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

Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **14 March 2017**

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

Membership:

Councillors John Kent (Chair), Leslie Gamester (Vice-Chair), Jack Duffin, Steve Liddiard, Ben Maney and Aaron Watkins

Substitutes:

Councillors Tim Aker, James Baker, Tony Fish, Oliver Gerrish and Tom Kelly

Agenda

Open to Public and Press

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Agenda published on: **6 March 2017**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

<u>**Helpful Reminders for Members**</u>

- *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?*

<u>**When should you declare an interest *at a meeting*?**</u>

- **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	**Non- 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	Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature

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

You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

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

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

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated "Good" or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 18 January 2017 at 7.00 pm

Present:	Councillors John Kent (Chair), Leslie Gamester (Vice-Chair), Jack Duffin, Steve Liddiard, Ben Maney and Aaron Watkins
In attendance:	Sean Clark, Director of Finance & IT
	Roger Harris, Corporate Director of Adults, Housing and Health
	Jackie Hinchliffe, Director of HR, OD & Transformation
	Karen Wheeler, Director of Strategy, Communications and Customer Service
	Janet Cox, Strategic Lead HR & OD
	Charlotte Raper, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

28.   Minutes

The minutes of the meeting of the Corporate Overview and Scrutiny Committee held on 22 November 2016 were approved as a correct record, subject to an amendment proposed by Councillor Duffin. Councillor Duffin outlined that, regarding the Local Council Tax Scheme, he had agreed with Proposed Change 5 in principal but could not support it until there was clarity provided around issues such as triplets.

29.   Items of Urgent Business

There were no items of urgent business.

30.   Declaration of Interests

There were no declarations of interest.

31.   Communications Update

The Director of Strategy, Communications and Customer Services presented the report which outlined the focus of the communications team over the past year. Members were asked to offer comments on the direction of travel for communications to help set out an overall Communications Strategy.

Councillor Duffin raised the issue of inconsistency between the information conveyed by the Council's Twitter account versus the Facebook page. He suggested filming parts of Council meetings and uploading them to offer better engagement with residents, as many people in the borough were unaware what happened at meetings. He raised the issue of disjointed communication and the concern of relying solely on social media to inform residents which risked alienating certain groups. Many residents were not on social media, and did not have internet access; as such it was essential that communication was wider to ensure all residents could stay informed regarding updates.

He expressed concern at the relative disparity between the energy the council expended on monitoring the activity of councillors on social media and responding to complaints from residents. He highlighted his view that there was a perceived bias from the communications team with Conservative Councillors being quoted, named and photographed, while Councillors from UKIP and Labour did not receive the same treatment. Finally, he raised the issue of false press statements and queried the Council's procedure as there had recently been a press release containing false information, which had been corroborated by officers. He queried why no further action had been taken to correct the release.

The Director of Strategy, Communications and Customer Services agreed that the information featured on Twitter and Facebook would be assessed. Generally information appeared on both, but some immediate updates were posted on Twitter and not Facebook. With regards to filming meetings the Committee heard that it had become increasingly popular with a number of Local Authorities and the Communications team wanted to do more, as it was a different way of engaging local residents with the democratic process. It was to be explored further as part of the direction of travel and the Portfolio Holder had also requested increased use of video. Generally speaking the communications team aimed to use as many channels as possible to deliver information to residents as social media was most suitable for certain audiences. The Council also used posters, leaflets and the local press to communicate a number of issues.

In terms of some of Councillor Duffin's latter points, the Director was not in a position to comment as he had highlighted specific dates for which she did not have the information to hand, but she would look into the outside of the meeting.

The Chair interjected that there needed to be some further input regarding the role of the communications team, which realistically was two-fold. Understandably, with regards to planned events in which Council policy was being promoted it was right that the relevant Cabinet Member would be pictured and referenced. However, in terms of reactive events, such as the attempt to burn down the library in East Tilbury, it seemed bizarre that local Councillors present were not named and pictured in the same way. He asked for clarity on the Council's policy or protocol in these events.

Members heard that the communications team promoted the work of the Council, including Portfolio Holders, decisions made jointly such as the Lower Thames Crossing where there is a Council position, and outcomes from other Committees such as Overview and Scrutiny. The team responded to requests and assessed what the messaging should be. There had been no request from the ward councillors around the events in East Tilbury. Specific responses had been made to media enquiries and with reference the latest position regarding the library, quoting the Portfolio Holder. It was highlighted that the Ward Councillor had been present at the time that the Cabinet Member had been interviewed and photographed which caused some concern for Members of UKIP and Labour.

Councillor Watkins supported the proposal to film meetings to post on the Council's website and upload to social media, particularly if this was to be done by the Council's communications team rather than an outside organisation. He praised the seemingly 24hour service of the team and insisted their work around the "give a gift tree", which had been largely social media driven, deserved recognition. He sought clarification on section 3.7 of the report and asked what the process would be moving forward regarding publishing public notices in the local press.

It was confirmed that there was an error; the report should have read June 2017, not 2016. The contract, which was very small and only covered public notices with no other advertising, had been awarded for a two year period and the decision whether to go back out to tender would need to be made soon.

It was asked what Opposition Members might do regarding press releases and statements. The Committee heard that the communications team was responsible for promoting the view of the Council, including the Mayor and other Councillors represented in their specific roles, for example Overview and Scrutiny Chairs, not by their party affiliation. Any Members seeking advice or guidance should contact the communications team who would offer any assistance possible.

RESOLVED:

The Committee noted and commented upon the update and direction of travel for communications to inform the development of a Communication Strategy.

32.   **Investors in People 2016**

The Director of HR, OD & Transformation introduced the report by offering some wider context. Members heard that the Council had also won two national awards and the Local Government Association considered Thurrock within the top 10% of Council employers. The report outlined how Thurrock had achieved the accreditation, the feedback given by the assessor and the action plan moving forward.

Councillor Liddiard congratulated the Director of HR, OD & Transformation and all staff insisting a "well done" was deserved all round.

Councillor Maney referred to section 3.4 of the report and asked how the staff interviewed had been selected. The Committee heard that the Council had been given a breakdown by the assessors. Whilst there had been some light touch screening around staff on long-term sick, annual leave etc. the selection generally was at random based around the requirements of the assessor.

The Chair echoed Councillor Liddiard's comments and added that it was hard to achieve these accreditations and even more difficult to hold onto and as such it was a good achievement and well done to all involved.

RESOLVED:

Members noted and commented on:

1) **The achievement of reaccreditation of Investors in People Gold.**

2) **The analysis being undertaken to identify the benefits to the Council of moving forward with the Generation 6 Framework requiring a potential re-assessment in 2019 and a number of formal progress meetings throughout 2017/18.**

3) **The incorporation of the Investors in People continuous improvement plan into the key actions within the new people strategy.**

33.   **Staff Survey 2016**

The Director of HR, OD & Transformation presented the report which was a follow up to the report previously presented at the meeting held 20 September 2016. This report provided an update on the corporate actions taken in response to the staff survey findings and plans to assess impact with a 'pulse survey' in spring 2017.

Councillor Duffin referred to section 3.3.1 of the report and queried whether the reality was that the current IT systems were not good enough, rather than 68% of staff requiring additional training. The Committee heard that in reality it was a combination of the two; in areas with the weaker responses further investigation showed there were competence issues too. Moving forward there were plans to test and check at the recruitment and induction stages to ensure new starters were confident on Thurrock Council's corporate systems.

The Director of Finance and IT explained that there had been a huge investment in the IT infrastructure in recent years however prior to that it had been very outdated and there was some element of "catching up" to be done. There was also an element of "the more you get the more you expect" and as more resources became available there was more that could go wrong. As

there were increasing expectations around flexible and mobile working tablets and phones would be trialled to find the most suitable for the needs of employees.

Councillor Duffin moved on to section 3.1.2 of the report and the reference to massages for Council staff; he asked how much this was costing the Council. Members were assured that the massages had been bite size taster sessions by companies who had been promoting their services and as such had not incurred any cost to the Council.

The Chair asked how the success of wellbeing weeks was assessed. All taster sessions were evaluated by participants and the Council also assessed demand. There were also smoking cessation and weight loss programmes for staff for which the sign up levels and the overall outcome success were assessed. It was highlighted that investments in wellbeing directly linked into absence management schemes.

The Chair accepted that Members understood that a happy and healthy workforce were generally better motivated and less likely to be absent however it would still be helpful for Committee Members to see a proper evaluation. The Director of HR, OD & Transformation agreed that some form of evaluation report could come before the Committee in future.

RESOLVED:

Members noted and commented on the corporate actions taken to respond to the 2016 Staff Survey findings.

34. **Budget 2017/18 - Capital Programme Approach**

The Director of Finance and IT outlined the desire to present a more strategic and aspirational Capital Programme than previous years had seen. The report offered an update on the progress and approach currently being taken.

The Chair welcomed the introduction of a 'feasibility pot' and expressed his own view regarding delegations that he was satisfied with the system currently in place. He was cautious that imposing a restriction on level of investments which could be delegated ran the risk of tying the Council down when there was a need for a rapid response to an opportunity or investment change.

Councillor Duffin expressed concern regarding section 2.4 of the report. Members had previously been advised that the Thameside Theatre would not close until a replacement theatre opened, but now there were reports the Thameside would be closing in 2019 with no information surrounding the opening date of the new theatre. Members heard that the Section 151 officer had not been involved in any conversation regarding the closure of the Thameside Theatre, and there was nothing related included within the Capital Programme.

There was some confusion regarding the decision process and it was clarified that, whilst both Overview and Scrutiny Committees and Cabinet could offer recommendations, the final decision would fall to full Council.

Councillor Watkins agreed with the £2million figure for the feasibility pot, but felt there should be a sensible threshold around delegations. When asked if he could propose a figure he advised he had no specific figure in mind, and it need not be anything too low but investments of above perhaps a figure of £5million should require the approval of full Council.

Councillor Duffin moved to the topic of Delegations and expressed concern regarding the Gloriana Scheme. He noted that he was limited in what he could discuss as there were ongoing matters, but requested information on how to call an emergency meeting of the Council to discuss the issue. It was necessary to ensure the current scheme was effective and appropriate before moving onto further schemes with Gloriana.

The Director of Finance and IT advised the Committee that whilst he could make proposals, the final decision lay with Councillors. If a de minimis were set at the level of £5million nothing linked to Gloriana would fall below that figure and so all decisions would come back to the Council. Otherwise Members could decide to impose no de minimis but remove Gloriana from the scheme of delegations so any Gloriana decision would fall to Members.

Councillor Duffin requested confirmation on the process from the Chair, he advised he did not know the exact figure but it would be a number of councillors signing a request to hold an emergency meeting but exact details would be outlined within the constitution and would be available by the end of the meeting.

RESOLVED:

1) **The Committee noted the progress on bringing forward capital proposals**

2) **The committee commented on an approach to delegations**

Members were directed to the Constitution, Council Procedure Rules, Extraordinary Meetings, Chapter 2, Part 2, Paragraph 4.

35. **Fees & Charges Pricing Strategy 2017/18**

The Director of Finance & IT presented the report which set out the charges in relation to services within the remit of Corporate Overview and Scrutiny Committee, which would take effect from 1 April 2017.

The Chair expressed his view that the approach seemed sensible and satisfactory.

RESOLVED:

1) **Corporate Overview and Scrutiny Committee noted the revised fees and charges proposals.**

2) **Corporate Overview and Scrutiny Committee commented on the proposals currently being considered within the remit of this committee.**

36. **Draft General Fund Budget 2017/18**

The Director of Finance & IT presented the report which outlined the draft budget proposals for a balanced budget for 2017/18 and proposed recommendations regarding the Adult Social Care Precept and Support Grant.

Councillor Duffin offered his full support for the proposal of a 3% increase in the Adult Social Care Precept in both 2017/18 and 2018/19 with no increase in 2019/20. He highlighted the current crisis in health and adult social care and expressed the need to do as much as possible to ensure the most money was available.

The Chair expressed his view that it was difficult to support any of the proposals for the Adult Social Care Precept with no exact budget figures available, as the 3% increase could be funding a cut in the broader budget. He asked why there were no specific budget figures listed within the report and emphasised that it would be difficult to assess what the increase should be if there was no advice as to what it was proposed the Council would be spending. Members were advised that in previous years the final budget envelopes had always been presented to Members in February in both Cabinet and Council reports. Previously the savings had been directly allocated to services whereas this year they were more cross-cutting; such as managing staffing-levels and income generation.

The Chair sought clarification regarding section 3.1 of the report, in terms of the level of cut to the Revenue Support Grant for 2017/18. The Committee heard that there would be a drop in Government funding of £6million for the Council to bridge over the course of the year. The four-year settlement offered an indication of the Revenue Support Grant over the next four years and the reductions to be faced, but there were other substantial grants to be considered as part of the General Fund. The Educational Support Grant and Housing Benefit Grant were both seven figure sums and were not covered by the four-year settlement.

The Chair referred to Councillor Duffin's proposal to support the recommendation of 3%, 3%, 0% and expressed that he was minded to agree as it was likely that the Government may change its mind again in future and

allow Local Authorities to have more funding, so it was best not to minimise what could be available.

Councillor Watkins interjected that he was also a Member of the Health Overview and Scrutiny Committee, and recently sat as a substitute on the Corporate Parenting Committee. His personal view was that the 3%, 2%, 1% option would be more sensible to allow additional funds in the final year. Although it might be slightly less funding over the coming two years, it ensured an income in each year.

Members were reminded that their input on years two and three was only for guidance in terms of budget planning and the reality would be an annual vote on the year ahead, not voting on all three years immediately.

