve good outcomes for the service, and had been an excellent leader during the COVID-19 crisis. He mentioned that Roger had also built a fantastic team, and felt pleased that Ian would continue this work. Councillor Mayes commented that although he had not worked with Roger as long as others, he was pleased to have worked with him for the 13 months he had been Portfolio Holder. He stated that they had only worked together for six weeks before the COVID-19 pandemic, but despite that they had still managed to push forward with the Integrated Medical Centres and other projects. He thanked Roger for all his guidance and support, and wished him the best of luck for the future.

Councillor Watkins reiterated the thanks that had already been given and added that Roger had been a particular help to him personally during his time on the Health and Wellbeing Board and Children's Overview and Scrutiny Committee. He felt that Roger had always listened to his ideas, and had supported him in his Cabinet role. Councillor Johnson summarised and thanked Roger for his hard work in the Housing directorate. He felt Roger had continually worked hard and provided invaluable knowledge. He stated that both Roger and Carol Hinvest, the Housing Assistant Director, would be missed.

112. Briefings on Policy, Budget and Other Issues

There were no briefings on policy, budget or other issues.

113. Petitions submitted by Members of the Public

No petitions had been submitted by members of the public.

114. Questions from Non-Executive Members

No questions had been submitted by non-Executive Members.

Councillor Jefferies stated that two questions had been received at Full Council, which could have been asked at Cabinet. He wished to highlight that any Councillor could ask a question at Cabinet and would receive an answer from the Portfolio Holder.

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

Other than those items already included in the agenda, no matters had been referred to Cabinet for consideration by an Overview and Scrutiny Committee.

116. Lower Thames Crossing Task Force Update Report (Decision: 110557)

The Leader stated that Councillor Massey would be presenting the report in his role as Chair of the LTC Task Force.

Councillor Massey introduced the report and stated that this presented an update on the work of the Task Force since November 2020, and highlighted that the Council remained principally opposed to the scheme. He explained that since the Development Consent Order (DCO) had been withdrawn and a new Highways England team had been appointed, communications had improved and the Council were receiving greater levels of detail regarding the proposed scheme. He stated that DCO had been withdrawn due to issues relating to consultations and although no new consultation had been officially announced, another one might take place before the next DCO submission.

Councillor Massey explained that at the December Task Force meeting, the Committee had focussed on the next steps post-DCO withdrawal, and had considered the 49 page Planning Inspectorate letter, which outlined why DCO had been withdrawn, for example the impact on local road networks, lack of air quality data and lack of information regarding working hours during construction. He stated that the Committee had also considered the economic mitigation list, and had received a verbal update on the A303 project, which could have an effect on other national road schemes such as the LTC.

Councillor Massey commented that the Executive Director of Highways England, Matt Palmer, had attended the January LTC Task Force meeting, as well as the Highways England Technical Leads, and they had discussed numerous items of mitigation, such as a bridge over the Tilbury loop line; 5G connectivity; improved Public Rights of Way; and the 2 Forts Way path. He added that the Highways England team had also given a detailed presentation on design aspects of the scheme, such as viaducts and felt that this presentation was the best visual that the Committee had seen in terms of detail. Councillor Massey added that the detail of the March meeting was not included in this report, due to publication timing, but the Task Force had spoken about mitigation, such as green spaces around Chadwell St Mary. Councillor Massey summarised and urged residents and local businesses to participate in any potential future consultations, and also make representations to the Planning Inspectorate, after DCO submission.

Councillor Coxshall thanked Councillor Massey for his report and questioned the published mitigation list, which included 57 items of mitigation. He asked whether or not the Task Force felt this was enough mitigation, or if they would like to see more. Councillor Massey replied that the Task Force always pushed for additional mitigation, but felt that due to DCO withdrawal, there was now more time to have detailed discussions. He stated that the Task Force would continue to work towards the agreement of the 57 mitigation areas, as well as any additional mitigation necessary. Councillor Coxshall stated that it was good to hear the Task Force's thoughts. He questioned if the Task Force had considered the route tolls. He stated that at the Dartford Crossing a reduced toll for residents had been agreed, rather than £1.5million of funding directly to the Council, and questioned if this was something the Task Force wished for the LTC. Councillor Massey replied that the Task Force had only briefly considered the tolls for the scheme and monies this could bring to the Council, but this could be added to the Work Programme.

The Leader summarised and felt it would be good to hear the Task Force's thoughts regarding tolls and funding. He also welcomed the news that Highways England were being more responsive and communicative, as this meant the Council could now have more open dialogue with Highways England.

RESOLVED: That Cabinet:

1. Noted the work of the Task Force.

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

Councillor Massey left the meeting at 7.34

117. Memorandum of Understanding - Local Government Reorganisation (Decision: 110558)

The Leader introduced the report and stated that any proposed merger between Thurrock and Basildon Council's would not be undertaken immediately or in the near future, and highlighted that this Memorandum of Understanding (MOU) only opened the conversation to consider potential opportunities or risks from a merger, and to be as open and transparent as possible. He explained that Basildon Council was not a unitary authority, and therefore did not have control over some services, such as Adult Social Care, Children's Social Care, or strategic highways; in comparison to Thurrock Council who were a unitary authority and had control over all income and expenditure. He added that as both Councils had two different styles of governance, all aspects of every service would have to be explored before a merger could be agreed, and this would take time and input from a variety of people. He described how this report was driven by central government, and their proposal for local government reform and devolution. He stated that in between the two lockdowns in 2020, central government had brought forward

regulations for local government reform, in line with their manifesto commitments, and although this had now slowed due to the pandemic, other authorities such as Essex County Council were pushing forward their plans for reorganisation, which included Thurrock. He felt that as Thurrock had been a unitary authority since 1998, Essex County Council could not design Thurrock's future, and felt this highlighted why Thurrock needed to be at the forefront of any local government reform.

The Leader stated that by signing the MOU, Thurrock and Basildon could find out all the necessary information before making a merger decision, and could find out the risks and opportunities. He added that the report had been seen by the Corporate Overview and Scrutiny Committee, and they had questioned if residents would be involved in the decision. He reassured the Committee that the MOU would begin to evaluate the risks and opportunities, so residents and the Council were able to make an informed decision. He stated that once the costs and benefits had been evaluated, residents would be consulted. He thanked the Corporate Overview and Scrutiny Committee for their comments and was pleased that they had agreed the recommendations. He added the Committee had also questioned the need for a merger, as some Members had felt that as Thurrock continued to grow, particularly with the recent announcement of the Freeport, the Council may not need to merge with Basildon. The Leader stated that all options would be considered as part of the MOU, including maintaining current ways of working. He felt that Thurrock needed to be prepared for all eventualities, including if central government legislation for local government reform was agreed, as was planned for summer 2021.

The Leader summarised and stated that he had spoken in detail with the Leader of Basildon Council, and they both felt that although this would not be a quick process, the MOU needed to be signed so both Councils could evaluate all options. He stated that Basildon had a large manufacturing base, such as the largest tractor factory in Europe, as well as aerospace and defence industries, which would need goods delivered from the Freeport and could therefore benefit Thurrock.

