

22 November 2016		ITEM: 6
Corporate Overview and Scrutiny Committee		
Mid-year Corporate Plan Progress and Performance Report 2016/17		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Karen Wheeler, Director of Strategy, Communications and Customer Services		
Accountable Head of Service: n/a		
Accountable Director: Karen Wheeler, Director of Strategy, Communications and Customer Services		
This report is public		

Executive Summary

The Corporate Plan 2016/17 outlines the focus areas for service delivery during this year. This is currently based on the existing vision and corporate priorities which will be refreshed during the year. The plan is supported by the Corporate KPI (Key Performance Indicator) Framework which details the statistical evidence the council will use to monitor the progress and performance against those priority activities.

This report provides a progress update in relation to the performance of those KPIs (Appendix 1) and also reports on progress against the related actions/projects as outlined in the Corporate Priority Activity Plan for 2016/17 (Appendix 2).

- 1. Recommendation(s)**
 - 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are IN FOCUS**
 - 1.2 To note and comment upon the progress in relation to the key corporate priority activities for 2016/17**
 - 1.3 To identify any areas which require additional consideration**

2. Introduction and Background

- 2.1 The key corporate plan activities for the year ahead mapped against the priorities were agreed by Cabinet in July 2016. This report provides an update in relation to the progress of those activities detailed in Appendix 2 as well as the performance of the Key Performance Indicators (KPIs) used to monitor performance throughout the year. The data is included in Appendix 1 and the areas for focusing upon at this mid year point are detailed in section 3.3.
- 2.2 As previously reported, there will be a full and thorough review of existing KPIs and other performance tools in 2016 keeping in line with recommendations made by Corporate Overview and Scrutiny in 2015/16 and in line with the review of the vision and corporate priorities.

3.1 Issues, Options and Analysis of Options

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

The headline messages for this report are:

3.2 Summary of Corporate KPI Performance

Performance against target		Direction of Travel compared to 2015/16	
Quarter 2		↑ BETTER	44.19%
Achieved	39.02%	→ Static	2.33%
Failed	43.9%	↓ WORSE	37.2%
Not available for comparison	17.08%*	Not available for comparison	16.28%**

17.08%* consists of five KPIs which are not due this month and two for which data is currently unavailable

16.28%** consists of five KPIs which are not due this month and two for which data is currently unavailable

3.3 Focus Areas for Quarter 2 (Mid Year)

Each quarter, this report will focus on a few key performance highlights and challenges. This quarter there are four focus areas requiring improvement and one area where performance has excelled.

3.3.1 Focus 1

KPI	% of good or better primary schools (according to Ofsted)		
Portfolio	Education & Health	Directorate	Children's Services
Performance	88.9%	Performance	ACHIEVED
Quarter 2 Target:	80%	Direction of Travel since last year	BETTER ↑

This figure has increased substantially over the last 12 months from 75% in 2014/15 to well over target at present. Indications show that in the coming months it will increase further which will put Thurrock higher than the national average.

All primary schools and academies inspected in the last 12 months have been judged at least good with Quarry Hill being judged outstanding. Two primary schools have not yet been inspected as they have a new Unique Reference Number (URN) - Mayflower and Gateway free school. This leaves only three primaries in the borough judged to require improvement - they are Corringham, Stanford le Hope and Bonnygate primaries.

In the secondary phase Hassenbrook was judged to be in special measures in February 2016. The academy has now formally joined Gable Hall Multi Academy Trust (MAT) and has been issued with a new URN. The school therefore is not in a category and will only be re-inspected in the next three years. Their Section 8 Ofsted inspection in May 2016 identified "green shoots" but the GCSE performance this summer was poor.

(Commentary agreed by Rory Patterson)

3.3.2 Focus 2

KPI	Percentage of Thurrock adults who smoke		
Portfolio	Education & Health	Directorate	Adults, Housing & Health – Public Health
Performance	21.3%	Performance	FAILED
Quarter 2 Target:	19.9%	Direction of Travel since last year	WORSE ↓

This indicator is updated annually and the most recent figures relate to 2015. There is a significant lag on the data meaning that 2016 figures will be available in mid-2017. The most recent data also uses a new methodology for calculating smoking prevalence meaning that it is not directly comparable to previous figures.

The target is to achieve 1% reduction per year. The local trend in recent years appears to be flat (i.e. no statistically significant change in prevalence) while

nationally and regionally prevalence has decreased significantly. Thurrock is now 4.4% above the national average and also has the highest rate in the East of England region.

Historically the tobacco control strategy has focussed on achieving 4-week quitters. However analysis has been done which shows that this has had a minimal impact on prevalence of smoking due to the large proportion of quitters who relapse.

The new strategy (part of the Health and Wellbeing Strategy) focuses on:

- An open access quitting service which targets people with long term conditions where the greatest health benefit will be seen;
- A prevention strategy using a programme called ASSIST to prevent uptake on smoking in young people. There has been a good response from schools and it is expected that this will be implemented in four secondary schools this school year with the intention of rolling it out to others if it proves to be successful locally;
- Promoting an innovative use of e-cigarettes in our Stop Smoking service as these are thought to be one factor behind the decline in prevalence nationally.

Due to the long term nature of this lifestyle issue and data lags, it will be some time before the effective of this approach is known. The team is also currently undertaking a deep dive to investigate further the reasons why Thurrock appears to be an outlier on this indicator regionally and nationally.