The Chair asked the Director of Adults, Housing and Health for his view. It was highlighted that the funding uncertainty for future years was so great that stability was required sooner rather than later. There was still lobbying occurring at a national level as professional organisations did not feel this was the right way to fund adult social care as it was particularly unfair to Local Authorities such as Thurrock with a low Council Tax Base. The crisis in health and adult social care and the need for additional funding was starting to be more widely recognised. The reality was that the current funding structure for social care was unsustainable and would need to be changed. Services were facing an immediate crisis and it would be better to get the additional resources required sooner than later.

The Committee considered the appendix to the report, schedule of proposals. Officers were asked to provide confirmation around the derivability of certain proposals, particularly absence management, consultancy and agency staff costs and the facilities review. Officers gave their assurances that these savings were realisable. With regards to the facilities review, the item had been exempt and as such Officers could not provide much detail but if the saving could not be met it would need to be identified elsewhere within the budget.

There was concern regarding a proposed reduction in resources for face-to-face contact and Members sought clarity that there would be fall-back solutions for instances of technical difficulties and other such circumstances that might arise. Members were assured that there would always be face-to-face staff available.

The Chair sought clarification on an implied change to staff's terms and conditions, in terms of sick pay. Members heard that the proposed saving focused on the pay mechanism itself, and there was no proposal to amend terms and conditions at this point in time.

There was some debate regarding street lighting efficiencies. The Chair had understood that these savings had already been banked. The Committee heard that only part of the savings had been previously accounted for within the budget.

A Service Review of libraries could offer a saving of around 10%. When asked if this involved closures the Committee was assured that the figure was an estimated result of the service review, and that any closure would be subject to the normal consultation process.

Members were advised that the Service Review for Adult Social Care – Fieldwork Services did not include any staff reduction. The Private Rented Sector review followed a change in legislation which increased the number of registered HMOs from around 20 to nearly 400. There would be a need to increase staff but this change should generate net income and it was considered to be deliverable.

Councillor Duffin requested the Debt Collection Service Review consider the treatment of vulnerable people particularly. Officers agreed that the review should improve matters and that there would also be a review of the Fair Debt Policy.

The Chair expressed concern at the likely closure of the Thameside Complex and proposed an additional recommendation. The Committee voted in favour of an additional recommendation to Cabinet that the Council should stick to the agreed position that the current complex should not be closed until its replacement has been delivered.

RESOLVED:

Corporate Overview and Scrutiny Committee commented on:

1) **The report**

2) **The Adult Social Care precept options as set out in section 4 of the report.**

3) **That a recommendation be made to Cabinet to maintain the agreed position regarding the Thameside Complex. The current building should not be closed until its replacement has been delivered.**

37.   **Work Programme**

Councillor Duffin requested an item regarding submission of questions and motions to Full Council, and how their viability was assessed. The Chair agreed that other Members shared his sentiments, but the item would be more appropriate to be heard by the Standards and Audit Committee. Officers agreed to liaise with the relevant parties to have the item put forward.

RESOLVED:

Members noted the Work Programme.

The meeting finished at 8.30 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**

14 March 2017	ITEM: 5
Corporate Overview and Scrutiny Committee	
Connected Thurrock – Thurrock's Digital & Information Technology Strategy 2017-20	

Wards and communities affected:	**Key Decision:**
All	Key

Report of: Murray James - Operational Service Lead - ICT

Accountable Head of Service: Murray James - Operational Service Lead - ICT

Accountable Director (s):
Sean Clark - Director of Finance & IT
Sharon Bayliss – Director of Commercial Services
Jackie Hinchliffe – Director of HR & OD

This report is Public

Executive Summary

Although the Council has a number of digital projects in delivery it does not have a formally articulated digital strategy.

Directors Board has requested the development of an overarching digital / ICT strategy that supports the delivery of organisational priorities and complements other key corporate strategies.

Over the last 4 months colleagues and partners in Thurrock have been consulted and engaged and their views have shaped the development of the strategy which is being branded as 'Connected Thurrock'.

Connected Thurrock has been developed as a short but focussed strategy that will take Thurrock on a journey to become a 'digital exemplar' and meet wider community ambitions around place making and economic growth.

1. **Recommendation(s)**

1.1 **That the Connected Thurrock Strategy be supported and referred to the meeting of Cabinet on 5 April 2017 with a recommendation for approval.**

2.   Introduction and Background

2.1   Although the Council has embraced the digital agenda it does not have a formally articulated digital strategy. In autumn 2016 Digital Board requested the development of a new digital strategy to shape the Council's future digital and ICT offer.

2.2   The overriding brief for the new strategy was that it should be more than just a refresh of existing IS/IT strategies and digital projects as this was an opportunity to set an ambitious new digital vision and strategy that creates both *a digital council* and makes Thurrock a *digital place*.

2.3   Connected Thurrock has been developed after engagement with our key partners and colleagues. It is attached as Appendix 1 and is a strategy of two sides.

1.   The **'Digital'** side describes the behavioural, commercial and social outcomes that we aim to achieve.

2.   The '**Information Technology'** side describes how our current technology will evolve to deliver these outcomes.

3.   Issues, Options and Analysis of Options

3.1   Connected Thurrock has been developed as a road map to take Thurrock on a journey to become a 'digital exemplar'. It will do this by building:

- **Digital leadership** - Focusing on 'place making' by enabling economic growth, improving peoples' quality of life and strengthening the relationship with our communities
- **Digital awareness** – Building a recognition amongst our staff of the need to think and be digital
- **Digital by design** – As part of the service review process, services will be redesigned to be digital
- **Digital platforms** – Deploying technologies to improve efficiency and deliver user centric services
- **Digital skills** – Equipping our people with the skills needed for the 21st Century

Digital Architecture

3.1   A 4 layered stratified digital model has been developed to guide the delivery of the strategy and which will be the Council's digital and enterprise architecture for the lifetime of the strategy.

3.2   At its base, is the **Digital Foundation** that will build a resilient and reliable infrastructure. On top of this sits the **Digital Office** layer which is about enhancing our efficiency and enabling people to work flexibly and complements the delivery of the People Strategy. The next layer is **Digital**

Council which is all about enabling citizens to access end to end services and complements the Customer Services Strategy. At the top of the model sits the **Digital Thurrock** layer which is about enhancing the lives of citizens and complements the work being undertaken to develop Thurrock as a 'smart place'.

Delivery programmes

3.3   The above will be delivered by 6 thematic programmes of work:

A Connected Place – which is about equipping people in Thurrock with the technologies & skills to enhance their lives

Enabling Collaboration – which is about enabling us to work better with our partners - for example colleagues in the NHS

Citizen Journeys – which is about enabling citizens and customers to do business with the Council digitally

Smarter Working – which is about equipping our staff with the skills and technologies to deliver services efficiently

High Availability – which is about ensuring that our ICT platform is fit for purpose and high performing to enable us to meet our business objectives

Digitally Capable – which is about transforming the way that we deliver our technology services

3.4   For each theme, we set out:

- **The intended digital outcomes** – i.e. the digital benefit
- **The potential technology enablers** – the technology solutions that can be deployed to deliver the outcomes
- **The change required** – what changes need to be made to deliver the outcome, particularly the cultural changes
- **Success criteria** – what will be different as a result of making the investment in technology to deliver the programmes

Governance of the strategy

3.5   Connected Thurrock is an ambitious strategy. Going digital provides a huge opportunity to transform the council and to deliver place making community priorities. To realise these digital ambitions the Council will need to improve how it uses technology, uses its workforce, works with partners and understands citizens' needs.

3.6   It is predicted that existing technology costs will rise as a result of these investments but these pressures should be mitigated by the efficiency savings

that will be enabled by the implementation of the technology. For every £1 of investment in new technology, we will make a £2 gross return.

3.7 To fund key elements of this strategy new capital bids have been made in respect of 5 of the 6 delivery programmes totalling £3.247m over 3 years. This will be supported by capital of £4m that has been previously secured.

3.8 The Connected Place programme is a more community based aspirational programme that will be delivered and funded through commercial agreements, external funding and borrowing. A sum of £15,710 (of which £5m will be sourced through external funding) has been identified for the delivery of this programme.

3.9 The strategy will be governed through the creation of a delivery plan that sets out how projects will be delivered along with their business cases, resource requirements, risks and implementation dates. The delivery plan will be owned by the Digital Board and all investment decisions will only be permitted after consideration and approval by the Digital Board with escalation to Directors' Board and Cabinet as appropriate.

4.   Reasons for Recommendation

4.1 This strategy has been brought to Corporate Overview and Scrutiny Committee as part of the agreed and expected route for policy development. The Committee is requested to consider the document and make appropriate comments and recommendations to enable it to be submitted to the meeting of the Cabinet on 5 April 2017.

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

5.1 A wide ranging consultation and engagement exercise has been undertaken to develop the strategy. Consultees include the business community, small business forum, education sector, third sector and staff forums. From the consultation a picture has emerged of what is important to local stakeholders:

- A need to invest in ultrafast broadband infrastructure and public Wi-Fi across Thurrock to remove existing gaps in provision and enable economic growth
- The Council needing to enable more collaboration, including virtual conferencing, flexible working and integration with its public and private sector partners
- Building a data analytics capability to enable a more intelligent understanding of the needs of communities and individuals and to manage demand
- Working with the education and voluntary sectors to provide courses and promote digital inclusion so as to avoid people being left behind by new technology
- Ensuring our local education offer equips people with the skills needed to build a digital economy

- Getting the basics right – ensuring our workforce is equipped with the right tools and applications to do their jobs and work from a reliable and stable platform
- Making it easier for citizens to access services via mobile devices as that is their device of choice
- Increasing the amount of service offers that are available online
- Reducing the number of large scale business applications used by the Council and building more targeted applications that enable users to operate more agilely from mobile devices
- Ensuring that future technology solutions are implemented via business change activity that redesigns existing business processes to make them agile and responsive to future change

5.2   These issues have been addressed in the strategy. In addition to stakeholder consultation the draft strategy has also been peer reviewed by external agencies – the Society for IT Managers and by the Regional Networks consultancy – who have provided wider professional insight and feedback which has been incorporated.

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

6.1   The delivery of the Connected Thurrock Strategy will help support the delivery of corporate priorities particularly in respect of economic growth and service efficiency.

7.   Implications

7.1   **Financial**

Implications verified by: **Jonathan Wilson**

                              Chief Accountant

Capital bids have been received totalling £3.247m over 3 years and this will be supported by £4m of brought forward capital funding. The Connected Place funding will be subject to further Cabinet approvals as the programme develops. It is anticipated that the operating costs of ICT will increase as a result of the investments proposed as part of this strategy, however it is a design requirement that any investment costs need to be offset by the release of efficiency savings. For every £1 of investment we will make a £2 gross return.

7.2   **Legal**

Implications verified by: **Kevin Molloy**

                              Contracts Solicitor

There are no immediate legal implications for Cabinet to be mindful of at this point in the development of the strategy outlined.

7.3 **Diversity and Equality**

Implications verified by: **Rebecca Price**

Community Development Officer

Delivery of the Connected Thurrock Strategy will help improve the quality of life in Thurrock and enable all people to take advantage of having improved access to the internet. There is provision within the strategy to improve people's digital education and skills which will promote digital inclusion.

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

Delivery of the Connected Thurrock Strategy will support the delivery of wider corporate strategies including the People Strategy and the Customer Services Strategy.

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 'Connected Thurrock', Thurrock's Digital and Information Technology Strategy 2017-20

Report Author:

Chris Stephenson

Service Delivery Manager – Change & Implementation

ICT Services

Connected Thurrock

People Connected and Enabled by Technology

Thurrock's Digital and Information Technology

Strategy 2017-20

Welcome to Connected Thurrock

1. Thurrock is characterised by its connections. We connect the United Kingdom to the world through our three major ports. We connect the South East to the rest of the United Kingdom through our road and rail networks. We are a series of towns and villages with strong community connections, and we are historically connected to a number of events that have directly shaped our national culture, including the Peasants Revolt, the Armada and the Empire Windrush.

2. We are proud of our place and passionate about creating quality and affordable services that are delivered to our citizens 'right first time'. To help us do this we need a Council that is built upon a modern and robust technology foundation that underpins our people's needs whilst putting them at the centre of service designs - so that we can make their journey through life better.

3. Digital technology is transforming the way people live their lives - from the way we communicate to the way we purchase goods and services. The increasingly pervasive growth of online shopping, mobile device use, social media and ultra-fast broadband presents many opportunities and it is connecting us in ways that were unimaginable just a few generations ago. Across the globe business and public service users have been embracing advancements in digital interaction for decades and Thurrock is no exception. The smart use of smart technology will help us provide effective, efficient and reliable services to our citizens.

4. To embrace such opportunities we have developed this strategy to define how our future use of technology and human resources will be optimised to enable the efficient delivery of our business and community priorities to the businesses and citizens of Thurrock.

5. Connected Thurrock is about seizing the opportunity to build a digital infrastructure fit for the 21st Century to support the 21st century community. In much the same way that our 19th Century forebears built sewers, roads and houses to improve Thurrock we will create a digital infrastructure that will ensure that everyone who lives, works and visits Thurrock has the chance to benefit from these investments.

Sign off by Leader and CEO??