Councillor Coxshall thanked the Leader for his report and felt it was good to see Thurrock being as open and honest as possible. He felt that the MOU would let Thurrock decide what the best option was, and be on the front foot when decisions were made at central government level. Councillor Halden added that he felt it would be good to have the conversation with Basildon to find out the positives and negatives of a potential merger. He stated that the MOU was still at the non-committal stage, but felt it was good to hear overview and scrutiny comments, and that they had agreed all recommendations.

The Leader echoed these comments and felt that residents should not be concerned, as the MOU was simply to open a fact-finding conversation. He stated that the detail of any potential merger needed to be right, before residents were consulted, and this report provided openness and transparency. He stated that as Basildon were not a unitary authority, some of

their council tax income was sent to Essex County Council as a precept to pay for services such as Adult Social Care, and Thurrock needed to consider this financial aspect through the fact-finding that would be undertaken in the MOU. He summarised and stated that the MOU would be going to the relevant Committee in Basildon tomorrow, but highlighted that the MOU did not agree any merger, and simply opened the conversation.

RESOLVED: That Cabinet:

1. Agreed to enter into a Memorandum in the form at Appendix 1 with Basildon Borough Council.

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

118. Financial Update - Quarter 3 2020/21 (Decision: 110559)

Councillor Hebb introduced the report and stated that this provided the outturn figures at quarter 3. He stated that the Council were predicting a balanced in-year budget, despite the COVID-19 pandemic, and therefore would not have to bring an emergency in-year budget to Full Council. He thanked all officers across every service for their hard work this year, and felt that officers had been adaptive and reactive to the issues that COVID-19 had caused. He also thanked all service managers, and the Chief Executive, for considering resources and for being financially prudent during these difficult times. He also thanked central government for their £14million of COVID support, which had helped to offset the £17million of COVID-19 pressures the Council had faced. He felt grateful that the Council had been in surplus, and although this surplus had originally been designated for discretionary service spending, could now be used to help balance the budget.

Councillor Hebb highlighted that Adult's Social Care was currently slightly under-budget, due to excellent management and government funding support. He stated that Adult's Social Care still needed support, particularly around the care market, which had seen increased pressure due to COVID-19. He stated that the Council planned to inject £2.5million into Adult Social Care in the future, as the majority of residents or their loved ones, would have to access this service at some point in their lives, and therefore the service needed to be secure. He then described the £1.8million of pressure currently being experienced by Children's Social Care and explained that this was due to a number of high-need, high-cost placements. He stated that lots of work was going on surrounding this issue, to ensure the highest quality of care as well as prudent financial spending occurred. He stated that Children's Social Care was a financial issue across the UK, but that Thurrock had worked hard to improve the quality of the service and decrease spending. He thanked the other services for balancing their budgets, and expressed his appreciation to all officers for their hard work on this.

Councillor Hebb summarised and highlighted the capital programme, detailed

in appendix 3 of the report, which showed that some of the larger schemes in the programme had been re-profiled. He stated that this meant a £16million under-spend, highlighted in section 16 of the report, which could be utilised elsewhere.

The Leader felt pleased to see an in-year balanced budget, which had been helped by surpluses made in previous years. He thanked central government for their £14.2million of support to deal with COVID-19 pressures, but highlighted that this money would be paid by national taxpayers in future years to pay off this deficit. He added that Children's Social Care was a demand-led service, and a few high-need, high-cost placements could push the Children's Social Care budget outside their budget envelope. He stated that Thurrock was committed to ensuring every child's wellbeing and would continue to work on this service. He felt that Thurrock had also been fortunate to have high levels of surpluses and reserves, which had helped offset COVID-19 financial pressures. He summarised and thanked the Corporate Director Finance, Governance and Property, the finance team, and Councillor Hebb for their hard work on this report.

RESOLVED: That Cabinet:

1. Commented on the MTFFS and the forecast outturn position for 2020/21.

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

119. Integrated Transport Block Capital Programme 2021/22 and Highways Maintenance Allocation and Programme 2021/22 (Decision: 110560)

Councillor Maney introduced the report and stated that this was an annual report which outlined the Integrated Transport Block (ITB) programme and highways maintenance allocation programme. He stated that Thurrock would receive £971,000 from the Department for Transport (DfT) for the ITB programme, which would help deliver services and schemes across the borough. He added that Thurrock would also receive over £1million for the highways maintenance allocation programme, which would help with the upkeep of highways across the borough. He highlighted the appendices of the report that detailed every scheme included in this funding. He stated that previously the DfT funding had been used to fund road and pedestrian safety schemes, particularly near schools and on routes in/out of the borough. He stated that this policy had been successful, and these routes were now much safer than in previous years. Councillor Maney explained that therefore this years' funding would be used on a new area intervention programme, which would focus on residential roads and move away from the ad-hoc approach previously used. He stated that in previous years, the team could not accommodate requests from residents regarding residential roads, as this did not fit the road safety scheme, but the team had listened to residents, and residential roads would now be the focus of the funding. He thanked the team

for their hard work on this report, and for delivering the scheme last year during the COVID-19 pandemic.

RESOLVED: That Cabinet:

1. Approved the ITB Capital Programme, policy and prioritisation direction for the DfT ITB Block funding under the key policy areas of Road Safety Engineering, Safer Routes to School, Area Intervention Programme and EV charging programme.

2. Approved the Highways Maintenance Block Allocation Programme (as detailed in Appendix 4) for 2021/22.

3. Approved delegated authority to the Director of Place, in consultation with the Cabinet Member for Highways and Transport, to review and make local changes to the ITB programme (and additional funding allocations that may arise) taking into account local views and priorities.

4. Approved delegated authority to the Director of Environment, Highways and Counter Fraud, in consultation with the Cabinet Member for Highways and Transport, to review and make local changes to the DfT Maintenance Block Allocation programme.

Reason for decision: as outlined in report.

This decision is subject to call-in.

120. Contract Renewal for Litter Enforcement (Decision: 110561)

The Leader introduced the report and stated that following an initial trial period in 2016, the Council had entered into a contract with Kingdom for litter enforcement, and this contract was now due for renewal. He explained that the Council had introduced enforcement notices for issues such as littering, as residents had often raised issue with the amount of litter and dropped cigarette ends in their communities. He added that this problem also looked terrible and cost the Council money. The Leader mentioned that since 2016 when the contract had begun, Thurrock's Keep Britain Tidy (KBT) scores had continually improved, partly due to the enforcement notices, and also due to the hard work of the street cleaning and highways teams.

The Leader stated that enforcement notices were handed out for offences such as littering, dropping cigarette ends, spitting and other anti-social behaviour, and the Council had kept the maximum level of fine. He stated that the Council averaged 3000 tickets per year, and if people chose not to pay their tickets, Thurrock would take those people to court. He stated that Thurrock had taken approximately 520 people to court last year for failure to pay their enforcement fines. The Leader explained that there was a number of options for contract renewal, which included bringing the service in-house and procuring the contract on the open market. He stated that if the service was brought in-house this could increase risks such as increased staffing cost and

recruitment costs. He stated that the current contract did not cost the taxpayer money, as all money raised through enforcement fines paid for the service, and any surplus allowed the team to pursue additional activities, such as late night patrolling of car parks for nitrous oxide users, and late night fly-tipping patrols.

