

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

Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **4 September 2018**

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

Membership:

Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Mike Fletcher, Leslie Gamester and Andrew Jefferies

Substitutes:

Councillors James Baker, Steve Liddiard, Sue MacPherson, Gerard Rice and Elizabeth Rigby

Agenda

Open to Public and Press

	Page
1 Apologies for Absence	
2 Minutes	5 - 18
To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 5 June 2018, and the extraordinary meeting of the Corporate Overview and Scrutiny Committee meeting held on 4 July 2018.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	
5 Communications Strategy Update	19 - 36
6 Quarter 1 Corporate Performance Report	37 - 44

Queries regarding this Agenda or notification of apologies:

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

Agenda published on: **24 August 2018**

Information for members of the public and councillors

Access to Information and Meetings

Members of the public can attend all meetings of the council and its committees and have the right to see the agenda, which will be published no later than 5 working days before the meeting, and minutes once they are published.

Recording of meetings

This meeting may be recorded for transmission and publication on the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is to be recorded.

Members of the public not wishing any speech or address to be recorded for publication to the Internet should contact Democratic Services to discuss any concerns.

If you have any queries regarding this, please contact Democratic Services at Direct.Democracy@thurrock.gov.uk

Guidelines on filming, photography, recording and use of social media at council and committee meetings

The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

If you wish to film or photograph the proceedings of a meeting and have any special requirements or are intending to bring in large equipment please contact the Communications Team at CommunicationsTeam@thurrock.gov.uk before the meeting. The Chair of the meeting will then be consulted and their agreement sought to any specific request made.

Where members of the public use a laptop, tablet device, smart phone or similar devices to use social media, make recordings or take photographs these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of these activities, in their opinion, are disrupting proceedings at the meeting.

Thurrock Council Wi-Fi

Wi-Fi is available throughout the Civic Offices. You can access Wi-Fi on your device by simply turning on the Wi-Fi on your laptop, Smartphone or tablet.

- You should connect to TBC-CIVIC
- Enter the password **Thurrock** to connect to/join the Wi-Fi network.
- A Terms & Conditions page should appear and you have to accept these before you can begin using Wi-Fi. Some devices require you to access your browser to bring up the Terms & Conditions page, which you must accept.

The ICT department can offer support for council owned devices only.

Evacuation Procedures

In the case of an emergency, you should evacuate the building using the nearest available exit and congregate at the assembly point at Kings Walk.

How to view this agenda on a tablet device



You can view the agenda on your [iPad](#), [Android Device](#) or [Blackberry Playbook](#) with the free modern.gov app.

Members of the Council should ensure that their device is sufficiently charged, although a limited number of charging points will be available in Members Services.

To view any “exempt” information that may be included on the agenda for this meeting, Councillors should:

- Access the modern.gov app
- Enter your username and password

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest at a meeting?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

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



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

Our Vision and Priorities for Thurrock

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

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together
2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services
3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 5 June 2018 at 7.00 pm.

- Present:** Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Mike Fletcher (arrived 7.10pm), Andrew Jefferies
- Apologies:** Councillor Tim Aker
- In attendance:** Sean Clark, Director of Finance and IT
Detlev Munster, Assistant Director – Property and Development
Rory Patterson, Corporate Director of Children’s Services
Steve Cox, Corporate Director of Place
Karen Wheeler, Director of Strategy, Communications and Customer Services
Matthew Boulter, Democratic Services Manager and Deputy Monitoring Officer
Lucy Tricker, 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.

1. Minutes

The Minutes of the Corporate Overview and Scrutiny Committee held on 23 January 2018 were approved as a correct record.

2. Items of Urgent Business

There were no items of urgent business.

3. Declaration of Interests

There were no interests declared.

4. Business Rates Relief

The Director of Finance and IT presented the report and explained that this was an information item. The report informed Members on the business rates support to local, small, and medium sized businesses. It also provided the Committee with details of the range of support and reliefs currently available in respect of business rates; details of award levels for 2017/18; and the financial impact on Thurrock Council. The Director of Finance informed the Committee that he had widened the framework of the report to include the

various types of reliefs that businesses can get. He stated that in 2017/18, £16.1 million in business rates were awarded, at a combined cost of £6.8 million to the Council. He also mentioned that more work would be done on this later in the year.

The Chair welcomed the report and asked what major changes have been seen in terms of the development of the scheme with discretionary rates of relief. The Director of Finance and IT specified that the Council had no say over mandatory rates of relief, but that the Council can decide on what discretionary rates of relief can be given to support the voluntary sector, as well as small to medium sized businesses. Councillor Duffin queried how much of the rates the Council retained, and it was confirmed that 49% were retained.

Councillor Churchman queried the definition of a part-occupied building, and how long were the part-occupied buildings not paying rates. The Committee was advised that if a business can prove evidence that they are not using the premises, they will receive business rates, but that the Council will report back to Members on how long they did not have to pay rates for.

RESOLVED: That:

1. The Corporate Overview and Scrutiny Committee considered and commented on the Business Rates Relief Report and the comments made in the above minutes be noted by Officers.

5. End of Year Corporate Performance Report 2017/18

The Director of Strategy, Communications and Customer Services presented the report which outlined the corporate performance monitoring for 2017/18. It detailed the information the Council uses to monitor the progress and performance against the Council priorities. This was the outcome of a full and thorough review of key performance indicators (KPIs) in line with recommendations from Corporate Overview and Scrutiny in 2015/16. The Officer advised the Committee that the report provided a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. This report will go on to Cabinet in July.

The Chair drew the Committee's attention to page 22 of the agenda, point 3.2 which discussed better and worse performing KPIs versus 2016/17. He wanted the Committee to note that it doesn't include KPIs which have been removed. The Director of Strategy, Communications and Customer Services stated that fourteen KPIs had been removed, of which 60% were on target, which is similar to the overall position outlined in the report.

The Chair then moved on to discuss the highlights from the report. One particular item he drew mention to was the success that 97% of schools in the

borough achieved a 'good' or better rating. The Chair felt this was an impressive move up the scale, considering eight years ago Thurrock was in the bottom quartile. He also drew attention to the number of affordable housing units that had been directly delivered, and how good it was to see this was above ambition. Next he wanted to see ambitions raised so more units could be delivered.

The Chair then highlighted page 24 of the agenda, to the point regarding street cleanliness where three quarters of the data was using a new methodology. He underlined the Council's poor performance during the fourth quarter, which was 14%, in comparison to the second and third quarter which were 8.5% and 6.5% respectively. He then questioned the Council over the differences in these performance figures during the year. The Officer replied that she was unsure for the reasons in the last quarter and would ask the service for a response.

The Chair then examined the missed target of sickness and absences within the Council. The target was 9 days absence, compared to 10 days absence which was achieved. He also pointed out that the future target was still 9 days absence, and questioned whether this was an achievable figure next year. The Director of Strategy, Communications and Customer Services replied that this was an achievable figure as the Council are doing everything they can within best practice to meet this figure. She also asserted that there was a positive direction of travel for absence and sickness leave within the Council.

Page 26 in the agenda was the next point that the Chair wanted to draw everyone's attention too, which was regarding the percentage of refuse bins that were collected on the correct day. He noted that this was a missed target, and asked what improvements were underway to improve this number. The Director of Strategy, Communications and Customer Services replied that there were more difficulties in bin collections towards the end of the week, and they have already identified challenges regarding this, such as blocked access to properties. She stated that the Council are working to tackle the specific reasons, but during the fourth quarter there had been an increase in the amount of bins collected on the right day, even though the end of year target wasn't hit. Councillor Churchman then commented on the adverse weather we have had this year, and wondered whether this had had an impact on bin collection. The Director of Strategy, Communications and Customer Services answered that although this had an effect, the fourth quarter was not hit as much as expected.

