

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 **10 March 2020**

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

Membership:

Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Garry Hague, Shane Ralph and Gerard Rice

Substitutes:

Councillors Mike Fletcher, Sue MacPherson, Sara Muldowney and Elizabeth Rigby

Agenda

Open to Public and Press

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To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 14 January 2020, and the minutes of the Extraordinary Corporate Overview and Scrutiny Committee meeting held on 23 January 2020.	
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.	
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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: **2 March 2020**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

Helpful Reminders for Members

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

When should you declare an interest *at a meeting*?

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



Does the business to be transacted at the meeting

- **relate to; or**
- **likely to affect**

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

Disclosable Pecuniary Interests shall include your interests or those of:

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

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

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

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

Pecuniary

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

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

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

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

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

Non- pecuniary

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



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

Our Vision and Priorities for Thurrock

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

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 14 January 2020 at 7.00 pm

Present: Councillors Oliver Gerrish (Chair), Colin Churchman, Mike Fletcher (substitute), Garry Hague, and Elizabeth Rigby (substitute) (*arrived 19.15*)

Apologies: Councillors Gerard Rice and Andrew Jefferies

In attendance: Les Billingham, Assistant Director of Adult Social Care
Sean Clark, Director of Finance, Governance and Property
Karen Wheeler, Director of Strategy, Communications and Customer Service
Sarah Welton, Strategy Manager
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.

14. Minutes

The minutes of the Corporate Overview and Scrutiny Committee held on 3 September 2019 were approved as a correct record.

15. Items of Urgent Business

There were no items of urgent business.

16. Declaration of Interests

There were no items of urgent business.

17. Mid-Year Corporate Performance Report 2019/20

The Chair stated that the agenda would be amended, and this item would be heard first. The Director Strategy, Communications and Customer Services introduced the report and stated that this was the Quarter 2 performance report, which was being heard at this time due to the cancellation of meetings because of purdah. She felt that this was a positive report as 74% of Key Performance Indicators (KPIs) had achieved their target, and overall there had been a positive direction of travel. She summarised and added that in line with a suggestion made earlier in the year by the Committee, any indicators that had missed their target included a 'route to green', which outlined steps being taken to ensure the KPI met its target in the future.

The Chair opened the debate and highlighted page 25 of the agenda and the

improvement in the KPI relating to tenant satisfaction. He felt that this was a positive KPI as it had exceeded its target and hoped this was partly down to focus placed on the KPI by the Committee. The Director of Strategy, Communications and Customer Services stated that feedback from tenants had been about the lack of communication between the Council and tenants, rather than specific repair complaints. She highlighted that because of the feedback the Council had started a resident's newsletter and developed upon engagement with the Tenants Excellence Panel, which kept residents up to date with any necessary information. She felt this was having a direct impact on the KPI, and had therefore increased tenant's satisfaction.

The Chair then highlighted page 26 of the agenda and the KPI relating to the percentage of bins collected on the correct day and felt it was good to see this KPI had also met its target, and added it was good to see a monthly breakdown. He then commented on page 31 of the agenda, and the percentage of waste recycled, as he felt it was disappointing to see this KPI had missed its target, and had shown a negative direction of travel in the monthly breakdown. The Director of Strategy, Communications and Customer Services responded that a Cross-Party Waste Management Working Group had been set-up in relation to recycling and waste management, which was currently consulting to get residents feedback on recycling. She added that pilot schemes had been tested for particular areas of difficulty, such as recycling in flats, to find options that could work across the borough. She also commented that Thurrock were running a social media campaign and regular press releases, which were tied into national media campaigns to increase plastic recycling. The Director of Strategy, Communications and Customer Services summarised and mentioned that officers were also going back into schools and visiting assemblies, so that 4000 children would receive additional education regarding recycling.

Councillor Fletcher stated that he was pleased to see that 'routes to green' had been added to the report, as he felt it showed a clear statement of how improvement would be achieved. He also asked how the information was collected regarding the percentage of tenant satisfaction KPI, and queried whether all tenants were surveyed or simply those that had complaints. The Strategy Manager replied that it was a random spread of tenants taken by an independent survey company, but would clarify the details with the relevant officers and reply via email. Councillor Fletcher then discussed the KPI regarding the number of library sign-ups and asked if there was a long-term library strategy in place, as many young people no longer used them. He also asked a question regarding the relevance of the KPI relating to the number of permanent admissions of older people to residential care homes. The Assistant Director Adult Social Care replied that although libraries had seen a large uptake of users, it had also seen large numbers of people become inactive, so the KPI had not been met. He added that a libraries strategy had been developed which would improve the libraries offer and improve IT facilities available, as well as making them more commercially viable and financially self-sufficient. He felt that as libraries became more linked with community hubs, the uptake of library memberships would increase. The Assistant Director Adult Social Care then answered Councillor Fletcher's

second question relating to older people in care homes, and stated that in recent years the perception of residential care homes and their need in the community had changed. He felt that in previous years the Council had wanted to reduce the number of people in residential care, as the theory was to keep people in their homes for as long as possible, but recently this idea had become untenable. He quoted a study which had been undertaken and had compared the type of residents in care homes in 2010 and now, which had found that people in care homes were now older (often having their first admittance over the age of 85) and had more complex care needs. He stated that for those people, residential care was appropriate, and so the needs profile of people had changed. He commented that Thurrock's first desire was still to keep people in their homes for as long as possible, but felt that it was sometimes necessary for people to be in residential care. He felt that although the KPI had not met its target, this was not related to poor performance, but simply a reality of life that some people needed residential care. He added that the KPI also included self-funders, compared to other Councils who did not include these people in their figures.

Councillor Rigby arrived 19.15

Councillor Hague echoed the Chair's comments that the direction of travel for the majority of KPIs was good. He questioned the figures around the recycling KPI as he felt these had not made any progress, and asked if the way of measuring the KPI had changed. The Strategy Manager replied that the measurements had remained the same, but the KPI was dependent on numerous factors some of which could not be controlled; one example being the weather, for example, a wet month would see reduced garden waste. Other factors included recycling in flats and contamination of bins. She added that low recycling rates was not just a problem for Thurrock as different boroughs and councils had different recycling policies dependent on which recycling centre they used, which could be confusing.