The Leader stated that the Council had received a good service from the current provider, and although enforcement of offences such as littering had been paused during the pandemic, Kingdom officers had continued their work by ensuring local residents were adhering to social distancing measures, and essential shops were COVID compliant. He stated that Kingdom officers also patrolled street drinking in Grays, and had reduced the number of people street drinking since 2019.

Councillor Watkins echoed the Leader's comments and felt that Kingdom had undertaken good work throughout their contract period. He thanked the street cleaning teams for their hard work across the borough. He stated that Thurrock had undertaken lots of work to ensure there were more bins across in Thurrock that were located in the right places, and urged residents to use these bins. He summarised and thanked the street cleaning team and Kingdom officers for their hard work every day, including during the pandemic.

Councillor Maney supported the recommendations made in the report and felt that the KBT scores, and Thurrock's Clean It, Cut It, Fill It policies had been one of the biggest success stories. He stated that residents often raised the issue of environmental crime, such as littering, to Councillors and felt it was good to see these issues were being addressed and enforced. The Leader agreed and felt that although it would be difficult to achieve litter-free streets, this was what Thurrock should aim for.

RESOLVED: That Cabinet:

- 1. Noted the content contained within the report.**
- 2. Agreed to delegate the authority for the tender and subsequent award of a new contract for Environmental Enforcement Services on a payment by results basis to the Director of Environment, Highways and Counter Fraud in conjunction with the Director of Finance, Governance and Property, and the Cabinet Member for Public Protection and Anti-Social Behaviour, based on Option 3 (3.3 of the report) as recommended by Cleaner, Greener and Safer Overview and Scrutiny Committee.**

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

121. Procurement of Housing Capital Programme Delivery

Councillor Johnson drew Cabinet's attention to page 104, point 6.1 of the report and stated that the contract commencement date should be September

2021, and not September 2020 as written in the report. He introduced the report and stated that it set out the proposals for a new contract within the 3 Chadwell St Mary high-rise flats, which would introduce a new heating solution for the 273 homes in these buildings. He stated that a new ground source heat pump would be installed, and completed surveys had shown this would be the best and most efficient way forward, as it would help the environment and reduce people's heating bills. He stated that this proposal was subject to two rounds of consultation, the first being in April 2021 and the second that would begin in August 2021, before contract commencement in September 2021. He commented that the recommendations had been supported by the Housing Overview and Scrutiny Committee, who had sought reassurance regarding resident consultation. He added that the Tenants Excellence Panel would be included in the tender process.

Councillor Johnson stated that the second part of this report covered the refurbishment of non-traditional properties across the borough, which would improve thermal efficiency and reduce mould problems within properties. He stated that a survey would be undertaken to identify the properties most in need, who would then be prioritised to improve residents comfort and the safety of buildings. He explained that these schemes would be paid for out of the HRA budget, but external funding would also be sought. He stated that if additional funding was found, the HRA monies originally designated for these schemes would be released to fund other proposals.

The Leader felt pleased to see that the Council was focussing on the renovation of older properties, as well as ensuring new builds were thermally efficient. He stated that this report would benefit residents living in older council stock, and also felt pleased to see that these schemes would improve residents' lives and reduce fuel poverty. He stated that although this would be a complicated rollout, it would also help the Council meet their target of net zero carbon emissions.

RESOLVED: That Cabinet:

- 1. Approved the procurement of two new contracts for major works delivery programmes.**
- 2. Approved delegated authority for award of the above contracts to the Corporate Director of Adults, Housing and Health, in consultation with the Portfolio Holder for Housing.**

122. Housing Re-Procurement of Concierge Contract (Decision: 110562)

The Leader sought confirmation that that this report did not relate to the concierge contract currently in place in Tilbury. Councillor Johnson confirmed that it did not relate to Tilbury, and therefore the Leader stated that he did not have an interest to declare and could vote on this item.

Councillor Johnson introduced the report and stated that the report also

included the Brook House temporary accommodation in Grays, which had been brought into the contract since its last renewal. He stated that this report included properties in Chadwell St Mary, Godman Road and Piggs Corner, as well as Brook House, and provided 24/7 monitoring, CCTV services, anti-social behaviour reporting, and fire safety monitoring. He felt that the concierge contract provided a safe and secure service for residents, and 65% had wanted the service to continue and provide better value for money, when they had been consulted. He stated that there were three options for the contract, but these were time-limited to September 2021. He explained that the option to bring the service in-house would be expensive, and re-procurement of the current contract was the preferred option.

RESOLVED: That Cabinet:

- 1. Noted the available options as set out in section 3 of the report.**
- 2. Agreed the re-procurement of the Housing concierge contract for a period of up to 3 years (2 years plus 1 year extension subject to performance and funding).**
- 3. Approved delegation to award the contract to the Corporate Director Adults, Housing and Health, in consultation with the Portfolio Holder for Housing in order to ensure service continuity.**

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

123. A Fresh Start for our Child and Adolescent Mental Health Services - Re-Procurement Outline (Decision: 110563)

Councillor Halden introduced the report and stated that this was the first step to improve mental health services for children and young people across the borough. He felt the current process was slow to respond and focussed on formal therapy and the use of pharmaceuticals, which made the service too clinical and focussed on those with more severe mental health needs. He added that the current offer was not locally accountable and Thurrock lacked the ability to measure success. He explained that this report would maintain Thurrock's current place in the commissioning group, alongside Council's such as Southend, but would give Thurrock better value for money and a more local arrangement. He stated that it would allow seconded workers from Thurrock Council to work on the contract and would break down silo working patterns. He added that the Brighter Futures team would also provide a local prevention offer as part of the Essex County Council contract, but would be accountable to Thurrock. He stated that these proposals had been accepted by the wider partnership and would ensure that Thurrock's voice was heard. He thanked Teresa Salami-Oru, Catherine Wilson and Michele Lucas for their hard work on this report, and felt it was the first step in changing the service and providing a solution for Thurrock.

Councillor Mayes echoed Councillor Halden's comments and stated that his

first conversation as Portfolio Holder had been regarding mental health, and how to improve the service and support young people. He highlighted the new Mental Health Group which had been set up under the Health and Wellbeing Board to work on mental health transformation for young people, and would in turn support schools. He thanked officers and NHS partners for their support on this scheme and felt that the proposals would help children and young people, particularly post-COVID, when young people could experience an increased number of mental health crises.

The Leader thanked Councillors Halden and Mayes for their work on the report, and felt they had worked tirelessly to implement this change and help the service work better for Thurrock. He agreed that children and young people could experience mental health crises post-COVID and felt this report aimed the service in the right direction, by providing early intervention support. Councillor Jefferies supported the recommendations within the report as he felt children and young people would need additional mental health support in the coming months.

RESOLVED: That Cabinet:

1. Agreed to the continuation of the collaborative commissioning arrangements and supported the financial contribution from Thurrock Council as set out in the report.

2. Agreed to the re-procurement of the tier two and tier three Emotional Wellbeing and Mental Health Service through the collaborative commissioning arrangements.