Councillor Fletcher observed that although KPIs had not been met, there was no 'route to green' listed in the report, and enquired what action would be taken to hit targets in the coming year. Councillor Duffin noted that with the volunteer KPI, it does not specify what the volunteers are actually doing. He

asked the Director to potentially change the focus of the KPI to volunteer hours, rather than the number of volunteers. This was taken on board by the Director of Strategy, Communications and Customer Service.

During discussions a point on the number of potholes filled was raised, and the fact that this number was disappointingly off-target, even though the filling of potholes had seen much extra investment. The Chair asked whether or not any analysis had been performed of the investment to discover its return, to which the Director of Finance and IT stated there was continued review, although there was not a traditional return on investment analysis. It was also mentioned by Councillor Fletcher that there was nowhere to go to find out specifically which areas had had potholes filled, rather than simply borough wide analysis. Councillor Duffin also observed that due to bad weather, maybe the Council should be more pre-emptive in their fixing of potholes in the coming quarter.

A discussion then commenced on the proportion of waste which was reused, recycled or composted within the borough, and that it was disappointing the target had not been hit this year, and that there was a negative direction of travel. The Director of Strategy, Communications and Customer Services replied that this was being further looked into by the Cleaner, Greener, Safer Committee who would be undertaking a detailed update in July including work undertaken into recycling within flats, which was more challenging.

The Chair drew the Committee's attention to point 3.6 of the report, which was regarding the drop of 3% in average household earnings. The Chair commented that with the rising cost of inflation this would lead to a big hit in buying power for Thurrock residents, and asked what was driving these trends. The Corporate Director of Place responded that it was the changing nature of jobs within the borough, and the need to create a diverse range of jobs and economy.

The Chair moved onto to Appendix 1 of the report and asked how many KPIs had been removed from the list, and what they were. The Director of Strategy, Communications, and Customer Services replied that six were removed, and the majority were one-off initiatives that had finished, or KPIs where significant progress had been made so they were being monitored at service rather than corporate level.

RESOLVED: That:

- 1. The Committee noted and commented on the performance of KPIs for 2017/18, and commented on indicators of 2018/19 and identified areas that required additional consideration in the next monitoring cycle.**

6. Delivering Our Free School Programme – Land Disposal

The Director of Children's Service introduced the report which lays out Thurrock's plan to build new schools, and to dispose of land to be able to do. The Chair made the point that the Committee was only considering the first recommendation, and informed that the other recommendations for Cabinet, the Committee could only comment on.

The Chair started by asking what the process was in identifying sites as suitable for disposal. The Director of Place answered that the Education Skills and Funding Agency (ESFA) worked with the Council to identify suitable sites, which was difficult as getting planning applications on brownfield land was a challenge. The sites also had to be a certain size and in the right location to meet the needs of schools within the borough. Then the negotiations with the ESFA began to be able to build the school, during which the ESFA sought pre-planning advice and decided that two of the sites identified (Orsett Heath and Treetops) were satisfactory.

A discussion then began on the current usage of the sites, and it was shown that the site at Orsett Heath is public open space and the site at Treetops is vacant space. The Trustee of Thurrock Rugby Club was invited to speak by the Chair and told the Committee that the site at Orsett Heath is used regularly by Thurrock Rugby Club, and had been since 1978. He stated that 200-300 children use the site for youth rugby and festivals, and as well as Thurrock children it also benefited children from outside the borough who travelled in for tournaments. He went on to state that the public open land is used every Saturday and Sunday during the rugby season for matches, as well as weekdays for academy and training. In addition, the pitches were critical to the survival of the rugby club as without youth rugby and the associated festivals the club could not bring in enough revenue to maintain itself.

The Chair asked Officers if they had consulted with residents on uses of the site. The Assistant Director of Property and Development stated that there were two separate pitches, one which was rugby club land and another which was open public space; and that the Council had no intention to use Thurrock Rugby Club land. He specified that part of negotiations with the ESFA would be regarding out of hours use of pitches for the rugby club, or multi-use pitches. He went on to mention that part of the process would be public consultation, and the result of which would be taken on board before the disposal of the land. Therefore, this was why one of the recommendations would be to delegate the decision to officers and Cabinet members. The Chair asked for clarification regarding the next step in the process for Cabinet, which was explained as the report would be going to Cabinet in June for approval and the decision would then be delegated.

The Chair felt concerned about the identification of the sites, and agreed that although it was a duty to provide sufficient school spaces, it could not be at the expense of amenities to the residents and local clubs.

Councillor Churchman echoed the comments of the Chair and asked Officers if they will leave other sites for the rugby club to use. The Assistant Director of Property and Development stated that the Council will not take away land that is Thurrock Rugby Club's, as there are two separate sites. The Trustee of Thurrock Rugby Club replied that the public open space land had five pitches and that it was used more than occasionally. He went on to observe that if the Committee agreed this report the club would lose revenue as they could not use the pitches during the day as the school would need them for PE lessons.

The Chair felt that the loss of amenity if the site is used is inevitable, even with other pitches available. A discussion then began regarding why the Council are proposing this site, and if it was because they believed the pitches were used less often than they actually are.

Councillor Fletcher observed that there was a need to find land for schools, but that there needed to be an awareness of Thurrock Rugby Club. Councillor Duffin then made a point on process, and if it was suitable for the Committee and Cabinet to agree to dispose of the land before any public consultation had been undertaken. He asked that before approval was given if the result from consultation could come back first. He also made the point that the club was already losing revenue as they could not plan for future events as their future did not look permanent. The Director of Place responded that there will be a consultation on the loss of the public open space land as part of the planning application.

The Chair then summarised the findings of the Committee that there was no argument on the need to find school places within the borough, but that there was concern as the future of Thurrock Rugby Club and loss of their revenue needed to be considered. He stated that the Committee wanted to see real resident engagement during consultation, and the alternatives offered if the Orsett Heath site is rejected. The Committee was also of the view that this should not be a delegated decision, and that it should remain in the public domain to ensure the required level of scrutiny. In addition it was felt, Recommendation 1.2 should be reworded to identify that the land shouldn't be disposed of until after consultation. Councillor Duffin then made the point that consultation should be wider than simply asking the public's views, and should include negotiations with Thurrock Rugby Club. There was a brief discussion about the Treetops site which led to the Chair pointing out there may be similar problems and due diligence should also be given.

RESOLVED: That:

- 1. Corporate Overview and Scrutiny note the proposed Cabinet recommendations 1.1 to 1.5.**
- 2. The decision related to these land disposals not be completed under delegated powers.**
- 3. Disposal of any land is not finalised until wider consultation with communities.**
- 4. Cabinet consider the comments made in the above minutes at June Cabinet.**

7. Corporate Overview and Scrutiny Work Programme 2018/19

Members discussed the Work Programme for the municipal year.

RESOLVED:

- 1. That the Communications Team Update scheduled for September be widened to an update on the Communication Strategy, and include members of the local press.**
- 2. Long term investment strategy be added to the Work Programme.**
- 3. January meeting to include the draft budget before February Council.**

The meeting finished at 8.15pm

Approved as a true and correct record

CHAIR

DATE

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

This page is intentionally left blank

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 4 July 2018 at 7.00 pm

Present:	Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Mike Fletcher, Leslie Gamester and Andrew Jefferies
Apologies:	Councillors Colin Churchman
In attendance:	Michele Lucas, Interim Assistant Director – Learning and Skills Detlev Munster, Assistant Director – Property and Development Lucy Tricker, 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.