The Chair asked what level of recycling data the council had across the borough, and the Strategy Manager replied that the data could be broken down by round, and by day, and this helped pinpoint hotspots around the borough. She stated that these figures were provided to the Waste Management Working Group for their oversight. Councillor Fletcher added that he was the Chair of the Waste Management Working Group and had seen data relating to why people did not recycle, and their problems regarding recycling policies, which he felt would be good for the Corporate Overview and Scrutiny Committee to see. He added that a successful pilot had been run to tackle recycling in flats, which had seen positive results. Councillor Rigby added that at the previous Cleaner, Greener and Safer Overview and Scrutiny Committee, a detailed report on recycling had been presented, and felt it would be useful for the Corporate Overview and Scrutiny Committee to see the minutes of this meeting. Councillor Churchman added that education regarding recycling was important, particularly around contamination and types of plastic that could be recycled.

The Chair then highlighted page 29 of the agenda and the KPI relating to the

number of places accessed by two year olds for early years education, and asked what the policy was on expanding placements at settings. The Assistant Director Adult Social Care replied that he would consult with officers and would answer via email. He mentioned that the performance of this KPI was dependent on the season, as over summer there was lots of movement of children, which settled down in September when children took up their places. He stated that the Quarter 3 figures showed that 80% of places had been accessed by two year olds, which showed improvement and met the KPI target.

RESOLVED: That:

1. The Committee noted and commented upon the performance of the key corporate performance indicators, in particular those areas which are off target.

2. The Committee identified any areas which required additional consideration.

18. Local Council Tax Scheme

The Director of Finance, Governance and Property introduced the report and stated that this was an annual report that had to be agreed by Council, even though the scheme had seen no changes. He stated that Thurrock followed the national approach that mirrored benefit regulations, but as central government had slowed the work on Universal Credit, changes could not be made until 2020/21. He added that a more detailed report would be brought before the Committee once regulations had been agreed, which would hopefully be early in the next municipal year and would go to public consultation.

The Chair asked what the proposed review would look like, and what the outcomes of the review would be. The Director of Finance, Governance and Property replied that the report would include any changes to housing benefit regulations, and the report would be brought before Committee to discuss those changes and options. He added that the review would then be signed-off by Cabinet, with consultation being based around comments from both scrutiny and the Executive.

RESOLVED: That:

1. The Committee noted the analysis of the current scheme.

2. The Committee considered the recommendation that no changes are made to the current scheme for 2020/21.

3. The Committee agreed to undertake a full review of the scheme within 2020/21 once the government had confirmed further detail on the future of universal credit.

19. Briefing on Statutory Guidance on Overview and Scrutiny in Local Authorities

The Democratic Services Officer introduced the report and stated that it summarised the recently published Ministry of Housing, Communities and Local Government statutory guidance on overview and scrutiny, and discussed how it related to Thurrock. She commented that as it was statutory guidance, local authorities must have regard for it, which is why it was being brought before the Committee. She stated that any comments relating to the guidance could also be included in the ongoing scrutiny review if Members wished.

The Chair felt this was a good report, and felt that the relationship between the Executive and scrutiny would be improved by the introduction of an Executive-Scrutiny Protocol, which would ensure scrutiny could make an impact, work was collaborative, and scrutiny could be a part of the decision-making process. The Chair added that co-opting technical experts onto scrutiny committee's was also an idea that should be considered as they could provide additional input into the scrutiny process. The Chair summarised and stated that Members could email Democratic Services once they had digested the report and if they had any comments for the ongoing scrutiny review.

RESOLVED: That:

- 1. The Committee noted the updated MHCLG Statutory Guidance on Overview and Scrutiny in Local Authorities, published in May 2019.**
- 2. The Committee commented on any aspects of the guidance they would like addressed in the ongoing review of the overview and scrutiny function.**

20. Work Programme

The Chair stated that the Communications Strategy was being moved to the first meeting of the municipal year, to allow an LGA Peer Review to take place in February/March that would include residents, Members and local newspaper editors.

The meeting finished at 7.45 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**

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 23 January 2020 at 7.00 pm

Present: Councillors Oliver Gerrish (Chair), Colin Churchman and Garry Hague, and Elizabeth Rigby (*substitute*) (arrived 19.02)

Apologies: Councillors Jack Duffin (Vice-Chair), and Gerard Rice

In attendance: Sean Clark, Director of Finance, Governance and Property
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.

21. Items of Urgent Business

There were no items of urgent business.

22. Declaration of Interests

There were no interests declared.

Councillor Rigby arrived 19.02

23. Draft General Fund Budget and Medium Term Financial Strategy Update

The Director of Finance, Governance and Property introduced the report and stated that an updated version of Appendix 2 had been provided to Members, as the table had been realigned. He described how the report explained the Council's current financial position, and had been discussed by Cabinet last week. He then outlined that in the previous six months there had been considerable pressures in some areas, and highlighted one area of pressure as children's social care, which had received additional funding and improved their OFSTD score at the last inspection. The Director of Finance, Governance and Property also highlighted that adult's social care was under financial pressure, which was common on a national scale, and pressure on the Housing General Fund, which was due to increased numbers of people presenting themselves as homeless.

The Director of Finance, Governance and Property then moved on to the forecasted financial position in 2020/21 and clarified that an indicative financial assessment had been carried out before Christmas, but the Council were still waiting on the final allocations of this due to purdah delays. He explained that preliminary findings from this appeared hopeful, and budget allocations had already increased, so he felt the Council were in a good

financial position. He added that last year the Council had undertaken a Spending Review and Fair Funding Review, but due to only one-year spending agreements from central government, these were not at the forefront, although the Council could make an estimate for the next two to three years. He stated that additional funding received would go towards adult and children's social care, and increased homelessness grants.

