

<b>15 January 2015</b>		<b>ITEM: 5</b>
<b>Corporate Overview and Scrutiny Committee</b>		
<b>Mid Year Corporate Progress and Performance Report 2014-15</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Councillor Victoria Holloway, Cabinet Member for Central Services		
<b>Accountable Head of Service:</b> Karen Wheeler, Head of Strategy & Communications		
<b>Accountable Director:</b> Steve Cox, Assistant Chief Executive		
<b>This report is public</b>		

### **Executive Summary**

This report combines the performance against the corporate scorecard with progress against the related deliverables/ actions/ projects as outlined in Year 2 of the Corporate Delivery Plan. This is used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

This is an extended format compared to the usual monthly corporate scorecard which with approximately 50 pieces of data, cannot possibly cover all the work and progress that the council and our partners are making.

This mid-year progress report replaces the usual Quarter 2/Month 6 Corporate Performance Report.

At the mid-year point 84% of the indicators are either meeting or within an acceptable tolerance of their target and 99% of Year 2 deliverables are progressing in line with projected timelines or within tolerance. Against the backdrop of the national austerity measures, stretched finances and reduced resources, this is encouraging.

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

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

## 2. Introduction and Background

- 2.1 This is the mid year (Quarter 2) progress and performance report in relation to Year 2 of the Corporate Plan 2013-16. This report combines the performance against the corporate scorecard with progress against the related deliverables /actions/ projects for 2014-15.
- 2.2 Appendix 1 provides details on the progress of all the Year 2 Deliverables and associated key performance indicators (which hitherto have been reported to Cabinet in the monthly corporate performance reports and Corporate Overview and Scrutiny Committee on a quarterly basis).
- 2.3 The Corporate Plan has 5 priorities, each of which has 3 corporate objectives. Therefore Appendix 1 has been produced in an objective-by-objective format, to give an holistic picture of how the council is performing in relation to the overall Corporate Plan priorities. Including the narrative progress summary around deliverables, half way through the year, provides a fuller and clearer picture, rather than the inherent limitations of a defined basket of indicators.
- 2.4 The suite of indicators was also refreshed for 2014-15 to ensure focus on key priorities and objectives is maintained and monitored.
- 2.5 Reference to the related corporate risks and opportunities is also included in Appendix 1; the full report on the council's corporate/strategic risks and opportunities monitoring was presented to Standards and Audit Committee on 9 December 2014 and can be seen on CMIS.

## 3. Issues, Options and Analysis of Options

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

### Report Headlines

The headline messages for this report are:

- 3.1 **Performance against target** - of the 50 indicators that are comparable, at the end of September 2014 (*NB KPIs = Key Performance Indicators*)

	KPIs at end of September 2014	KPIs at end of June 2014
<b>GREEN</b> - Met their target	48%	58.33%
<b>AMBER</b> - Within tolerance	36%	31.25%
<b>RED</b> - Did not meet target	16%	10.42%

3.2 **Direction of Travel (DOT)** - of the 42 indicators that are comparable, at the end of September 2014 (based on the previous year's outturn or position the same time last year, depending on which is most appropriate for the indicator):

	DOT at end of September 2014	<i>DOT at end of June 2014</i>
↑ IMPROVED	54.76%	68.29%
→ STATIC	16.67%	14.64%
↓ DECLINED	28.57%	17.07%

The performance of the indicators within the corporate scorecard need to be considered against the backdrop of the national austerity measures and reduced resources, and in particular, how these measures impact on the Council's finances and demands for services. However, the fact that over 80% of KPIs are currently hitting or close to target is encouraging.

Those that are currently not hitting target will continue to be monitored closely at both service and corporate level, and remedial action will be taken as appropriate.

### 3.3 Progress against Year 2 (2014-15) Deliverables

NB. The following RAG status' are based on a subjective rating for each deliverable within Year 2 of the Corporate Plan.