8. Items of Urgent Business

There were no items of urgent business.

9. Declaration of Interests

There were no interests declared.

10. Delivering Our Free School Programme - Land Disposal

The Assistant Director of Property and Development introduced the report and explained that the Committee were being asked to note and comment on the item before it goes to Cabinet. The report informed Members that the Council has a statutory responsibility to provide school places. The Council are limited by statute and cannot build new schools, so work with the Education Skills and Funding Agency (ESFA) who have granted circa £58 million in funding to Thurrock. He then informed Members that the new Pupil Place Plan has identified an increase in the number of school places needed, and that the building of new homes in the borough will also result in the need for new schools. He went on to say that the identified Elm Road site was 6.04 acres and included playing fields, a basketball court, and a children's playing area. The Officer advised the Committee that the site would hold a 6 form entry (FE), 900 place school funded through the ESFA, and the community could use the school's amenities outside of hours. He went on to say that public consultation would take place as the land was public open space, and that the Secretary of State may need to give consent before disposal.

The Chair welcomed the report and asked what the process had been for identifying the site, and if any other sites had been considered. The Assistant Director of Property and Development answered that it had been a

collaborative process with the ESFA and Department of Education to identify sites in areas where there was demand. He stated that the ESFA had also identified sites closer to Tilbury, as well as central Grays, but these had constraints and challenges. The Chair then examined the process of consultation, to which the Officer stated that there would be public consultation before the land was disposed, in line with the Local Government Act, and again at the planning process. He also stated that the public consultations would be included in the delegated decision report.

The Chair then raised concerns over increased traffic in the area, and problems this would cause residents, as well as the loss of amenities. The Assistant Director of Property and Development responded that during site analysis there had been preliminary investigation into the problems and opportunities the potential site might raise. He stated that it was the responsibility of the local planning authority to mitigate those issues, and this stage was for identification only. The Chair drew the Committee's attention to point 1.6 of the report and stated that the recommendation delegated significant powers to one Officer, and asked what powers Officers and Portfolio Holders had if the Elm Road site is not bought forward. The Assistant Director of Property and Development answered that they could only identify, and not dispose of other sites. He went on to say that Officers and Portfolio Holders were not allowed to develop sites until they had gone through the planning process.

Councillor Fletcher drew attention to the process, as he felt important public consultations were happening after recommendations to Cabinet occurred. He asked if the consultations could occur earlier, or if there could be an informal consultation process. The Officer responded the report only agrees in principle the disposal of land, and that once the sites had been identified public consultation would be undertaken and the findings and recommendations would be included in the delegated authority report before Officers and Councillors to make a decision.

Councillor Duffin then drew the Committee's attention to the map in Appendix 1 of the Cabinet report and asked how up-to-date it was, as he had evidence that there was now a second basketball court on the site. He mentioned that if the system was out-of-date, it would need to be upgraded as he felt it was a big factor when deciding on reports. The Assistant Director of Property and Development replied that he would get back to the Committee with an answer. He also stated that the Council could only print maps they had copyright access too, but that site conditions were fully investigated irrespective of maps used. Councillor Duffin continued by commenting on the price the site would be sold for, as the Council needed revenue. Councillor Duffin drew the Committee's attention to point 8.1 on page 13 of the agenda, and said he felt that the Council did not have a strong negotiating position if they were considering selling for £2 million below market value. The Assistant Director of Property and Development answered that while the Council had undertaken formal site valuation, the exact value of the transaction was yet to be agreed with the ESFA, but this was included in the report to indicate that the

Secretary of State may have to approve the disposal if the site is sold where the undervalue exceeds more than £2 million.

The Chair then queried what stage discussions were at regarding the use of school land and the access residents will have to it. The Officer responded that it was a condition that the site remained accessible to the public outside of school hours, and that the proposal included sports pitches and a multi-use games area, but this was still in the concept stage. The Interim Assistant Director for Learning and Skills commented that the borough has a history of schools working with the community. She observed that joint partnerships between schools and communities were common so that residents and the school could access resources and be a part of the community.

Councillor Duffin asked if the Committee could note that the area of land also included an artificial pitch, as this was not mentioned in point 3.1 on page 11 of the agenda. He also queried whether the public will have access to the marked paths when the school is being built. The Assistant Director of Property and Development noted the point on the artificial pitch and responded that he would double check this with other Officers. He stated that access to pathways depended on the school plans and the safeguarding of children, but that a requirement of the site was the maintenance of the cycle highway for community use.

The Chair then asked Councillor Kent to come to the table and address the Committee. Councillor Kent started by saying that the site had been there for over 100 years and was used from 6am until midnight for a variety of recreational activities and that the children's play equipment was well used. He went on to say that both Elm Road and Maple Road were very narrow and could cause a build-up of traffic in the area as both staff and parents would need vehicle access. He felt that residents were unhappy that they had not been consulted on this issue, and felt the availability of amenities outside of school hours was not enough. He also felt that informal consultation should have taken place, and that Officers should have contacted relevant ward Councillors as they do not get alerted to all meetings. He went on to mention that the decision should not be delegated to one Officer, as Member's should have more input. The Assistant Director of Property and Development noted the comments and replied that public consultation during the planning stage would pick up any issues regarding traffic.

Councillor Jefferies then asked how behind the Council would be in meeting their statutory requirement if they did not build the new school. He also enquired whether there would be an additional cost if children had to travel further round the borough to get to school. The Assistant Director for Learning and Skills replied that she felt there would be a large impact on meeting their statutory requirement as the additional primary places needed at the moment would continue up to secondary schools, particularly in central Grays. She also stated that there would be an additional cost in providing children transport to schools further round the borough. Councillor Jefferies then asked if the other sites looked at were public or private sites, and asked which option was quicker when building new schools. The Assistant Director of Property

and Development replied that the ESFA had looked at both public and private sites, and public were quicker. Councillor Jefferies then drew the Committees attention to a letter received from the Osborne Trust which stated that the loss of open space would be compensated and replaced.

Councillor Duffin asked officers what plans for parking the site had, as the roads were very narrow around the area. The Assistant Director for Learning and Skills replied that the ESFA had the full documents which officers had not seen, but that parking was accommodated on site.

The Chair then began to summarise discussions. He stressed the importance of ensuring there were enough pupil places within the borough, but that the Committee had some concerns regarding the site. The concerns included access to the site, for example traffic and impact on residents, and loss of amenities during the construction phase, and after the school had been built. He stressed the importance of discussions between Members, Officers and residents before the Committee and Cabinet stage and recommended this occur before formal reports are presented. The Chair also recommended that in future multiple sites are brought forth for consideration to ensure there is choice. The Chair also advised that recommendation 1.6 be changed to remove the power of disposal, and only give the power of identification of sites. In addition, the Chair recommended that before disposal occurs, residents are given a guarantee they will still have access to community spaces. The Chair also stated that disposal should come to Cabinet and should not be a delegated decision as it was important to the democratic process. Councillor Duffin then agreed that recommendation 1.4 should not be delegated to one officer, but to a number of Portfolio Holders instead. The Chair then summarised that the Committee were concerned about the site and the impact on local residents, and felt problems had not been mitigated against.