The Director of Finance, Governance and Property then moved on to discussing council tax and the governance process for setting this. He explained that the Cabinet recommendation to increase council tax would go to the relevant scrutiny committee for comment, which would then feedback into Cabinet in February, and would be sent to Full Council for decision. He stated that the proposed budget would see an increase in 2% for the adult social care precept, which was the maximum it could be raised by, and an increase in general council tax by 1.49%, which was not the maximum of 1.99%. He commented that this would increase the Council's base going forwards, as tax was a more stable income compared to investments.

The Director of Finance, Governance and Property drew the Committee's attention to paragraph 4.4 on page 9 and clarified the figures outlined in the table, including the current council tax banding, total number of properties, and average net charge, which took into account discounts, tax schemes and support provided. He stated that council tax bands A-C made up 70.4% of all properties, and a 1% council tax rise would equate to an additional 19p per week. He then drew the Committee's attention to the Medium Term Financial Strategy (MTFS) on page 13 of the agenda, which outlined that the increase in council tax and adult social care precept would increase funding to the council by £1,337,000 working total, which would increase the surplus next year to £4million. He added that even with the proposed increase in council tax, the Council's surplus would only raise to £1.4million in year 2 and £45,000 in year 3. He clarified that without an increase in council tax, the council would be in deficit in the financial year 2020/21.

The Chair opened debate and stated that in total council tax would be rising by 3.49%. He queried the background to this, and asked what central government's policies were on local authorities increasing taxes, particularly special precepts. The Director of Finance, Governance and Property stated that the government had only proposed a one-year funding settlement, but central government had also struggled to fund adult social care. He stated that local authorities had ongoing powers to increase council tax and precepts, but local authorities were currently waiting on a White Paper for further clarification. The Chair then highlighted point 2.3 on page six of the agenda, and asked how the council were reducing staff expenditures. The Director of Finance, Governance and Property replied that this was a continuing aspect of the council's budget, and included reducing sickness related expenditure and overtime costs; and monitoring the amount of agency staff compared to permanent staff employed by the council. He mentioned that this was regularly considered at Directors Board, and in previous years, a target had been set to reduce staff expenditure, but that was not the case in this financial year. He summarised and commented that a reduction in staff

expenditure would not be achieved through staff redundancies.

The Chair then queried the increase in budget allocation and asked how much revenue was included in this. The Director of Finance, Governance and Property replied and highlighted page 13 of the agenda, which stated that in 2020/21 an increase in tax would increase revenue by £3.1million, as well as an increase in business rates. He stated that almost £2.5million would be received from central government. The Chair asked if the working total surplus could be achieved in 2020/21 without increasing council tax, to which the Director of Finance, Governance and Property replied that a net £2.6million could be achieved, but the surplus could not be carried forward.

The Chair moved onto discussing the position of investment and highlighted page 13 of the agenda. The Director of Finance, Governance and Property stated that borrowing was not just investment, but related to the amount of capital expenditure. He added that temporary revenue from borrowing could be used for investment and Thurrock Regeneration Limited (TRL), and that the base amount of investment related income was £1.7million, with the rest going to TRL. He clarified that the majority of information relating to investment was discussed in the next item, but the headline figure was £30million net income from investment. The Chair then asked about the CIPFA guidance, outlined at point 4.31 on page 8 of the agenda, and queried how much confidence officers had in this investment income, and whether CIPFA would change the guidelines relating to investment for Councils. The Director of Finance, Governance and Property responded that CIPFA only produced guidelines, and explained that the Council's investments were capital backed, compared to CIPFA guidance that mainly discussed non-capital backed investments. He stated that CIPFA were mainly worried about councils investing in property outside of the borough, particularly in areas such as housing and shopping centres. He commented that Thurrock were investing bond issues in the energy sector, and no property investment had been purchased. He clarified that he had spoken with the Ministry of Housing, Communities and Local Government (MHCLG) and the National Audit Office, who had never said to not undertake investments, and were moving towards local government self-financing. He summarised and stated that he did not know if CIPFA or government regulations might change in the future, but if they did then the Council would revisit their investment approach. The Chair commented that if the rules were to change then that revenue stream would be at risk and issues would arise with investments, which would lead to a loss of funding. He asked if the investments revenue could be made-up from other streams if it were lost. The Director of Finance, Governance and Property replied that if central government did change the rules regarding investments then a transition period would be put into place, and many other local authorities used investment in the same way as Thurrock. He stated that Thurrock had built into the budget increased interest payable which helped to stabilise long-term investments.

Councillor Fletcher asked three questions, the first being if officers were concerned that council tax was not being increased to its full amount, as officers had been concerned last financial year that it would have an impact.

He then asked about potential population increases, as 32,000 new homes were being proposed across the borough, and if this would have an effect on council tax income and had been factored into the budget. Finally, Councillor Fletcher asked about potential problems that were associated with capital projects, such as overspend and delays, and if these were included in the budget. The Director of Finance, Governance and Property replied to each question in turn and stated that in answer to the first question, officers felt worried when council tax was not increased to its maximum, as even a 1.49% increase reduced the Council's income by £4-500,000 per year. He stated that if council tax were increased by the maximum amount of 1.99%, the budget would be in surplus of £1.2million or £1.3million in year 3, compared to the current outlook of £45,000. He clarified that council tax was the most sustainable form of income for the council, as it was not affected by national changes, and because of this, he felt that council tax should increase by 3.99%. The Director of Finance, Governance and Property then answered Councillor Fletcher's second question and stated that some modelling work had been undertaken relating to the increased population and increased costs. He stated that expenditure would change if the population increased, for example, more would be spent on adult and children's social care, as well as the potential for a new waste collection round. He described how the finance team had been working with the planning team to discuss the increased amount of council tax that would be collected through population growth, as well as the increased expenditure. He summarised and stated that new houses, even with the increase in council tax associated with this, would increase the pressure on services for the Council. The Director of Finance, Governance and Property then answered Councillor Fletcher's third question and stated that the capital programme would be discussed as part of Item 6, but if a project overspent then funding would have to be found. He stated that the funding options were ranked, so external funding bids were the best way to fund projects, then through capital receipts, and finally through borrowing as there was costs associated with this such as interest and MRP, also known as depreciation. He commented that recently there had been lots of discussion regarding the funding of the A13 project, which had been through the audit process, but this would not affect the Council's funding until next year or the year after. He summarised and stated that when the funding results of this project were finalised, they would be built into the budget.

