

APPENDIX 1

CORPORATE PLAN
END OF YEAR 2013-14
PROGRESS AND PERFORMANCE REPORT

Priority

Create a great place for learning and opportunity

Objective

Ensure that every place of learning is rated "Good" or better

KEY HIGHLIGHTS

- Tudor Court and Orsett C of E Primary Schools were named as two of the best primary schools in the country
- Level 2 qualifications were above national average for the first time ever

YEAR 1 DELIVERABLES**RAG**

Embed strategies to narrow the gap between boys and girls at all key stages and target resources to ensure all children make expected progress during their primary school years

Early Years' performance

- Thurrock is performing above the national average of children achieving a good level of development - 53% compared to the national average of 52%
- 51% of children gained at least the expected level in all Early Learning Goals which was above the national average of 49%
- The average points score for all children was 32.5 with the National score being 32.8
- The % inequality gap in achieving all the Early Learning Goals was 32% which is better than the national score of 36.6
- 64% of girls achieved a good level of development compared to 43% of boys. The gender gap of 21% is greater than the national gap of 16%. The average points score for boys was 31.3 compared to 33.9 for girls a gap of 2.6. This is slightly above the national gap of 2.5.

KS2 performance**Pupils achieving level 4 or above in maths, reading and writing**

- This is the national benchmarked standard at the end of primary education and Thurrock achieved 72% compared to 76% nationally. This is an increase of 1% from 71% the previous year and continues to narrow the gap on the national average.

Pupils achieving level 4 or above in maths

- Thurrock's performance remained at 83%. Pupils making the target of 2 levels of progress between KS1 and KS2 in maths rose by 1% to 87%, a gap of 1% on the national average of 88%, with an increase of 7% since 2011.

Pupils achieving level 4 or above in reading

- 84% of Thurrock pupils achieved a level 4+ in reading in 2013 compared to 86% nationally. Overall performance in Thurrock fell by 1% on 2012 with boys improving by 2%, whereas girls fell by 2%. This continues to be a priority area for school improvement. Pupils making the target of 2 levels of progress between KS1 and KS2 in reading rose to 89% taking Thurrock above the national average of 88%.

Pupils achieving level 4 or above in writing

- Thurrock improved its performance in this indicator by 4% to 82% - 2% behind the national performance. Pupils making the target of 2 levels of progress between KS1 and KS2 in writing rose by 3% to 92% which brings Thurrock in line with the national average. This has been a significant priority for Thurrock over the last year

% of schools below KS2 floor standard

- 4 primary schools fell below the standard in 2013

KS 4 performance**5+ GCSEs A*-C including English and Maths**

- Performance on the key measure of 5+ GCSEs A*-C including English and Maths improved by 0.3% to 59.5% ranking Thurrock 95th out of 151 authorities. However, improvements at national (60.8%) and SNN (60.5%) meant that Thurrock performed slightly below national and statistical neighbours averages

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<ul style="list-style-type: none"> Boys have closed the gap with national in 2013 and are now 0.2% ahead of national performance – 56% compared to 55.8% Performance for girls dropped by 2% in 2013 which has seen a gap widen by 2,7% with the national average – 62.6% compared to 65.3 Whilst it is a priority to reduce the gap between boys and girls the concern for Thurrock is ensuring girls attainment at higher levels of GCSE attainment including English and Maths continues to improve <p>5+ GCSEs A*-G including English and Maths</p> <ul style="list-style-type: none"> 95.2% of pupils achieved 5+ A*-G 0.8% ahead of national performance and the highest ever for Thurrock increasing the gap to the national average. This places Thurrock in the top quartile nationally (ranked 16/151 authorities) and above all statistical neighbours. <p>KS2 to KS4 progress in English</p> <ul style="list-style-type: none"> 73.5% of pupils made the target of 3 levels of progress between KS2 and KS4 in English, an increase of 5.3% since 2012 and above the national performance of 71.6% <p>KS2 to KS4 progress in Maths</p> <ul style="list-style-type: none"> 75% of pupils made the target of 3 levels of progress between KS2 and KS4 in maths, a fall of 1% since 2012, though above the national performance of 71.3% <p>% of schools below GCSE floor standard</p> <ul style="list-style-type: none"> No schools fell below the standard in 2013. This has improved from the previous year when 2 (22%) of secondary schools were below the floor standard set by the Government 	
Monitor and evaluate delivery of contracts that are linked to Early Years Foundation Stage in Children’s Centres	
<p>Update:</p> <ul style="list-style-type: none"> All centres are working towards the new Ofsted framework with an increased focus on tracking outcomes for users. All activities are delivered in line with the EYFS curriculum and the Quality Assurance (QA) process evaluates this. A Quality Improvement Partner will enhance the current QA processes to assess the self-evaluation judgements being made by the centre against the Ofsted framework Access to a range of services is provided through Children’s Centres with a clear focus on core purpose outcomes – Child Development & School Readiness, Child and Family Health and Life chances, Parenting Aspirations and Parenting Skills. Other early years' provision is available in centres in all localities, with close working relationships. This includes development of challenging Advisory Boards that hold centres to account to ensure that services are meeting local need and are evidencing impact and outcome. In addition, partnership delivery and working includes midwifery and health visiting teams, all of whom work together to ensure that families have access to a wide range of child and family health support <p>Attainment at the end of reception in 2013:</p> <ul style="list-style-type: none"> 53% of children gained a Good Level of Development which was above the national average of 52% 51% of children gained at least the expected level in all Early Learning Goals which was above the national average of 49% The average points score for all children was 32.5 with the national score being 32.8 The % inequality gap in achieving all the Early Learning Goals was 32% which is better than the national score of 36.6 This reflects the priority to invest in support for early education improvement 	G
Implement plans to increase the percentage of good or better outcomes in OFSTED inspections of primary schools	
<p>Update:</p> <ul style="list-style-type: none"> Twice termly reviews undertaken as part of School Standards and Progress Board / School Improvement Team agenda. Progress Boards in place for schools requiring improvement /or in an Ofsted category 	G

- The Education Commission Report has now been published – strong focus on schools requiring improvement
- Commissioned support and training for leadership teams and governing bodies as part of response to summer results / other improvement triggers
- Support for amalgamation and academisation provided in conjunction with Academies Project Board. Engagement of additional school improvement staff to support and optimise improvement opportunities
- CPD programme commissioned for Heads and Deputies. Secondment opportunities available to successful candidates in local schools
- Following a schools capital expansion programme, the Authority was able to offer an additional 90 reception places in Good/Outstanding Schools.

