

<b>13 July 2016</b>		<b>ITEM: 7 (Decision 01104372)</b>
<b>Cabinet</b>		
<b>Corporate Performance Framework 2016/17 and End of Year Corporate Performance Report 2015/16</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Councillor Deborah Stewart, Portfolio Holder for Performance & Communities		
<b>Accountable Head of Service:</b> Karen Wheeler, Head of Strategy, Communications & Customer Services		
<b>Accountable Director:</b> Jackie Hinchliffe, Director of HROD & Transformation		
<b>This report is public</b>		

### **Executive Summary**

This report provides a forward look at this year (2016/17) and a final look at how the council performed against its priorities last year (2015/16).

The Corporate Plan 2016/17 (Appendix 1) outlines the focus areas for service delivery during this year. This is currently based on the existing vision and corporate priorities which will be refreshed during the year. The Plan is supported by the Corporate KPI (Key Performance Indicator) Framework (Appendix 2) which details the statistical evidence the council will use to monitor the progress and performance against those priority activities. There will be a full and thorough review of existing KPIs and other performance tools in 2016 in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve and take action.

The End of Year Corporate Performance Report (Appendix 3) combines the performance against last year's corporate scorecard with progress against the related actions/ projects as outlined in the Corporate Priority Activity Plan for 2015/16.

Corporate Overview and Scrutiny Committee were invited to comment on the draft Corporate Plan and KPIs for 2016/17 at their meeting on 21 June and ahead of consideration by Cabinet in July and a full review in 2016. The feedback is included in this report.

## 1. Recommendation(s)

- 1.1 To agree a full and thorough review of existing KPIs and other performance tools in 2016 in line with recommendations made by Corporate Overview and Scrutiny in 2015/16
- 1.2 To agree the activities for the upcoming year within the Corporate Plan 2016/17 (Appendix 1) and performance framework for 2016/17 (Appendix 2) in the context of a full review in 2016
- 1.3 To note the progress and performance against the corporate priorities for 2015/16 – Appendix 3

## 2. Introduction and Background

- 2.1 The Council has an agreed vision and set of corporate priorities which are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. These priorities were refreshed slightly in 2015 to take into account the changing relationship between the Council and the community and our role in place shaping and community leadership:-

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

- **Create** a great place for learning and opportunity
  - **Encourage** and promote job creation and economic prosperity
  - **Build** pride, responsibility and respect
  - **Improve** health and well-being
  - **Promote** and protect our clean and green environment
- 2.2 During 2016/17 Cabinet will fully review the vision and corporate priorities to take account of the changes the council needs to make in the way services are delivered to communities, available resources and to reflect the new Health and Well Being and Economic Growth Strategies.
  - 2.3 To ensure that the review of our priorities includes opportunities for the public to express their views, a resident survey will take place during the autumn, the outcome of which will feed into the refresh of our vision and priorities.
  - 2.4 In the meantime, this report outlines those projects and activities which will be the focus for the council during 2016/17 based on the existing vision and priorities.
  - 2.5 The key council projects for the year ahead are set out in the Corporate Plan (Appendix 1) mapped against the priorities. The performance of those priority

activities will be monitored through the Corporate KPI (Key Performance Indicator) framework (Appendix 2). There will be a full and thorough review of existing KPIs and other performance tools in 2016 keeping in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

- 2.6 Service Plans flow from the corporate priorities and cascade down into team plans and ultimately into individual plans and objectives.
- 2.7 This report also details progress in relation to the delivery of the Corporate Priority Activity Plan 2015/16 and associated performance data. This can be found at Appendix 3 and is summarised below.

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

#### **3.1 Corporate Plan 2016/17 – Appendix 1**

- 3.1.1 Feedback from the LGA Peer Review in February 2016 suggested that, whilst being ambitious, the council's list of corporate priority activities during 2015/16 was too all-encompassing and as such it was difficult to determine the key outcomes being sought.
- 3.1.2 For 2016/17 a much more streamlined, outcome based draft plan focussing on approximately 20 key projects has been developed, linking more clearly with existing strategies and plans (for example the Joint Health and Well Being Strategy and Economic Growth Strategy).
- 3.1.3 These projects have been developed using outcomes in service plans and key strategies, as well as feedback from the LGA Peer Review team and the Children's Social Care Ofsted inspection.