3. Agreed the development of a local service response through the Brighter Futures strategy to address the mental health and emotional needs of young people in Thurrock, in collaboration with partners and the Collaborative Commissioning Forum, encompassing the core elements of the Thurrock specific plan listed above.

4. Agreed that the contract award be delegated to the Corporate Director of Children's Services, in consultation with the Portfolio Holder for Children's Services and Adult Social Care, in line with current procedures.

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

124. Backing Thurrock: A Roadmap for Economic Recovery, Resilience and a Return to Growth (Decision: 110564)

Councillor Coxshall introduced the report and stated that it provided the roadmap to recovery, resilience and a return to growth, to improve residents lives post-COVID. He stated that the report would work alongside the Local Plan to improve infrastructure and would provide a community focus through

the action plan, which set out the Council's priorities. He explained that since the report had been published, the Thames Freeport bid had been successful, which would cement Thurrock's place as the ports capital of the UK, and would make the report much easier to deliver. He felt there was lots of civic pride in Thurrock and urged all Members to push the 'work, live, play' message to residents and to celebrate Thurrock's achievements.

Councillor Halden thanked the Director and Assistant Director for their work on this report, as he felt it would help to support the economy. He felt pleased to see that the most vulnerable residents were included in the report, particularly in terms of jobs, and improving opportunities to re-skill. Councillor Coxshall replied and agreed that the report was community driven and would help benefit all residents. He also felt the report delivered on the 'work' and 'play' aspect of the Council's priorities as it provided jobs and living opportunities for all.

The Leader felt it was good to see the report was community led and infrastructure focussed, as this would improve resident's lives. He felt the Thames Freeport would also be a game changer for Thurrock and that it would help to deliver the actions outlined in the report.

RESOLVED: That Cabinet:

- 1. Noted the outcome of the consultation on the Backing Thurrock Roadmap.**
- 2. Approved the final version of the Backing Thurrock Roadmap.**
- 3. Approved the draft Backing Thurrock Action Plan, which will be a live document subject to further engagement with anchor public, private and voluntary organisations to refine actions and agree delivery mechanisms.**

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

125. Asset Disposals (Decision: 110565)

Councillor Coxshall introduced the report and stated that assets had now been characterised as operational; community; or other and were being decided for disposal based on the 3Rs policy of reuse, release or retain. He stated that asset disposals had wider implications for local communities, and gave the Council an opportunity to deliver affordable homes and community assets. He stated that the report had been presented to Corporate Overview and Scrutiny for transparency, and the Committee had agreed with recommendations and comments they had made would be taken on-board, for example the protection of open spaces and parks. The Leader felt this was a good report, and meant the Council would not repeat past issues, by ensuring assets were disposed of appropriately and at the right price. He felt

pleased to hear that scrutiny's comments would be taken on-board and agreed that this report provided transparency.

RESOLVED: That Cabinet:

- 1. Approved the disposal policy as proposed in Appendix 1.**
- 2. Approved the immediate release and declare surplus the properties as shown in Appendix 2.**
- 3. Delegated authority of the disposal to the Corporate Director of Finance, Governance and Property, in consultation with the Leader and the completion of a delegated authority decision report to permit disposal.**
- 4. Noted the approach towards identifying the route to additional housing as set out in Appendix 3.**

*Reason for decision: as outlined in report.
This decision is subject to call-in.*

126. Quarter 3 (April-December 2020) Corporate Performance Report 2020/21

Councillor Huelin introduced the report and stated that it highlighted the impact that COVID-19 had had on services, many of which had been shut, had changed working practices, or experienced high levels of sickness or COVID isolation amongst staff. She stated that in quarter 3, 66% of key performance indicators (KPIs) had met target, and this was similar to quarter 1, which had occurred during the first lockdown. She mentioned that during quarter two, when restrictions had been eased, 75% of KPIs had met their target. She felt that all services were working hard, and introducing new ways of remote working, for example the number of apprenticeships being undertaken by the Council had decreased, but the team were introducing new virtual processes to improve the KPI. She mentioned that the report had gone to Corporate Overview and Scrutiny, who had understood that the report reflected the impact of COVID, rather than service performance. She summarised and thanked officers and external organisations for their hard work.

Councillor Watkins highlighted the KPI regarding the rate of recycling, which had been affected by COVID and had dropped to 25.9% in December. He thanked waste collection crews for their hard work throughout the pandemic, and thanked residents for their patience with the service. He stated that the team were doing lots of work to improve recycling rates, including with a new 'back to basics' programme and a 'Getting Thurrock Recycling' programme that would highlight the positives of recycling. He stated that feedback from the communal recycling programme had been positive, and this feedback would be included in the new campaigns. He added that the team were also working hard to understand why residents were not recycling, and how the

Council could improve the recycling figure. He added that garden waste collection had been re-introduced this week, as the weather warmed and people began working on their gardens, and again thanked residents for their patience as the service got back on track.

Councillor Watkins added that this would be his last meeting on Cabinet, and thanked the Director, officers, and other Portfolio Holders for their hard work, and felt success had been proven with the continually improving KBT scores.

The Leader thanked Councillor Watkins for his hard work as a Portfolio Holder, particularly with his success on the Clean It, Cut It, Fill It scheme. He felt the team had gone from strength to strength under his leadership, and thanked him for his service.

Councillor Halden felt pleased to see that the amber measure had been removed, and now KPIs either met or did not meet their targets, which made it easier for residents to understand. He thanked Councillor Watkins for his hard work and stated that he would be missed as a Cabinet Member. Councillor Hebb added that the removal of the amber KPI measure also made the report more transparent. He thanked officers across the Council for their hard work on all the KPIs, particularly during such a difficult year, and thanked Councillor Watkins for his work as a Portfolio Holder.

The Leader highlighted page 210 of the agenda and the KPI relating to payment of fixed penalty notices, which had not met its target. He stated that this was because officers were being more lenient during COVID and offering payment extensions. He stated that those who refused to pay would still be taken to court, but the courts were experiencing delays due to COVID, and this could take some time. He commented that this KPI showed the Council were being adaptive and reflective during the pandemic, and were trying to help people who had received a fixed penalty notice. He reflected on Councillor Huelin's comments and felt that although the KPI had not met its target, it showed the Council were being sympathetic to residents during this difficult time.

RESOLVED: That Cabinet:

- 1. Noted and commented upon the performance of the key corporate performance indicators, in particular those areas which are off target and the impact of COVID-19.**
- 2. Identified any areas which required additional consideration.**

The meeting finished at 9.07 pm

Approved as a true and correct record

CHAIR

DATE

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

9 June 2021	ITEM: 10
Cabinet	
Appointments to Outside Bodies, Statutory and other Panels	
Wards and communities affected: None	Key Decision: Non-key
Report of: Councillor Robert Gledhill, Leader of the Council & Portfolio Holder for Public Protection and Anti-Social Behaviour	
Accountable Assistant Director: Ian Hunt, Assistant Director Law and Governance, and Monitoring Officer	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is Public	

Executive Summary

This report requests the Cabinet to consider the nominations made by Group Leaders to Outside Bodies, Statutory and Other Panels for those appointments that are to be made by the Cabinet.