Outcomes

- As at March 2014, the official Ofsted statistics listed 23 out of 35 primary schools and academies judged to be good or better (65%), an improvement since March 2013. This remains a top priority to reach and exceed the national average. The target is to ensure that every school and setting is good or better by 2016

Related KPI Performance	RAG Status	Year End (March YTD)	Year End Target
% of primary schools judged “good” or better	GREEN	64.7%	56%

OVERVIEW

The Thurrock Education Commission has reported its recommendations and these have been adopted by the Council. The Thurrock Education Alliance has been established with a detailed action plan including developing the recommendations on:

- Building a powerful vision for education across the community in Thurrock that increases pride in what is being achieved and ambition for achieving even more
- Redefining the role of the local authority, agree with partners what change means in practice and make sure services are provided efficiently.
- Growing the role of schools themselves as the leaders in supporting other schools to improve
- Recruiting and retaining the best teachers and leaders by establishing greater pride in Thurrock
- Using governors as key agents of support for improvement both within their own schools and across the school system in Thurrock
- Recognising and celebrating education and achievements in Thurrock

The professional network of schools (The Excellence Network) is being established as the driver of school led school improvement

The 0-11 Services Group has been re-established with good representation from all stakeholders and working through a clear calendar of key streams of work across the academic year. The group is performing a vital function in feeding up priorities to TEA that have been identified and consulted on by all parties and operating through separate working parties with relevant expertise and experience in key areas. For example, SEN, more able, recruitment and retention.

Investment in early years is reflected in achievement in terms of the percentage of children with good levels of development which compares well with the national picture and east of England. The priority is improving boys’ performance and the number of early years’ settings where the leadership is good or better. Our childcare sufficiency plan has not only delivered but exceeded its target providing in excess of 600 places.

Standards in schools are improving across all key stages, but the gap between the national figures is still greatest at Key stage 2. The focus is on accelerating progress from the end of key stage 1 and the end of KS2 ensuring that the number of children who are secure in mathematics, reading and writing at Level 4+ by the end of KS2 is as high as possible providing them with a strong basis for KS4 achievement.

Priority	Create a great place for learning and opportunity
Objective	Raise levels of aspirations/ attainment so that local residents can take advantage of job opportunities in the local area

YEAR 1 DELIVERABLES	RAG
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<p>Develop a Raising the Participation Age Plan for 16-19 year olds to ensure high quality opportunities for learning, skills development and training are provided in the borough</p> <p>Update:</p> <ul style="list-style-type: none"> RPA Plan is formally adopted by Overview & Scrutiny Committee. The statutory duties required by the plan are in place with a full 'September Offer' UCAS Progress – online programme to help find post 16 courses in Thurrock and continues to operate and expand The post 16 learning network to advance higher levels of achievement and progression with full inspection of one of the providers being deemed to be good with outstanding features <p>Outcomes</p> <ul style="list-style-type: none"> September offer delivered. There are low numbers of young people who are NEET and the lowest proportion of young people in the country who are not known to the system Good information advice and guidance for young people <p>Effective performance on 16-19 year olds not in employment, education or training (NEET), especially the number and percentage of young people not known by the system: NEET – 5.5% in March 2014 compared with 6.2% at the end of March 2013 Unknowns – 0.2% in March 2014 compared with 2.6% at the end of March 2013 In Learning – 82.7%, 82.9% last month and 80.7% at the end of March 2013 Participation Yr12 – 95.9%, Participation Yr13 - 87%</p> <p>Data shows strong target performance in all key indicators with all of them performing strong nationally. NEET is performing well as there are numerous apprenticeship opportunities available for NEET young people as well as traineeships as a stepping stone for the young people not ready for an apprenticeship.</p>	G
<p>Produce a borough-wide '14-19 Curriculum Map' to clearly identify the choices available to students</p> <p>Update:</p> <ul style="list-style-type: none"> The curriculum map is being progressed by the 11 – 19 Strategy Group and is available in part through UCAS tracker. The 11-19 strategy group is progressing the alternative education provision map to complete the picture 	G
<p>Increase parental employment and skills by providing access to adult training and skills development including the development of a peer support programme</p> <p>Update:</p> <ul style="list-style-type: none"> Peer support pilot to increase take up of adult training and skills development is underway through the Community Hub Improved links with REED ESF Project have led to increase in referrals. Co-location with of the REED team with Job Centre Plus Staff at the Central locality office support this Provision of summer programme for teenage parents <p>Outcomes/Outputs</p> <ul style="list-style-type: none"> In 2013, 59.5% of young people achieving 5A*-C including English and Maths which is a slight improvement from 2012 but is now 1.5% below national. The focus in schools on progress in English has seen an increase to 73.5% achieving expected progress from 68.2% in 2012. This is above national and statistical neighbours. Whilst progress in maths remains significantly above national it has declined from 76% making expected progress from KS2 to KS4 to 75% in 2013. Expected progress of young people from the age of 11 to 16 in English and mathematics was above national in 2013. Increase in the numbers of centres offering Level 3 provision from one school sixth form in 2012 to 5 centres, including the consortium representing 3 schools. All centres have signed up to the UCAS Progress website which allows students to view and compare courses and apply online. 	G

Related KPI Performance	RAG Status	Year End Data	Year End Target
Achievement of Level 2 qualification at 19 years old	GREEN	82.2%	82%
Achievement of Level 3 qualification at 19 years old	AMBER	49.2%	58%

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
% of 16-19 yr old Not in Education, Employment or Training	GREEN	5.5%	5.7%

OVERVIEW

There is an effective 11-19 Strategy Group which consists of partners in academies, schools, colleges, learning and skills and TACC and employers. It has responsibility for securing the curriculum offer 11-19 and high quality progression pathways. This group will lead on establishing aspirational targets for achievement and progression into further and higher education and employment and training.

The Raising Participation Age plan is in place with the full September guarantee.

Level 3 and Level 4 apprenticeships and traineeships and to develop further relationships between Thurrock schools, academies and employers with leading HE partners (e.g. Oxbridge, Russell Group and specialist HE such as University of the Arts). The challenging target for level 3 performance was deliberately set to ensure aspirational activity takes place which will lead to a step change in standards. The Education Commission highlights the need for improvement in level 2 and level 3 qualifications by the age of 19. The Thurrock Education Alliance fully endorses this priority and will prioritise resource for skills and qualifications improvement particularly for English and Maths by the age of 19.

Priority	Create a great place for learning and opportunity
Objective	Support families to give children the best possible start in life

YEAR 1 DELIVERABLES	RAG
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Through the Healthy Child Programme offer every family a programme of screening tests, immunisations, developmental reviews and information and guidance to support parenting and healthy choices	
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<p>Update:</p> <ul style="list-style-type: none"> • Early Help commissioned provision is now in place and services linked into children’s centres. Monitoring of the impact of this is underway with progress reports due this quarter. • Access to a range of services is provided through children’s centres with a clear focus on core purpose outcomes – Child Development & School Readiness, Child and Family Health and Life chances, Parenting Aspirations and Parenting Skills. Activities within centres are age appropriate. Significant progress has been made to ensure that groups are meeting the centres’ identified needs and outcomes are related to children’s developmental stages through newly established session planning and evaluation processes. • Other early years’ provision is available in centres in all localities, with close working relationships. This includes development of challenging Advisory Boards that hold centres to account to ensure that services are meeting local need and are evidencing impact and outcome. In addition, partnership delivery and working includes midwifery and health visiting teams, all of whom work together to ensure that families have access to a wide range of child and family health support. 	G
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Promote and enable children, parents and families to make positive lifestyle choices by:	
<ul style="list-style-type: none"> • Developing a cultural entitlement for children and young people • Developing a Thurrock sports and physical activity action plan • Developing and implementing a healthy weight action plan <i>[Link with Priority 4]</i> 	