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Digital Vision

6. Our vision is to connect our community with technology so that Thurrock is a better place to live, learn, work and do business. We will:

    Create better outcomes for the people of Thurrock

    This strategy will deliver this through:

    - Better **Citizen Journeys** – enabling citizens and customers to interact with the Council digitally for better and quicker outcomes
    - Developing **Smarter Working** habits– creating a 21st century workforce that is focused on delivering outcomes with bureaucracy minimized through automation
    - Delivering **High Availability** technology – ensuring our services are available when and where they are needed

    Build a stronger community

    This strategy will deliver this through:

    - Encouraging **A Connected Place** – locally provided technology brings our communities together and improves quality of life within Thurrock

    Redefine how we operate as a council

    This strategy will deliver this through:

    - **Enabling Collaboration** – enabling us to work more effectively with our partners and each other
    - Becoming more **Digitally Capable** – building our future capability to deliver technology services through a broader range of partnerships including suppliers and other public bodies

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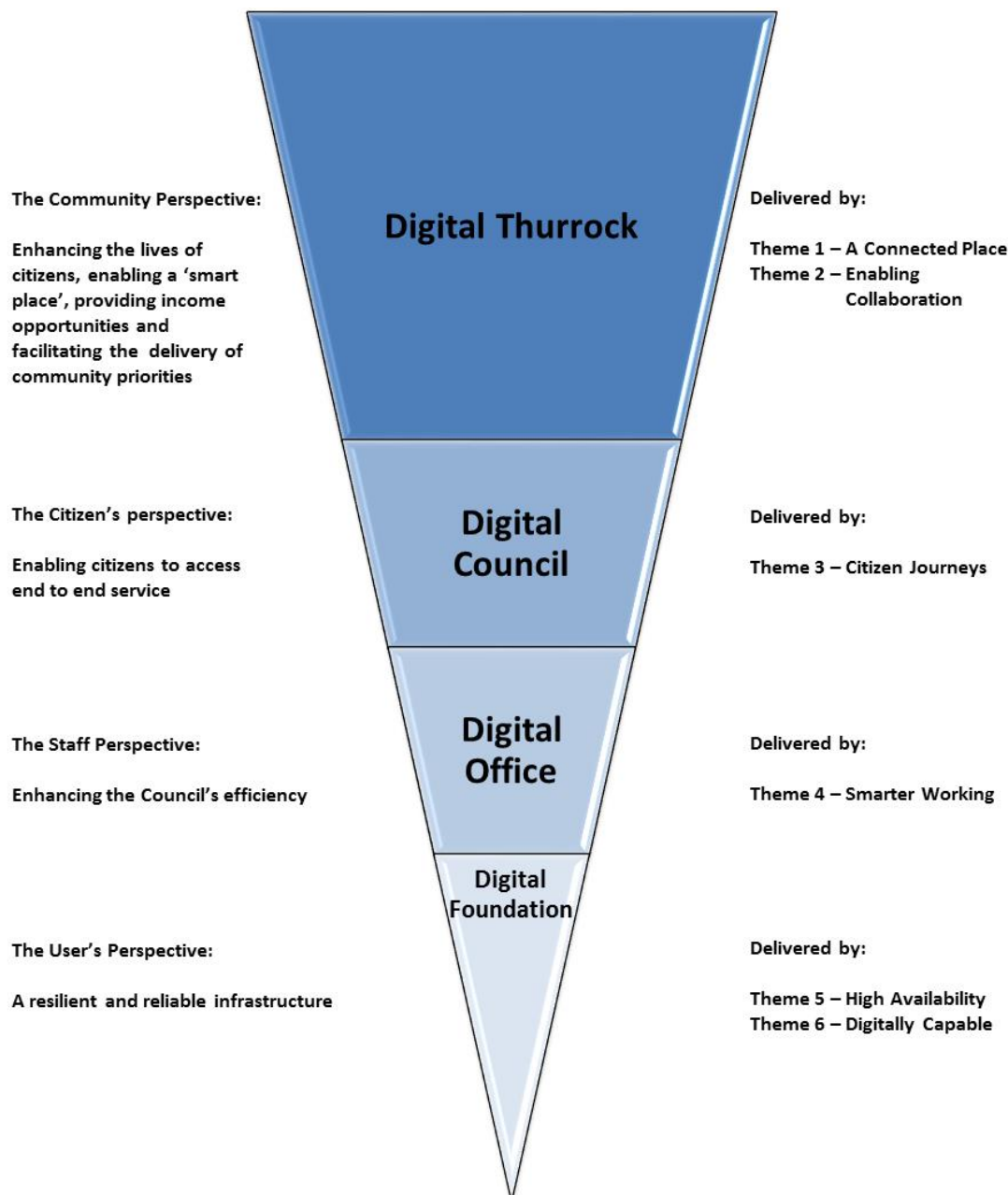
Introducing Digital Government

7. When we talk about a digital world, we are referring to the way that people and organisations interact. This new world has evolved through the emergence of technologies that have fundamentally disrupted the way that we now think and behave. For example:

    - Mobile devices (smartphones and tablets) are rapidly changing the way that we work, rest and play by giving us the ability to access business and social data from almost anywhere - at any time.
    - Social networks (e.g. Facebook, LinkedIn and Twitter) have fundamentally changed the way that we organize our social and professional lives by enabling us to rapidly communicate with an expanding network of friends and contacts.
    - Analytical insights (e.g. store loyalty cards and online product searches) have fundamentally changed our shopping experiences by predicting our choices and preferences, and enabling us to make quicker informed decisions.
    - Cloud Computing (e.g. Office 365, Dropbox, iCloud) has allowed both individuals and smaller organisations to gain access to technologies that were previously prohibitively expensive. This is already resulting in wider inclusion during the continued evolution of the mobile digital world.

8. Connected Thurrock has been developed in collaboration with our key partners and describes how we believe digital technology can be used to make life in Thurrock better for everyone. It is a strategy of two sides: The 'Digital' side describes the behavioural, commercial and social outcomes that we aim to achieve. The 'Information Technology' side describes how our current technology will evolve to enable these outcomes. From our consultation a picture has emerged of what is important to people:

    - A need to invest in ultrafast broadband infrastructure and public Wi-Fi across Thurrock to remove existing gaps in provision and enable economic growth
    - The Council needing to enable more collaboration, including virtual conferencing, flexible working and integration with its public and private sector partners
    - Building a data analytics capability to enable a more intelligent understanding of the needs of communities and individuals and to manage demand
    - Working with the education and voluntary sectors to provide courses and promote digital inclusion so as to avoid people being left behind by new technology
    - Ensuring our local education offer equips people with the skills needed to build a digital economy
    - Getting the basics right – ensuring our workforce is equipped with the right tools and applications to do their jobs and work from a reliable and stable platform
    - Making it easier for citizens to access services via mobile devices as that is their device of choice
    - Increasing the amount of service offers that are available online
    - Reducing the number of large scale business applications used by the Council and building more targeted applications that enable users to operate more agilely from mobile devices
    - Ensuring that future technology solutions are implemented via business change activity that redesigns existing business processes to make them agile and responsive to future change

9. This strategy builds on the achievements of previous IT strategies and is a statement of intent for the next 3 years **and beyond**. Connected Thurrock will be a journey to make Thurrock a digital exemplar. We will do this by embedding 5 key cultural building blocks in everything we do:

    1. **Digital leadership** - Focusing on 'place making' by enabling economic growth, improving peoples' quality of life and strengthening the relationship with our communities
    2. **Digital awareness** – Building a recognition amongst our staff of the need to think and be digital
    3. **Digital by design** – As part of the service review process, services will be redesigned to be digital
    4. **Digital platforms** – Deploying technologies to improve efficiency and deliver user centric services
    5. **Digital skills** – Equipping our people with the skills needed for the 21st Century

10. We have taken these 5 building blocks and set out the steps that need to be taken to enable us to become a digital exemplar. These buildings blocks are underpinned by the delivery themes, digital principles and architectural principles (see appendices) of this strategy together with the wider programme of service reviews.

The steps we will take to become a Digital Exemplar

Where we are now…

	Digital Beginner	Digital Adopter	Digital Master	Digital Exemplar
Digital Leadership	A few isolated models of digital services. Absence of clear joined up ICT and data strategy	There are some digital service offers that are beginning to cross departmental and organisational boundaries. Tech and data strategies are starting to be merged	Research and innovation is widespread, with clear partnerships in place, and some clear proofs of concept for new models. Clear, linked tech and data strategies in place and working	Innovative models of service embedded, co-designed and partnered across our delivery system. Service solutions are constantly tested and evaluated.
Digital Awareness	Limited understanding among staff of impact of digital on service delivery and attainment of community priorities	There is a basic level of digital awareness and some opportunities to use digital to support business objectives	Comprehensive awareness of digital opportunities to transform service delivery and strong partnerships in place	Clear ability and competence to identify and pursue new strategic opportunities using digital expertise and collaborative work with partners
Digital by Design	Digital not considered or is an after thought for employee, public and partner services	Digital options for services are considered on a case by case basis and embedded in annual planning.	Digital designed as the default option for the majority of services and investment based on agreed priorities	All internal and external products and services designed, where appropriate, as digital and fully based on user needs
Digital Platforms	Little or no availability of digital platforms and tools and limited connection with ICT and others strategies	Limited use of digital platforms and tools and limited use of data. There is agreement on the approach to future use of technology	Increased organisational efficiency and effectiveness from general use of digital platforms and tools generating joined up data	Digital platforms and tools enabling smarter ways of working, with joined up technology, tools and data across local partners
Digitally Skilled	Low levels of digital skills	Key digital skills and roles are starting to be defined and basic digital competency in some areas	Advanced digital skills, clear workforce and recruitment development plan	Digitally 'native' with an implemented recruitment and development plan and widely available skills development

Acknowledgement: Based on a maturity model developed by Public Health England

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Our Digital Model

The Community Perspective:

Enhancing the lives of citizens, enabling a 'smart place', providing income opportunities and facilitating the delivery of community priorities

Digital Thurrock

Delivered by:

Theme 1 – A Connected Place
Theme 2 – Enabling Collaboration

The Citizen's perspective:

Enabling citizens to access end to end service

Digital Council

Delivered by:

Theme 3 – Citizen Journeys

The Staff Perspective:

Enhancing the Council's efficiency

Digital Office

Delivered by:

Theme 4 – Smarter Working

The User's Perspective:

A resilient and reliable infrastructure

Digital Foundation

Delivered by:

Theme 5 – High Availability
Theme 6 – Digitally Capable

11. Our Digital Model allows us to visualise and rationalise the digital world from various stakeholder perspectives and motivations. It will evolve over time and forms the basis of our enterprise architecture that will realise quicker and better outcomes for users. It will be delivered by 6 thematic programmes:

1. **A Connected Place** – locally provided technology brings our communities together and improves quality of life within Thurrock
2. **Enabling Collaboration** – enabling us to work more effectively with our partners and each other
3. **Citizen Journeys** – enabling citizens and customers to interact with the Council digitally for better and quicker outcomes
4. **Smarter Working** – creating a 21st century workforce that is focused on delivering outcomes with bureaucracy minimized through automation
5. **High Availability** – ensuring our services are available when and where they are needed
6. **Digitally Capable** – building our future capability to deliver technology services through a broader range of partnerships including suppliers and other public bodies

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Theme 1 - A Connected Place – locally provided technology brings our communities together and improves quality of life within Thurrock

12. Our ambition is to build Thurrock as a 'smart place.' A smart place uses digital technologies to enhance service delivery and wellbeing, to reduce costs and resource consumption, and to also engage more effectively and actively with citizens.

13. We will lead the creation of 'Thurrock as a Platform' to build an environment that supports the delivery of the wider community priority of place making. We will work with our partners and create new infrastructure and connectivity such as ultra fast broadband and widely available public access Wi-Fi. We will also share our existing infrastructure, technology and applications in ways that were not possible before to redesign services and enable a broad range of solutions to be developed to better meet community needs.

What we will do to create a Connected Place	
The Intended Digital Outcome	**Potential Technology Enabler**
Thurrock becomes a recognised smart place, fully connected to the Internet of Things	Develop a smart place strategy in partnership with commercial and community organisations
Consumers and businesses have a better online experience via the deployment of ultrafast broadband	Build and deploy an open standard smart Infrastructure, comprising wired and wireless networks and physical infrastructure, leveraging existing assets (e.g. street light network)
Quality of life is enhanced in Thurrock through the smart enablement of the borough	Traffic management platform to control congestion and air quality using sensors
	Environmental platform to control fly tipping, littering etc. using sensors and surveillance technologies
	Independent living platform, combining health and care data with home and wearable sensors to help the elderly and disabled live fully independent lives
Thurrock's culture and heritage are readily accessible to all	Digitise our cultural and heritage assets

Cultural changes required
• Connected Thurrock is aligned to key strategies such as the Local Plan, Place Making Strategy Health and Wellbeing Strategy, approach to community hubs and emerging smart place strategy
• Publicise and advocate Thurrock as a Digital Community
• Target the inclusion of citizens and businesses as key digital stakeholders
• Provide community education, training and support to promote digital inclusion
• Develop commercial and service models for consumers and businesses

Success Criteria
• 100 % of citizens and businesses have access to broadband
• Higher satisfaction ratings achieved within residents survey
• There is an increase in the number of small business start up rates
• There is an increase in revenues from business rates

Theme 2 – A Connected Place: locally provided technology brings our communities together and improves quality of life within Thurrock

14. Our current and future financial situation is characterized by having fewer resources and a rising demand for service from an ageing population. As a result demand is being generated to use data differently and this data, whether open data, or data shared within relevant public sector organisations, is becoming central to how we redesign our services. By developing a better understanding of customer data we can use it to target our services where they are needed the most and intervene early where appropriate.