1. Recommendation(s)

1.1 That the nominations to Outside Bodies, Statutory and Other Panels be approved, as set out in Appendix 1 to this report (to be tabled when nominations are received).

2. Introduction and Background

2.1 Both the Full Council and the Cabinet have powers to appoint Members, officers and others to serve on Outside Bodies in a variety of capacities. Chapter 12, Part 2, of the Council's Constitution provides details of those Outside Bodies, Statutory and Other Panels where appointments are to be made by either Full Council or by the Cabinet.

3. Issues, Options and Analysis of Options

3.1 Nominations have been sought from Group Leaders for the appointments to Outside Bodies, Statutory and Other Panels that are required to be made by the Cabinet. Those nominations are set out in **Appendix 1** to this report, which will be tabled when nominations have been received.

3.2 Any changes to the appointments made will require the approval of the appointing body, be this Full Council or Cabinet.

3.3 There is an expectation that Members appointed to represent the Council on Outside Bodies will report back to the Council at least annually.

4. Reasons for Recommendation

4.1 The Cabinet should ensure that it continues to nominate representatives to sit on Outside Bodies, Statutory and other Panels so that its interests can be properly represented, together with those of the wider community.

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

5.1 In the course of seeking nominations, consultation has been undertaken with the Leaders of each of the political groups represented on the Council.

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

6.1 It is important for the Council to nominate to such bodies in order to ensure that it continues to represent the interests of both the Authority and the wider community.

7. Implications

7.1 Financial

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

There are no financial implications arising from this report.

7.2 Legal

Implications verified by: **Ian Hunt**
Assistant Director Law and Governance,
and Monitoring Officer

It is important that Members are correctly appointed, through the relevant Council meeting, to ensure they are indemnified in certain circumstances.

7.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**

Community Engagement and Project Monitoring Officer

The Council is under a statutory duty to ensure that equality and diversity is a key part of our decision making process. Therefore attention is drawn to the importance of ensuring that appointments to Outside Bodies, Statutory and Other Panels are underpinned by appropriate training on the statutory equality framework.

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

- None.

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

- None.

9. **Appendices to the report**

- Appendix 1 - Nominations of political groups to Outside Bodies, Statutory and Other Panels

Report Author:

Lucy Tricker & Kenna-Victoria Healey
Senior Democratic Services Officers
Finance, Governance and Property

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Cabinet Appointments to Outside Bodies, Statutory and Other Panels 2021/2022

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Organisation	No. to be appointed by Cabinet	Appointees
Anglian (Eastern) Regional Flood & Coastal Committee (1 seat held jointly, bi-annually, with Southend)	1	1. Councillor (2019 – Councillor G Rice)
Association for Public Services Excellence	1	1. Councillor (2019 – Councillor Gledhill)
Basildon and Thurrock University Hospitals NHS Foundation Trust Board of Governors	1	1. Councillor (2019 – Councillor Van Day)
Essex Partnership for Flood Management	1	1. Councillor (2019– Councillor Collins)
Essex Pension Fund Advisory Board	1	1. Councillor (2019 – Councillor Hebb)
Essex County Traveller Unit	1	1. Councillor (2019 – Councillor Gledhill)
Local Government Association	2	1. Councillor (2019 – Councillor Johnson) 2. Councillor (2019 – Councillor Abbas)
Opportunity South Essex (Leader and Chief Executive)	1	1. Councillor Gledhill (Leader of the Council) (Leader and Chief Executive appointed for a 5 year term in 2016)
South East Local Enterprise Partnership – Strategic Board	1	1. Councillor (2019 – Councillor Gledhill)
South East Local Enterprise Partnership – Accountability Board	1	1. Councillor (2019 – Councillor Gledhill)
Thurrock Arts Council	1	1. Councillor (2019– Councillor Huelin)
Thurrock Sports Council	1	1. Councillor (2019 – Councillor Watkins)

Organisation	No. to be appointed by Cabinet	Appointees
Thames Estuary 2100 Strategic Programme Board	1	1. Councillor (2019 – Councillor Coxshall)

STATUTORY AND OTHER PANELS TO BE APPOINTED

Organisation	No. to be appointed by Cabinet	Appointees
Thurrock Community Safety Partnership	1	1. Councillor (2019 – Councillor Gledhill)
ASELA	1	1. Councillor (Appointee to be a Cabinet Member)

9 June 2021	ITEM: 11
Cabinet	
End of Year (Month 12) Corporate Performance Report 2020/21	
Wards and communities affected: All	Key Decision: Non-key
Report of: Councillor Jack Duffin, Cabinet Member for Central Services	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Engagement and Growth	
This report is public	

Executive Summary

This is the end of year (Month 12) corporate performance monitoring report for 2020/21. This report provides a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. It details the statistical evidence the council will use to monitor the progress and performance against the council's priorities.

For this unique and unprecedented year, this report shows that 63% of indicators achieved their target and 52% are better than or the same as the outturn for 2019/20. This is understandably lower than the 2019/20 outturns of 74% achieving target and 60% improved direction of travel.

Two thirds of KPIs achieving target is a similar picture to that seen in Quarters 1 and 3 which also coincided with periods of national lockdown/significant restrictions. Whilst performance improved during Quarter 2 for most indicators when restrictions eased over the summer months, the worsening COVID situation during late autumn and running up to Christmas had another adverse impact, and in several cases performance levels did not improve sufficiently in time to meet year end outturn targets.

Many indicators have been directly or indirectly impacted by the coronavirus pandemic and the enforced changes to council services in line with government guidance during this period. Where this has had a negative impact, this is identified in the report. The report also highlights how COVID-19 has disrupted or changed performance and/or priorities and demand levels across a number of services during the year.

Despite the challenging year, the report also identifies some performance highlights for 2020/21.

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 and the impact of COVID-19.
- 1.2 To identify any areas which require additional consideration during 2021/22.

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. 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.
- 2.2. This reflects the demand for council services increasing and being ever more complex, not least due to the impact of the coronavirus pandemic, 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 2020/21 and will continue throughout 2021/22.
- 2.3. These indicators have been reviewed for 2021/22 and will be reported to both Corporate Overview and Scrutiny Committee and Cabinet on a quarterly basis, throughout 2021/22.
- 2.4. In line with the recommendation from Corporate Overview and Scrutiny Committee in June 2019, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.6 as the “Route to Green”.