RESOLVED: That:

- 1. Corporate Overview and Scrutiny Committee noted and commented on the report.**

The meeting finished at 7.40 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**

This page is intentionally left blank

4 September 2018		ITEM: 5
Corporate Overview and Scrutiny Committee		
Communications Strategy Update		
Wards and communities affected: All		Key Decision: No
Report of: Karen Wheeler, Director of Strategy, Communications and Customer Services		
Accountable Assistant Director: N/A		
Accountable Director: Karen Wheeler, Director of Strategy, Communications and Customer Services		
This report is public		

Executive Summary

The Communications Strategy agreed by Cabinet in October 2017, at Appendix 1, is centred around the following principles to support delivery of the council's ambitions and priorities:

- Digital first
- Targeted messaging
- Brand promotion

This report outlines the progress which has been made on implementing the strategy, including increasing our engagement rates on social media by 89%, directly increasing the number of foster carer enquires by 60%, launching a new Instagram account and implementing the Transforming Thurrock regeneration and growth brand.

1. Recommendation(s)

1.1 The committee is asked to comment on the progress made on implementing the communications strategy.

2. Introduction and Background

2.1 This report provides an update on the implementation of the Communications Strategy 2017-2020. This report has been produced at the request of a member of the Corporate Overview and Scrutiny Committee. It follows the update report of the Cabinet Member for Central Services to Full Council on 25 July 2018, and the Communications Strategy which was agreed by

Cabinet on 11 October 2017. The draft Communications Strategy was called in for discussion by Overview and Scrutiny at the meeting of 30 June 2017. Recommendations from this discussion were then included in the final version of the report which was approved by Cabinet.

- 2.2 A key element of the work to implement the strategy was a restructure of the communications team, which increased the team size from 8.6 FTE to 9.6 FTE. The majority of the recruitment to the newly created positions in the team took place between November 2017 and March 2018, with one vacant position still to be filled. The service works in a strategic, proactive and multi-disciplinary way across the areas of campaigns, digital communications, graphic design, media relations and internal communications.
- 2.3 The council follows the Recommended Code of Practice for Local Authority Publicity. The Code provides guidance on the content, style, distribution and cost of local authority publicity.

3. Issues, Options and Analysis of Options

3.1 Digital first

Engaging with residents through digital channels is at the heart of modern local government communications. The Office for National Statistics (ONS) latest report on [Internet access and use in Great Britain](#) has shown that 78% of the UK population own a smartphone (up from 17% ten years ago) and 77% of people have a social media account. This demonstrates just how important it is that the council communicates with residents through channels that they are already using.

This work supports our Digital Strategy aims of providing better citizen journeys which enable our residents to interact with the council digitally for better and quicker outcomes, and using our digital channels to help to bring communities together. The Digital Strategy went to Corporate Overview and Scrutiny Committee on 14 March 2017 and was agreed by Cabinet on 5 April 2017.

The council has long established Facebook and Twitter accounts, and has recently launched a new council Instagram account. The way in which the council is using social media has been transformed by increased use of video, by tailoring content to each channel and by improved sharing of relevant partner information.

A new online social media management tool is now being used, which brings together all council social media accounts in one place, meaning that the council can now cross share posts more easily and also have greater oversight of all social media in one place. The council currently has the following accounts:

Facebook	Twitter	Instagram	LinkedIn
<ul style="list-style-type: none"> • Thurrock Council • Coalhouse Fort Park • Love Grays • Thameside Theatre • Thurrock Business • Thurrock Fostering • Thurrock Museum • Young Thurrock • Thurrock Libraries 	<ul style="list-style-type: none"> • Thurrock Council • Coalhouse Fort Park • Love Grays • Thameside Theatre • Thurrock Business • Thurrock Museum • Young Thurrock 	<ul style="list-style-type: none"> • Thurrock Council • Young Thurrock 	<ul style="list-style-type: none"> • Thurrock Council

Since October 2017, Facebook followers have risen by 1,130 to 4,627. Some of the most successful posts have been those about waste collection dates for the Easter bank holiday which reached 10,179 residents, with 11 comments and 78 shares by local residents. A post on emergency roadworks on the A13 reached 229,194 people, while a post on the London Road gas works reached 13,987 residents, with 29 comments and 60 shares.

These results demonstrate the power of social media in reaching local people with important messages about key council services that they really care about. But it's not all about factual information messages – Facebook has also proved incredibly successful in engaging residents on issues as diverse as private fostering and cancer awareness. Video content has proved exceptionally impactful, attracting a high number of likes, comments and shares on both main platforms.

On Twitter, where we have 11,500 followers, there has been an 80% increase in retweets and an 87% increase in likes in July 2018 compared with October 2017, again with videos proving an effective tool to improve engagement rates as posts with videos have a 37% higher rate of likes and retweets.

Digital communications isn't just about social media - the council is soon to launch a new range of e-newsletters which will offer the people of Thurrock content relevant to their local area, not only from the council but also from partner organisations. The council is investigating the best ways to increase our use of e-newsletters and possible options for using text messaging, as well as working closely with representatives from local communities and partner organisations to share important information as widely as possible.

As part of Member's Induction after the elections in May 2018, training and guidance was on offer to all Members (both newly elected and already serving) which included advice and guidance on their own use of social

media, and a refreshed social media protocol for Officers and Members will be issued in the coming months.

Full live streaming of Full Council meetings via the council's YouTube channel was introduced from June 2018. This is a way in which the council is using digital communication to engage residents in local democracy, providing people with a way to virtually 'attend' the meeting and to follow the proceedings in real time.

While focusing on digital channels is important to provide both value for money and increased engagement with a wide range of residents, the council always makes sure to supplement digital communications with a range of other channels including posters, leaflets, face to face engagement and press releases to local and regional media. There is also support for online access available in community hubs and libraries.

3.2 Targeted messaging

A key component of a successful communications strategy is the consistent use of agreed key messages. This needs to be part of the overall strategic approach to communications, which is campaign led and based on insight and subsequent evaluation.

The council has planned and implemented a number of key campaigns in the past months, all of which exceeded their SMART objectives. Some of the campaign materials can be viewed at Appendix 2.

Fostering

The council's fostering campaign was refreshed in March 2018 to focus more on digital channels, using highly targeted Facebook boosted posts in combination with some outdoor advertising in areas of high footfall. All web content was refreshed, and the new, more friendly and engaging tone being used on social media has led to 624 link clicks to the Thurrock Council Fostering web page and a total reach across posts of 228,598.

The revitalised campaign has led to an increase of enquiries by a huge 89% compared to June 2017, and since March has led to five new foster carers being fully approved, with seven more applications currently in progress.

Increasing the number of our in-house foster carers is not only better for our local children, but also saves the council approximately £400 per child, per week when they are placed with a council foster carer rather than with an independent fostering agency carer. This is just one example which demonstrates the impact that a successful communications campaign can have on the overall financial and business objectives of the council.

Discover Thurrock

This campaign was all about promoting Thurrock as a wonderful place to visit during the summer, with something on offer for everyone to enjoy. Primarily focusing on digital channels, a series of social media posts were shared across Facebook, Twitter and the council's newly-launched Instagram account, reaching more than 2.4 million people and resulting in 3,200 click-throughs.

Away from digital channels, posters have also been displayed in libraries, children's centres, bus shelters, sports clubs and various other locations across the borough.

The campaign has so far resulted in almost 2,000 unique visits to the Discover Thurrock webpage, which sign-posted residents and visitors to a wide range of events and activities taking place across the borough, from well-known attractions such as Thurrock's two forts to smaller more hidden gems like Grays Beach Riverside Park.

#SpeakUpPlease

A consultation on the future of our community hubs and libraries was launched on Monday 25 June. To support the consultation, a campaign was developed which encourages residents to 'speak up please' and have their say on how they could improve their local hub and library. This was another campaign which focused mainly on digital channels, with some additional posters, bookmarks and engagement sessions at each location to ensure that those who struggle with online interaction were also fully involved in the consultation. The hashtag #SpeakUpPlease was used on all posts and our Facebook and Twitter posts achieved a total reach 518,572, with 841 people clicking on links to take them to the survey. Results as of 17 August are that over 500 surveys have been completed since the consultation and accompanying campaign was launched. Three press releases have also been issued to accompany the campaign, which have been covered by all local media outlets.