#### **3.2 Corporate KPI Framework 2016/17 – Appendix 2**

- 3.2.1 The Corporate KPI Framework for 2016/17 combines the corporate KPI scorecard with other key service demand indicators. This provides a mixture of strategic and operational indicators. This is a different approach to recent years where the emphasis for corporate reporting has been on strategically important indicators i.e. those directly linked with evidencing the delivery of the council's priority activities.
- 3.2.2 However, in 2016/17, with the demand for council services increasing and being ever more complicated, a more holistic approach to monitoring data and intelligence will be utilised. This will include scrutiny of the workflow and demand in front line services at the highest level. There will also be increased analysis of internal processes at service level by Directors.
- 3.2.3 Although overall the volume of draft KPIs has increased from previous years, not all of these indicators will be reported to members each time. The main focus of the monitoring reports will continue to be those indicators which directly monitor the delivery of the Corporate Plan priorities, with other

indicators being escalated to members on an exception basis. This is a draft list and will be subject to a full review in 2016.

- 3.2.4 From 2016/17 the reports will no longer categorise KPI performance as Red, Amber or Green (RAG status). Instead there will be a simplified Achieved or Failed i.e. performance which is worse than target, regardless of the margin, will have “failed”. Both methodologies are reflected in the tables below and Appendix 3.

### 3.3 Monitoring and Scrutiny 2016/17

- 3.3.1 Progress and performance against the Corporate Plan will be monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board scrutinises the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 3.3.2 Each quarter a report will be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.
- 3.3.3 The frequency of the reports will be quarterly. At the mid and end of year points the report will also contain a review of progress against the activities in the Corporate Plan. Again, this will first be considered by Corporate Overview & Scrutiny Committee before being presented to Cabinet.

### 3.4 Summary of Corporate Performance in 2015/16

Corporate KPIs at year end (subject to final data quality audit)		New Framework
<b>GREEN</b>	48.94%	Achieved 48.94
<b>AMBER</b>	40.43%	
<b>RED</b>	10.63%	Failed 51.06

Direction of Travel compared to 2014/15	
↑ IMPROVED	61.7%
→ STATIC	12.77%
↓ DECLINED	25.53%

### 3.5 2015/16 Performance Highlights

Some key achievements from 2015/16 are highlighted below. Others are reported within the main body of the report at Appendix 1.

- New business parks in Tilbury and London Gateway

- New Community Hubs/centres in Stifford Clays and Tilbury
- The Old Courthouse business centre in Grays Magistrates Court
- Joint Health and Well Being Strategy agreed
- Economic Growth Strategy agreed
- Consultation on the Local Plan
- Business and Education Summit and Opportunity Thurrock events
- Consultation on Grays Town Centre and riverfront regeneration
- Stronger Together Partnership Conference
- 25 HAPPI housing flats in Derry Avenue, South Ockendon
- 700 Well Homes visits
- Over 5,800 home transformations since 2013
- New future for the State Cinema building
- Key Stage 2 results went up in all areas
- Award winning Thurrock Next Top Boss programme
- Rated “outstanding” for Prince’s Trust Team programme
- Higher rate of business growth than any region in England including London
- Council’s partnership with High House Production Park highly commended for the LGC Awards Partnership of the Year

3.6 The Council has also had recognition in 2015/16 for the excellence of our individuals and teams including:

- Careers Team - National Children and Young People Now Awards
- Local Area Coordinators - LGC Team of the Year (highly commended)
- Democratic Services, Team of the Year, Association of Democratic Services Officers (ASDO) Awards
- Stephanie Cox, Learner of the Year, Association of Democratic Services Officers (ASDO) Awards
- Nine Civic Awards for members of the public for their commitment to their community
- Thurrock Top Boss awarded three business challenge awards to teams from schools and colleges
- The second Education Awards saw 15 awards given to Thurrock teachers and school staff being recognised for their contributions to the improvement and enrichment of Thurrock’s school pupils

### 3.7 **Performance Challenges**

There are still a number of specific areas where performance needs to significantly improve, including KS4 results, attainment of Looked After Children and levels of recycling.