<p>Update:</p> <ul style="list-style-type: none"> • Consultation has taken place with schools, that demonstrated a strong willingness to ensure that children and young people should engage with a diverse range of arts and cultural activities that will help to promote educational achievement and well being. A strong partnership with the Royal Opera House has developed to deliver a pathfinder programme during 2014/15 • Healthy Weight Action Plan developed through Public Health Strategy Board to deliver the Healthy Weight Strategy (2014-2017) awaiting presentation and endorsement at Children’s Partnership Board (June) and HWBB (July). • Targeted positive activities and information and advice are offered linked to obesity reduction and healthy behaviours. Links with Multi- Agency Group (MAG) panel ensure those that are most in need of support receive it and there is ongoing development across youth provision • Sports and Physical Activity plan from Thurrock Sports and Physical Activity partnership has been developed. • Physical Activity promotion and programmes are in place through commissioned providers including a whole community walking game project called ‘Beat the Street commencing during June and July targeting all school children and their families. • Through the Public Health Strategy Board a directory of physical activity and sporting opportunities has been developed and promoted to encourage participation in existing opportunities. 	A
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Deliver Troubled Families programme with clear referral pathways in place	
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<p>Update:</p> <ul style="list-style-type: none"> • The Troubled Families programme has identified 360 families and is currently working with 270 of those families, with claimed results for 111 families. • A Clear process in place for identifying families through data collection and by individual 	G
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<p>teams/agencies/schools referring families into the programme</p> <ul style="list-style-type: none"> • The payment by results funding which has been accrued is being fed back into Children's Social Care by way of Social Workers applying for small amounts of funds for basic items and/or small commissioned pieces of work. • The Government has extended the initial 3 year programme to 5 years although funding arrangements have not yet been confirmed. 	
Implement Early Offer of Help strategy to support, challenge and change parenting in Thurrock with clear mechanisms in place and communicated to partners	
<p>Update:</p> <ul style="list-style-type: none"> • All commissioned services are in place and transition to the services complete. Early monitoring of the contracts that are in place has evidenced a number of cases that have been de-escalated from Social Care and care proceedings ceased. • The structure that underpins the Early Offer of Help is in place across the 9 children centres. The service to support the EOH is equitable but differentiated to serve the local communities and ensure the desired outcomes. • Our approach is one of a multi-agency partnership, working to collectively provide a team around the family approach. This utilises evidence-based primary prevention programmes such as Family Nurse Partnerships (FNP) and the Maternal Early Childhood Sustained Home Visiting Programme (MESCH). 	G
New service level agreements for all targeted services to children and young people with SEN and disabilities	
<p>Update:</p> <ul style="list-style-type: none"> • New Service Level Agreements have been developed across a range of mainstream bases and special schools including new process for quality assurance of the services being delivered. • New systems for monitoring pupil outcomes as part of these agreements are now in place across the mainstream support bases. • A new SLA with Gable Hall Academy and Corringham Primary has ensured the ongoing service from mainstream resource base for pupils with speech and language needs • A new SLA agreed with Stanford Le Hope School and St Clere's cooperative trust for the resource base for pupils with visual impairment to ensure the ongoing service for pupils with visual impairment • Further review of remaining Service Level Agreements is underway in line with the implementation of SEND reforms from September 2014. 	A
Review services to target provision to areas where there are significant child health inequalities [Link with Priority 4]	
<p>Update:</p> <ul style="list-style-type: none"> • Locality teams have already developed their offer to ensure families most in need of support can access it. The development of multi-agency integrated local delivery teams to support reduction of health inequalities faced by some families is under review. Changes to locality teams and governance structures will be established alongside the final early help model and multi-agency safeguarding hub design being introduced in July 2014. 	A
Develop and implement a CAMHS Strategy jointly with health and voluntary sector partners, including for vulnerable groups [Link with Priority 4]	
<p>Update:</p> <ul style="list-style-type: none"> • Child Adolescent Mental Health (CAMHS) Strategy 2014 -2017 has been completed and signed off by Health and Well-Being board • Links with delivery of early help in place and will be included in final design for early help • Mental Health Pathfinder initiative is in place in the social work service for adolescents <p>Outcomes:</p> <ul style="list-style-type: none"> • Clinical outcomes work in development with support of Educational Psychology service • The aims and objectives of the strategy have influenced the redesign of Emotional Well Being and Mental Health Services to be commissioned. 	G
Fully implement a new Special Education Needs and Disability Strategy	
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<p>Update:</p> <ul style="list-style-type: none"> • A major review and implementation programme of all SEND work is underway in line with the SEND reforms set out in the new Children and Families Act 2014. • There is a comprehensive programme of strategic activity delivered through a series of work streams to introduce the new Education Health and Care Plans; the new Local Offer regarding support for SEND; the joint commissioning and personal budget approaches across Education, Health and Care; the new approaches for transition and post sixteen work; and the person-centred approaches used within all of these areas. • New arrangements for joint funding panels with Education, Health and Care have been established as part of the SEND strategy and are operating effectively to deliver joint commissioning of services to children and families. • There has been wide ranging consultation and engagement with stakeholders on the underlying principles and strategic approaches to all of this work and there is a parental participation group in place to bring together a wide range of parent views across the borough. 	
<p>Undertake a Peer Review of the Council's Child Protection and related arrangement and develop and implement an action plan.</p>	
<p>Update:</p> <ul style="list-style-type: none"> • Thurrock commissioned and held a peer review / mock inspection across child protection and looked after children in November 2013. An action plan is place and being delivered to address the findings 	G
<p>Increase Thurrock's capacity to provide early education to two year olds in line with national targets through a range of providers</p>	
<p>Update:</p> <ul style="list-style-type: none"> • The two-year-old entitlement for free early years' education and childcare to some children received a place increase to 634 places from September 2013; there has been an upward trend of more families taking up the entitlement through application and through parents making direct contact with providers. • For those needing extra help Thurrock's Family Information Service and children's centres have brokered places. Thurrock's overall position is 64% (405.76) of our eligible families taking up the entitlement. 	G

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
KS2 Attainment – Achievement at Level 4+ in reading, writing and maths	AMBER	72.3	76% (National average 2013)
Number of places available for two year olds to access Early Years education in borough	AMBER	621	634
Number of places accessed by two year olds to access Early Years education in borough	RED	406	634
Rate of Children subject to Child Protect Plan per 10,000*		75	49*
Rate of Looked After Children per 10,000*		75	61*

*These do not have a RAG status as do not have targets in the traditional sense. The "target" therefore in these cases is an indicative figure to bring Thurrock in line with national benchmark.

OVERVIEW

Early Help - Our current Early Offer of Help Strategy brings together a needs-led, evidence-based approach at an appropriate level, to prevent needs escalating but also to offer a step down approach that prevents re-referral. We have secured multi-agency commitment and funding to build on current good practice and maximise investment in a local offer that includes targeted programmes such as FNP and MESCH. Community engagement is at the heart of our developments in Thurrock and the local community voluntary service is currently piloting a community hub which is led and supported by volunteers that support local access and solutions.