3. Issues, Options and Analysis of Options

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

3.1 Summary of Corporate KPI Performance

End of Year Outturn 2020/21 Performance against target	
Achieved	63% (22) <i>74% in 2019/20</i>
Failed	37% (13) <i>26% in 2019/20</i>

Direction of Travel compared to 2019/20 Outturn	
↑ BETTER	30.3% (10) <i>60% in 2019/20</i>
→ STATIC	21.2% (7) <i>13% in 2019/20</i>
↓ WORSE	48.5% (16) <i>27% in 2019/20</i>

3.2 Impact of COVID-19

- 3.2.1 The end of year overall outturn of 63% is similar to the overall percentage of KPIs achieving target experienced throughout the year, with the exception of Quarter 2 (July to September) where performance overall was 75%, coinciding with the easing of national restrictions. Quarter 1 (April – June), Quarter 3 (September to December) and Quarter 4 (January to March) all coincided with national lockdowns or the tiered system of restrictions including when Thurrock was placed in Tier 4, plus other winter pressures. As predicted in the Quarter 3 report this has had a direct impact on some of the indicators ending this year under target. The narrative in section 3.6 highlights where performance has been affected during 2020/21.
- 3.2.2 In some cases data has not been available to report for the whole year either because the data has not been recorded due to other priorities e.g. for Public Health and school attainment or because that service/activity has not operated in line with government guidance e.g. face to face in Customer Services. This is summarised in section 3.7.
- 3.2.3 As confirmed in the previous quarterly reports, in most cases the targets for 2020/21 have been set based on “normal” circumstances, even where COVID has prevented normal performance levels from being achieved. This is highlighted by there being nearly half of indicators where the direction of travel is shown to be worse than last year. The decision to keep most targets comparable with last year is to more clearly analyse the impact of the disruption caused by the pandemic. Where an indicator has failed to reach its target, the commentary provided clearly identifies if this is related to COVID-19 impacts.
- 3.2.4 It is difficult to predict accurately how long and to what extent service delivery in some areas will continue to be impacted. Some will continue to be affected during the first half of 2021/22 especially in Quarter 1, although restrictions have begun to ease in line with the government’s roadmap. This is being further affected by the need to mitigate against the wider capacity and financial pressures which COVID has brought about, including the need to hold vacant posts and the ongoing recruitment restrictions. This is likely to have an increasingly significant impact on service delivery going into 2021/22. This will be kept under close monitoring.
- 3.2.5 Any targets for health and social care indicators which would normally be part of the Better Care Fund were not agreed with NHS England for 2020/21 as this process was suspended due to COVID-19 priorities. For these indicators, therefore, the targets for 2020/21 were locally set.

3.3 Highlights of 2020/21

Despite the challenges that 2020/21 has created there are many performance highlights to share, including:

- Thurrock Coronavirus Community Action (TCCA) – mobilising council and community partners to set up TCCA in just 9 days

- Agile working – enabling the council’s workforce and members to be able to work from home with access to IT equipment and MS Teams
- Keeping the streets free of litter - since 2018/19 when the score was 10.06%, the Keep Britain Tidy survey results have shown a consistent improvement with 2019/20 being 6.56% and this year’s outturn being 4.61%
- Overall satisfaction with housing services is higher than it has been in recent years
- Filling over 4,000 potholes throughout the year at a rate of 98% within agreed timeframe. In March 2021 alone, 700 repairs took place, which is a record for the team, who have been consistent in achieving target throughout the year
- Transforming the way library and community hubs events and activities were available from face-to-face to online and delivering 437 sessions during the year
- 100% of minor planning applications were processed within agreed deadlines
- Short term sickness absence improved significantly
- Over three quarters of pupils (77.1%) will be able to attend their first choice of school from September 2021 – up from 72.1% in 2020
- Twenty-two Thurrock households were given the keys to high-quality, affordable council homes in the final handover phase of the council’s Claudian Way development
- Thurrock Council supported the successful bid by DP World and Forth Ports in partnership with Ford for a Thames Freeport
- Distributed more than £35 million in government grants and local assistance to businesses to help them cope with the pressures and additional expenses they have faced as a result of the pandemic
- Delivered approximately 2,000 Christmas presents to children known to social care teams donated online by Thurrock residents and businesses for Give a Gift
- Completion of 85 units of new build Housing Revenue Account (HRA) accommodation across the award winning Alma Court in Grays and Claudian Way in Chadwell St Mary.
- Commenced delivery of Purfleet-on-Thames project for which the council received £75m external funding from the Housing Infrastructure Fund
- Developed Town Boards in Tilbury and Grays and submitted Towns Fund applications totalling £50m for both areas
- Won national awards for counter fraud, single view of debt, street and address data and were shortlisted for many others including human resources, enforcement, parking, micro-enterprises, affordable housing and regeneration.

3.4 On target performance

63% of available corporate KPIs achieved their targets.

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population (<i>population figure 24,063 published May 2020</i>)	Cllr Halden	739.7 <i>per 100,000</i>	87.3 (21)	261.8 (63)	436.4 (105)	490.4 (118)	548.6 (132)	619.2 (149)	619.2 (149) <i>(Provisional)</i>	ACHIEVED	↑	739.7 (178)
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie those presenting as homeless who have dependent child(ren) or are pregnant)	Cllr Johnson	3	0	0	0	0	0	0	0	ACHIEVED	↑	0
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	74.9%	75.5%	74.1%	74.9%	74.7%	76.2%	81.0%	75.5%	ACHIEVED	↑	75%
Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	Cllr Mayes	88%	78%	80%	85%				90%	ACHIEVED	↑	70%
Street Cleanliness - a) Litter	Cllr Watkins	6.56%	3.67%	5.00%	5.17%				4.61%	ACHIEVED	↑	9%
Average time (in days) for a child to be adopted (3 year average) (ie time between entering care and moving in with adoptive family)	Cllr Halden	426 (2017-20)	426	426	341				341	ACHIEVED	↑	426 days
% of young people who reoffend after a previously recorded offence (quarter in arrears)	Cllr Halden	11.0%	13% (Q4)	3% (Q1)	7% (Q2)				10% (Q3)	ACHIEVED	↑	13%

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% of repairs completed within target	Cllr Johnson	98.3%	99.5%	99.1%	98.5%	97.5%	97.3%	97.1%	98.3%	ACHIEVED	→	95%
% Rent collected	Cllr Johnson	98.5%	88.9%	93.35%	95.3%	96.3%	96.2%	98.3%	98.3%	ACHIEVED	→	98%
Tenant satisfaction with Transforming Homes	Cllr Johnson	86.9%	83.3%	85.3%	85.7%	93.8%	77.8%	91.4%	86.5%	ACHIEVED	→	85%
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	£0	£0	£0	ACHIEVED	→	£0
% of Minor planning applications processed in 8 weeks	Cllr Coxshall	100%	100%	100%	100%	100%	100%	100%	100%	ACHIEVED	→	90%
% of volunteer placements filled within council	Cllr Huelin	96%	100%	92%	94%				96%	ACHIEVED	→	96%
% occupancy of commercial properties	Cllr Coxshall	92%	88%	92%	92%				92%	ACHIEVED	→	88%
Proportion of people using social care who receive direct payments	Cllr Halden	36.2%	36.6%	34.7%	35.6%	35.3%	34.6%	34.4%	34.4%	ACHIEVED	↓	34%
% of Major planning applications processed in 13 weeks	Cllr Coxshall	100%	89%	94%	97%	100%	100%	100%	97%	ACHIEVED	↓	90%
% of potholes repaired within policy and agreed timeframe	Cllr Maney	99.33%	100%	100%	100%	100%	81%	100%	98%	ACHIEVED	↓	98%
Number of new Micro Enterprises started since 1 April 2020	Cllr Huelin	44	5	10	15				20	ACHIEVED	↓	20
No of placements available within council for volunteers	Cllr Huelin	225	205	230	223				224	ACHIEVED	↓	210
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Halden	87.40%	93.1%	89.6%	85.7%				86.4%	ACHIEVED	↓	86.30%
No of events/activities that support engagement in range of cultural, social and learning opportunities to support well-being and strengthen community connections (total sessions provided)	Cllr Huelin	<i>new KPI</i>	0	104	219				437	ACHIEVED	n/a	300
Value of business rate base (ANNUAL)	Cllr Coxshall	<i>new KPI</i>							£2.83m	ACHIEVED	n/a	£277.5m

3.5 Off target indicators

At year end, 13 of the available indicators failed to meet their target.