15. The national agenda to integrate health and social care will feature largely in shaping the digital future of Thurrock. However a key challenge does not lie in the technology, but in placing the individual at the heart of service design and dealing with the cultural change implications of this. At its heart, it is about ensuring that everyone can get the right care and support, whatever their needs, at every point in their care journey. But it is also about efficient, joined-up and digital services. The demand for a closer integration of health and social care is providing an opportunity for a radical redesign of services.

What we will do to Enable Collaboration:	
The Intended Digital Outcome	Potential Technology Enabler
Communities and 3rd sector groups can work better together by accessing new digital channels and functionality	Create the Thurrock Community Cloud making council applications available on a tenanted basis for organisations to use on a paid or non-paid basis
The Council and its partners work better together through seamless sharing of data	Develop a Secure Data Exchange Platform that allows Thurrock data to be exchanged with external partners
The Council makes data sets and information available on a commercial or open basis	
Council partners can work seamlessly on council premises with full access to their own networks.	Provide single wireless point of access for partners across all council premises.

Cultural changes required
• Alignment to cross agency strategies, including NHS Local Digital Roadmaps, Greater Essex Information Sharing, GDPR, national government transformation strategy
• Thurrock assumes a "can do" leadership role in championing data transparency. Our default position is that we will share our data (in line with regulations) rather than hiding it.

Success Criteria
• Citizens needs are better understood through more intelligent use of data resulting in better targeting of resources
• More efficient joint working with a wider range partners
• Reduced total cost of providing services
• Better outcomes for citizens
• Reduced office accommodation requirements as employees from different organisations are enabled to collaborated electronically
• Less time and money spent on travel expenses as the need to travel to meetings decreases

Theme 3 – Citizen Journeys: enabling citizens and customers to interact with the Council digitally for better and quicker outcomes

16. Our population is growing, due to migration into Thurrock, which is presenting a more diverse range of needs. The funding challenges we face means that we need to use our resources better than ever before and our traditional service offers are increasingly becoming unaffordable. We know from our residents' survey that, at present, people prefer to contact us by telephone but they also state that they are willing to move to other contact channels such as the Internet. Our future approach will be based on: a better understanding of customer insight; reengineering processes to offer a more efficient customer journey that provides quicker and better outcomes and people self-serving wherever possible.

What we will do to manage citizen journeys:	
Intended Digital Outcome	**Potential Technology Enabler**
We better understand the needs and expectations of our customers	Leverage the technology enablers defined in Theme 4: Smarter Working theme – including Business Intelligence, Artificial Intelligence, and Single View.
Multiple access channels means that citizens, residents and customers are able to contact us through the digital channel of their choice at any time of day	Deployment of an 'omni channel' contact platform that allows assisted services to be provided and managed efficiently.
	Deployment of a single sign on and verification solution that allows people to use other logins (e.g. Facebook, gov.verify, NHS) to access all online services)
Customers get a better service through the elimination of red tape	Deployment of Agile Automation Platform which will provide code-free integration and workflow capabilities, allowing rapid deployment of small standalone applications that can be integrated with legacy line of business systems.
Customer experience is improved due to all existing 'forms led' services becoming available online and automated by end of 2019	
A customer only has to tell us something once (e.g. a change of address) with all systems and services being updated automatically	

Cultural changes required
• Align Connected Thurrock to the delivery of key actions from the Customer Services Strategy
• Promote inclusivity programmes for customers and citizens so they confidently move towards interacting with us digitally (incentivisation, training, marketing, assisted support)
• Training and re-skilling of technical staff to support agile automation
• Future digital services must offer a user experience that is better than current phone or face to face

Success Criteria
• Citizens needs are better understood and provided for
• Customer experience is faster, better and more satisfying for them
• Reduced total cost of providing services
• Demand for services is better understood and provided for
• Better outcomes for citizens with fewer complaints
• A digitally literate customer base and more customers choose to do business digitally

Theme 4 – Smarter Working: creating a 21st century workforce that is focused on delivering outcomes with bureaucracy minimized through automation

17. As part of our drive to create a 21st century worker we will embrace the piloting of new technologies to test out ideas and create an 'Innovation Hub' to inspire and enable us to rethink our process and systems and promote new ways of working. Our staff are employed as professionals and they are passionate about their work. They want to do the best job possible for citizens and customers and to enable them to do that our technology offer has to match that ambition. To create smarter working we will improve and streamline existing business applications, create better management information, provide a wider range of devices and create a digital skills training programme.

What we will do to promote smarter working:	
The Intended Digital Outcome	**Potential Technology Enabler**
Performance is better managed across the council, its partnerships and contracts	Deploy a Business Intelligence Platform which allows data to be extracted and combined from all systems to provide detailed reporting and high level dashboards
	Upgrade, extend or replace our Enterprise Resource Planning (ERP) platform, currently used for managing Finance, Procurement and HR.
Staff focus on complex decisions as simple, time consuming, decisions become automated	Develop an agile 'single view capability' (such as customer, debt, household etc.) using the latest information from across multiple data sources
	Deploy an Artificial Intelligence platform to manage decisions which can be made based on data held in multiple systems, and which can learn to make progressively more complex judgements.
Staff work where they need to rather than where they have to	Roll out next generation mobile devices, which make it easier to perform any professional task remotely
	Extend our collaboration capability to make it easier to communicate with each other using social networking type technologies
All staff and members are digitally capable of performing the roles expected of them	Create a digital skills training syllabus that is continually refreshed to ensure it remains relevant
	Deploy a replacement mobile learning platform which allows individuals access to all of the training that they need to do, at any time of day
There are fewer documents produced which enables the development of big data	Develop a digital mail room to centralize mail delivery to the Council
	Create enforced sign on to ensure as much structured data about customers is captured

Cultural changes required
• Align Connected Thurrock to the delivery of the 'Business', 'Customer' and 'Culture' Outcomes of the People Strategy
• Managers embrace wider benefits of flexible working and encourage new working methods – eg online collaboration
• Staff embrace new and better ways of working
• Develop more robust approach to benefits realisation from business cases

Success Criteria
• There is 'one version of the truth' in terms of information and data
• Citizens needs are better understood through more intelligent use of data resulting in better targeting of resources
• More efficient joint working with partners and colleagues
• Reduced total cost of providing services including accommodation
• A digitally literate workforce is created

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Theme 5 – High Availability: ensuring our services are available when and where they are needed

18. Our ambition is to build a resilient, reliable and highly available infrastructure that enables front line service delivery, and provides our users with a consistent good quality computing experience. Our platform will be based upon proven technology and provide the flexibility to meet the Council's need. We will continue our hybrid cloud approach. The IT architecture must remain agnostic to where individual components are hosted and therefore we will continue to procure primarily on fitness for purpose and value for money rather than arbitrarily committing ourselves to either Cloud or On-premise solutions. It is expected that an on premise presence will be required for the duration of this strategy and beyond.

What we will do to ensure high availability	
The Intended Digital Outcome	**Potential Technology Enabler**
Our platform provides users 99.9 % availability 24 hours a day	Upgrade our main data centre to industry standard
	Prefer cloud solutions (Platform as a Service and Software as a Service) where appropriate and beneficial
	Maintain the infrastructure at all key business sites and provide an IT offering that meets the business needs
	User experience monitoring
	Removal of single points of failure within the infrastructure
50% of our people can continue to work in the event of a disaster to allow our priority services to continue	Develop a secondary data centre room capability
	Create mirror infrastructure
The information that we hold about people is safe and secure	Continually enhance our cyber security defences

Cultural changes required
• Adoption of council wide Enterprise Architecture model • Adoption of strategic roadmap and forward schedule of change

Success Criteria
• Users can use our services online at any time of the day • User experience is faster, better and more satisfying • There are no successful breaches of our cyber defences

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Theme 6 – Digitally Capable: building our future capability to deliver technology services through a broader range of partnerships including suppliers and other public bodies

19. Our ambition is to be a digital council, serving a digital borough. This inevitably means there will be pressure on technology costs to rise. It is essential that our delivery capability is designed to ensure that we maximize benefits in the most efficient way possible and that our organisation evolves in a way that allows us to keep up with the ever increasing pace of digital change.

What we will do to become Digitally Capable	
The Intended Digital Outcome	Potential Technology Enabler
Technology is a significant revenue generator for the council	Develop business plan to deliver managed and professional services
Technology cost base is optimised	Share services (where appropriate) with other local authorities
	Centralise Digital and technology skillsets within the council
Technology informs individual service strategies	Broaden the capability of our engineering staff with more generalist service and strategic skills to better meet the needs of client services
Thurrock is recognised and respected for its technology capability	

Cultural changes required
• Commercial culture to be encouraged and developed across delivery teams
• Silo mentality to digital resources to be challenged
• Matrix working to be accepted as normal across council
• Effective communication of success stories
• Recognition that the cost of providing new technologies will rise as a percentage of general fund expenditure which needs to be netted off against business case benefits realisation

Success Criteria
• Win at least one nationally recognized award for our digital achievement
• The contribution to the General Fund from traded technology services increases significantly from current levels
• Staff satisfaction survey for IT and digital capability surpasses national average

Appendix 1 - Governance and finance

20. Connected Thurrock is an ambitious and challenging strategy. Going digital provides us with a huge opportunity to transform both Thurrock Council and to deliver our place making community priorities. To realise our digital ambitions we need to improve how we use our technology, reskill our workforce, work differently with our partners and better understand our citizens' needs.

21. This strategy is the first stage in that journey. We will create a detailed delivery plan that sets out how the projects will be delivered along with their business cases, resource requirements, risks and implementation dates. We will review this delivery plan annually and renew it tri-annually.

22. The Digital Board will own this strategy and its annual delivery plans. All investment decisions relating to ICT and digital in general will only be permitted after consideration and approval by the Digital Board, with escalation to Directors' Board and Cabinet as appropriate.

23. It is predicted that existing technology costs will rise as a result of the investments set out in this strategy. These additional costs should be offset by a funding principle that we have established – for every £1 of investment in new technology we will make a £2 gross return.

24. The investments required to deliver this strategy will be funded through capital for non-cloud models. Public cloud solutions will be funded from revenue. The following table illustrates the pressure on costs based on current capital plans using a notional 5 year amortization to fit standard refresh cycles. We assume a 20% annual operating cost (maintenance and support) against each investment.

Funding Source	Investment (£k)	Annual capital payment (£k)	Annual operating cost (£k)	Total additional cost (£k)	Target ROI (£k)
Capital rolled over from previous years	4000	800	800	1600	3200
Approved capital 2017/2018	3247	650	650	1300	2600
Aspirational capital 2017/2018	15710	3142	3142	6284	12568
Total	22957	4592	4592	9184	18368

25. The aspirational figures assume that £5m grant funding will be secured, lowering the amount that Thurrock have to fund to £10710k.

26. The ROI will be defined in individual business cases and achieved through the following means:

- Direct like for like replacement of revenue costs where existing systems are retired /replaced
- Income generation
- Productivity cost savings

Appendix 2 - Our Digital Principles

27. To drive up our digital maturity as an organisation, all services in the council are committed to the digital principles which were formalised in 2015:

To improve our customers' experience and reduce service delivery costs, you should:

- Understand and adopt these principles
- Promote the principles with all your colleagues
- Check your services against the principles
- Implement the principles
- Contact our Web Team if you need new online forms – the Web Team can create these

Where a service is already available online:

- Promote this in all communications
- Remove other channels from all communications to direct as much traffic as possible to the online channel:
  - ➢ do NOT publish phone numbers
  - ➢ do NOT publish email addresses – use online forms that capture structured data
  - ➢ do NOT ask for letters or other papers to be sent to the council – if forms need to be completed, use online forms
  - ➢ do NOT ask for payment by cheque – it's the least efficient way of taking a payment
- If an online form delivers an email that has to be processed manually, consider whether automation would deliver savings – the form could be entered into a system automatically to save time and effort

Where a service is not yet available online:

- Publish ALL information about the service on the website, adhering to our style and content guides – do NOT say 'contact us for more information' as all information should be online
- Consider whether an online form could be created to capture initial contact details
- If an online form is not appropriate:
  - ➢ publish only ONE phone number – ideally a number already in the public domain
  - ➢ do NOT publish an email address

Where a new service is being considered:

- Design the service to be delivered online from the outset – 'Digital by Default'
- Avoid the use of any other channels if possible – make it online-only, as:
  - ➢ those who don't have their own access to technology can get access in libraries
  - ➢ those who don't know how to use technology can get help and support from friends, family, neighbours or in libraries

For ALL services, ask the following questions.

- Is the service available online? If not, why not?
- Are cheque payments involved in the process? If so, put a plan in place to remove them.
- Is any paper involved in the process? If so, put a plan in place to remove all paper.
- Is an email address published? If so, put a plan in place to replace it with an online form.
- Is your technology integrated so the customer can automatically be notified of updates and outcomes? If not, assess the benefits of doing so and, where appropriate, submit a bid for funding to integrate it.