Councillor Hague commented that he felt lots of work had been put into this budget by officers and Members from all parties. He felt that the Council's finances seemed stable, but asked if the increase in council tax was as low as possible, as although there was pressure on services, an increase in council tax could put additional pressure on residents. He was supportive of the increase in council tax, as it had not been increased by the maximum level, which would help residents who had their own financial priorities. He felt this would lead to growth for the council, whilst not over-burdening residents. The Chair also asked if residents in financial difficulty had been considered when writing the budget, as inflation and the cost of living had also risen. He highlighted that further mitigation to help some residents may be necessary, as some would experience a rise in rents, service charges, and council tax. The Director of Finance, Governance and Property replied that an equality

assessment had been carried out and was attached as an appendix to the report and table 4.4 showed the real impact the council tax increase would have on residents. He added that the additional money raised through council tax could be used to support the borough's most vulnerable residents. The Director of Finance, Governance and Property then highlighted that only 50% of HRA tenants paid any rent, so the most vulnerable in society received the support they needed, but he appreciated that some people would be caught in the middle.

The Chair stated he felt the situation for some residents was already difficult as the economic situation could be tough. He outlined appendix 2 of the report and felt that although £900,000 of savings was being made, this could be increased through effective spending and finding further efficiencies. The Director of Finance, Governance and Property replied all directorates were searching for savings and efficiencies, but the MTFS proposed a modest figure, as if the figure was larger, directorates would be forced to make top-down cuts. He added that although the MTFS identified almost £1million in savings, officers would not just stop once this figure was met, and would continue to try to increase income, reduce expenditure and focus on efficiencies. He highlighted the work the procurement and commercial teams had done in finding savings, in collaboration with the transformation team.

The Chair then asked about a recent motion that had been brought to Full Council regarding climate change, and asked what actions had been considered in the budget to mitigate climate change and the impact this would have on residents. The Director of Finance, Governance and Property replied that amounts from the budget surplus had been set aside specifically to look at air quality around the borough. He added that following the motion, Governance Group, which included the Leader, Monitoring Officer, and Leaders from all parties, had agreed to set up a Task Force to consider climate change, and its members would include elected Members, residents and external partners. He stated that this would fall under the remit of the Director of Place, and an update would be provided to Full Council next week.

The Chair then asked what obligations the Council had to fulfil in balancing the budget, as he understood that the budget had to be balanced for one year, not the full span of the 5 year MTFS. The Director of Finance, Governance and Property replied that a balanced budget meant one that Thurrock could afford, so the Council could run at a loss if reserves could be used to fund this. He stated that Thurrock Council did not use this definition though and for Thurrock, a balanced budget meant one where income was equivalent to expenditure. He mentioned that the Council's Section 151 Officer he had to consider a three-year budget, and although it did not have to balance, he had to feel confident that the council could afford it. He clarified that he did not have to consider years four and five of the MTFS.

Councillor Rigby commented on the table at 4.4, and asked which residents could receive discounts on their council tax bill. The Director of Finance, Governance and Property replied that the most common council tax discount was the single person discount, which included people such as one-parent

families, even if they had adult children that attended university, and widowers, who all received a 25% discount. Councillor Churchman then highlighted the residents who fell in the middle and were not overtly vulnerable, but not secure either, such as residents who were privately renting but were waiting for council housing, and had seen an increase in their service charges.

The Chair asked what the level of democratic oversight and accountability there was for corporate projects was, such as the proposed Civic Offices development. He proposed an additional recommendation which read as follows: "The Corporate Overview and Scrutiny Committee recommends to Cabinet and Council that the budget should include the following points:

1. A triple freeze be agreed for rents, service charges and council tax
2. Cabinet to scrap the Civic Offices project
3. Cabinet to agree to net zero emissions by 2030"

The additional recommendation was put to a vote, the outcome of which was as follows:

Votes for: Councillors Fletcher and Gerrish (2)

Votes against: Councillors Churchman, Hague and Rigby (3)

RESOLVED: That:

1. The Committee commented on the proposed council tax level with mind to the comments set out in the report.

2. The Committee commented on the draft budget as set out within this report to inform final budget proposals at Cabinet on 12 February 2020.

24. Capital Strategy 2020/21

The Director of Finance, Governance and Property outlined the report, and stated that the Capital Strategy was a new requirement for 2019/20 and incorporated the Treasury Management Strategy. He stated that the main purpose was set out on page 27 and provided a high-level overview of capital expenditure levels, capital financing and treasury management activity. He highlighted a number of tables to the committee which set out the summary figures including capital expenditure, capital financing, the Capital Financing Requirement, borrowing, and a summary of the overall treasury position. He described the significant press interest since Cabinet had considered the six-month position last week, and he addressed some of the comments that had been published, so the Council's position was clear. The Director of Finance, Governance and Property explained that although Thurrock were quoted as having the highest level of short-term borrowing, Thurrock were by no means the highest borrower. He outlined the reasons for short-term borrowing, which explained that Thurrock had taken the approach since August 2010. He clarified that the Local Authority and related Treasury Market had between £20billion and £30billion of cash available that had to be lent or deposited

somewhere, and estimated that had all of the Council's borrowing been through the Public Works Loan Board, Thurrock would be paying on average additional £15million per annum. He highlighted that the Local Authorities money markets were not linked to the bank base rate, and so were not as open to interest rate fluctuations, and was simply about the amounts of surplus cash available, and how much others needed.