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Tranche 1	Tranche 2	Tranche 3	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Street Cleanliness - Graffiti	Cllr Watkins	4.67%	6.00%	1.33%	3.67%	3.67%	FAILED	↑	3.00%
<p>Whilst the target was not quite reached, there has been a dramatic improvement in the amount of graffiti within the borough. The Clean and Green teams have been carrying out large scale clearances and will continue to do so into the next financial year. The team have been working closely with the enforcement team and this continues to have a positive impact.</p>									
Route to GREEN									
<p>In addition, the Enforcement team continues to work in partnership with Essex Police, having identified criminal damage/racially aggravated graffiti that has led to the arrest of a prolific offender. More than 2,000 graffiti tags have been identified and removed. Joint operations relating to graffiti are planned to continue.</p>									

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	33.23%	31.8%	33.9%	28.4%	24.3%	23.9%	35.5%	30.6%	FAILED	↑	41%
<p>The through-put levels at the Household Waste and Recycling Centre (HWRC) at Linford have been lower than seasonally expected as residents have not been visiting the site as much due to the national and local lockdown measures. The HWRC is a key source of recycling materials. Additionally, both refuse and recycling collections saw increased levels as residents continued to remain at home through the lockdown periods. Whilst tonnages of both waste streams have increased, there has been more residual waste collected from households than recycling which has adversely impacted performance against this indicator.</p>												
Route to GREEN												
<p>The renewed Waste Strategy approved in 2020 outlines a number of changes to the service as well as non-collection related initiatives - such as the development of a re-use centre - that are all planned specifically to address the low recycling rate in Thurrock. Some of the key work that is already underway relates to the introduction of recycling facilities for those residents living in flats.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Average time to turnaround/re-let voids (in days)	Cllr Johnson	25.6 days	61.17	54.40	50.0	51.7	50.40	30.50	47.50	FAILED	↓	28
<p>Owing to COVID impacts, the resulting period of national lockdown and the associated restrictions, standard void re-let times have been critically affected this year. Choice based lettings were suspended for a number of months, coinciding with the first national lockdown, which meant the properties which were void before or during the period of suspension could not be let and remained void for a much longer period of time than usual with only a very small number of lettings through direct offers taking place in May 2020. Since the reinstatement of choice based letting in June 2020, as affected voids have been let, this has inflated the averages and void re-let times have been considerably higher than usual. This has been the main issue which has impacted performance during 2020/21.</p> <p>After choice based lettings were re-instated in June, re-let times for general needs voids which account for around 90% of the housing stock began to improve. However sheltered housing voids continued to prove difficult to let, took much longer to re-let and adversely affected the overall average until recently.</p>												
Route to GREEN												
<p>Void re-let time performance is currently on the route to green with a substantial improvement observed in performance between February and March 2021. Following the implementation of an action plan for hard to let sheltered housing voids - which included actions on downsizing, advertising and communications - re-let times for sheltered housing voids have improved significantly from an average of 92 days in February to an average of 35.5 days in March and continues to improve into 2021/22.</p> <p>In order to improve performance further across both general needs and sheltered voids, new performance dashboards have been developed which provide team managers with granular performance information on the most important parts of the void process enabling them to identify process bottlenecks more easily.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
No of health hazards removed as a direct result of private sector housing team intervention	Cllr Johnson	1,000	8	212	522	90	61	73	746	FAILED	↓	1000
<p>COVID-19 restrictions have affected property inspections in private rented homes. The service following MHCLG guidance for local authorities to enforce standards in private rented properties and carrying out Housing Health and Safety Rating System (HHSRS) part 1 inspections to keep rented properties safe. The service has received fewer complaints about private landlords overall during this period, which anecdotally is partly due to residents worries about COVID-19 and some tenants are preferring housing staff to carry out inspections by telephone, photographic evidence and video calls.</p>												
Route to GREEN												
<p>The Private Housing Service is continuing to monitor housing conditions digitally and carrying out essential HHSRS inspections when we find the most serious category 1 hazards. The council has powers of entry which it can use to gain access to properties and carry out inspections where there is imminent harm to the tenant's health due to a serious hazard and there is a duty to inspect. Presently, the route to green remains challenging and beyond the council's direct control in the current climate.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Summer Term	Autumn Term	Spring Term	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% of places accessed for two year olds for early years education	Cllr Jefferies	73.0%	61.8	71.3%	70%	70%	FAILED	↓	73% (prov)
<p>During the third lockdown private, voluntary and independent (PVI) providers have remained open, with Two Year Entitlement (2YE) school settings re-opening later in the term. COVID has continued to have a significant impact on the take up of 2YE primarily because some parents have declined or delayed accessing their funding. There is no evidence of insufficient places available apart from where one large provider has not been able to offer 2YE due to an Inadequate Ofsted. By the end of spring term 2021 early years funding claims had been made for a total of 545 children. This equates to 70% when measured against 778 families on the November 2020 Department of Work and Pensions (DWP) list. This is a similar outturn across the whole Eastern region with many reporting even lower take ups.</p>									
Route to GREEN									
<p>Once COVID restrictions are no longer impacting the take up rates, it is anticipated that these will rise again. The service will continue to monitor and manage the impact of COVID.</p>									