By developing the ethos of Early Intervention we have integrated the work across a range of initiatives including Child Poverty reduction, Troubled Families, Children's Centres and Health Visiting reforms. Through this we are transforming our systems, including children's centre delivery to support those

most in need at an earlier stage.

In addition there will be a close link to the Multi Agency Safeguarding Hub (MASH) that is in the process of being implemented. The MASH brings together a variety of agencies into an integrated co-located multi agency team where information is shared appropriately and securely on children, families and adults. The MASH will be situated at the centre of the main council offices in Grays.

Troubled Families - The Troubled Families programme has identified 360 families and is currently working with 270 of those families, with claimed results for 111 families.

Teenage Pregnancy - The latest figures published by the Office for National Statistics show that the under 18 conception rate decreased by 10.3% from 34.0 per 1000 women aged 15-17 in 2011 to 30.5 per 1000 women aged 15-17 in 2012. Since 1998, the under 18 conception rate has decreased by 51%.

A number of factors have contributed to Thurrock's success, including the availability of free and open access community contraception services to young people. This includes initiatives like the C-Card (free condom scheme) available to young people up to the age of 25. Schools have played a key part by ensuring sexual health features across the curriculum. Teenage parents can be referred for additional support from a dedicated Teenage Pregnancy Advisor to help minimise any socio-economic factors that young parents can face.

Active Essex - Work with the Director of the County Sports Partnership has secured support through provision of a development worker for sports and physical activity in Thurrock and also around the Primary School sport premium. Further exploration is now needed on how we develop this role working with children's and school colleagues. Active Essex have proposed match funding for this development/connector role around sports and physical activity to progress the directory and bid for funding, joining up existing and proposed projects. This post is in place until September 2014. Successfully delivering bids for funding including facilitating the bid for Active Tilbury project.

Eat Better, Start Better -The Public Health team have linked with the Learning and Skills team to deliver the Eat Better Start Better programme in Thurrock- a two-year programme to improve food provision for children aged 1-5 in Early Years settings. The main element of the programme is a comprehensive food, nutrition & cooking training package. The project aims are:

- Improved, healthier food provision for children aged 1-5 in Early Years settings and at home
- Increased food, nutrition and healthy cooking knowledge and skills for the Early Years and childcare workforce
- Increased food and nutrition knowledge and practical cooking skills for parents and families

The project was completed at the end of September, the final report is available and we are currently progressing a project to continue this work with volunteers to deliver cooking clubs in children's centres.

Change 4 life – Lifestyle Weight Management – Children - The Change 4 Life team commissioned by Public Health supports the reduction of childhood obesity within Thurrock. By supporting children and parents to make healthier lifestyle choices it is targeted towards the most deprived areas. Following identification of unhealthy weight through the National childhood Measurement Programme families are signposted to the programme. Participants are encouraged to reduce or maintain their BMI, increase the proportion of fruit and vegetables eaten daily, reduce sedentary activities and increase physical activities.

Priority	Encourage and promote job creation and economic prosperity
Objective	Provide the infrastructure to promote and sustain growth and prosperity

KEY HIGHLIGHTS:

- Preferred development partner for Purfleet Centre was selected
- NNDR pool with Havering, Barking & Dagenham and Basildon councils was secured
- Development Management performance in top 10% nationally and instrumental in enabling significant inward investment
- Completed the Artists' Studios on High House Production Park and secured the funding to deliver the Royal Opera House costume store
- Secured the funding and started work on the refurbishment of the Grays Magistrates' Court to provide affordable workspace supporting up to 200 jobs
- Awarded Smarter Planning Champion status by DCLG
- Shortlisted for LGC Driving Growth award
- Shortlisted for Royal Town Planning Institute award for contribution to employment and growth for work on delivery of the London Gateway Local Development Order.
- Shortlisted for MJ award for Innovation in Finance for Gloriana Housing Company

YEAR 1 DELIVERABLES	RAG
<p>Development of Major Capital Projects such as redevelopment of Purfleet centre, Lakeside expansion and the further development of the hub for creative and cultural industries at High House Production Park.</p> <p>Update: The application of direct resource within both the Regeneration and Planning and Transportation Services continues to yield impressive results. Within the year, Purfleet Centre has gained planning consent and the procurement process has appointed a preferred development partner. At High House Production Park the National Skills Academy for Creative and Cultural Skills and a block of 43 artists' studios have been completed in the year whilst funding has now been secured for the development of the ROH's Costume Workshop which will start on site in May 2014 and proposals are well developed for a further studios building which, subject to funding, will start on site at the end of 2014/15.</p> <p>Proposals for the expansion of Lakeside and Tilbury Port are progressing quickly with planning consent having been granted for both schemes within the year securing more than £500m worth of investment. In addition to which the confirmation of the country's largest Local Development Order will simplify the planning process helping to secure more than £1.5bn worth of investment at London Gateway.</p> <p>Within the year further projects have been identified including £20m proposals to completely remodel the area around Grays Railway Station to provide a boulevard underpass and the potential to create a 400 acre Green Technology/Energy cluster at Thames Enterprise Park.</p>	G
<p>Identification of clear, shared visions for the Grays and Tilbury Growth Hubs and continued implementation of agreed projects at Purfleet, Lakeside and London Gateway</p> <p>Update: Visions for both Grays (adopted July 2013) and Tilbury (December 2013) were developed through extensive community and stakeholder engagement. Work is well underway to develop the package of projects which will secure the delivery of these visions. In Grays this has included consideration of the future of the State Cinema and the former Magistrates Court, the latter of which is to be converted into affordable business space with work commencing in Spring 2014.</p>	G
<p>Deliver 200 affordable homes per year</p> <p>Update: 103 affordable housing units were built in 2013/14 offering a range of tenures including; affordable rent, shared ownership and extra care. This initiative did not start until half way through the year and as such, given the long lead-in time, this has been very successful. The homes took into consideration the vulnerable users' needs as well providing opportunities to residents to get on the first rung of the housing ladder.</p>	G