The Director of Finance, Governance and Property then described some facts and figures from 2018/19 and described how the Council had taken out loans from a number of different Local Authorities, the duration of which were between one month and one year, with rates ranging from 0.4% to 1.15% depending on the duration. He then outlined what the Council used the funds for, mainly being capital expenditure on buildings, infrastructure and IT; and investments that were made relating to assets that Thurrock had security over and were repayable, which were mainly bonds on renewable energy assets that raised additional income that the Council could reinvest in frontline services. He described how three-quarters of the Council's borrowing was repayable on maturity, which was currently between three and eight years, but the bond issuer had the right to make early repayments. He stated that based on this, even if long-term borrowing had attractive rates, it would not be prudent to borrow for longer terms when the need was for a shorter period.

The Director of Finance, Governance and Property then drew the Committee's attention to Table 1 on page 27 of the agenda which set out projected capital and investment expenditure, and clarified that these were not always uniform as opportunities did not arise in that fashion. He clarified that over two years investments were forecasted as an average, and the prudential indicators had been adjusted in the budget report in February 2019. He then drew the Committee's attention to Table 7 on page 31 of the agenda, and mentioned that these figures were published every year and agreed by Members in February and whenever else was necessary. He clarified that actuals against these were then reported at least twice a year to Cabinet, and were part of the Council's accounts. He stated that the upper limit for 2019/20 was set at £1.453billion and the Council were set to be within that limit. He summarised and highlighted the table at 2.32 on page 41, which showed that the Council were projecting an annual surplus in the region of £30million, between interest payable and interest received that had been invested in frontline services, namely the environment and social care, as part of the approach to becoming financially self-sustaining.

The Chair opened debate and sought two areas of assurance, the first being that the Council were operating within agreed levels of risk and exposure, and the second being that there was a level of democratic oversight regarding investments. He asked how much Members saw of potential investments, and felt that even though those documents were commercially sensitive, strong levels of accountability were needed. He felt that an additional recommendation would be useful to ensure democratic accountability, and proposed an Investment Review Committee who could oversee the process. The Director of Finance, Governance and Property replied that there was a level of risk associated with investments, but the biggest risk factor was a

change in central government policy, which currently appeared to be minimal. He felt that the majority of government bodies were concerned with investments in areas such as shopping centres, where economic fluctuations could affect income. He stated that Thurrock had not undertaken any investments such as these, and had invested in the renewable energy sector. He felt there was no real risk associated with this sector as there had never been any major disasters in a wind farm or solar park, and their investments were spread over 40 sites. He clarified that the Council were signed up to the assets and not the companies; were insured against loss; and had good maintenance contracts. He mentioned that the Council only invested when the assets were already up and running, and had been so for a year or more to ensure that they were working correctly and to see real yield figures. The Director of Finance, Governance and Property then discussed the level of democratic oversight, as it was difficult to differentiate between everyday levels of treasury management and bigger investments. He commented that any new venture over £10million and over one year had to go to the Council Spending Review, which was made up of Leaders from all groups. He mentioned that he had done some research into the levels of democratic accountability across a variety of Local Authorities, and some provided more freedom, whilst others provided less. He summarised and stated that he was already considering an informal Treasury Management Committee, or increased reporting through Key Performance Indicators.

A debate then ensued regarding the wording of the proposed additional recommendation and the following was agreed: “the Corporate Overview and Scrutiny Committee recommend to Cabinet that it considers the best way to increase democratic oversight of investment.”

RESOLVED: That:

- 1. The Committee commented on the 2020/21 Capital Strategy for consideration by Cabinet at their meeting on 12 February 2020.**
- 2. The Committee recommended to Cabinet that it consider the best way to increase democratic oversight of investment.**

Councillor Churchman left 20.22

25. Draft Capital Programme

The Director of Finance, Governance and Property introduced the report and stated that an updated Appendix 3 had been provided to Members, which removed the summer carriageway drainage works, and replaced it with the Ship Lane redevelopment programme.

Councillor Churchman returned 20.24

He outlined the capital programme and stated it was made up of a variety of areas of expenditure including IT, housing stock, and projects. He described

how there had been a need to invest in housing stock and the Council's approach had now changed to being a corporate landlord. He outlined that there were three 'pots' which were digital, property, and service review, all of which received numerous bids. The Director of Finance, Governance and Property described the variance between how much people thought they needed for a project, and how much was actually needed, and described how a separate budget had been set up for feasibility studies and business cases to reduce this variance. He then highlighted Appendix 1 of the report that outlined the existing capital programme, and Appendix 2 that outlined that future and aspirational projects. He clarified that the Committee were not agreeing the individual projects listed as these were only examples, but just the overall amount of spending. He then highlighted Appendix 3 which were actual projects not included in 'pots', but allocated funding in their own right.

The Chair opened debate and highlighted page 58 of the agenda and the proposed project relating to the Integrated Medical Centre in Tilbury, and asked what the phasing for the project was, and if this was certain to go ahead. The Director of Finance, Governance and IT replied that it had been double-counted as its funding had been agreed, but was still going through the process of business case and feasibility. He explained that this project was complicated as it involved a number of external partners who all had different accounts processes, and factors such as rent charges and spacing was still being negotiated. Councillor Fletcher asked why only the Tilbury IMC was considered in the report, and the Director of Finance, Governance and Property replied that it was because it was the only IMC that the Council were responsible for delivering. He clarified that the other IMCs were being run by external partners, and the Purfleet IMC was included as part of the Purfleet regeneration project.

RESOLVED: That:

1. The Committee commented on the specific proposals set out within this report.

The meeting finished at 8.32 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**

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10 March 2020	ITEM: 5
Corporate Overview and Scrutiny Committee	
Quarter 3 (Month 9) Corporate Performance Report 2019/20	
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 Quarter 3 (Month 9) corporate performance monitoring report for 2019/20 reporting up to the end of December 2019.