Appendix 3 - Our Architecture Principles

28. In conjunction with the Digital Principles, we have developed Architectural Design Principles to inform the delivery of this strategy:

1. **Secure by design -** The security of our systems and data is of overriding importance. Information security will be designed in to all our systems, changes and processes right from the start

2. **Cloud where appropriate -** We will reduce our local infrastructure through a preference that systems will be vendor or cloud hosted where it is cost effective to do so

3. **Information led design -** We will better use the data we hold to allow us to design and provide, more tailored services

4. **Share and reuse -** We will seek to join up with others and share services, capacity and capability. We will learn from others and reuse existing software, processes and ideas

5. **Using open data –** Wherever it is possible we will publish our data openly and online, for reuse by citizens, our partners, researchers and investors

6. **Using open source software** – We will always consider the use of open source software

7. **Any device, anywhere, anytime computing** – our staff and citizens will be able securely use our platform and services at any time and from any location using their device of choice

8. **Integration -** regardless of where our systems are hosted we will always work to ensure that the systems can talk to each other and are integrated with our partners where necessary

9. **A digitally capable workforce** – to realise maximum benefit from new technology we will create a skilled and technology confident workforce through investing in learning and development

Appendix 4

Pen Portrait	
Introducing Peter	
Today	**As a result of Connected Thurrock**
• Peter is a divorced 70 something retired office worker • He lives alone in a council provided flat in Corringham with his 3 cats • He has 2 adult children who live outside of Thurrock in the north of England • Peter does not have a car and is reliant on public transport or lifts from friends to get about • Peter survives on a modest work pension which is supplemented by the state pension. He is	His 'my life' app on his mobile device: • Reminds him that his bins will be collected at 11:10 on Tuesday morning • Reminds him that his TransVol bus will collect him at 2:00 that day to take him to his exercise class and that it is running on time • Tells him that there is currently pollution in East Thurrock but that it will leave the borough by 4pm

• struggling financially and lives month by month • Without the means Peter doesn't have many hobbies or luxuries but he is an avid reader and makes use of Corringham library • He buys food on a budget from Asda and Lidl and in the past this has been supplemented by food that he has grown himself on his allotment although he finds managing the allotment increasingly difficult • Peter suffers from cardio vascular disease and is on medication to control blood pressure, cholesterol and diabetes • His diabetes has resulted in surgery which makes it difficult for him to get about but he is registered with a council owned gym where he goes to an exercise class for seniors twice a week • As a former office worker Peter is confident with IT and has a PC and tablet that was bought for him as Christmas present a couple of years ago. He uses his tablet to read books and to catch up on the news so as to avoid buying a newspaper	• Informs him of a message from the Council to say that his carer will arrive at 12:00 to help clean his flat • Alerts him to a message from his doctor to say that his blood pressure readings are higher than normal and that he needs to book a check up appointment • Asks him to complete the application for an adult social care package that he started yesterday • Asks him to complete an online health survey to help his doctor monitor his care package • Informs him that a volunteer gardener from his allotment at Giffords Cross will bring him some vegetables for his evening meal • Advises him of reading recommendations from his local library based on his preferences and feedback on previous e-books that he had borrowed

Appendix 5

Pen Portrait
Introducing Sarah

Today	As a result of Connected Thurrock
• Sarah is a 20 something who works for Thurrock Council • Although she has a reasonable standard of living she is supported by her parents and lives with her family of 4 in Orsett and has access to the family's cars • Sarah is a graduate and is in the early stages of building a career. As a result she is undertaking lots of professional development courses and remote learning • When not at work she enjoys going to the gym, and socialising with friends • Sarah is tech savvy and an early adopter who uses a variety of devices to consume media, keep in touch, run her work and social life and respond to digital marketing • She is well immersed on line and streams music, films and games to her iPad and iPhone and enjoys social networking • She rarely watches television preferring instead to watch programmes on her mobile which is	Her 'my life' app on her mobile device: • Tells her of her diary appointments for the day, where her meetings are and how to get to them • Opens up a copy of a letter from a resident that has been sent to her to deal with • Reminds her to complete her latest CPD course through the online learning portal • Prompts her to look at her Oracle dashboard to update the progress against her appraisal objectives • Gives her a real time summary of expenditure against the budget she has responsibility for • Summarises in one place all the news headlines that are of interest to her • Suggests the purchase of a new jacket which it thinks she will like • Advises her to avoid travel routes where temporary road works or congestion are happening that day • Suggests coffee houses / restaurants to work from when she is out and about and between meetings • Keeps her up to date with what residents are saying

never far away	on twitter
• Sarah is in the prime of her life, living it up and not taking life too seriously – feeling good and keeping in touch with her friends is important to her	

Appendix 6

Pen Portrait	
Introducing Aaron	
Today	**As a result of Connected Thurrock**
• Aaron is 23 and lives in East Tilbury • He lives in a council provided flat with his girlfriend and his mum	• Aaron has signed up to course to build his digital and IT skills • A local community group has provided him with

• Aaron's mum suffers from a muscular skeletal condition and finds it difficult to walk and get about • His girlfriend is 3 months pregnant • Aaron is unemployed and has not worked since he left school at 16 • Aaron spends his time watching TV, socialising with friends and following Tottenham Hotspurs – his favourite football team • He is not technology literate and has a mobile phone but it is not a smart phone. Aaron does not have access to a tablet or personal computer • Aaron does not have a car and is reliant on public transport or lifts from friends to get about • Aaron is unhappy with his life and has been persuaded by a local area co-ordinator to visit the Tilbury Community Hub to see what services are available to help him into work and to support his family	a low cost tablet device to help him embed the ICT skills he is learning on his course. • The broadband network that the Council and its commercial partners has built provides him with low cost access to the Internet His 'my life' app on his mobile device: • Allows his girlfriend to access an app created by a local mums charity which gives her the information she needs to help her with her pregnancy • Provides him with access to an online job portal through which he is applying for work opportunities • Allows him and his family to apply for the benefits they are entitled to • Allows his mum to join a number of on line support groups to help her live with her condition

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14 March 2017	ITEM: 6
Corporate Overview and Scrutiny Committee	
Consultations in 2016	

Wards and communities affected: All	**Key Decision:** Non-key
Report of: Karen Wheeler, Director of Strategy, Communications and Customer Services	
Accountable Head of Service: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications and Customer Services	
This report is public	

Executive Summary

The council undertakes a number of different consultation exercises each year. Feedback from residents and other stakeholders is vital to inform the development of key strategies, improve service delivery and gauge resident and service user satisfaction.

This report highlights those consultations that the council has undertaken in the last year, their cost and their response rates as requested by the committee in November 2016.

1. **Recommendation(s)**

1.1 **To note and make any comments on the consultation undertaken in 2016 in Appendix 1.**

2. **Introduction and Background**

2.1 Corporate Overview & Scrutiny Committee in November 2016 requested a report outlining the consultations carried out by the council over the past twelve months including details of cost and the level of response.

2.2 The council has an online consultation portal overseen by the Community Development team within Adults, Health and Housing. This is the primary tool for all consultations and surveys. The portal's main use is for online

consultation with members of the public, however, the portal can also be used for the following:

- Stakeholder database – customers choose topics that they want to engage in and can be emailed opportunities based on their preferences
- Ability to view all past, current and upcoming engagement through the portal
- Surveys – these are the most commonly used type of engagement
- Polls – basic polls can be generated for online completion
- Discussion boards – used to generate discussion. Similar to most online discussion boards you can post new threads or comment on existing threads.
- E-petitions – anyone can start a petition through the portal which is monitored by Democratic Services
- Reports – generated through the system and can be filtered as needed. They can then be exported either to excel or as a PDF report including graphical analysis.

2.3   Subscription to the consultation portal costs approximately £7k per annum for use across the council. In 2016, the portal was used for:

- 19 public consultations or surveys (available on the website)
- 17 consultations for targeted groups (available via direct web link)
- 9 other engagement events (e.g. links to consultations that effect Thurrock residents hosted elsewhere such as Essex Fire and Rescue Consultation)

2.4   A list of all consultations, including those using the council's on-line portal is attached at Appendix 1 along with details on response rates.

2.5   Depending on the consultation and target audience, hard copies of the surveys are also circulated or made available on request. Assistance is also offered to support residents to complete the online version.

2.6   Communication of the consultation is carried out in a variety of ways, again dependent on the scale of the consultation e.g. when borough wide for all residents or targeted to a specific service user. A range of communication tools are used including press releases, social media, advertising in the local media, sharing through user groups and partners such as the voluntary sector and businesses.

2.7   The consultation portal provides an effective means for collecting quantitative data against set questions. Larger consultation exercises – often impacting the whole borough, or likely to result in a change in service offer, also include face to face engagement to understand how people feel about proposals. Community engagement helps to raise awareness about a formal consultation, and supports a more qualitative approach to understanding impact. This is especially important when considering our duties under the Equality Act.

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

In addition to the consultation listed in Appendix 1, there were three key, large-scale public consultation exercises undertaken during 2016: Local Plan, Health and Well Being Strategy and Resident Survey. A summary of each of these is provided below.

3.1 **Local Plan**

3.1.1 As part of the formal plan-making process, the council is required to consult the local community, businesses and stakeholders on the content of the Local Plan. On 24 February 2014, Council authorised a six week public consultation on the Thurrock Local Plan Issues and Options (Stage 1) Document and other related documents which is one part of the engagement required.

3.1.2 During the consultation period the draft documents were made available on the council's website with comments being encouraged through the council's consultation portal and on comment forms which were available on request at the Civic Offices and in libraries across the borough**.**

3.1.3 A number of different engagement activities have been utilised including roadshows, community forums and community events such as the Orsett Show.

3.1.4 The cost of the consultation was approximately £22,000 including venue hire, all the consultation documents and campaign materials such as pop-up banners.

3.1.5 A full detailed report was presented to Council in September 2016 and can be found at: https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=134&MId=5021&Ver=4

3.2 **Health and Well Being (HWB) Strategy**

3.2.1 Consultation and engagement was carried out on the initial priority areas and Outcomes Framework throughout the development of the HWB Strategy. This included:

- An on-line survey to test initial areas of focus
- Face-to-face contact with residents on the survey – primarily through Healthwatch, ngage and Thurrock Coalition
- Attendance at community meetings e.g. community forums, commissioning reference group, Youth Cabinet
- Discussions at staff forums
- Discussion with partner organisations and committee meetings e.g. Children and Young People's Partnership Board, HWB Overview & Scrutiny (O&S) Committee, Children's Services O&S Committee, HWB Board, Clinical Engagement Group, Head Teachers' Forum

- Development and input via HWB Strategy Steering Group members

3.2.2 The number of completed surveys during the period 21 November 2015 – 22 January 2016 totalled 539.

3.2.3 Specific and collated responses were also received from different voluntary sector organisations – namely SERICC and Thurrock Coalition.

3.2.4 There were no direct financial costs associated with the consultation on the HWB Strategy. It was carried out via the consultation portal, through our partnerships with Healthwatch and Thurrock Coalition and by attending events which were already taking place.

3.2.5 A full detailed report was presented to Council in March 2016 and can be viewed at:
https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=134&MId=4804&Ver=4

3.3 **Resident Survey**

3.3.1 Best practice for large scale resident consultation is to commission a market research company to carry out the survey on the council's behalf. This ensures independence and a statistical robustness to the results. Also the research company conducts the survey, collates the results, analyses the data and reports back on the outcomes.

3.3.2 BMG Research carried out 1,000 telephone interviews with Thurrock residents on the council's behalf between late November and early December 2016, achieving a representative sample of the population across the borough.

3.3.3 This is the first survey since 2010 and is an important opportunity to capture local people's experiences and perceptions of the place, their community, the council and its services, that can be considered representative of the wider Thurrock population.

3.3.4 Through the survey, the council can establish a new baseline for perception levels to inform areas of focus across the borough and in specific wards as well as our approach to service delivery and communication and engagement with residents. The results will also inform the key performance indicators (KPIs) used going forward to reflect the issues of most concern to residents as well as provide evidence to help with policy direction and decision-making.

3.3.5 The majority of residents are satisfied with Thurrock as a place to live with many feeling a sense of belonging, where people from different backgrounds get on well together. In summary, the most positive results about the place were:

- 69% of residents satisfied with their local area as a place to live
- 70% feel that they belong strongly to their local area
- 61% agree that their local area is a place where people from different backgrounds get on well together
- 89% feel safe when outside in their local area during the day

3.3.6 The results clearly show that the issues of most importance to Thurrock residents are the maintenance of roads such as fixing potholes, waste and recycling collections, and parks, playgrounds and green spaces. The most common neighbourhood issue is rubbish or litter lying around. Tackling these issues has already been identified as a priority as part of the clean it, cut it, fill it approach.

3.3.7 Satisfaction with these services has room for improvement, although waste and recycling services is the most well regarded with 70% of residents satisfied. Areas for improvement include:

- 23% of residents satisfied with the maintenance and upkeep of roads (61% dissatisfied)
- 45% satisfied with street cleaning
- 46% satisfied with parks, playgrounds and open spaces
- 50% satisfied with the grounds maintenance service
- 55% satisfied with the way the council runs things
- 56% feel safe when outside in their local area after dark

3.3.8 Cabinet, on 8 March 2017, will be considering the results and proposed action to be taken including on service delivery, communication and customer services. The report from BMG Research is available should the committee wish to consider it in more detail at a future meeting.

3.3.9 55% of residents were satisfied with the way the council runs things and 13% think that there has been an improvement in the last 12 months with 53% thinking that it has stayed the same. Addressing the issues in the themes identified above should have a positive impact on residents' perceptions of the council overall. This will be measured by carrying out another survey in September 2017.

3.3.10 The Residents Survey cost £19k from within existing budgets with a budget available in 2017/18 to repeat the survey.

3.3.11 A resident survey of this kind is only one source of data and information, which focuses primarily on services and issues impacting on or delivered to the majority of residents. The council provides many other services such as through adults and children's social care that are not included. The survey results and action taken in response should be considered in that context.

3.4 Local Council Tax Scheme

3.4.1 The council undertook a public consultation on possible changes to the Local Council Tax Support (LCTS) scheme for 2017/18. The consultation, which ran for six weeks from mid-August until late September 2016, was run in conjunction with Essex councils through the Essex Insight website with a link directly from the council's website and consultation portal.