One of the challenges for all services during 2015/16 has been (and will continue to be throughout 2016/17 and beyond) how to deliver council services within the available budget. This is a particular challenge given the increased demand and complexity of many of our services, especially children’s social care and services for older people.

3.8 The full summary of Corporate Scorecard KPI performance is set out below:

Corporate Priority	No. of PIs	Performance against Target				New Framework		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 ✗	ACHIEVED	FAILED	No. of KPIs unavailable for comparison (n/a) *	No. Improved since 2012-13 ↑	No. Unchanged since 2012-13 →	No. Decreased since 2012-13 ↓
Create a great place for learning and opportunity	15	2	3	7	3	3	10	0	10	0	5
Encourage and promote job creation and economic prosperity	5	0	3	2	0	3	2	1	3	1	0
Build pride, responsibility and respect	2	0	2	0	0	2	0	0	1	1	0
Improve health and well-being	11	1	8	1	1	8	2	2	6	1	2
Promote and protect our clean and green environment	8	3	0	4	1	0	5	2	2	0	4
Well-run organisation	12	0	7	5	0	7	5	0	7	4	1
<b>TOTAL</b>	<b>53</b>	<b>6</b>	<b>23</b>	<b>19</b>	<b>5</b>	<b>23</b>	<b>24</b>	<b>5</b>	<b>29</b>	<b>7</b>	<b>12</b>
		PIs available = 47	48.94%	40.43%	10.63 %	48.94 %	51.06 %	PIs available = 48	61.70%	12.77%	25.53%

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

- 4.1 The Corporate Plan and associated performance framework are fundamental to articulating what the council is aiming to achieve and how. 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 One of the challenges for all services during 2016/17 and beyond will be how to deliver council services within the available budget. This report outlines what the council will focus on in the year ahead and confirms the governance and monitoring mechanisms which will be in place to ensure that priorities are delivered.

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

- 5.1 The original vision and corporate priorities were extensively consulted upon with residents, community and voluntary sectors and other partners.
- 5.2 Performance monitoring reports are 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.
- 5.3 Corporate Overview and Scrutiny on 21 June were invited to comment on the draft Corporate Plan and KPIs for 2016/17 ahead of consideration by Cabinet and a full review in 2016. The committee felt that the Corporate Plan was robust and welcomed the change to monitoring progress against KPI targets with the introduction of Achieved and Failed making it clearer.

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

- 6.1 The Corporate Plan and associated performance framework are fundamental to articulating what the council is aiming to achieve and how. The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.
- 6.2 The end of year report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Carl Tomlinson**  
**Finance Manager**

The report provides an update on performance against corporate priorities in 2015/16 and the performance framework for 2016/17. Although this report itself does not have any direct financial implications, the Corporate Plan (Appendix 1) and KPI Framework (Appendix 2) for 2016/17 contain activities and measures that influence the council's ability to operate within available resources. Individual commentary will be given throughout the year within the regular monitoring reports regarding progress, impact and actions.

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

### **7.2 Legal**

Implications verified by: **Paul Field**  
**Deputy Monitoring Officer**

There are no direct legal implications arising from this report. However, individual priority projects outlined in Appendix 1 may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

### **7.3 Diversity and Equality**

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

The Corporate Plan and KPI Framework for 2016/17 contain 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 will be given throughout the year within the regular monitoring reports regarding progress and actions.

The End of Year Corporate Performance Report 2015/16 also contains narrative and data relating to wider diversity and equality objectives, for which commentary is provided in Appendix 3.

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

The Corporate Plan includes areas which affect a wide variety of issues, including those noted above. Details can be found in the appendices.



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

**9. Appendices to the report**

- Appendix 1 – Draft Corporate Plan 2016/17
- Appendix 2 – Draft Corporate KPI Framework 2016/17
- Appendix 3 – End of Year Corporate Performance Report 2015/16

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