At this stage in the year, this is a very positive report as overall 85% of indicators are currently achieving target and 60% are better than the previous year.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. Of particular note are the significant achievements in recruiting new apprentices.

This report details the statistical evidence the council will use to monitor the progress and performance against the council's priorities. For 2019/20, these set of indicators were agreed by Cabinet in July 2019.

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 Key Performance Indicator (KPI) framework. This provides a mixture of strategic and operational indicators.
- 2.2. The indicators have been chosen to be as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.
- 2.3. This reflects the demand for council services increasing and being ever more complicated and the need for a holistic approach to monitoring data and intelligence. Analysis of performance and internal processes at service level by Directors continued monthly throughout 2018/19 and will continue throughout 2019/20.
- 2.4. These indicators will continue to be reported to both Corporate Overview and Scrutiny Committee and on to Cabinet on a quarterly basis, throughout 2019/20.
- 2.5. In line with the recommendation from Corporate Overview and Scrutiny Committee in June 2019, throughout 2019/20, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.5 as the "Route to Green".

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 3 2019/20 Performance against target		Direction of Travel compared to 2018/19	
Achieved	85% (34)	↑ BETTER	60.5% (23)
Failed	15% (6)	→ STATIC	21.1% (8)
		↓ WORSE	18.4% (7)

This is higher than the 67.5% overall percentage achieving target in 2018/19 and the higher than the Quarter 2 position of 74% achieving target.

3.3 On target performance

85% of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Number of delayed transfers of care - days from hospital (attrib. to NHS, ASC & Joint)	Clr Little	2,459	414	819	111	159	In arrears	In arrears	ACHIEVED	↑	2,281	3,036 (prov)
% General tenant satisfaction with neighbourhoods/services provided by Housing	Clr Johnson	68%	73.9%	75.5%	69.9%	76.0%	77.3%	75.1%	ACHIEVED	↑	75%	75%
% of repairs completed within target	Clr Johnson	97.7%	97.4%	97.3%	98.3%	99.2%	99.4%	97.9%	ACHIEVED	↑	95%	95%
% Rent collected	Clr Johnson	98.8%	89.6%	93.7%	94.2%	95.0%	97.3%	97.3%	ACHIEVED	↑	98%	98%
Average time to turnaround/re-let voids (in days)	Clr Johnson	26.64 days	26.5 days	26.8 days	22.5 days	19.8 days	19.1 days	25.4 days	ACHIEVED	↑	28 days	28 days
Number of health hazards removed as a direct result of private sector housing team intervention	Clr Johnson	896	201	579	56	110	77	822	ACHIEVED	↑	675	900
Proportion of people using social care who receive direct payments	Clr Little	33.1%	36.5%	36.6%	36.5%	35.7%	34.9%	34.9%	ACHIEVED	↑	32%	32%
No of new apprenticeships started (incl current staff undertaking new apprentice standards) as % of workforce	Clr Huelin	60	7	39	4	4	4	51	ACHIEVED	↑	43	59 (2.3%)
Contact Centre - Face to Face average waiting times (minutes)	Clr Huelin	03:56	01:02	00:59	01:09	01:01	00:50	00:50	ACHIEVED	↑	3 mins	3 mins
% of refuse bins emptied on correct day	Clr Watkins	97.85%	99.40%	99.49%	99.6%	99.5%	99.6%	99.55%	ACHIEVED	↑	98.50%	98.50%
% of potholes repaired within policy and agreed timeframe	Clr Maney	99.10%	100%	99%	100%	100%	100%	100%	ACHIEVED	↑	98%	98%

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
% occupancy of commercial properties	Cllr Coxshall	89%	91%	91%				92%	ACHIEVED	↑	88%	88%
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Little	82.5%	86.9%	86.2%				90.6%	ACHIEVED	↑	86.3%	86.3% (prov)
No of placements available within council for volunteers	Cllr Huelin	180	191	240				211	ACHIEVED	↑	200	210
% of volunteer placements filled within council	Cllr Huelin	85%	90%	90%				95%	ACHIEVED	↑	94%	96%
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Mayes	694	255	477				835	ACHIEVED	↑	450	600
Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	Cllr Mayes	89%	100%	95%				88%	ACHIEVED	↑	70%	70%
Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	Cllr Mayes	93%	100%	100%				100%	ACHIEVED	↑	93%	93%
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Jefferies	1.9%	2.5%	1.50%				1.70%	ACHIEVED	↑	1.6%	1.6%
Number of places accessed for two year olds for early years education in the borough	Cllr Jefferies	79.6%	N/A (Termly)	73.49% (Summer)				88.06% (Autumn)	ACHIEVED	↑	75%	75%
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Jefferies	62%	61%	66%				67%	ACHIEVED	↑	Above national average (51%)	
% of young people who reoffend after a previously recorded offence	Cllr Little	18%	18% (Q4)	11% (Q1)				9% (Q2)	ACHIEVED	↑	National average (39.6% 2017/18)	