<p>The location and identification of future affordable homes schemes is ongoing, with an aim to make best use of Housing's land assets, bringing high quality and design to the residents of Thurrock. The Development Team have secured planning permission on three sites:</p> <ul style="list-style-type: none"> i. 53 units at Seabrooke Rise, Grays, regenerating a derelict garage site ii. 12 units at Bracelet Close, Corringham, replacing a two tier garage block which has attracted anti-social behaviour iii. 25 units at Derry Avenue, South Ockendon, providing homes for older people <p>Several other sites have had feasibility studies undertaken and have been submitted for pre planning application advice.</p> <p>In 2013-14 Gloriana Thurrock Ltd was set up, a new special purpose company with the aim to deliver homes throughout the borough on Council owned land. Gloriana, is funded by the Council's prudential borrowing under a lending agreement via the general fund, it is wholly owned by the Council and acts as an investment company to stimulate the new build housing market in Thurrock, that providing a range of tenures. Gloriana's first scheme will be St Chad's (an old school site) in Tilbury, providing approx. 130 new homes.</p>	
<p>Maximise use of Council & privately rented homes</p> <p>Update: Further emphasis has been placed on developing a productive working relationship with private sector landlords to ensure that more homes become available for rent so to meet the pressing demand for housing.</p> <p>As such Thurrock Council Private Sector Housing has engaged with more than 70 new landlords, this engagement took various forms and resulted in improved supply in both qualitative and quantitative terms, whereby new landlords received accreditation to meet required standards for lettings; as such the portfolio of properties available for private has increased.</p> <p>The recent changes to the Housing Allocation Policy (In May 2013) along with delivering an improved repairs service and lower turn around for empty properties has led to more properties becoming available for social lettings.</p> <p>In 2012-13 it took on average 109 days for a vacant Council property to be re-let, in 2013-14 this average has descended to 27 days in March 2014 (and yearly overall of 38 days) effectively faster turning around of empty properties, thus households in needs being able to move to their new homes quicker.</p> <p>A large investment programme has started in 2013-14 whereby every Council property will be transformed to higher standards in the next 5 years (2000 properties transformed in year one). Also, Housing initiative to assist and facilitate households living in homes larger than their requirement to move to more suitable and affordable ones has proved very successful, whereby more than 107 household benefited from this initiative which also included financial incentives.</p> <p>As part of this endeavour, the Housing Fraud Investigation team has also succeeded in recovering 57 illegally occupied properties.</p>	G
<p>Adoption of the Council's first Community Infrastructure Levy Charging Schedule will provide a faster, fairer, more certain and transparent means to secure developer funding for infrastructure than the use of S.106 obligations</p> <p>Update: The Council has progressed to publication of a Draft Charging Schedule but is undertaking some additional viability appraisal work in response to issues which have subsequently arisen. This will put back adoption date but should make for a smoother passage through the examination process which must precede adoption</p>	A
<p>Local Development Framework (LDF) progressed in accordance with agreed project plan</p> <p>Update: On the 12th February 2014, the Council's Cabinet gave authorisation to commence a formal review of the Adopted Thurrock Core Strategy (December 2011) and the preparation of a new Borough-wide Local Plan. Subsequently Cabinet also agreed a revised Local Development Scheme (LDS) for Thurrock at it's meeting on the 9th April 2014. This sets out an amended project plan and timescales for the preparation of the Local Development Framework.</p>	A

<p>Implement “Personalised Journey Planning” initiative - face to face engagement and advice on sustainable forms of travel to suit personal circumstances. 2013/14 will focus on residents in the western side of Thurrock</p>	
<p>Update: The programme of PJP engagement took place between April and end September 2013 with baseline monitoring conducted in April/May prior to engagement starting. The target area of Ockendon, Aveley, Chafford Hundred, West Thurrock and North Stifford had a population of 19,200 households. Contact was attempted with 18,622 households (after sample loss) during the intervention through visiting residents at home. A further 206 residents were engaged through community engagement. 21,972 pieces of information or supporting incentives were provided to those who participated.</p> <p>588 participants, representing 11% of the participating households, took part in the post intervention survey. Results showed</p> <ul style="list-style-type: none"> • 44% of respondents reported a decrease in their car use • 49% of respondents report an increase in their public transport use • 37% reported an increase in walking; and • 32% reported an increase in cycling <p>In addition, 13% of respondents stated that someone else in the household had made a change to their behaviour.</p>	G
<p>Further advance the provision of a positive, proactive Development Management service which will improve planning advice and support to developers, businesses and residents</p>	
<p>Update: Following the Bulphan Forum meeting, certain elements of the website were reviewed and improved following suggestions from local residents; a direct example of the service responding to its customers.</p> <p>In January this year the team developed an Improvement Plan with Members and key users to set 9 high level objectives for the next 12months. The primary concept is to ensure that we offer a proactive, development friendly planning service. This report was independently reviewed by the Planning Officer Society (POS) in March; POS have been highly supportive of the direction of the service and the Improvement Plan.</p> <p>As part of our Improvement Plan, the service is developing trading models and a business plan, which is a key part of the budget strategy moving forward. In February this year the service was commissioned to write an improvement plan for another authority and we are now in the process of securing further commissions.</p> <p>One of most important changes to the service has been a switch from paper to digital format. The team has worked closely with the Council’s transformation teams and in March we were awarded ‘Smarter Planning Champion’ status by the Planning Portal. Working alongside the Planning portal we aim to secure 100% on-line submission of planning applications by 1st January 2015.</p> <p>In order to achieve this aim, we will continue to develop the service alongside our customers. Agent Panel meetings are held each 6 months with the service’s key customers where initiatives are debated and suggestions for improvements tabled. We are presently discussing the introduction of an agent certification system which will benefit the service, the agents making planning applications and applicants themselves.</p> <p>The purpose of all of this is to ensure that we continue to offer a quality service and in turn, that Thurrock continues to be a place where people want to do business.</p>	G
<p>Deliver the agreed Highways Capital Programme</p>	
<p>Update: The 2013/14 Highways Capital Programme has been delivered in line with forecasts. Additional highway maintenance money has been secured from the Department of Transport as recognition of the extent of damage caused to roads by winter flooding.</p>	G

Continue to promote improvement to the M25 junction 30/31 and the widening of the A13	G
Update: The Highways Agency has announced that work will commence on their £150m J30 scheme in March 2015 and will be completed by April 2017. Permission to procure a consultant for the design and build of the A13 widening scheme is being sought from the Portfolio Holder and the Council has submitted a bid for full funding from the South East LEP through the Local Growth Fund.	
Participate fully in the Department for Transport consultation on options for a new lower Thames crossing	G
Update: The Government consultation process is now complete and option B has been dropped with further work being undertaken on Options A and C. After a detailed and far reaching programme of participation we now await the announcement on their preferred corridor for a new Lower Thames Crossing.	
Encourage early implementation of free-flow tolling at the QEII Bridge by end of 2014	G
Update: The government has confirmed that free-flow tolling will begin in October 2014. Following lobbying from the Council, the DfT are revisiting their decision to raise the tolls when free-flow charging commences in October, as there will be a six month period of road works up to April 2015.	

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
% of Major planning applications processed in 13 weeks	GREEN	65.4%	65%
% of Minor planning applications processed in 8 weeks	GREEN	91.7%	88%

OVERVIEW

Transportation infrastructure to support jobs and housing development has been identified in regeneration areas. Excellent progress has been made to identify schemes so that capital bids can be made to the South East LEP and incorporated into the strategic economic plan for inclusion in to the local growth fund. A report went to September Cabinet detailing the progress with SELEP. Also a Local Development Order for the London Gateway Logistics Park with significant s106 agreement and travel plans was unanimously agreed by an extraordinary Council meeting in November. Both reports can be found on CMIS.

Significant progress has been made in setting out the vision and key priorities for the 6 Growth Hubs. Delivery across the Hubs has also been strong with business, learning and housing schemes coming forward.

Please also see overview for objective regarding **“Work with communities to regenerate Thurrock’s physical environment”**.