	<b>GREEN</b> - progressing as planned	<b>AMBER</b> - some slippage but within tolerance	<b>RED</b> - requires remedial action
<b>Priority 1:</b> Create a great place for learning and opportunity	70.6%	29.4%	0%
<b>Priority 2:</b> Encourage and promote job creation and economic prosperity	76.9%	19.3%	3.8%
<b>Priority 3:</b> Build pride, responsibility and respect to create safer communities	100%	0%	0%
<b>Priority 4:</b> Improve health and well-being	57%	43%	0%
<b>Priority 5:</b> Protect and promote our clean and green environment	58.3%	41.7%	0%
<b>Well-run organisation</b>	66.7%	33.3%	0%
<b>Overall Total</b>	70.5%	28.5%	1%

## KPIs 'IN FOCUS'

- 3.3 As part of the council's performance management process, the Performance Board - a council wide group of performance leads – reviews the progress of the Corporate Scorecard on a monthly basis to provide assurance to the Directors' Board and members of delivery. For Month 6, Performance Board also considered the progress against the Year 2 deliverables.

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

### 3.4 % satisfaction with housing repairs RAG Status = **GREEN**

<b>Definition</b>	This PI measures the level of satisfaction from tenants with regard to the housing repairs service they receive. This is collected via an external, independent survey agency. The survey is undertaken at the point at which the "job" has been completed.		
<b>Reason for IN FOCUS</b>	This indicator has improved significantly from a historically, consistently low base.		
<b>Sept Actual</b>	<b>YTD (Sept)</b>	<b>YTD Target (Sept)</b>	<b>Year End Target</b>
85%	85%	80%	80%

Overall satisfaction with repairs continues to be positive and above target with 85% of tenants surveyed by an independent company saying that the service they received for housing repairs was either Excellent or Good.

Good management of the repairs contract and robust mechanism put in place in mobilizing works is leading to effective delivery of a repairs service and to high standards.

Later on this agenda, Members are asked to consider both a new repairs policy and the award of the repair contract to Mears Ltd. The procurement for a new Repairs & Maintenance contract follows a period of interim provision, with the associated improvements in performance, and learning gained through stronger client contract management and the implementation of a robust performance management framework. Both this and the procurement of the new repairs contract have been subject to extensive resident and Member consultation and changes have been introduced which directly reflect residents priorities.

*[Commentary agreed by Barbara Brownlee]*

### 3.5 Development Planning

Thurrock's Development Management Team is recognised as being one of the highest performing and progressive in the country. Despite reduced resources (and an increasing workload) the embracing of digital transformation, visionary management and the commitment of staff at all levels has seen the performance and reputation of the team continue to rise. Some of the team's more significant successes include:

- Royal Town Planning Institute Award for Excellence – June 2014 – for contribution to growth and employment (in relation to the work on the London Gateway Local Development Order)
- Consistently national top 10% performance levels (currently top 5%)
- Pro-active work to promote Thurrock as a place for investment (including attracting British Airway's bio-fuel plant to the Thames Enterprise Park)

The team regularly works with key stakeholders (community representatives, Members, developers) to improve service delivery. The team also holds bi-annual Planning Agent Panel meetings which provide key customers the ability to provide feedback and discuss the direction of the service with senior officers. In their report, the Planning Officers Society were highly supportive of the direction of the service stating:

*"...The Development Management service at Thurrock has moved forward a long way over the last 3 years in particular, in terms of performance and quality. This is a success story which could be helpful to other authorities as an example of Development Management good practice in the face of significant obstacles".*

Building upon this work, in September 2014, the team signed up to the Planning Advisory Service Planning Quality Framework in order to gain a greater understanding of the needs and experiences of its customers when submitting planning applications, with a focus upon creating conditions that will facilitate high-quality and sustainable investment that will benefit our communities for generations to come.

Off the back of the team's fast growing reputation as a progressive and modern planning service, they were recently commissioned to support a neighbouring authority which has led to further joint-working opportunities.

In early 2014, the Development Management team helped to establish what is seen as a unique 'Health and Wellbeing Planning Advisory Group'. This group is made up of representatives from Planning, Housing, Adult Social Care, NHS Thurrock Clinical Commissioning Group, NHS England (Essex Local Area Team), Public Health, Children's Services and others. The concept is for this group to consider, at the earliest opportunity, development proposals and provide comment to Development Management to ensure that development is

only permitted where the social wellbeing of the communities is protected or improved.