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Tenant satisfaction with Transforming Homes	Cllr Johnson	87.5%	86.2%	88.0%	87.0%	81.1%	89.6%	87.0%	ACHIEVED	➔	85%	85%
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	£0	£0	ACHIEVED	➔	£0	£0
% of Major planning applications processed in deadline	Cllr Coxshall	100%	100%	100%	100%	100%	100%	100%	ACHIEVED	➔	90%	90%
% of Minor planning applications processed in deadline	Cllr Coxshall	100%	100%	100%	100%	100%	100%	100%	ACHIEVED	➔	90%	90%
Overall spend to budget on General Fund (% variance against forecast)	Cllr Hebb	0%	0%	0%	0%	0%	0%	0%	ACHIEVED	➔	0	0
Forecast Council Tax collected	Cllr Hebb	98.9%	98.9%	98.9%	98.9%	98.9%	98.9%	98.9%	ACHIEVED	➔	98.9%	98.9%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	98.9%	99.3%	99.3%	99.3%	99.3%	99.3%	99.3%	ACHIEVED	➔	99.3%	99.3%
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£9.3m	£7.34m	£7.73m	£7.73m	£7.73m	£8.1m	£8.1m	ACHIEVED	⬇	£7.7k	£7.7k
Average time (in days) for a child to be adopted (3 year average) (ie time between entering care and moving in with adoptive family)	Cllr Little	343 days (Revised figure)	366	381				445 (prov.)	ACHIEVED	⬇	National average (486 2015-18)	
% of all schools judged "good" or better	Cllr Jefferies	88%	88%	88%				85%	ACHIEVED	⬇	National average (85.6%)	
Number of new Micro Enterprises started since 1 April 2019	Cllr Huelin	new KPI	14	27				33	ACHIEVED	N/A	20	20
No of Thurrock businesses benefitting from ERDF programmes	Cllr Coxshall	68	13	(4) 17				(19) 36	ACHIEVED	not comparable	30	40
Value (£) of council owned property disposals	Cllr Coxshall	n/a	£320k	£470k				£470k	n/a	n/a	Baseline	Baseline
Street Cleanliness - a) Litter	Cllr Watkins	10.06%	Tranche 1 8%	Tranche 2 5.83% (6.92% YTD)				not yet due	n/a	n/a	9%	9%
Street Cleanliness - c) Graffiti	Cllr Watkins	4.28%	Tranche 1 3.67%	Tranche 2 4% (3.83% YTD)				not yet due	n/a	n/a	3%	3%

3.4 In focus for Quarter 3

Of particular note in Quarter 3 are the following indicators for which more detail is provided below:

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
No of new apprenticeships started (incl current staff undertaking new apprentice standards)	Cllr Huelin	60	7	39	4	4	4	51	ACHIEVED	→	43	59 (2.3% of workforce)

This indicator is above target for quarter 3. Indeed the January data has now shown that the end of year target has already been exceeded two months earlier than forecast.

The good performance this year has been largely driven by the success from our second annual apprentice recruitment day held in July 2019 and an increase in awareness from managers across the council of the value of apprentices. Additionally, linking in with the Continuing Professional Development (CPD) programme, the council has been able to utilise opportunities to upskill existing staff with apprenticeships as an alternative which helps utilise our levy pot and keeps the CPD budget free for those development opportunities not available via an apprenticeship. All directorates now have apprentices, with Children's Services having 24 in total.

Apprentices have now become such an embedded part of the workforce that at the recent Staff Awards there were 16 nominations for the Apprentice of the Year category.

3.5 Off target indicators

At the end of Quarter 3, 6 indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie those presenting as homeless who have dependent child(ren) or are pregnant)	Clr Johnson	0	0	0	0	1	1	2	FAILED	↓	0	0
<p>Although this missed the target, the incidences of this are still very uncommon. On these occasions, this was due to both a lack of provision within the borough of suitable size to transfer applicants into, as well as a limited number of staff who are trained to manage temporary accommodation placements.</p> <p style="text-align: center;">Route to GREEN</p> <p>Although the target of 0 has not been achieved, the number of applicants in bed and breakfast accommodation for more than six weeks are low. Comparatively, performance this year is consistent with last year (2018/19) and significantly better than performance in 2017/18.</p> <p>The council now has a system which identifies applicants at week 4 of their placement. This enables all officers to see the placements due to be relocated before the expiration of the 6 weeks. Additional officers have now been trained to manage temporary accommodation placements to ensure effective support to applicants.</p>												

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
% of primary schools judged "good" or better	Clr Jefferies	90%	92%	92%				92%	FAILED	→	94%	94%
<p>36 of Thurrock's 39 primary schools were judged as "good" or better at inspection. The national average for this indicator is 88%, so Thurrock is performing above the national average. Two schools have recently joined a multi-academy trust and therefore will not be due to be inspected until at least 2022 and the other school judged to be "requires improvement" is not due for re-inspection until 2022.</p> <p style="text-align: center;">Route to GREEN</p> <p>The Multi Academy Trusts are working with their individual schools to improve. The council is working across the borough with all schools to improve recruitment and retention of good quality teachers. A range of training needs have been identified and the teaching schools are deploying Specialist Leaders in Education (SLEs) to improve individual teachers. However, this indicator will not change until a school has an inspection, the timing of which the service does not have control.</p>												

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Gledhill	61.60%	53.1%	54.4%	55.5%	59.1%	64.6%	59.3%	FAILED	↓	70%	70%

The payment rate of FPNs saw an increase in December albeit that the proportion paid is still below target. This indicator has been below target for the year.

Route to GREEN

The work undertaken to review the process earlier this year continues to have a positive impact with the payment rate increasing in the 3rd quarter. Non-payment of FPNs is unacceptable and cases continue to be pursued, resulting in legal action.

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 YTD Target	2019/20 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	37.5% (prov)	39%	36%	30%	32%	27%	30%	FAILED	↓	43.5%	41%

The tonnage of composting from both domestic bins and the Household Waste and Recycling centre continue to be very low in December. This has had an overall negative impact on the figures for that month.

Route to GREEN

It has been previously noted that the route to green for this performance indicator is a long and slow one with a number of work streams in place that are contributing to ensuring an improvement in the recycling rate for Thurrock. These actions will take time to implement and to have an effect.

Some of the work that is currently underway includes:

- The cross party waste working group has launched a consultation with residents to inform the review of the waste strategy. A benefit of this is that we will gain greater insight into the recycling behaviours and information needs of residents. The consultation is currently set to close in March 2020.
- A bin sticker and recycling guide will be distributed to all households in February ensuring that details of what can be discarded in each of the bins is clear and that residents are reminded of this.
- A specific communications campaign targeting the recycling of metals such as tin cans and aerosols is about to be launched. This follows the successful plastic recycling campaign that ran in the first half of this financial year.
- In the past 6 months the Recycling Project Officer has reached more than 8,500 pupils within the borough through recycling assemblies at schools and through Scout groups

Work continues on the planning and preparation for the rollout of the recycling programme to all flats within the Borough, due to commence May 2020.