Priority	Encourage and promote job creation and economic prosperity
Objective	Support local businesses and develop the skilled workforce they will require

KEY HIGHLIGHTS:

- 27 events and workshops organised for 830 local businesses; Awarded £375K in TIGER loans to local businesses supporting the creation of 66 jobs;
- Over 900 local businesses supported through £1.6m Low Carbon Grants

YEAR 1 DELIVERABLES		RAG
Development of Economic Development Programmes providing advice and financial support to new business start-ups and growth in existing local businesses.		G
<p>Update: Low Carbon Business Phase 1 targets have all been achieved for 2013/14. 904 businesses were supported and £1.6m low carbon grant funding was awarded direct to South Essex businesses. Another £1.2m funding has been secured up to March 2015. Delivery of this additional funding is in progress. Department of Communities and Local Government (CLG) have recognised this programme as regional best practice.</p>		
Analysis of sector based skills shortages for use to inform academic/ training programmes (part of delivery plan for Part 2 of the Health & Well Being Strategy)		G
<p>Update: The analysis of sector based skills shortages has been completed and used to information programme planning. This is being led by the Economic Development and Skills Partnership Meeting (formerly the Thurrock Learning and Skills Board).</p> <p>Services to reduce the % of 16-19 year olds not in education, employment or training (NEET) have provided opportunities linked to sector based training and apprenticeships in line with the job opportunities created through local regeneration.</p> <p>The targeted areas for apprenticeship support have been the public sector, logistics, health and social care and retail. The council is developing a one stop approach for apprenticeships within Thurrock, whose aim is to get the right young person into the right job. Thurrock's young people (16-19 year olds) can approach the service and they will act as "job brokers" and put them into contact with appropriate apprenticeship opportunities. This could be within the council or in the wider Thurrock business community. (NB. For young people aged 19-24 years old the support is through Job Centre Plus).</p>		

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
No of apprenticeships within the council <i>[Also links to Priority 1]</i>	GREEN	65	65
No of jobs created through the Thurrock TIGER programme	RED	66	100

OVERVIEW

The Council's business support and economic development functions continue to be held in high regard by local firms and enjoy a growing reputation across the sub-region. The extension of the ERDF funded Low Carbon Business Programme for a further 18 months and the establishment of the RGF funding TIGER programme have bolstered the Council's corporate offer to ensure that there is appropriate support available to firms at all stages of their development. Although the number of jobs created through the TIGER programme did not hit its target at the end of March, there is a healthy pipeline of applications which will come through early in the 2014/15, aided by a major marketing campaign which will strengthen this further.

The Council has organised over 80 business network events in the last 18 months in addition to the business conferences held in November. The Thurrock Business Board has given its backing for the work the council is doing to support businesses and is endorsing the Council's work to identify projects through SELEPs Strategic Economic Plan to support business growth.

Priority	Encourage and promote job creation and economic prosperity
Objective	Work with communities to regenerate Thurrock's physical environment

YEAR 1 DELIVERABLES	RAG
Identification of Action Plans for priority neighbourhoods which are not part of the Growth Hubs programme, for example South Ockendon	A
Update: Work began towards the end of 2013/14 to masterplan the area around the Culver Centre in South Ockendon including land owned by the public sector. In addition, smaller scale opportunities for s106 funding and the High Street Innovation Fund (eg Ockendon, Aveley) have been progressed and taken up.	
Development of four (4) Riverscapes Masterplans to co-ordinate environmental improvement in regeneration areas [Links with Priority 5]	A
Update: The Greengrid SPD is currently being developed and the masterplans approach is under review.	
Site Allocation Local Plan and Core Strategy Review progressed towards adoption, together with other LDF documents	A
Update: Following the decision by Cabinet on 12 th February 2014 to authorise the preparation of a new Local Plan for Thurrock work on the production of a series of Focused Reviews to the Core Strategy and the preparation of the Site Allocations Local Plan has now been suspended. Work already undertaken in preparing these DPD's will now instead be 'banked' and rolled forward as part of the plan-making process associated with the production of a single integrated Local Plan. Depending on resource availability it is anticipated that the new Local Plan will be adopted and in place by 2018.	
In parallel with the production of the Local Plan the Council is also continuing to progress the preparation of the Core Strategy Focused Review: Consistency with the NPPF and both the Design and Standards and Greengrid Supplementary Planning Documents (SPDs) through to adoption in 2014.	
Set up and deliver Freight Quality Partnership working with local hauliers as part of the "Ecostars" initiative to train drivers to be safer and more fuel efficient in line with LSTF	G
Update: The Freight Quality Partnership has been running since 2012 with funded gained through the LSTF project. As part of the project, 24 businesses in Thurrock have signed up for the Ecostars programme, a recognition scheme which supports energy efficient and cleaner fleet vehicles, representing over 1000 vehicles. In addition 90 fleet drivers have engaged in the SAFED training offered through the LSTF which aims to improve safe and fuel efficient driving. Together, these initiatives have helped support the objectives of Thurrock's LSTF project of promoting sustainable travel and cutting carbon emissions. Thurrock Council has applied for additional LSTF funding, with a view to building on the successes to date.	
Provide a Building Control Service that focuses on safety and a positive approach to facilitating growth in the Borough	A
Update: The Building Control service is undergoing significant changes with partnerships having been formed with Birmingham City Council's BC service (Acivico) and Barking and Dagenham - these partnerships will strengthen the service and allow greater flexibility in our delivery.	

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
No of businesses supported by Low Carbon Business Programme <i>[links to Priority 5]</i>	AMBER	456	491
% of targeted funding successfully awarded for Environmental programmes	GREEN	100	100

OVERVIEW
Development Management have been engaging with Community Forums and developers in order to provide a more responsive planning service. Significant numbers of planning applications have been agreed by planning committee particularly regarding housing. In recent years planning permission has been given for 8,000 homes. As the economic recovery starts we have contacted all major developed to review s106 agreements in an attempt to support viability or developments and with this and the plans for Gloriana , the wholly owned housing company, we aim to kick-start house building in Thurrock.

Priority	Build pride, responsibility and respect to create safer communities
Objective	Create safer welcoming communities who value diversity and respect cultural heritage

KEY HIGHLIGHTS:

- 7 of the South Ockendon Hub volunteers have gained paid employment

YEAR 1 DELIVERABLES	RAG
Bring community assets and resources together into Community Hubs – starting with the South Ockendon Centre Pathfinder which is based on a model of community management which promotes volunteering and self reliance.	
Update: Since the South Ockendon Centre opened nine further communities have expressed an interest in taking forward a Hub in their area. The Chadwell St Mary Centre, based in Chadwell Library, is due to open May 2014. Tilbury, Aveley and East Thurrock have formed working groups to develop local plans. Community Builders will be starting work in South Ockendon and Stifford Clays to help embed asset based community development into proposals to develop Hubs in both areas. Work towards Hubs remains community focused and informed by Asset Based Community Development (ABCD) – recognising and utilising the local skills, knowledge and will of local people to create stronger communities.	G
Embed Thurrock’s Joint Compact to enhance our partnership with communities	
Update: The Compact underpins our approach to work with Thurrock communities. A better understanding of the Compact has informed a decision to administer Thurrock’s Voluntary Sector Development Funding for the sector through CVS. The Compact is monitored through the Joint Strategic Forum – a partnership between Thurrock Council and the voluntary sector. A case study demonstrating the use of the Compact in Thurrock has been included on the Compact Voice website as an example of best practice http://www.compactvoice.org.uk/sites/default/files/compact_at_work_-_thurrock.pdf	G
Further bring people together through development and implementation of a Cultural Strategy which celebrates and protects our existing assets whilst developing new cultural industries in partnership with others	
Update: During 2013-14, High House Production Park was commissioned to undertake a strategic review of arts and culture. The paper highlighted opportunities for arts and culture to play a stronger role in Thurrock and led to a new cultural strategy “Unleashing Creative Ambition - A Strategic role for Arts and Culture in Thurrock” which was agreed by Cabinet in December 2013. One element of that ambition is being taken forward through a proposed River Thames Cultural Festival.	G
Promoting personal responsibility and civic pride and remove the barriers that prevent communities taking positive action to improve their quality of life	
Update: Thurrock has embraced Asset Based Community Development (ABCD) as a force for developing civic pride and removing barriers to community led action. Over 80 people attended a 2 day workshop and many participate in ‘community of practice’ events. A ‘small sparks’ matching fund of up to £250 per applicant has been established to help bring resident ideas to action – examples of projects funded to date include a community garden and street party. The Council has established a cross party working group to scope and support a programme of events to involve the whole community in commemorating World War One and the impact this had on the Borough. Cabinet approved Thurrock’s process for the Community Right to Challenge and Community Right to Bid in November 2013. Thurrock has also applied to run TimeBank in Thurrock, which awards credits to people who volunteer their time or skills to help others or a community group. It can help create bonds in communities by encouraging mutual support. Everyone has something to offer and so the scheme is very inclusive in its approach.	G

OVERVIEW

The aim of this objective is to help ensure that communities in Thurrock are fully able to develop their skills and confidence to improve local life. This may be through taking voluntary action in a neighbourhood, developing a service to respond to local needs or engaging residents in decision-making. Invariably, this depends on a close relationship with the voluntary, community and faith sector as conduits into communities. Thurrock has a strong CVS and this relationship is key to helping ensure positive communication between communities and the Council to help ensure the council considers its impact on communities and organisations in all we do. As highlighted above, this strong relationship has enabled us to achieve a lot, despite diminishing resources.

Priority	Build pride, responsibility and respect to create safer communities
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Objective	Involve communities in shaping where they live and their quality of life
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KEY HIGHLIGHTS:

- More than 1700 homes transformed as part of the Housing Transformation Programme
- 107 tenants assisted to downsize to more suitable and affordable homes
- Significant reduction in average re-letting time from 109 days to 38 days in 2013-14
- More than 740 households stopped from becoming homeless
- Record level of rent collection at 99.73%

YEAR 1 DELIVERABLES

RAG

Transform Housing to be responsive, tailored to needs, with a focus on repairing homes and improving neighbourhoods

Update: Thurrock Housing began an ambitious investment in assets programme whereby every council owned property will benefit from; 2013-14 was the first year of the programme and 2000 properties were upgraded to higher standards than the 'beyond decency' housing standards. This programme addresses and improves various aspects such as tackling mould and damp issues, and modernizing old kitchens and bathrooms, refurbishing existing homes, and regenerating estates taking into consideration the needs of the service users and their potential (e.g. adapting bathrooms and installing wet room for disabled tenants).

Transforming homes goes beyond the physical improvement of properties, it also plays a part in improving the local economy on both macro and micro levels, for example giving the opportunity to 12 apprentices to take part in the programme).

Changes made to the policies, contracts and procedures, such as the introduction of a new Housing Allocation Policy in May 2013, has led to improved and tailored offers being made to meet tenants and service users' needs. For example, facilitating downsizing by providing a better offer and financial incentive (more than 107 households assisted to downsize), or reducing the number of empty properties and the average times a property is void.

As part of the endeavour to improve services and engage with service users better, a new set of tenant-led performance indicators were introduced and published online and displayed around the borough.

Also a protocol between colleagues in Adult Social Care, Mental Health Services and housing has been agreed with the aim to provide a better and tailored service to vulnerable service users.

Finally an independent satisfaction survey started in 2013-14 and tenants' views and feedback explored throughout the year; on average 67% of tenants rated services provided by Thurrock Housing as Excellent or Good; 73% of new tenants rated the service Excellent or Good, and 83% of tenants surveyed rated the repairs service received as Excellent or Good.

G

Support residents to influence the decisions that affect their lives and shape the places where they live through the implementation of the Community Engagement Strategy

Update: A 'Sharing Heritage' bid helped to engage residents in recalling their memories of Grays Town Park whilst adding some extra flare to the annual Big Lunch. Thurrock's consultation portal has been used to support a number of key consultation events including the use of S106 funds at Thurrock Park. As the Annual Equality Report to Council March 2014 demonstrated, there is an increasing amount of evidence to demonstrate how community engagement is shaping our policies and services – for example this was recognised in the Adult Social Care peer review which "highlighted that 'Thurrock has a strong vision in this area, it is ambitious, radical, bold, innovative and with good sign up'

G

Increase volunteering – in the Council and across communities

Update: Thurrock Council continues to have a successful volunteer programme. The Council's Volunteer Programme was refreshed in October 2012. An audit of active volunteers revealed a slight decrease in the number of current volunteers from 249 in January 2014 to 224 in March 2014. Of the volunteers that are now inactive, one now owns their own business and a few have gone on to paid employment/full time education. Where volunteering has directly contributed to this personal development it should be celebrated. Plans for additional volunteer recruitment activities are also in place to return this performance indicator to target in 2014/15.

G

Nationally, there seems to be a trend of volunteers moving towards more informal volunteer

opportunities, such as micro-volunteering – volunteering for small chunks of time without commitment. In order to encourage more volunteers, particularly young volunteers, we need to begin offering informal volunteering opportunities alongside our existing more formal roles. We are beginning to explore the possibility of Timebanking within Thurrock to help increase our informal volunteer opportunities as well as supporting other areas of engagement.	
Support vulnerable people to be better connected within neighbourhoods and recognise the strength and assets within communities eg appointment of Local Area Co-ordinators (Links to Priority 4)	
<p>Update: There are now 4 Local Area Coordinators in post with an agreement to extend to nine plus a manager by the end of the year, which will give coverage across the whole of Thurrock. This expansion is in recognition of the success the three learning sites have shown. The Local Area Coordinators have been able to evidence that having a person working with vulnerable people based in the local community has high impact.</p> <p>The Local Area Coordinators have worked alongside vulnerable people to help them connect with their local community and have found ways to support them with non-service solutions to problems, which has led to a reduction in demand on services now and in the future. They have increased peoples' relationships and circles of support which helped reduce isolation and also has supported people to access to information, which has improved their health and wellbeing and given them choices. Examples of this are alternatives being found for day care and other services.</p> <p>People have been supported to self-advocate and been supported to apply for benefits etc. The Local Area Coordination project has helped partnerships share information and challenged current ways of working. Early development of community connections is helping communities to understand the resources they have to make them inclusive and responsive. This project is helping to reform and integrate services.</p>	G
Work in partnership with other public agencies and Thurrock's voluntary, community and faith sector to co-produce and commission services whilst taking account of social value	
<p>Update: Thurrock Council funded a commissioned piece of research led by CVS to explore opportunities for the local voluntary sector in the face of a reduced public sector. This has supported work to improve commissioning. In addition, Asset Based Community Development (ABCD) is helping to take forward both of the above strands with a strength based approach in mind which supports recognising informal associations and a preventative approach. Thurrock is developing a VCS Commissioning Strategy to inform the development of the Public Service (Social Value) Framework in partnership with Procurement, Legal and the voluntary sector.</p>	A