During 2013 and 2014 the Development Management Team have worked hard to establish channel shift and to move the services to a digital platform. In March 2014, they were awarded Smarter Planning Champion Status by the Planning Portal and the team continue to promote the benefits of digital service delivery.

In summary, the team recognises that when delivered in a constructive and engaging manner, planning is the catalyst for driving the necessary economic growth and significant social and environmental enhancements that will benefit our communities for decades to come. Despite the financial and other challenges that exist, the team continues to drive forward changes that enhance the planning experience, attract investment and yield positive outcomes – as illustrated in some of the key examples highlighted.

*[Commentary agreed by David Bull]*

### **3.6 Children's Services Key Performance Indicators**

Children's Services have deliberately set themselves some very challenging targets in 2014/15. This is to show our commitment to bringing Thurrock above national average benchmarks. The indicators within the corporate scorecard regarding Priority 1: Create a great place for learning and opportunity, were specifically chosen as these are ones which the service is focussing on improving.

The ambition to achieve good outcomes for children is best served by aiming for a step change rather than incremental progression.

This is reflected in the suite of children's services performance indicators, only one of which is showing as GREEN at the mid year point of the year. Importantly, however, the vast majority of the KPIs, whilst not meeting the target, have shown significant improvement and above statistical neighbours in many areas.

Also, amongst the key deliverables around children's services, 100% of commitments made in the corporate delivery plan for 2014/15 are being delivered as planned or with a small amount slippage. This is very encouraging and a testament to the hard work of all the staff in the service, particular during these difficult budgetary times.

*[Commentary agreed by Carmel Littleton]*

3.7 The full summary of the corporate scorecard KPI performance is set out below:

Corporate Priority	No. of PIs (not inc. Annual KPIs)	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a) *	No. of KPIs at Green ✓	No. of KPIs at Amber ⇄	No. of KPIs at Red ✗	No. of KPIs unavailable for comparison (n/a) *	No. Improved since 2013-14 ↑	No. Unchanged since 2013-14 →	No. Decreased since 2013-14 ↓
Create a great place for learning and opportunity	14	4	1	5	4	7	5	0	2
Encourage and promote job creation and economic prosperity	5	0	3	1	1	1	2	0	2
Build pride, responsibility and respect to create safer communities	8	0	6	1	1	2	4	1	1
Improve health and well-being	7	0	4	2	1	1	3	0	3
Promote and protect our clean and green environment	8	0	7	1	0	1	4	3	0
Well run organisation	12	0	3	8	1	0	5	3	4
<b>TOTAL</b>	<b>54</b>	<b>4</b>	<b>24</b>	<b>18</b>	<b>8</b>	<b>12</b>	<b>23</b>	<b>7</b>	<b>12</b>
		<b>PIs available = 50</b>	<b>48%</b>	<b>36%</b>	<b>16%</b>	<b>PIs available = 42</b>	<b>54.76%</b>	<b>16.67%</b>	<b>28.57%</b>

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

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

- 4.1 This monitoring report is for noting, with a further recommendation to circulate any specific areas to relevant Overview and Scrutiny for further consideration. It is also considered at Corporate Overview and Scrutiny Committee

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

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

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

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

#### **7. Implications**

##### **7.1 Financial**

Implications verified by: **Michael Jones**  
**Group Accountant**

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

##### **7.2 Legal**

Implications verified by: **David Lawson**  
**Deputy Head of Legal**

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

##### **7.3 Diversity and Equality**

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



This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults, volunteering, access to services etc. Individual commentary is given within the report regarding progress and actions. The Corporate Plan Year 2 Delivery Plan also has some direct references to equality and diversity, for which there is commentary within the report.

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

The Year 2 Corporate Delivery Plan and the Corporate Scorecard contain measures related to some staff, health, sustainability and crime and disorder issues. Individual commentary is given within the report regarding progress and actions.

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

- **Year 2 Delivery of the Corporate Plan -**  
<http://democracy.thurrock.gov.uk/thurrock/MeetingsCalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2265/Committee/402/Default.aspx>

**9. Appendices to the report**

- Appendix 1: Mid Year Corporate Progress and Performance Report

**Report Author:**

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