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Number of library members (signed up and active within 12 months for loans and PC use)	Cllr Huelin	25,756	25,383	25,865				25,652	FAILED	↓	26,528	26,785

Libraries have joined 1,750 new members during Oct - Dec 2019 which is very positive. However this figure also takes account of customers who have not used the service in the last 12 months and classifies them as 'inactive' and are therefore taken out of this membership figure calculation.

Route to GREEN

Libraries continue to promote membership and have developed a communications plan to help promote the full offer to residents as a result of becoming a member. The opening of the new Aveley Community Hub including the local library is already seeing an increase in membership in this part of the borough. Class visits will continue and families are encouraged to join their children during these visits. All libraries have a daily new member target and all staff have been reminded to maintain the impetus and continue to promote library membership. The marketing campaign, including social media, to promote the benefits of library membership commenced in January 2020 and is ongoing and a new method of measuring the success of this campaign will be included in next year's corporate KPI list.

Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1 Outturn	Qtr 2 Outturn	In month Oct	In month Nov	In month Dec	Qtr 3 Outturn	Qtr 3 Status	Direction of Travel since 2018/19	Qtr 3 Target	2019/20 Target
Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population	Cllr Little	669 per 100,000	139 (33)	345 (82)	429 (102)	462 (110)	542 (129)	542 (129)	FAILED	↓	496 (118)	656 (prov)

Performance is 46 per 100,000 population over target, this equates to 129 permanent admissions which is 11 over the profiled target. Due to the nature of this indicator, it is difficult to predict the demand for residential/nursing care, and an increase could be as a result of various factors such as increasing ageing population, and increasing complexity of need (resulting in unsuitability of other community-based services).

In addition, 47 of the 129 individuals are "full costers" (36%) which means that these placements are not funded by the council. Analysis with the Eastern Region has shown that most other local authorities do not have "full costers" because once an individual is assessed as able to fund their own care, the council duty is discharged and the individual is required to make a private arrangement with the care home. In Thurrock, the council will still make the placement, provided at council-agreed rates and will continue to support the individual with reviews etc. As such, Thurrock figures for this indicator are higher than other local authorities.

Route to GREEN

Individuals are only placed in residential or nursing care if this is the most appropriate setting to meet their needs and all other community-based services have been considered and deemed unable to meet the need. The indicator has been recently audited to ensure all individuals placed in permanent residential/nursing care were placed appropriately. We have a range of other community based services available, including the Joint Reablement Team, a range of home care providers including the new Wellbeing Teams which are being further rolled out, interim and reablement beds, extra care, sheltered housing and supported living. We have also extended the Bridging Service to March 2020 to provide additional capacity. This ensures that individuals are only placed in residential care when this is absolutely necessary to ensure their safety and wellbeing.

3.6 Other key indicators

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

Demand Indicator Definition	Portfolio Holder	2018/19 Outturn	Qtr 1	Qtr 2	In month Oct	In month Nov	In month Dec	Qtr 3	Direction of Travel since 2018/19
Contact Centre - Face to Face - no of visitors	Cllr Huelin	68,822	14,489	29,964	5,056	4,911	4,191	44,122	↓
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	1,605	418	988	190	195	104	1,477	↑
No of homeless cases accepted	Cllr Johnson	97	27	42	19	4	10	75	↑

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 will focus on during 2019/20 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

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

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

6.1 The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.

6.2 This report will help decision makers and other interested parties, form a view of the success of the council's actions in working towards achieving the vision and priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**

Senior Management Accountant – Central Services

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.

Where there are issues of underperformance or increased demand, 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: **Tim Hallam**

Acting Head of Law, Assistant Director of Law and Governance and Monitoring Officer

There are no direct legal implications arising from this report. However, where there are issues of underperformance or increased demand, 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 Smith**

Strategic Lead, Community Development and Equalities

The Corporate Performance Framework for 2019/20 contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living,

vulnerable adults, volunteering etc. Individual commentary 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: 2019/20

Dates of Meetings: 11 June 2019, 3 September 2019, 19 November 2019, 14 January 2020, 10 March 2020

Topic	Lead Officer	Requested by Officer/Member
11 June 2019		
End of Year Corporate Performance Report 2018/19	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
3 September 2019		
Quarter 1 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Collaborative Communities: Scope	Natalie Warren	Member
Civic Offices Position Statement	Detlev Munster/ Andy Millard	Member
Apprenticeships Strategy Update	Jackie Hinchliffe	Member
Work Programme	Democratic Services Officer	Standard Item
19 November 2019 – CANCELLED DUE TO PURDAH		
14 January 2020		
Local Council Tax Scheme	Jonathan Wilson/Sean Clark	Member
Briefing on Statutory Guidance on Overview and Scrutiny in	Matthew Boulter	Member

Work Programme

Topic	Lead Officer	Requested by Officer/Member
Local Authorities		
Mid-Year/Quarter 2 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Work Programme	Democratic Services Officer	Standard Item
23 January 2020 – Extraordinary Meeting		
Draft General Fund Budget and Medium Term Financial Strategy Update	Jonathan Wilson/Sean Clark	Officer
Capital Strategy 2020/21	Jonathan Wilson/Sean Clark	Officer
Draft Capital Programme	Jonathan Wilson/Sean Clark	Member
Work Programme	Democratic Services Officer	Standard Item
10 March 2020		
Quarter 3 Corporate Performance Report	Sarah Welton/Karen Wheeler	Officer
Verbal Update: Overview and Scrutiny Review	Lucy Tricker/Matthew Boulter	Member
Work Programme	Work Programme	Work Programme

Work Programme

Next Municipal Year:

- LGA Peer Review – Communications Strategy
- Community Forum Chairs Invite
- Commercialisation Strategy
- Overview and Scrutiny Review

Clerk: Lucy Tricker

Updated: 28th February 2020

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