3.3 Brand promotion

The council's promotion of Thurrock revolves around the council's vision and priorities of people, place and prosperity. A new corporate narrative is under development, and all communications activity is linked to promoting Thurrock as an ambitious and collaborative community, proud of its heritage and excited by its diverse opportunities and future.

The exciting regeneration agenda is a key element of continuing to build Thurrock's reputation as a place to work, live and do business. The council has developed and implemented a new Transforming Thurrock brand, which is being rolled out at all regeneration sites across the borough. The council has been working with regeneration specialists to promote investment

opportunities to developers in order to encourage positive growth in our borough, including supporting the production of a Thurrock Magazine aimed at this target audience. The council is closely involved in all communication activity relating to the Association of South Essex Local Authorities (ASELA).

As part of the Windrush 70th anniversary celebrations in June, the council contributed to a special commemorative edition of The Voice magazine which was distributed to all 2,000 attendees at a memorial service in Westminster Abbey, which contained pages of content about Thurrock as a place to live and invest as well as celebrating our important heritage. The council also worked with the Port of Tilbury to promote a well-attended celebratory event which highlighted the importance of Thurrock on a national and international stage.

The council is continuing to working with partners from the NHS, CVS and Essex Police to ensure consistency of brand and messaging across all joint initiatives. To increase brand awareness of Thurrock as an innovative and forward thinking council, submission of entries for awards to the LGC and MJ local government annual awards continues on an annual basis, with consistent shortlisting success.

In more local level place branding, new 'Welcome to Thurrock' signs have been designed and will be installed at key entry points to the borough.

3.4 Media relations

Local, regional and national journalism will always have an important role in helping to keep residents informed. The council work on both proactive media relations, such as issuing press releases and statements, and a reactive way responding to media enquiries. The council has a publically available dedicated email address and phone line for the media to get in touch directly with the communications team. There is an out of hours number on which an on-call member of the team can be called at any time with urgent enquiries. The stated aim within the communications strategy of responding to non-urgent media enquiries within 24 hours does not nullify the standard journalistic practice of setting a deadline when an enquiry has been submitted. Since March, there have been more than 220 media enquiries, 90% of which were from local media outlets and 10% from national media. 48% were responded to within 24 hours, with 83% responded to within three days.

The council has a policy of not commenting on individual cases or cases to do with individuals including staff, so there will be times when no comment is offered on an issue. This is standard practice across a wide range of public and private sector organisations. The council is working towards implementing a new online newsroom which will make it easier to host more visual and interactive content including videos and case studies, which will be available for journalists and residents alike.

3.5 Next Steps

The council will continue to embed the new ways of working in line with the communications strategy, focusing on increasing digital engagement and encouraging behaviour change, for example through upcoming campaigns focusing on recycling, fly tipping and anti-social behaviour. The council's approach to communications will build on the progress so far by operating strategically, using insight and data to inform the work that is done and through working closely with local communities and partner organisations to build trust, engage with residents and deliver tangible positive outcomes.

4. Reasons for Recommendation

- 4.1 The Corporate Overview and Scrutiny Committee is asked to comment on the progress made on implementing the communications strategy and to support the continuation of this work.

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

- 5.1 Consultation on the Communications Strategy 2017-20 which was agreed in October 2017 took place with the Communication Team, Directors Board, Portfolio Holder and Leader. In addition, input was received from the Corporate Overview & Scrutiny Committee.

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

- 6.1 Communication of the priorities, policies and performance is key to the overall success and reputation of the council as well as the wellbeing of residents.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Management Accountant

There are no financial implications as a direct result of this report.

7.2 Legal

Implications verified by: **Lindsey Marks**
Deputy Head of Legal

There are no legal implications as a result of this report. Reference to advisory codes are included in the body of the report.

7.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**
**Community Engagement and Project
Monitoring Officer**

There are no direct diversity and equality implications as a result of this report, however, the council must ensure that a range of channels are used to communicate with residents so as not to exclude any particular group.

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

There are no other specific implications, however, the council regularly communicates issues in partnership with other public sector organisations, the voluntary sector and businesses as appropriate and agreed as part of the work programme and overall approach as well as demand.

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):

- Communication Strategy 2017-20

9. Appendices to the report

- Appendix 1: Communication Strategy 2017-20
- Appendix 2: Examples of campaign material

Report Author:

Mary-Patricia Flynn
Strategic Lead Communications
Strategy, Communications and Customer Services

Communication Strategy 2017-20

This Communication Strategy provides a set of overarching principles to guide effective communication and engagement with residents, partners, staff and the media, aid reputation management and improve public perception.

The council wants to be regarded by its residents, peers and partners as ambitious for Thurrock and focused on meeting current and future aspirations.

The council aims to be open, ensure information is accessible, encourage public involvement in decision making and promote and protect the interests of Thurrock's residents.

The strategy aims to provide an overall focus for the council's communication activity.

Communication activity will be guided by three **principles**:

- Digital first
- Targeted messaging
- Brand promotion

The strategy is expected to enable the following **outcomes**:

- Well informed and engaged residents involved in decision making and shaping services
- Recognition and improved perception of the council and its services with residents, staff and partners as advocates
- Pride in Thurrock the place with national profile and recognition

Delivery

Communicating effectively and protecting the reputation of the council is the responsibility of all staff, councillors and those working on behalf of the council.

The Communications Team will provide a range of support and co-ordinate all council communication activity. The team provide advice, guidance and technical support to promote what the council is doing and to raise its profile, providing important information to residents and protecting the council's reputation.

All council communications will comply with relevant legal requirements and conform to the Code of Recommended Practice on Local Government Publicity, March 2011, which highlights factors to be considered when taking decisions on publicity (see: <http://www.communities.gov.uk/documents/localgovernment/pdf/1878324.pdf>). The principles of the code are that publicity by local authorities should:

- be lawful
- be cost effective
- be objective
- be even-handed
- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity

This will be achieved by following the principles within this strategy and implementation of the actions below.

Delivery of the communication strategy will be underpinned by a media protocol providing a framework for engagement by the council with the local, regional and national media and other guidance to support both Officers and Members. It recognises the important role the media play in informing the public and in communicating with residents and other stakeholders on an increasingly digital and therefore constant basis.

The council will recognise all those who identify as being members of the press or media. Occasionally, there may be times when the number of media representatives attending a meeting is greater than the space allocated to the media in a Committee Room or the Council Chamber. Where this is the case, reasonable facilities will be put in place to ensure the media can report fully on the meeting and decisions taken, such as using seats in the public gallery.

The council expects media outlets to adhere to independent industry-led standards and codes, in the same way that the council follows the Code of Recommended Practice on Local Authority Publicity (2011). In the exceptional circumstance where the council feels a media outlet has acted significantly and/or persistently against its own regulatory code, the council will seek redress by engaging directly with the outlet first, then through their own complaints procedure, followed by the independent regulator's appeal procedure should previous offers of resolution be insufficient.

Where a media outlet is not a member of a regulatory body and does not have a complaints procedure in place, should they act significantly and/or persistently against the relevant code, the council will continue to offer them the same access and opportunities as a member of the public as set out in the Constitution.

Media liaison must be undertaken in a timely, consistent, professional, transparent and non-party-political manner. The Communications Team aims to provide an efficient and professional service to the media and treat all outlets fairly. In response, the council expects the media to report in an accurate and balanced way, including use of headlines. An agreed 'right of reply' is assumed in order to concurrently explain the council's position and protect its reputation as part of a media story.