3.4.2 The council participates in a pan Essex LCTS project group. This is to take advantage of the economies of scale of joint working including consultations. The LCTS consultation was run at no cost to Thurrock Council.

3.4.3 The Thurrock element of the consultation attracted 254 'hits' to the website and 37 responses were received. There are just over 6,500 LCTS claimants. The response was comparable with other Essex authorities. The authority with the highest response was Uttlesford – who in addition to an online survey included the consultation in their magazine with a reply paid envelope for return.

3.4.4 The response rate could be explained by the longer and more technical questions in this year's consultation, which were necessary due to the legislative nature of the changes impacting the schemes. 54 responses were received in 2015.

3.4.5 The approach to future LCTS consultations will be reviewed ahead of the process for this year.

3.5 Customer Satisfaction Surveys

3.5.1 A number of services undertake their own customer satisfaction survey including the contact centre, housing repairs and adult social care to gain feedback on day-to-day operational service delivery.

3.5.2 In addition, Housing use a specialist external company to survey 20% of council tenants over the course of a year (approximately 167 people each month) on a variety of issues relating to their experiences as a tenant living in the borough. The tenant satisfaction surveys cost approximately £1,400 per year.

4. Reasons for Recommendation

4.1 This update was requested by Corporate Overview and Scrutiny Committee. There is no decision to be made but the committee may wish to comment on the consultations that have taken place and results of the Residents Survey.

4.2 A review of the council's Engagement Strategy is underway to refresh the approach and toolkit. This will use the results of the Residents Survey and be developed alongside a Communication Strategy for the council.

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

5.1   This is an update report. There is no decision on which to be consulted.

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

6.1   Consulting with members of the public and other stakeholders helps inform the council's policies, priorities and performance alongside the use of other quantitative and qualitative information. The data is used to inform the development of key strategies and to improve service delivery and gauge resident and other user satisfaction.

7.   Implications

7.1   **Financial**

Implications verified by: **Laura Last**

Management Accountant

The details of the costs of individual consultations are contained within the body of this report. There are no other direct financial implications arising from this report.

7.2   **Legal**

Implications verified by: **David Lawson**

Monitoring Officer

There are no direct legal implications arising from this report.

7.3   **Diversity and Equality**

Implications verified by: **Natalie Warren**

Community Development and Equalities Manager

Consulting with residents and other stakeholders helps inform the council's policies, priorities and performance alongside the use of other quantitative and qualitative information. It is a recognised way to give people a voice.

The three key consultation exercises highlighted in the report have all received feedback from a wide selection of the community. The resident survey was undertaken in such a way that the cross section of those surveyed replicated the diversity profile of the borough as a whole.

The data is used to inform the development of key strategies and to improve service delivery and resident and other users satisfaction.

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

N/a

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: Consultation exercise response rates

Report Authors:

Sarah Welton, Strategy & Performance Officer

Natalie Warren, Community Development Manager

Consultation	Directorate	Team	Start	End	Consultation Source	Number of Responses
Thurrock Local Offer Survey/Feedback	Childrens	Family Information Service	03/08/2015	31/12/2016	Council's Consultation Portal	31
Thurrock's Health and Wellbeing Priorities	Adults Housing and Health	Adults, health and commissioning	23/11/2015	22/01/2016	Council's Consultation Portal	245
Housing Allocations Scheme (2015)	Adults Housing and Health	Housing	26/11/2015	21/01/2016	Council's Consultation Portal	1211
Parental Survey - Childcare Sufficiency Assessment 2016	Childrens	Family Information Service	30/11/2015	24/01/2016	Council's Consultation Portal	44 (also 200+ face to face interviews used)
Proposed changes to the provision of discretionary transport to faith schools	Childrens	Commissioning Team	07/12/2015	29/01/2016	Council's Consultation Portal	74
Grays Town Centre Consultation	Environment & Place	Regeneration	21/01/2016	09/02/2016	Council's Consultation Portal	130
2016 Call for Sites and Brownfield Register Submission Form	Environment & Place	Growth and Strategy Team	26/02/2016	26/02/2017	Council's Consultation Portal	72 (as of 08/02/17)
Local Plan Issues and Options - Big Questions	Environment & Place	Growth and Strategy Team	26/02/2016	01/12/2016	Council's Consultation Portal / Roadshows and community forums and meetings	76
Air Quality Strategy Details|Air Quality Strategy	Environment & Place	Transport Development	09/05/2016	17/06/2016	Council's Consultation Portal	10
Cycle Plans	Environment & Place	Transport Development	09/05/2016	06/06/2016	Council's Consultation Portal	18
Local Green Space Nominations	Environment & Place	Growth and Strategy Team	15/07/2016	30/09/2016	Council's Consultation Portal	34
Local List Nominations	Environment & Place	Growth and Strategy Team	15/07/1206	30/09/2016	Council's Consultation Portal	3
Infrastructure Requirement List	Environment & Place	Planning and Growth	22/07/2016	21/07/2019	Council's Consultation Portal	1 (as of 08/02/17)
Fixed Term Tenancies	Adults Housing and Health	Housing	25/07/2016	23/09/2016	Council's Consultation Portal	297
Private Landlord Survey	Adults Housing and Health	Private Housing Sector	28/07/2016	23/09/2016	Council's Consultation Portal	108
Gambling Licensing Policy Statement Consultation Statement Consultation	Environment & Place	Licensing	10/08/2016	05/10/2016	Council's Consultation Portal	4
Annual Local Council Tax Support Scheme Consultation 2017/18	Finance & IT	Revenues and Benefits	15/08/2016	26/09/2016	Essex County Council	37
Changes to children's public health services and children's centres	Childrens	Family Information Service	25/10/2016	04/12/2016	Council's Consultation Portal	251
CHILDREN AND YOUNG PEOPLE SURVEY – Changes to children's public health services and children's centres	Childrens	Family Information Service	25/10/2016	04/12/2016	Council's Consultation Portal	196
Thurrock Residents Survey	Strategy, Communications & Customer Services	Strategy	01/11/2016	01/12/2016	BMG (Independent Survey Company)	1000
Private Landlord Incentive Scheme Survey	Adults Housing and Health	Housing Solutions	11/11/2016	23/12/2016	Council's Consultation Portal	15
Housing Tenant Satisfaction Surveys	Adults Housing and Health	Housing	Monthly	Monthly	Independent survey company	167 per month

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14 March 2017		ITEM: 7
Corporate Overview and Scrutiny Committee		
Quarter 3 Corporate Performance Report 2016/17		
Wards and communities affected: All	**Key Decision:** Non-key	
Report of: Karen Wheeler, Director of Strategy, Communications and Customer Services		
Accountable Head of Service: n/a		
Accountable Director: Karen Wheeler, Director of Strategy, Communications and Customer Services		
This report is public		

Executive Summary

The Corporate Priority Activity Plan 2016/17 outlines the focus areas for service delivery during this year. The plan is supported by the Corporate KPI (Key Performance Indicator) Framework which details the statistical evidence the council uses to monitor the progress and performance against those priority activities.

This report provides a progress update in relation to the performance of those KPIs.

1.   Recommendation(s)

1.1   To note and comment upon the performance of the key corporate performance indicators in particular those areas which are IN FOCUS

1.2   To identify any areas which require additional consideration

2.   Introduction and Background

2.1   The key corporate plan activities for the year ahead mapped against the priorities were agreed by Cabinet in July 2016. The performance of those priority activities is monitored through the Corporate KPI (Key Performance Indicator) framework. This report provides a progress update in relation to the performance of those KPIs. The data is included in Appendix 1 and the areas for focusing upon this quarter are detailed in section 3.3.

2.2   Officers and Portfolio Holders have been undertaking a full and thorough review of existing KPIs and other performance tools keeping in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

2.3   This review has also taken into account feedback and intelligence the council receives from residents. Results from the resident survey which took place in November/December 2016 will also feed into this review.

2.4   The purpose of this review is to make the performance framework 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.

2.5   The reviewed set of KPIs will take effect from the new municipal year.

3   Issues, Options and Analysis of Options

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

3.2   Summary of Corporate KPI Performance

Quarter 3 Performance against target		
Achieved		55%
Failed		45%
Direction of Travel		
	Compared to 2015/16	Compared to Quarter 2 2016/17
↑ **BETTER**	54.55%	50%
➔ **Static**	6.06%	8.33%
↓ **WORSE**	39.39%	41.67%

3.3 Focus Areas for Quarter 3 (Up to December)

This section focuses on a few key performance highlights and challenges.

3.3.1 Focus 1

KPI	% of primary schools that are judged Good or better		
Portfolio	Education and Health	Directorate	Children's
Quarter 3 Performance	94.4%	Performance Status	**ACHIEVED**
Quarter 3 Target	80%	Direction of Travel since last year	**BETTER ↑**
Year End Target	80%	Direction of Travel since last quarter	**BETTER ↑**

This indicator has consistently improved over recent reports with 94.4% of Thurrock primary schools being judged by Ofsted as being either good or outstanding.

There have been four primary inspections published this academic year (since September 2016). Of these, three schools improved their Ofsted judgements from 'requires improvement' to 'good. The remaining school retained their 'good' judgement. The total percentage of pupils that attend a good or better school has risen to 94.4%.

There are two primary schools with a current 'requires improvement' judgement. Both schools are expected to improve on these judgements at their next inspections. There are also two schools still waiting for their first inspection.

3.3.2 Focus 2

KPI	% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (Annual)		
Portfolio	Education and Health	Directorate	Adults, Housing and Health
Latest Performance	37.8%	Performance Status	**FAILED**
Latest Target	36.6%	Direction of Travel since last year	**WORSE ↓**
Year End Target	36.6%	Direction of Travel since last quarter	**n/a**

37.8% is the 2015/16 outturn which is the year-end outturn for last year. Target of 36.6% has not been met and there has been an increase of 1.1% compared to the previous year.

Nationally, the average has increased by 1% to 34.2% so Thurrock has increased at a similar rate to nationally. However, Thurrock is 3.6% above the England average for 2015/16. Regionally, the average has also increased by 1% to 31.7% so again Thurrock has increased at a similar rate to other Local Authorities in the region. However, Thurrock is 6.1% above the regional average for 2015/16.

As these figures relate to the year 2015/16 they reflect what was happening a year ago. Our current strategy to tackle this issue includes promotion of the Daily Mile, which is now being done by 30% of primary schools in the borough compared to none a year ago. This has the potential to make a significant difference but the effects will not be evident in this data for at least one year.

We also provide a family-centred weight management programme for children identified as overweight or obese and we are currently developing a whole systems approach to obesity prevention which will guide future action.

3.3.3 Focus 3			
KPI	% of potholes repaired within policy and agreed timeframe		
Portfolio	Highways & Transportation	Directorate	Environment and Place
Quarter 3 Performance	**92%**	Performance Status	**FAILED**
Quarter 3 Target	**100%**	Direction of Travel since last year	**n/a**
Year End Target	**100%**	Direction of Travel since last quarter	**WORSE** ⬇

This KPI measures the proportion of potholes requiring intervention which are filled within 3 working days. (It does not include non-intervention potholes filled as part of the 'Clean It, Cut It, Fill it' campaign). 301 potholes were filled during this period, of which 22 were not filled within the 3 day timescale. Of these 22, 4 were missed in October, 4 in November and 14 in December. The increased number of potholes not filled within 3 days in December was the result of difficulties in obtaining supplies during Christmas shut-down period and staff being required to undertake gritting runs.

Going forward, additional resource has been identified for this work, including the services of the scheduler to ensure that work tickets are processed within policy target. Outturns will be scrutinised on a weekly basis to ensure improvements for next quarter.

3.3.4 Focus 4			
KPI	Street cleanliness – proportion of surveyed area with unacceptable levels of litter		
Portfolio	Environment	Directorate	Environment and Place
Latest Performance	**4.29%**	Performance Status	**FAILED**
Latest Target	**4%**	Direction of Travel since last year	**WORSE** ⬇
Year End Target	**4%**	Direction of Travel since last quarter	**WORSE** ⬇

The assessment of street cleanliness is based on surveys of 10 different land types with each inspection covering a number of wards. The survey provides snap shot data of the appearance of parts of the borough, at that point in time.

With the Cut it, Clean it, Fill it initiative, the service has focused resource and effort on improving the standards of cleanliness in high profile areas such as town centres and the gateways to the borough.

The performance in relation to levels of litter has dipped below target after the second of the three inspections. This is largely due to lower standards of cleanliness on rural and main roads. Of the 303 transects inspected 31 were reported to be below an acceptable level.

Although the system of monitoring street cleanliness has been in place for a number of years and is rigid, there is an element of subjectivity in the scoring. With effect from April 2017 the assessments will be conducted by Keep Britain Tidy. Their scoring is carried out in a different way and to nationally recognised standards. Whilst the council will not be able to compare to previous years, it will ensure a more objective scoring process.

4. Reasons for Recommendation

4.1 The Corporate Priority Activity Plan and associated performance framework are fundamental to articulating how the council is going to deliver against the corporate priorities, i.e. 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.

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.

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 This 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: **Laura Last**
Management Accountant

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

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

7.2 **Legal**

Implications verified by: **David Lawson**

Monitoring Officer & Deputy Head of Law & Governance

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

7.3 **Diversity and Equality**

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

The Corporate 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 is given throughout the year within the regular monitoring reports regarding progress and actions.