(Commentary agreed by Roger Harris)

3.3.3 Focus 3

KPI	% of refuse bins which are emptied on correct day		
Portfolio	Environment	Directorate	Environment & Place
Performance	97.2%	Performance	FAILED
Quarter 2 Target:	98.5%	Direction of Travel since last year	WORSE ↓

Equates to an average of 2,800 bins per 100,000 missed each month so far this year. To put the figure in context, it is interesting to note that this also equates to an average of 865,452 bins being collected each month. Since the beginning of September the number of bins missed per week has dropped significantly compared to August with weekly performance as per the figures below:

Week ending	04-Sep-16	11-Sep-16	18-Sep-16	25-Sep-16
Bins to be collected	198,195	198,195	198,195	198,195
Missed Bins	503	421	790	1,609
Missed Bins per 100,000	254	213	399	812
% of Collections Made	99.7%	99.8%	99.6%	99.2%

Some of the reasons for missed bins have been explored in detail in previous reports and include factors such as:

- Vehicle breakdowns
- Traffic conditions
- Operational difficulties

The fleet of refuse collection vehicles is ageing and breakdowns are becoming more frequent. Whilst a major review of waste collection and disposal is underway, the Department has put in the interim measure of replacing the four oldest and unreliable vehicles with six new leased vehicles. This has increased reliability of the fleet and provided additional spare vehicles that can be deployed when refuse trucks are called into the workshop for servicing and routine maintenance.

The traffic chaos that was created by the closing of the Dartford Tunnel and QE2 Bridge in August had a marked impact on the waste collection service and the number of bins missed in that period (circa 12,000 missed in the week).

Whilst the department cannot always control traffic conditions processes have been put in place to ensure that there is a quick and effective method of alerting residents to disruptions to service. This helps in reducing resident frustration over not knowing when bins will be collected or why they have been missed. It is worth noting that dips in performance of this sort have marked impact on figures and it can take some time for the improved performance of the service to be reflected in the statistics.

Operational difficulties covers a range of scenarios and some of the actions that the department are putting in place to reduce these include implementing a service plan with detailed actions relating to staff engagement and training, waste round adjustments and clarification over processes and policies relating to missed bins. As a short-term measure an additional waste collection crew has been introduced three days a week to ensure that there is capacity within the service to complete all rounds.

(Commentary agreed by Steve Cox)

3.3.4 Focus 4			
KPI	% of complaints responded to within target		
Portfolio	Performance & Central Services	Directorate	HROD & Transformation
Performance	97%	Performance	FAILED
Quarter 2 Target:	98%	Direction of Travel since last year	WORSE ↓

Although this is technically a failing indicator, the target is very high and in reality the council is still performing well in this area. By way of context a typical month will see between 200-250 complaints received. Therefore a decrease of 1% is approximately equivalent to two complaints.

The council has reviewed its complaints process and as a result a number of changes took effect from 1 August 2016, including shortening the target timeframe within which complaints should be dealt, which has created an increased challenge to improve performance.

(Commentary agreed by Jackie Hinchliffe)

3.3.5 Focus 5

KPI	% of complaints which are upheld		
Portfolio	Performance & Central Services	Directorate	HROD & Transformation
Performance	42%	Performance	FAILED
Quarter 2 Target:	40%	Direction of Travel since last year	BETTER ↑

In July/August, the council implemented a Learning Action Plan (LAP) approach in order to reduce upheld complaints. Progress of this is reported via the Customer & Demand Management Board each month:

- A report is now produced by the Complaints Team detailing those service areas who have in excess of 35% of complaints upheld
- Upheld complaints will then be sent to service areas to ensure root cause analysis of the complaints is undertaken with a view to then producing a LAP

The LAP must:

- Confirm what went wrong in the service and identify the cause of the problem
- Explain what action, targeted to address the cause of the problem, will be taken to stop it happening again and who will be responsible for ensuring this happens
- Provide a timescale for when that action took place or will take place
- Provide objective evidence of those actions.
- Explain how the service will check that these actions have been taken, and are working – and when this will be done, and by whom.

(Commentary agreed by Jackie Hinchliffe)

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

Corporate Priority	Performance against Target			Direction of Travel since 2015/16			
	No. of KPIs unavailable for comparison (n/a)	ACHIEVED	FAILED	No. of KPIs unavailable for comparison (n/a)	Better ↑	In line →	Worse ↓
Create a great place for learning and opportunity	4	1	4	4	4	1	2
Encourage and promote job creation and economic prosperity	1	2	1	0	3	0	0
Build pride, responsibility and respect	0	2	1	0	0	0	1
Improve health and well-being	0	7	3	0	7	0	5
Promote and protect our clean and green environment	1	1	3	2	1	0	3
Well-run organisation	1	3	6	1	4	0	5
TOTAL	7	16	18	7	19	1	16
	% unavailable for comparison	% achieved target	% failed to meet target	% unavailable for DOT comparison	% better than 2015/16	% same as 2015/16	% worse than 2015/16
	17.08%*	39.02%	43.9%	16.28%**	44.19%	2.33%	37.2%

17.08%* consists of five KPIs which are not due this month and two for which data is currently unavailable (not including annual indicators)
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4. Reasons for Recommendation

- 4.1 The Corporate Plan and associated performance framework are fundamental to articulating what the council is aiming to achieve and how. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.

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

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

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

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

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer – Management
Accounts

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

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

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer & Deputy Head of Law & Governance

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

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

The Corporate Plan and KPI Framework for 2016/17 contain measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary will be given throughout the year within the regular monitoring reports regarding progress and actions.

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

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

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

9. Appendices to the report

- Appendix 1 – Mid Year Corporate Performance Report 2016/17
- Appendix 2 – Mid Year Corporate Priority Activities Progress 2016/17

Report Author:

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