The Communications Team will aim to respond to any non-critical media requests or enquiries within 24 hours. For critical issues enquiries will be dealt with out of hours

where necessary, to protect the council's reputation, providing statements with the council's response to a particular issue.

Activity focused around the three principles is set out below:

Digital first

Digital communication is a growing area for the council as it is both 'always-on' and more cost effective - but also evolves very quickly.

Local and regional media organisations are an important channel for getting messages out to the public. This is no longer just focused on a weekly print deadline. Many media organisations now operate a 'digital first' approach to publishing content and have an increasingly active social media presence.

The council is working in the context of an overall shift from print to online media and keeping pace with these changes. The council needs to be able to respond to the way the media operates locally, regionally and nationally, as well as how residents want to be kept informed and where different audiences are most likely to pick up and react to key messages.

The council will have an increasingly active social media presence. It will embed the digital first principle by:

- Increasing sign up to Thurrock News
- Increasing engagement through social media – Twitter and Facebook
- Explore use of other social media including Instagram and Snapchat
- Increasing the use of video
- Continued focus on signposting residents to the website
- Training and guidance for officers and members
- Refreshed social media protocol and guidance

By developing our use of social media we are responding to a clear customer demand. A growing number of our residents use social media and expect to engage with us in this way – both in terms of service requests and general communications. Social media will continue to sign post residents to the council's website where additional information and advice will be hosted and services can be accessed or requests raised.

Targeted messaging

Key messages should be real and relevant for residents, reflecting the issues of most importance to them and in the context of the overall priorities for the council.

A consistent narrative and key messages with campaigns aligned to priorities will be achieved through:

- Key messages identified and imbedded in all communications

- All opportunities to communicate key messages are taken
- Repeated key messaging over a prolonged period

A limited number of targeted campaigns will be run at any one time, maximising the use of all communication channels and focusing resources on the areas of most importance.

The overall approach will be proactive – promoting the place to investors, visitors, business as well as residents, informing customers and partners of service changes, events and opportunities to get involved, and ensuring all critical day-to-day service messages, reminders and signposts are timely and effective. This will be planned in advance for both external and internal audiences within an overarching calendar of communication activity.

Work will commence as part of the review of the Engagement Strategy to establish local communication champions to support targeted communication in local areas with a view to improving perceptions of the council overall as well as better connected communities.

Approximately 80 per cent of the council's staff are Thurrock residents, and even more have friends and family who live within the borough. Work will take place to ensure that staff receive and understand these key messages as part of developing the approach to internal communications, enabling staff to champion the council and act as advocates.

The council will ensure as a principle that staff are informed of key issues directly, ahead of finding out through the media wherever possible.

Brand promotion

Work will continue to increase the profile of Thurrock both within the borough and to people and businesses looking at Thurrock as a place to live or do business.

There is a need to develop a clear and confident narrative for Thurrock the place, including opportunities for jobs and training; culture and heritage; investment and growth, alongside a strong and recognisable brand.

The narrative will involve using targeted messaging and communications channels for each of the audiences we want to appeal to – staff, residents, businesses, community and voluntary organisations, and investors.

As well as messaging, branding and signage will be explored in line with the future and aspirational public realm branding proposal agreed for detailed consideration as part of the capital programme. This builds on work the council has already done and will be progressed with partners, such as the Business Board and CVS, as a focus of the new strategy. This should also include consideration of the council's presence at strategic profile raising events such as MIPIM.

Evaluation

The Residents Survey will be used to evaluate the impact of this approach as it measures perceptions of both the council and its services as well as Thurrock the place. The 2016 survey results showed that 68% of Thurrock residents get information about their local area from the council including the website and social media but also from the local newspapers and via word of mouth. Despite this, 58% of residents think that the council keeps them well informed about services.

Implementing the approach to communications set out in this strategy is intended to enable better informed and engaged residents, as well as improved perceptions overall.

This is in addition to reviewing digital and social media engagement figures, and monitoring of media coverage across local, regional and national channels.

This strategy supports the delivery of the council's vision and priorities. It is underpinned by and sits alongside other key strategies and guidance including:

- Economic Growth Strategy
- Health and Wellbeing Strategy
- Customer Services Strategy
- Connected Thurrock – Digital Strategy
- Media protocol
- Social media protocol and guidelines for officers and members
- Consultation and Engagement Strategy and Toolkit

October 2017

This page is intentionally left blank



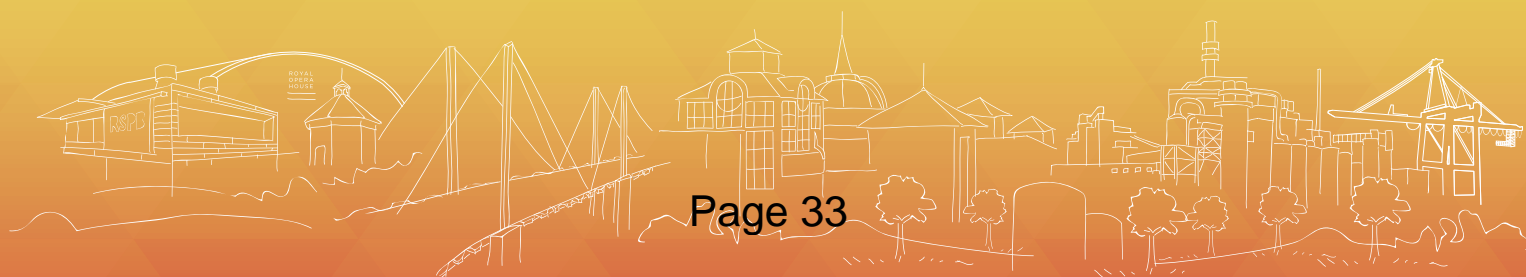
Discover Thurrock

— 2018 —

thurrock.gov.uk/discoverthurrock

- ❖ Beautiful parks, riverfront and attractions
- ❖ One of the largest retail destinations in Europe
- ❖ Exciting programme of events

There is something for everyone to
enjoy in Thurrock this summer



Thurrock Hubs and Library Consultation

Speak Up Please

TRANSFORMING

Grays

Live

Work

Play

Learn

Making Grays an exciting, high quality place for everyone to enjoy



- An ambitious Grays Master Plan
- £27m pedestrian rail crossing scheme with £10.8m secured from Government
- Working alongside Grays Town Partnership to improve the area
- Land identified for three new Grays schools
- Working with businesses to attract private sector investment

For more information, visit thurrock.gov.uk/growth

This page is intentionally left blank

4 September 2018		Item: 6
Corporate Overview and Scrutiny Committee		
Quarter 1 Corporate Performance Report 2018/19		
Wards and communities affected: All		Key Decision: Non-key
Report of: Karen Wheeler, Director of Strategy, Communications & Customer Services		
Accountable Assistant Director: n/a		
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services		
This report is public		

Executive Summary

This is the first corporate performance monitoring report for 2018/19.

This report details the statistical evidence the council will use to monitor the progress and performance against the council's priorities.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges.

For 2018/19, these set of indicators were agreed by Cabinet in July 2018 and were reviewed in line with the new vision and priorities agreed by Council on 31 January 2018.

1. Recommendation(s)

1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are off target.