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

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

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

- N/A

9. **Appendices to the report**

- Appendix 1 – Quarter 3 Corporate Performance Report 2016/17
- Appendix 1b – Commentary on Failed Indicators

Report Author:
Sarah Welton, Strategy & Performance Officer

Appendix 1: Corporate Performance KPIs Quarter 3 2016/17

Performance Indicator Title	Portfolio Holder	Directorate	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	Apr-16	May-16	Jun-16	Qtr1 YTD	Jul-16	Aug-16	Sep-16	Qtr 2 YTD	Oct-16	Nov-16	Dec-16	Qtr 3 YTD	Qtr 3 Target	2016/17 Target	Qtr 3 DOT (since last year)	DOT between Month 7 and Month 6	DOT between Month 8 and Month 7	DOT between Month 9 and Month 8		Qtr 1 Achieved or Failed	Qtr 2 Achieved or Failed	Qtr 3 Achieved or Failed
Permanent admissions to residential/nursing homes per 100K pop'n (18+)	Cllr S Little	AHH - Adults	133	134	163				37				35				30	41	163	↑					Achieved	Achieved	Achieved
Self-Directed Support - % of adult social care carers in receipt of SDS	Cllr S Little	AHH - Adults	8.9%	94.4%	77.70%	90.9%	92.3%	92.30%		92.9	86.7	86.7		85.71	93.3	86.67		50%	50%	↑	↓	↑	↓		Achieved	Achieved	Achieved
% General Satisfaction of tenants with neighbourhoods/ services provided by Housing	Cllr R Gledhill	AHH - Housing	70	70%	n/a	74	73	76	73	70	71	66	72	72	75	75	72.5	72	72%	↑	↑	↑	↑		Achieved	Achieved	Achieved
No of homes transformed (NB target is given as a % of total stock as the actual figure changes as stock levels change)	Cllr R Gledhill	AHH - Housing	n/a	58% (5838)	60 per month	192	132	111	435	114	106	108	763	68	111	31	973	50 per month	65% of all stock by year end	↑	↓	↑	↓		Achieved	Achieved	Achieved
% of repairs completed within target	Cllr R Gledhill	AHH - Housing	n/a	95 (March in month)	85	98	98	97	98	98	98	98	98	98	95	98	97	85	85	↑	→	↓	↑		Achieved	Achieved	Achieved
Average time to turnaround/re-let voids (in days)	Cllr R Gledhill	AHH - Housing	31.5	36	n/a	23	32	40		40	34	31		31	34	34		34	33	↑	→	↓	→		Failed	Achieved	Achieved
Average time taken to complete an emergency repair (in days)	Cllr R Gledhill	AHH - Housing	n/a	0.29	n/a	0.19	0.19	0.14	0.17	0.15	0.14	0.08	0.14	0.13	0.08	0.44	0.17	0.2	0.2	↑	↑	↑	↓		Achieved	Achieved	Achieved
% of primary schools judged "good" or better	Cllr J Halden	Children's	76.5	75.7	87				86.5				88.9				94.4	fixed at 80	80	↑					Achieved	Achieved	Achieved
Number of places accessed for two year olds for early years education in the borough	Cllr J Halden	Children's	720	665	743				700				Not due (Termly)				741	74% of DWP total* (changes each term)	74% of DWP total* (changes each term)	↑					Achieved		Achieved
% of Minor planning applications processed in 8 weeks	Cllr M Coxshall	E&P - Planning	88.3	92.9	n/a	100	100	100	100	100	100	100	100	100	100	100	100	88	88	→	→	→	→		Achieved	Achieved	Achieved
% Council Tax collected	Cllr S Hebb	Finance & IT	98.71	98.58	n/a	10.72	19.54	28.29		36.85	45.45	54.09		62.67	71.5	80.04		79.86	98.9	↑	↑	↑	↑		Achieved	Failed	Achieved
% National Non-Domestic Rates (NNDR) collected	Cllr S Hebb	Finance & IT	99.68	99.8	n/a	11.73	20.85	29.93		38.83	47.34	56.53		65.87	74.25	84.03		83.85	99.3	↑	↑	↑	↑		Achieved	Failed	Achieved
Overall spend to budget on General Fund (£K variance)	Cllr S Hebb	Finance & IT	0	0	n/a				0				0				0	0	0	→					Achieved	Achieved	Achieved
No of people registered for My Account	Cllr D Huelin	HROD - transformation	n/a	31561	n/a				36035				41179				46,366	41500	45000	↑	↑				Achieved	Achieved	Achieved
% of young people who reoffend after a previously recorded offence	Cllr J Halden	Children's	37	29	National average 38				6				8				Qtr in arrears	25	30	Qtr in arrears					Achieved	Achieved	Qtr in arrears
Average time taken to complete a non-urgent repair (in days)	Cllr R Gledhill	AHH - Housing	n/a	9.73	n/a	10	10	14	11	14	10	10	11.3	9	7.8	8.25	10.3	20	20	↓	↑	↑	↓		Achieved	Achieved	Achieved
% Early Offer of Help Episodes completed within 12 months	Cllr J Halden	AHH - PH	n/a	97.2	n/a				93				94				95	95	95	↓					Achieved	Failed	Achieved
% of Major planning applications processed in 13 weeks	Cllr M Coxshall	E&P - Planning	84	84.58	n/a	100	100	100	100	100	100	100	100	100	94.4	100	96.2	75	75	↓	→	↓	↑		Achieved	Achieved	Achieved
Number of people supported by a Local Area Coordinator (LAC)	Cllr S Little	AHH - PH	n/a	n/a	n/a				359				476				669	487.5	650 by year end						Achieved	Achieved	Achieved
Street Cleanliness - c) Graffiti	Cllr P Tolson	E&P - ENV	0.5	0%	1.52%					0.83					1.4			2% (Smaller is better)	2% (Smaller is better)						Achieved		Achieved
Number of "exchanges" carried out through time-banking (in hours)	Cllr S Macpherson	AHH - Comm Dev	n/a	n/a	n/a				2,408				7,219				11,037	8,500	11,000						Failed	Achieved	Achieved
No of business engaged through Council programmes	Cllr M Coxshall	E&P - Regen	n/a	n/a	n/a				133				545				548	375	500						Achieved	Achieved	Achieved

Performance Indicator Title	Portfolio Holder	Directorate	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	Apr-16	May-16	Jun-16	Qtr1 YTD	Jul-16	Aug-16	Sep-16	Qtr 2 YTD	Oct-16	Nov-16	Dec-16	Qtr 3 YTD	Qtr 3 Target	2016/17 Target	Qtr 3 DOT (since last year)	DOT between Month 7 and Month 6	DOT between Month 8 and Month 7	DOT between Month 9 and Month 8		Qtr 1 Achieved or Failed	Qtr 2 Achieved or Failed	Qtr 3 Achieved or Failed
Self-Directed Support - % adult social care users in receipt of SDS	Cllr S Little	AHH - Adults	72%	74.2%	86.90%	74.49	74.47	74.63		74.16	73.93	74.19		74.56	75.56	76.51		80%	80%	↑	↑	↑	↑		Failed	Failed	Failed
Average time (in days) for a child to be adopted (3 year average)	Cllr S Little	Children's	625	601	n/a				565				560				546	525	500	↑					Achieved	Failed	Failed
Overall spend to budget on HRA (£K variance)	Cllr R Gledhill	AHH - Housing	-2485	900	n/a	n/a	n/a	0		0	641	491		516	486	432		0	0	↑	↓	↑	↑		Achieved	Failed	Failed
% of refuse bins emptied on correct day	Cllr P Tolson	E&P - ENV	99	98.50%	n/a	99.10%	95.30%	97.30%	97.2	97.60%	94.50%	99.3	97.2	97.2	99.8	99.2	97.9	98.5	98.50%	↑	→	↑	↓		Failed	Failed	Failed
Number of places available for two year olds to access early years education in the borough	Cllr J Halden	Children's	1083	1307	929				1094								1,112	1200	1200	↑					Failed		Failed
No of new apprenticeships within the council	Cllr J Halden	Children's	65	55	65	2	0	2	4	0	6	4	14	5	2	0	23	48	60	↓	↑	↓	↓		Failed	Failed	Failed
% older people still at home 91 days after discharge from hospital into reablement /rehabilitation	Cllr S Little	AHH - Adults	86.60%	90.80%	82.70%				83.2				89.4				87.8	90.9%	90.9%	↓					Failed	Failed	Failed
% Rent collected	Cllr R Gledhill	AHH - Housing	99.44	99.64%	99.64	77.9	90.39	93.3	93.3	93.6	95.3	95	95	95.76	96.8	97.1	97.1	97.25	99.00%	↓	↑	↑	↑		Achieved	Achieved	Failed
% Household waste reused/ recycled/ composted	Cllr P Tolson	E&P - ENV	40.38	39%	42% (Unitary)	38.5	45 (YTD 41.9)	48.97 (YTD 44.1)	44.1	44.3 (YTD 44.2)	39.5 (YTD 43.3)	38.8 (YTD 42.6)	43	35.5 (YTD 41.75)	36.26 (YTD 40.91)	29.64 (YTD 39.42)	33	34	41%	↓	↓	↑	↓		Failed	Failed	Failed
Street Cleanliness - a) Litter	Cllr P Tolson	E&P - ENV	1.83	3%	6.47%					3.48					4.29			4% (Smaller is better)	4% (Smaller is better)	↓			↓		Achieved		Failed
Overall spend to budget on Capital Programme	Cllr S Hebb	Finance & IT	90	90	n/a				8			27.91					55	60	90	↓					Failed	Failed	Failed
Average sickness absence days per FTE	Cllr D Huelin	HROD - sickness	9.87	9.69	8.99	0.74	0.83	0.77	2.34	0.7	0.8	0.8	4.6	0.81 (5.5)	0.83 (6.3)	0.93	7.23	6.75	9	↓	↓	↓	↓		Achieved	Achieved	Failed
% timeliness of response to all complaints (all services except social care)	Cllr D Huelin	HROD - complaints	98.3	98.1		99	99	98	99	100	96	95%	97	78	93	90	86	98	98	↓	↓	↑	↓		Achieved	Failed	Failed
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr J Halden	Children's	n/a	54.6	52.3	86.7	71.4	65		59.6	58.7	55.6		52	54.9	54		70	70	↓	↓	↑	↓		Failed	Failed	Failed
Number of volunteers active in roles within the council	Cllr S Macpherson	AHH - Comm Dev	250	251	n/a				232				244				243	250	250	↓					Failed	Failed	Failed
% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (Annual)	Cllr J Halden	AHH - PH	36.7	37.8 (15/16)	36.7% 14/15 30.7% (Regional) 33.2% (England)												37.8 (15/16)		36.6								Failed
% adults who smoke (Annual)	Cllr J Halden	AHH - PH	20.9 (2014)	21.3 (2015)	20.9% (2014) 17.8% (2014 Regional) 17.7% (2014					21.3 (2015)								19.9							Failed	
% of potholes repaired within policy and agreed timeframe	Cllr B Little	E&P - H&T	n/a	n/a	n/a - new methodology						93.72	94.02		93	95	92		100%	100%		↓	↑	↓			Failed	Failed
% of 16-19 yr old Not in Education, Employment or Training	Cllr J Halden	Children's	5.5	5.2	5	5.4	5.5	5.6		5.7	new govt. method	new govt. method		new govt. method	new govt. method	new govt. method		5.9	5	new govt. method	new govt. method	new govt. method	new govt. method		Achieved	new govt. method	new govt. method

Health/Wealth of the Borough Indicators	Portfolio Holder	Directorate	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	Apr-16	May-16	Jun-16	Qtr1	Jul-16	Aug-16	Sep-16	Qtr 2 YTD	Oct-16	Nov-16	Dec-16	QTR 3 YTD	Qtr 3 Target	2016/17 Target	Q3 DOT (since last year)	DOT between Month 7 and Month 6	DOT between Month 8 and Month 7	DOT between Month 9 and Month 8	Q1 Achieved or Failed	Q2 Achieved or Failed	Q3 Achieved or Failed
Unemployment rate (data from ONS/NOMIS) (in arrears)	Cllr M Coxshall	E&P - Regen	7.3	5.60%	3.90%				5.30%				4.9				5.2	3.8 regional average	regional average	↓				Failed	Failed	Failed

Demand Indicator Title	Portfolio Holder	Directorate	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	Apr-16	May-16	Jun-16	Qtr1 YTD	Jul-16	Aug-16	Sep-16	Qtr 2 YTD	Oct-16	Nov-16	42705	Qtr 3 YTD	Qtr 3 Target	2016/17 Target	Qtr 3 DOT (since last year)	DOT between Month 7 and Month 6	DOT between Month8 and Month 7	DOT between Month9 and Month 8			
Number of households at risk of homelessness approaching the Council for assistance	Cllr R Gledhill	AHH - Housing	2724	2,944	average 245 per month	238	243	244	725	186	217	236	1364	170	118	216	1868			↓	↓	↓	↑			
No of homeless cases accepted	Cllr R Gledhill	AHH - Housing	n/a	222	average 19 per month	18	7	20	45	23	15	29	112	22	30	36	200			↑	↓	↑	↑			
No of people killed or seriously injured in road traffic accidents (yearly average taken over a rolling 3 years)	Cllr B Little	E&P - H&T	58	73	n/a								39				awaiting data from Essex			n/a						
No of incidents of Fly tipping reported	Cllr P Tolson	E&P - Public Protection	n/a	2504	2504	273	238	269	780	203	203	313	1568	208	392	140	2308	1700 Baseline	2250 Baseline	↓	↑	↓	↑			
No of incidents of Abandoned vehicles reported	Cllr P Tolson	E&P - Public Protection	n/a	1028	1028	115	105	158	378	140	161	126	805	159	147	96	1207	690 Baseline	930 Baseline	↑	↓	↑	↑			
Rate of Children subject to Child Protect Plan	Cllr S Little	Children's	52	71	36	72	77	74		74	76	69		73	76	71		no target	no target	→	↓	↓	↑			
Rate of Looked After Children	Cllr S Little	Children's	72	85	57	82	83	82		84	83	88		85	84	82		no target	no target	↓	↑	↑	↑			