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
No of new apprenticeships started (inc. staff undertaking apprenticeship)(exc. LA maintained schools)	Cllr Huelin	69	4	9 (13)	12 (24)	22	3	7	56	FAILED	↓	2.3% of workforce = 67
<p>There were 56 apprenticeship starts in 2020/21. This is 84% of the apprenticeship target of 67, a shortfall of 11. 2020/21 has been a uniquely challenging year with the onset of the COVID-19 pandemic. Lockdown and social distancing detrimentally affected both the supply and demand of apprenticeships. Training providers temporarily halted delivery and the enrolment of new apprentices whilst they adapted their business models. Equally, council resources were diverted into responding to the pandemic which meant teams were unable to provide the support and supervision required to consider offering a new apprenticeship. Early indicators from the LGA show that this outturn, whilst under target, compares favourably to that of other local authorities in the Eastern Region which is expected to be just above 50%.</p>												
Route to GREEN												
<p>Looking forward to 2021/22, directorates have already been given internal targets for apprenticeship recruitment, including upskilling of existing staff and there are already positions in the pipeline which will be reported on during the year. The team are also utilising LGA resources and tools to help identify types of apprenticeship opportunities.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% occupancy of council-owned business centres	Cllr Coxshall	91%	90%	93%	83%				71%	FAILED	↓	80%
<p>The pandemic has had a direct impact on many businesses across the country. That impact has been felt at the Thurrock Business Centres and the loss of one tenant in a larger unit has had an impact on the figure for this final quarter.</p>												
Route to GREEN												
<p>Vacant units are being marketed in a number of ways including direct marketing campaigns and advertising vacant space. The opportunity to create co-working space in vacant units is also being explored.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Gledhill	55.97%	52.2%	50.5%	49.9%	42.1%	46%	39%	49%	FAILED	↓	70%
<p>Payment rates have been low all year as many recipients of FPNs are either stating that they are unable to pay due to being furloughed with lower income or recently being made unemployed. The council has also received a significant amount of requests for extensions to payments which we have been approving. Where fixed penalty notices are not paid, these are processed through the court.</p>												
Route to GREEN												
<p>The service continues to work with recipients of FPNs by allowing extension periods to make payment. The situation will continue to be closely monitored throughout 2021/22 with plans to revert to the processes relating to chasing payments for FPNs as the pressures of COVID 19 begin to reduce. In the interim the service continue to sensitively chase payment, and ultimately progress the cases to court when payment terms are not met.</p>												
Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% of refuse bins emptied on correct day	Cllr Watkins	98.91%	97.0%	72.9%	98.3%	99.8%	97.7%	97.9%	97.31%	FAILED	↓	99%
<p>The continued impacts of Covid-19 on staff-availability levels due to self-isolating throughout the year has contributed to difficulties in maintaining delivery of service. This resulted in the temporary forced suspension of garden waste collections earlier in the year until such time as resource-levels returned. The intention being to prioritise and preserve service delivery for residual waste and recycling collections. Furthermore, with residents working from home during the lockdown, there has been increased levels of waste presented. These increased tonnage levels impacted on the available capacity within the service e.g. multiple drops off being required which sometimes resulted in roads not being collected on the scheduled collection days.</p>												
Route to GREEN												
<p>Recycling collections improved through securing a local disposal option that ensured resources were available to complete collection rounds daily. Residents being at home has continued to challenge vehicular access into more roads each day, support from Parking Services to address some of the issues was sought, with other roads requiring more permanent measures including parking restrictions. Longer term, residual bin weights are expected to be addressed via use of larger waste collection vehicles, the introduction of a separate food waste collection and targeted communications messaging around improving recycling performance.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Total number of homes permitted through Planning (Annual)	Cllr Coxshall	3,323							195	FAILED	↓	950
<p>The council's ability to achieve housing targets is largely dependent upon the availability of sites and developers who are prepared to implement planning permissions. The suppressed housing delivery rates experienced this year can be attributed to the global pandemic and also site availability.</p> <p style="text-align: center;">Route to GREEN</p> <p>The planning team is actively working with site owners in the urban area (Grays Shopping Centre for example). Site availability will significantly improve once the Local Plan is adopted.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
Forecast Council Tax collected	Cllr Hebb	98.9%							97.96%	FAILED	↓	98.9%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	99.3%							96.8%	FAILED	↓	99.3%
<p>Whilst the standard collection processes for both of these KPIs is slightly below the year-end target, this outturn is better than initially predicted earlier in the year given the curtailment by the pandemic. The impact on collection performance has been largely mitigated by the various support packages and initiatives put in place to assist residents and businesses through the pandemic.</p> <p style="text-align: center;">Route to GREEN</p> <p>Figures represent collection performance at year end. Any uncollected balances are rolled forward for collection in the new financial year.</p>												

Indicator Definition	Portfolio Holder 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	In month Jan	In month Feb	In month March	2020/21 Outturn	End of Year Target Status	Direction of Travel since 2019/20	2020/21 Target
% Initial Health Assessment (IHA) completed within 28 days (20 working days) of child becoming Looked After	Cllr Halden	40.3%	41%	38%	80%	60%	78%	85%	57%	FAILED	↑	80%
<p>This is an indicator for which Children's Services are jointly responsible along with health colleagues who complete the assessment process. For the assessment completion, an improvement has been seen throughout the quarterly reporting from 41% Quarter 1 to 75% Quarter 4 being completed within 28 days and our year to date outturn figure stands at 57% (78 of 137 completed in timescale). Some delays in this indicator are influenced by delayed referrals (due to approvals being needed by a parent), the impact of COVID on the availability of health colleagues to complete the assessment (particularly for out of borough placements) and availability of the child (and carer) to attend the assessment process.</p> <p>There is an additional locally monitored indicator in relation to the referrals being made within 5 working days. For 2020/21 81% of those referrals were within timescale.</p>												
Route to GREEN												
<p>The improvement throughout 2020/21 has been realised through an increased focus in this area, including monitoring of timescales to trigger referrals being sent within timescales, which impacts the achievability of this indicator and regular meetings to monitor demand and allocate resources. This performance indicator is also reported and monitored through the directorate performance framework on a monthly basis.</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 2020/21	2019/20 Outturn	Qtr 1	Qtr 2	Qtr 3	Qtr 4	End of Year Outturn	Direction of Travel since 2019/20
No of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	1,934	348	844	1,278	548	1,826	↓
No of homeless cases accepted	Cllr Johnson	107	72	111	167	44	211	↑
Value (£) of council owned property disposals	Cllr Coxshall	£470k	£350k	£460k	£460k	£460k	£460k	↓
Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS) (ANNUAL)	Cllr Coxshall	£631.70 (2019)					£631.70 (2020)	→
Total number of employee jobs in Thurrock (data from ONS/NOMIS) (ANNUAL)	Cllr Coxshall	67,000 (2018)					66,000 (2019)	↓

Performance indicators for which data has not been available due to COVID-19 disruption

Number of delayed transfers of care (DToC) - days from hospital (attrib. to NHS, ASC & Joint)	The collection and publication of official DToC figures were suspended for the whole year by NHS England.
Number of GP practices with automated screening protocol in place for depression and anxiety amongst LTC (long-term conditions) patients	Data has not been available from GP practices throughout this year
Contact Centre - Face to Face average waiting times (minutes)	Face to Face has not been operating since 23 March 2020 due to COVID-19 lockdown.
Contact Centre - Face to Face - no of visitors	
KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual Outturns. Government is not publishing attainment data for schools this year
KS2 Attainment - % Achieving Expected or Better Progress in Reading, Writing & Maths	
KS4 Attainment – Progress 8 score	
Achievement of Level 2 qualification at 19 years old	
Achievement of Level 3 qualification at 19 years old	
Children Looked After KS2 – % Achieving the National Standard in Reading, Writing & Maths	
Children Looked After KS4 – Progress 8 score	
% of primary schools judged "good" or better	
% of secondary schools judged "good" or better	

4. Reasons for Recommendation

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council focussed on during 2020/21 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.
- 5.3 This report was presented to Corporate Overview and Scrutiny Committee on 8 June 2021, feedback from which will be raised at this meeting.

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: **Jo Freeman**
Finance Manager

The report provides the final year outturn 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.

The council is still assessing the full financial impact of COVID-19 and this is being regularly reported to members.

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Law and Deputy Monitoring Officer

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 Diversity and Equality

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

The Corporate Performance Framework for 2020/21 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 has been 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, and Impact on Looked After Children)

The Corporate Performance Framework includes areas which affect a wide variety of issues, including those noted above in the body of the report. 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

- none

Report Author:
Sarah Welton
Strategy Manager

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