1.2 To identify any areas which require additional consideration.

2. Introduction and Background

2.1. The performance of the priority activities of the council is monitored through the Corporate KPI (Key Performance Indicator) framework. This provides a mixture of strategic and operational indicators and is the outcome of a full and thorough review of KPIs and other performance tools in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

- 2.2. The purpose of the review was 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.
- 2.3. For 2018/19, the set of indicators has been reviewed in line with the new vision and priorities agreed by Council on 31 January 2018 and were presented to Corporate Overview and Scrutiny Committee in June 2018 and Cabinet in July 2018 alongside the End of Year Corporate Performance Report 2017/18. They will be reported to both Corporate Overview and Scrutiny Committee and, then on to Cabinet, on a quarterly basis, throughout 2018/19.

3.1 Issues, Options and Analysis of Options

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

3.2 Summary of Corporate KPI Performance

Quarter 1 Performance against target		Direction of Travel compared to 2017/18	
Achieved	67.5% (27)	↑ BETTER	48.4% (15)
		→ STATIC	25.8% (8)
Failed	32.5% (13)	↓ WORSE	25.8% (8)

3.3 On target performance

67.5% of the corporate key performance indicators are currently achieving their targets.

PFH	Indicator Definition	2016/17 Outturn	2017/18 Outturn	Qtr 1 YTD	Direction of Travel since 2017/18	Q1 Target	2018/19 Target
Cllr Little	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	708 per 100,000	649 per 100,000	136 per 100,000	↑	168 per 100,000	677 per 100,000
Cllr Little	Proportion of people using social care who receive direct payments and individual service funds	n/a	37.14%	36.14%	↑	34.2%	36%
Cllr Johnson	Average time to turnaround/re-let voids (in days)	34.7 days	30.6 days	26.96 days	↑	28 days	28 days
Cllr Coxshall	% of Major planning applications processed in 13 weeks	97.30%	97%	100%	↑	90%	90%
Cllr Halden	% NEET + Unknown 16-17 year olds (Age at start of academic year)	n/a	2.10%	2.0%	↑	2%	2%
Cllr Watkins	% of potholes repaired within policy and agreed timeframe	97.70%	97.10%	99.4%	↑	98%	98%
Cllr Watkins	Street Cleanliness - a) Litter	n/a	9%	7.67%	↑	9%	9%
Cllr Hebb	Total gross external income (fees & charges) (based on sales forecast)	n/a	£8,000k	£8,724k	↑	£8,286k	£8,286k
Cllr Collins	No of new apprenticeships started (including current staff undertaking new apprentice standards)	n/a	40	6	↑	6	56 new starts (2.3% of workforce)
Cllr Hebb	Overall spend to budget on General Fund (% variance)	0	-5%	0%	↑	0%	0%
Cllr Little	Average time (in days) for a child to be adopted (3 year average)	452 days	369 days	346 days	↑	500 days	500 days
Cllr Coxshall	% of Minor planning applications processed in 8 weeks	100%	100%	100%	→	90%	90%
Cllr Halden	Successful completion of treatment in Young People's Drug & Alcohol service	n/a	86%	86%	→	70%	70%
Cllr Johnson	% Rent collected	99%	99%	90.90%	→	85%	98%
Cllr Huelin	Number of "exchanges" carried out through time-banking (in hours)	15,250	23,486	5,158	→	3,000	12,000
Cllr Hebb	Forecast National Non-Domestic Rates (NNDR) collected	98.90%	99.81%	99.30%	→	99.30%	99.30%
Cllr Hebb	Forecast Council Tax collected	99.70%	98.82%	98.90%	→	98.90%	98.90%
Cllr Little	% of young people who reoffend after a previously recorded offence	28%	30%	30%	→	30%	30%
Cllr Johnson	Overall spend to budget on HRA (£K variance)	-£304	£0	£0	→	£0	£0
Cllr Johnson	Number of health hazards removed as a direct result of private sector Housing Team intervention	new KPI	new KPI	210	n/a	201	800
Cllr Johnson	Tenant satisfaction with Transforming Homes	new KPI	new KPI	90.50%	n/a	85%	85%
Cllr Johnson	Number of "Family Connection" homeless households in Bed & Breakfast for six weeks or more	new KPI	new KPI	0	n/a	0	0
Cllr Little	Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	new KPI	new KPI	91.82%	n/a	91.3% (TBC)	91.3% (TBC)

PFH	Indicator Definition	2016/17 Outturn	2017/18 Outturn	Qtr 1 YTD	Direction of Travel since 2017/18	Q1 Target	2018/19 Target
Cllr Coxshall	No of Thurrock businesses benefitting from ERDF programmes	<i>new KPI</i>	<i>new KPI</i>	15	n/a	15	45
Cllr Johnson	No of HRA-funded homes (units) that have started to be built since 1 April 2018	<i>new KPI</i>	<i>new KPI</i>	0	n/a	0	117
Cllr Halden	% of primary schools judged "good" or better	915	97%	95%	↓	94%	94%
Cllr Watkins	Street Cleanliness - c) Graffiti	n/a	2.18%	2.33%	↓	3%	3%
Cllr Collins	% of media enquiries responded to within 24 hours	<i>new KPI</i>	<i>new KPI</i>	40.2%	n/a	n/a	Baseline for 2018/19
Cllr Watkins	% of Abandoned Vehicles removed within 21 days of notification	<i>new KPI</i>	<i>new KPI</i>	50%	n/a	n/a	Baseline for 2018/19
Cllr Little	Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	4255	3451	in arrears	n/a	304 (TBC)	3715 (TBC)

3.4 Off target indicators

At the end of quarter 1, 13 indicators failed to meet their target.

Indicator Definition	PFH	2016/17 Outturn	2017/18 Outturn	Qtr 1 YTD	Direction of Travel since 2017/18	Q1 Target	2018/19 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	37.62%	36.97%	43.29%	↑	46.96%	41%
Recycling performance continues to be below target. Cleaner Greener and Safer (CGS) Overview and Scrutiny in July considered a paper and proposals to address reducing recycling, accepting this is a national trend. Bin tagging proposals will be rolled out in the autumn in an attempt to educate residents on key contaminants, increasing the quality and percentage of recycle.							
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Cllr Little	5.8 per 100,000	7 per 100,000	3 per 100,000	↑	2 per 100,000	9 per 100,000
There have been 3 permanent admissions in the YTD (3 per 100,000 population) which is one more than the profiled target. However, it is expected that the indicator will come back into line with the target in the following months. The 3 admissions are older individuals but are just under the 65+ age range and so appear in the 18-64 residential admissions indicator rather than the 65+ indicator. These individuals required residential care due to physical health/long term conditions. Alternative suitable services in the community are always considered before residential care is agreed. Residential care is only agreed if this is in the best interests of the individual.							
Average sickness absence days per FTE	Cllr Collins	10.43 days	9.95 days	2.28 days	↑	2.25 days	9 days
Cumulative performance for the year to date is just above the quarterly target of 2.25 days, but is an improvement on performance during the same period last year, having reduced slightly from 2.3 to 2.28 days. In recognition of the need to improve performance further and faster, People Board has approved a targeted project to examine sickness absence across the council, and the related issues of agency staff spend and overtime payments. Linking in with existing cross-cutting service reviews, the sickness absence project team will identify the underlying reasons for the ongoing high levels of sickness absence; assess the effectiveness of current sickness absence processes, procedures and policies and implement recommendations and a robust action plan to reduce sickness absence and deliver associated savings.							
% timeliness of response to all complaints	Cllr Collins	90%	83%	86%	↑	95%	95%
The target set for this indicator is high. Performance is regularly monitored with monthly reporting produced for senior management with a view to improving performance. To support services, the complaints team: <ul style="list-style-type: none"> • copy senior management into all chase ups they issue • have introduced an additional chase up on the day prior to deadline day 							