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Performance Indicator Title	Portfolio Holder	Directorate	Dec-16	Qtr 3 YTD	Qtr 3 Target	2016/17 Target	Qtr 3 DOT (since last year)	Qtr 3 Achieved or Failed	Commentary
Self-Directed Support - % adult social care users in receipt of SDS	Cllr S Little	AHH - Adults	76.51		80%	80%	↑	Failed	As at end of December 2016 we have 821 of 1073 service users receiving their support via self-directed support mechanism. This equates to 76.51%. Our target for 2016/17 is 80%. The national average for 2015/16 was 86.9%. Our Q3 outturn is 2.36% better than our 2015/16 outturn. This indicator evidences our position as at last day of the reporting month (it is not cumulative). The 2.36% represents an increase in numbers of those in receipt of a personal budget, rather than a decrease in numbers of people receiving services. We would require an additional 38 of our current service users to be transferred to a personal budget to meet our 80% target. To support improvement of this indicator a Project Manager for Direct Payments and Personal Budgets has been employed within the Commissioning Team. The service is looking at possible tablets for use by staff who complete assessments/reviews in people's homes.
Average time (in days) for a child to be adopted (3 year average)	Cllr S Little	Children's		546	525	500	↑	Failed	Thurrock's timeliness this year (in the YTD average) demonstrates that the service is performing above both the National average and DFE target in Q1, Q2 and Q3. However, to make up for delays in previous years, 25 days reduction per quarter target has been set. This target has not been achieved but a closer look shows a significant drop, equivalent to a month's reduction, from 565 in June to 546 in December 2016. Although the Q2 and Q3 targets were not achieved due to the number of adoptions and the variation in time scales, the general performance shows a significant reduction in the time it takes for a child to go through the Adoption process in Thurrock. If the current trend is sustained, Thurrock would become one of the best performing authorities in the country by 2018/19 financial year. NB: The indicator is average time, in days, between a child entering care and moving in with its adoptive family, for children who have been adopted
Overall spend to budget on HRA (£K variance)	Cllr R Gledhill	AHH - Housing	432		0	0	↑	Failed	The December (Period 9) Monitor is currently forecasting a £432k overspend compared to £486k reported in November 2016, a positive movement of £54k. This is largely due to an overspend in repairs and maintenance.
% of refuse bins emptied on correct day	Cllr P Tolson	E&P - ENV	99.2	97.9	98.5	98.50%	↑	Failed	This has improved considerably in recent months and the December in month performance achieved the target. However due to the poorer performance earlier in the year caused by a range of factors including major congestion incidents on Thurrock's roads and mechanical breakdown, the cumulative position for the year remains below target
Number of places available for two year olds to access early years education in the borough	Cllr J Halden	Children's		1,112	1200	1200	↑	Failed	The number of eligible Thurrock families identified by the Department for Work and Pensions (DWP) reduced from 954 (August 15) to 858 (August 16). The total number of places available has increased since July from 1094 to 1112. There are currently 371 vacant places available to eligible 2 year olds in Thurrock settings which is 30% more places than required to allow for parental choice. Due to the decrease in the number of eligible children in Thurrock, the target is higher than it should be. Therefore, although this indicator may be flagged as 'failed', there are more than enough places available to families which we consider to be very good performance.
No of new apprenticeships within the council	Cllr J Halden	Children's	0	23	48	60	↓	Failed	Thurrock Council and partners did not appoint any apprentices in December (consistent with previous three years). Previous year's show that Q4 has traditionally been a strong quarter for apprentice recruitment: six in 2013/14; 15 in 2014/15; 14 in 2015/16. This compares with a current forecast for Q4 of two based on expected starts for the Housing and Communications Teams with a further possible six apprentices starting in April within the Estate Services team. This is fewer than previous years and anecdotally services are awaiting clarity about the impact of the apprenticeship levy. There is a cross-council group looking into maximising the potential from the levy and the approach to be taken going forward from April 2017 onwards as agreed at Directors Board. As a result of this, support to and opportunities for apprenticeships during 2017/18 are likely to improve significantly.
% older people still at home 91 days after discharge from hospital into reablement/rehabilitation	Cllr S Little	AHH - Adults		87.8	90.9%	90.9%	↓	Failed	Q3 16/17 had a total of 98 older people (65+) discharged from hospital into reablement/ rehabilitation. Of these, 86 were still at home 91 days later which equates to 87.8%. This is below our target of 90.9% for 16/17 and also falls short of our 2015/16 outturn of 90.8%. Of the 12 people who did not remain at home 91 days later, 11 died before the 91 day period and 1 was in Collins House Residential Care. Despite being under target the current position is higher than the national average for 15/16, which was 82.7%. We are reviewing data quality on this indicator in terms of our routine recording of reablement potential. Currently we feel some individuals who do not have reablement potential are being included in the indicator, something we are working to improve. In addition, the current home care situation has meant that the reablement team have been required to take on more basic home care packages which has impacted on their ability to provide reablement.
% Rent collected	Cllr R Gledhill	AHH - Housing	97.1	97.1	97.25	99.00%	↓	Failed	Lower access to housing benefits in December has detrimentally affected the in month rent collection, also the service is currently investigating a number of Housing Benefits payments which once added to the rent collection would improve the performance. Nevertheless, rent collection in Thurrock is still good when compared with other Local Authorities.
% Household waste reused/ recycled/ composted	Cllr P Tolson	E&P - ENV	29.64 (YTD 39.42)	33	34	41%	↓	Failed	In line with seasonal variations the recycling rate has fallen over the past month and it is unlikely that the end of year target of 41% will now be met. Many of the initiatives which will enable the figure to improve rest on encouraging residents to recycle more and properly. This has plateaued over recent years, and the remaining non-recyclers are very difficult to encourage to change their habits. There remain issues in flats with shared bin space. Also, there is still a high percentage of waste identified as recycling by residents which it later transpires contains non-recyclates and therefore the whole load is "contaminated" and has to be incinerated/landfilled. The team continue to look at ways to reduce issues of non-compliance, including looking at the impact of new enforcement policies currently being rolled out in other authorities. The Recycle It campaign is ongoing and will continue throughout the year. However, no "quick fix" is available and as such the forecast is that this indicator will fail to meet its target by year end.

Performance Indicator Title	Portfolio Holder	Directorate	Dec-16	Qtr 3 YTD	Qtr 3 Target	2016/17 Target	Qtr 3 DOT (since last year)	Qtr 3 Achieved or Failed	Commentary
Street Cleanliness - a) Litter	Cllr P Tolson	E&P - ENV			4% (Smaller is better)	4% (Smaller is better)	↓	Failed	The assessment of street cleanliness is based on surveys of 10 different land types with each inspection covering a number of wards. The survey provides snap shot data of the appearance of parts of the borough, at that point in time. With the Cut it, Clean it, Fill it initiative, the service has focused resource and effort on improving the standards of cleanliness in high profile areas such as town centres and the gateways to the borough. The performance in relation to levels of litter has dipped below target after the second of the three inspections. This is largely due to lower standards of cleanliness on rural and main roads. Of the 303 transects inspected 31 were reported to be below an acceptable level. Although the system of monitoring street cleanliness has been in place for a number of years and is rigid, there is an element of subjectivity in the scoring. With effect from April 2017 the assessments will be conducted by Keep Britain Tidy. Their scoring is carried out in a different way and to nationally recognised standards. Whilst the council will not be able to compare to previous years, it will ensure a more objective scoring process.
% overall spend to budget on Capital Programme	Cllr S Hebb	Finance & IT		55	60	90	↓	Failed	This is based on actual payments to date so when including outstanding work not yet billed the progress will be largely on target. In addition there are a number of large value schemes (i.e. A13 development, LED street lighting replacement) where a majority of the 2016/17 spend is expected within Qtr4. Based on the current monitoring report, the year end target of 90% is still achievable.
Average sickness absence days per FTE	Cllr D Huelin	HROD - sickness	0.93	7.23	6.75	9	↓	Failed	This is marginally higher than target but still better than last year. Close monitoring continues to be undertaken on a case by case basis with individual DMTs. The main causes of sickness absence continue to be post operative recovery, stress related absence, colds and sickness/gastrointestinal issues. Appropriate steps are being taken to manage and support. Over 50% of sickness is long term and these are all dealt with on a case by case basis and are all being appropriately managed.
% timeliness of response to all complaints (all services except social care)	Cllr D Huelin	HROD - complaints	90	86	98	98	↓	Failed	From 1 August the complaints process changed, shortening the timeframe targets for turnaround, and removing the category of concern. This has had an impact on both the number of Stage 1 complaints and the capacity to turnaround "on time". In addition to this during September the council implemented a senior sign of process across some areas.
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr J Halden	Children's	54		70	70	↓	Failed	Our performance remains above national average but is not yet meeting our stretch target of 70%. We are reviewing how the data is collected in this area to ensure that all young people in employment, education or training are being recorded.
% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (Annual)	Cllr J Halden	AHH - PH		37.8 (15/16)		36.6		Failed	37.8% is the 2015/16 outturn which is the year-end outturn for last year. Target of 36.6% has not been met and there has been an increase of 1.1% compared to the previous year. Nationally, the average has increased by 1% to 34.2% so Thurrock has increased at a similar rate to nationally. However, Thurrock is 3.6% above the England average for 15/16. Regionally, the average has also increased by 1% to 31.7% so again Thurrock has increased at a similar rate to other Local Authorities in the region. However, Thurrock is 6.1% above the regional average for 15/16. As these figures relate to the year 2015/16 they reflect what was happening a year ago. Our current strategy to tackle this issue includes promotion of the Daily Mile, which is now being done by 30% of primary schools in the Borough compared to none a year ago. This has the potential to make a significant difference but the effects will not be evident in this data for at least one year. We also provide a family-centred weight management programme for children identified as overweight or obese and we are currently developing a whole systems approach to obesity prevention which will guide future action.
Number of volunteers active in roles within the council	Cllr S Macpherson	AHH - Comm Dev		243	250	250	↓	Failed	Q3. The data gives an snapshot of the number of volunteers active at the end of the quarter. Although the data shows that we were under target in December with 243 volunteers compared to a target of 250, the actual number of volunteers that have been active during the year so far, totals 332. There are currently 11 volunteers ready to commence pending references or awaiting a start date. It is anticipated that these will happen imminently and as such the target should be met by year end. We held a successful Volunteers' Week event in June in partnership with ngage which highlighted the fantastic support that the volunteers give to us. All Thurrock Council Volunteers were given a certificate of appreciation signed by the Mayor.
% of potholes repaired within policy and agreed timeframe	Cllr B Little	E&P - H&T	92		100%	100%		Failed	This KPI measures the proportion of potholes requiring intervention which are filled within 3 working days. (It does not include non-intervention potholes filled as part of the 'Clean It, Cut It, Fill it' campaign). 301 potholes were filled during this period, of which 22 were not filled within the 3 day timescale. Of these 22, 4 were missed in October, 4 in November and 14 in December. The increased number of potholes not filled within 3 days in December was the result of difficulties in obtaining supplies during Christmas shut-down period and staff being required to undertake gritting runs. Going forward, additional resource has been identified for this work, including the services of the scheduler to ensure that work tickets are processed within policy target. Outturns will be scrutinised on a weekly basis to ensure improvements for next quarter.
Unemployment rate (data from ONS/NOMIS) (in arrears)	Cllr M Coxshall	E&P - Regen		5.2	3.8 regional average	regional average	↓	Failed	This is not a performance indicator, but data that we monitor each quarter as a wider determinant of the health and wealth of the borough. Whilst not reaching the challenging target of the regional average, over recent years the direction of travel is positive.

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Corporate Overview and Scrutiny Committee Work Programme 2016/17	

Dates of Meetings: 21 June 2016, 20 September 2016, 22 November 2016, 18 January 2017 (Budget) & 14 March 2017

Topic	Lead Officer
21 June 2016	
Terms of Reference	Democratic Services Officer
Corporate Plan & KPI Framework 2016/17	Karen Wheeler
Community Asset Transfer Policy	Becky Price
Work Programme	Democratic Services Officer
20 September 2016	
Terms of Reference	Democratic Services Officer
Shaping the Council Budget Update	Sean Clark
Qtr 1 Corporate Performance 2016/17	Karen Wheeler
Staff Survey 2016 Report	Jackie Hinchliffe
Annual Performance Development Review Report	Jackie Hinchliffe
Work Programme	Democratic Services Officer

22 November 2016	
Vision and Priorities	Karen Wheeler
Mid-Year Corporate Performance 2016/17	Karen Wheeler
Customer Strategy	Karen Wheeler
Council Spending Review Update	Sean Clark
2017/18 Local Council Tax Scheme	Sean Clark
Council Investments Paper	Sean Clark
Work Programme	Democratic Services Officer
18 January 2017	
Communications Update	Karen Wheeler
IIP Report	Jackie Hinchliffe
Staff Survey Action Plan	Jackie Hinchliffe
Treasury Management	Sean Clark
Capital Programme	Sean Clark
Fees and Charges 2017/18	Laura Last
2017/18 Draft Budget	Sean Clark
Work Programme	Democratic Services Officer
14 March 2017	
Qtr 3 Corporate Performance Report 2015/16	Sarah Welton
Council Consultations Report	Karen Wheeler
Thurrock's Digital & Information Technology Strategy 2017-20	Chris Stephenson