Indicator Definition	PFH	2016/17 Outturn	2017/18 Outturn	Qtr 1 YTD	Direction of Travel since 2017/18	Q1 Target	2018/19 Target
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	n/a	n/a	87	n/a	100	400
87 is the number of patients identified with high blood pressure through the GP waiting area pilot. Not all are confirmed diagnosis yet as this takes time. The service has recently supplied additional equipment to speed up the conversion to diagnosis. A further 328 patients have been identified as potential hypertensives so far through the screening programme. The service is awaiting confirmation of diagnoses through GP Ambulatory Blood Pressure Monitoring (ABPM) which will be reflected in Q2 figures. A recovery plan has been developed. Actions include administrative support given to deliver the programme to enable roll out of programmes to further localities, the provision of additional ABPM monitoring equipment, and additional support to extract the data.							
Number of GP practices with a profile card and agreed joint priorities within preceding 12 months	Cllr Halden	new KPI	new KPI	55%	n/a	80%	93%
Following feedback from practices some changes were needed on the profile card before visits could re-commence. The 55% given here were using the old version of the profile card and the old version of delivery. A recovery plan has been developed. Actions include; additional administrative support for scheduling of visits and to support other programmes to free up capacity for our Health Care Public Health Improvement Managers to have protected time to deliver the programme. 16 additional practice visits are currently booked to take place before September, meaning the target will be reached prior to the end of Q2.							
Payment rate of Fixed Penalty Notices (FPNs) - littering	Cllr Gledhill	new KPI	new KPI	57.67%	n/a	70%	70%
Payment rates continue to fall below target following maximum fee increases from April. Ongoing monitoring is taking place. The Council's approach to zero based tolerance continues.							
Number of volunteers within the council (YTD)	Cllr Huelin	n/a	247	153	↓	200	270
On 1 April 2018 the council started with 148 active volunteers. This was much lower than was predicted when targets were set for 2018/19 due to a large number of leavers in quarter 3 of 2017/18. Before a volunteer can start with the council references, ID checks and for some roles a DBS check is required. This takes time and can delay starting. There are currently 54 potential volunteers awaiting these checks. The volunteers are very important to the council and we do not want them to be put off by the process, therefore a review of enrolling volunteers to ensure that applications are dealt with quickly is underway. With summer volunteer opportunities the service expects to see a large increase in the number of volunteers for quarter 2 but it is anticipated that this will still be below target.							
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	70.97%	70%	65.30%	↓	75%	75%
Tenant satisfaction with the overall service provided by Housing has improved by 5.6% between May and June with 68.1% of residents rating the service as excellent or good. Although performance is still below target for June it is important to note that 146 of the 166 residents surveyed in June (88%) rated the service as excellent, good or fair meaning that only 12% of residents rated the service as poor or very poor.							
% of repairs completed within target	Cllr Johnson	98.30%	97.5%	96.40%	↓	97%	97%
97% is an aspirational stretch target beyond the contractual target of 95% and has been shared with the contractor who have consistently exceeded it. . The contractual target was subject to a review for the 2018/19 reporting year and was enhanced from 90% to 95% along with 10 other KPI targets as a result of strong performance during 2017/18. This target has been enhanced for the last 2 consecutive reporting years from 85% in 2016/17. In addition, repairs satisfaction is high and has exceeded 92% (excellent and good ratings only) for the past two consecutive months.							
% of all complaints upheld (based on closed complaints)	Cllr Collins	38%	40%	47%	↓	35%	35%
This is higher than our KPI and this will be monitored by the Learning Action Plan process. To reduce the overall % upheld will require a reduction in upheld complaints for those service areas that attract a higher volume of complaints. However it is worth noting that overall complaint volumes are decreasing. Last year's annual report highlighted a significant reduction (41%) which is a positive.							
% of refuse bins emptied on correct day	Cllr Watkins	98.30%	98.23%	96.53%	↓	98.5%	98.5%
Performance in the first quarter is below target. As is publicly known the service were mitigating balloted strike action during this period. Management continue to progress all options available to improve performance and provide the service residents expect.							
% of 17-21 yr old Care Leavers in Education, Employment or Training (EET)	Cllr Little	61.10%	72.40%	69.5%	↓	70%	70%
The quarter 1 figure is a significant improvement on last year. The positive trajectory is due to the increased assistance and IAG provided to this cohort, local EET offers including Prince's Trust, internal apprenticeships within the council and externally sourced apprenticeships.							

3.5 Other key indicators

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

PFH	Corporate Scorecard Indicator Definition	2016/17 Outturn	2017/18 Outturn	Qtr 1 YTD	Direction of Travel since 2017/18
Cllr Johnson	Number of households at risk of homelessness approaching the Council for assistance	<i>new KPI</i>	<i>new KPI</i>	385	n/a
Cllr Johnson	No of homeless cases accepted	<i>new KPI</i>	<i>new KPI</i>	50	n/a
Cllr Gledhill	Number of statutory nuisance complaints made	<i>n/a</i>	2367	718	↓
Cllr Gledhill	Number of environmental (public) health interventions requested	<i>n/a</i>	250	103	↑
Cllr Gledhill	No of incidents of Fly tipping reported	2896	1829	670	↑
Cllr Gledhill	No of incidents of Abandoned vehicles reported	1623	1369	310	↓
Cllr Collins	No of media enquiries received	<i>new KPI</i>	<i>new KPI</i>	97	n/a

4. Reasons for Recommendation

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council is focussing on during 2018/19 and confirms the governance and monitoring mechanisms which will be in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities will continue to be monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board will continue to scrutinise the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 5.2 Each quarter a report will continue to be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

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

- 6.1 The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.
- 6.2 This report will help decision makers and other interested parties, form a view of the success of the council's actions in meeting its political and community priority ambitions.

7. Implications

7.1 Financial

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

The report provides an update on performance against corporate priorities. There are financial KPIs within the corporate scorecard, the performance of which are included in 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 & Assistant Director, Law and 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: **Rebecca Price**

Community Development Officer

The Corporate Performance Framework for 2018/19 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 Performance Framework includes areas which affect a wide variety of issues, including those noted above. Where applicable these are covered in the report.

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

N/A

9. **Appendices to the report**

N/A

Report Author:

Sarah Welton,
Strategy Manager

Work Programme

Committee: Corporate Overview and Scrutiny Committee

Year: 2018/2019

Dates of Meetings: 5 June 2018, 4 September 2018, 20 November 2018, 31 January 2019 and 5 March 2019

Topic	Lead Officer	Requested by Officer/Member
5 June 2018		
Business Rates Relief	Sean Clark/ Andrew Brittain	Officer
End of Year Corporate Performance Report 2017/18	Sarah Welton	Officer
Delivering Our Free School Programme – Land Disposal	Rory Patterson	Officer
Work Programme	Democratic Services Officer	Standard Item
4 September 2018		
Quarter 1 Corporate Performance Report 2018/19	Sarah Welton	Officer
Communications Strategy Update	Karen Wheeler	Member (requested by Cllr Jack Duffin)
Work Programme	Democratic Services Officer	Standard Item
20 November 2018		
Mid-Year / Quarter 2 Corporate Performance	Sarah Welton	Officer

Work Programme

Topic	Lead Officer	Requested by Officer/Member
Report 2018/19		
Fees and Charges Report	Andrew Austin	Officer
Long Term Investment Strategy	Sean Clark	Member (requested by Cllr Jack Duffin)
Work Programme	Democratic Services Officer	Standard Item
31 January 2019		
Draft Budget	Sean Clark	Officer
Work Programme	Democratic Services Officer	Standard Item
5 March 2019		
Quarter 3 Corporate Performance Report 2018/19	Sarah Welton	Officer
Work Programme	Democratic Services Officer	Standard Item