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Number of volunteer opportunities a) in the council b) supported by the council	a) RED b) n/a	a) 224 b) 4469	a) 252 b) n/a
% General Satisfaction of Housing Tenants/Customers	RED	67%	75%
% satisfaction with housing repairs	GREEN	83%	80%
Average time to relet Council properties	GREEN	26.9	35 by March 2014

OVERVIEW

As a result of the significant and overreaching changes in the public sector of Housing, the service began in 2013-14 the adoption of more comprehensive, long term, and strategic approach; this new business operation model encompasses a long term, investing in communities, and strategic planning to contracting and commissioning. This longer-term strategic planning invests in the quality of the council homes, improve housing standards for tenants, and stimulates the local economy delivering benefits to residents directly and indirectly (e.g. an extensive apprenticeship programme, assisting unemployed local people in work...etc.).

Further to this new community engagement initiative took place, including the introduction of a Residents led key performance indicators for housing, and an extensive survey of the Council tenants' level of satisfactions with the neighbourhood and various services provided. A new initiative to understand tenants' needs and requirements has recently started with the aim to be tailor services to meet such needs and requirements in coming year. The aim of such initiatives is to work together and open a dialogue with tenants so to shape modern and local housing services.

Priority Build pride, responsibility and respect to create safer communities

Objective Reduce crime, anti-social behaviour and safeguard the vulnerable

YEAR 1 DELIVERABLES

RAG

Reducing re-offending and youth offending for both crime and ASB eg diversionary initiatives, alternatives other than sanctions and custody, restorative justice

Update: 2013-14 has seen the first full year of our regenerated prevention service, which now includes the TRIAGE, the Youth Inclusion & Supervision Programme (YISP) and an extension of our work in local schools and colleges. The target of these services is to reduce first time entrants to the Youth Justice System which is both a national and local performance indicator. The final outrun for 13-14 shows a 35% reduction in first time entrants compared to last year and a 60% reduction compared to 10-11 when TRIAGE was first introduced. We currently have a 0% offending rate on prevention interventions based on the locally agreed counting rule.

Thurrock YOS has successfully secured funding from health to provide additional support to our most vulnerable young people by way of expanding our mental health team. The post is part of the prevention team and offers a diversion and liaison service to ensure that mental health issues are identified early and the suitable provision and support is implemented.

2013-14 has also seen a 30% reduction on the previous year in youths receiving convictions or pre- Court outcomes for offences under the Public Order Act in relation to anti-social behaviour. Our final outrun for custodial sentences is the lowest for three years and a 40% reduction on 12-13. This has been achieved by robust Court work and offering intensive community Orders as an alternative. Feedback from the Youth Court remains excellent and their confidence in the service (YOS) is reflected in their sentencing.

The Youth Offending team continue to work with the victims of youth crime and offer direct reparation to victims in the form of restorative justice conferences, of which we have successfully completed over 30 this year. We have also supervised more than 50 young people on indirect reparation which has resulted in an estimated 600 hours of work that the local community of Thurrock have benefitted from. We have recently also trained all our case managers in Restorative Justice to ensure that RJ principles underpin all our practice. The final figure in respect of re-offending has yet to be confirmed as this has 3 month drag post April, but it is predicted to be a significant reduction on the previous year (10%).

With regards adults offending, through the ongoing work on integrated offender management we have reduced our re-offending rates of our priority offenders. This has been achieved through ongoing partnership work with probation, Police, housing and DAAT who have had nil representations of those successfully completing treatment. Our locality action groups work together to reduce the risk of our ASB victims and to address the perpetrators. Working with the new housing ASB team and Essex Police we have reduced ASB in Thurrock by 4.5% - 258 less incidents reported.

G

Tackle sexual violence through delivering the Violence Against Women and Girls Strategy

Update: One of the four Community Safety Partnership priorities for 2013-14 is specifically to "Tackle violence against women and girls". Thurrock is targeting VAWG by using a partnership approach. Those involved range from voluntary sector specialists including South Essex Rape and Crisis Centre (SERICC) and Thurrock Women's Aid alongside experts from Essex Police, Healthwatch and other health services. By working together the issue is being addressed in a wider context rather than simply focusing on domestic abuse, as it has in the past.

The VAMG Implementation Plan has been developed and delivery of the first year is progressing, focussing on the themes of education, housing and health. All Children's centres support parents who are victims of violence.

The community safety partnership has focused on awareness raising of forced marriage and have delivered awareness sessions in conjunction with the foreign and commonwealth office to 243 professionals.

G

Deliver on the outcomes of the Alcohol Strategy: Prevention, Enforcement, and Treatment.	<p style="text-align: center;">A</p>
<p>Update: The council and its partners have used enforcement actions to reduce under-age drinking, including a Community Alcohol Partnership working with retailers and residents. The CAP was undertaken in the Corringham area and included a series of activities. These included a launch event, challenge 25 test purchasing – where businesses internal policies and procedures are tested, advisory visits, enforcement evenings and underage sales test purchasing. This has led to a significant reduction in underage alcohol sales in the borough, thanks to a targeted approach by Thurrock Council's trading standards team. The CAP has been so successful that Trading Standards and partners are going to look to extend the scheme to the South Ockendon area.</p> <p>Another positive area has been the success rate for offenders who have successfully completed substance misuse treatment and not re-presented - this currently stands at 100%.</p> <p>Despite this, police data confirms a slight rise in the number of offences where alcohol was recorded as a factor in the first six months of 2013/14, compared with the same period in 2012/13. However, this is still on track for the end of year target</p>	
Meet our statutory equality duties and promote human rights in partnership with communities and through the Single Equalities Scheme and its action plan to tackle prejudice and discrimination.	<p style="text-align: center;">G</p>
<p>Update: The Investors in People inspection report stated that “The Council has a strong emphasis on equality & diversity, work life balance and effective recruitment. This approach includes achieving the local government Equality Standard at Level 3, and the ‘Two Ticks’ disability accreditation and using staff as diversity champions. In addition, the council has also established a number of staff forums for a range of different groups the council, e.g. BME; LGBT; Disability and Women, that are seen as catalysts for change.”</p> <p>In 2013/14 the service was restructured to strengthen links between community development and equalities. This has informed a refresh of our approach to equality impact assessments so that our analysis can be better informed by community engagement. During 2013/14, as a result of a Corporate Overview and Scrutiny Task and Finish group, it was decided that Thurrock would establish a Thurrock Fairness Commission to progress equality issues within the Borough.</p>	

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Adult Social Care users who feel safe (Annual)	GREEN	64%	64%
% of young people who reoffend after a previously recorded offence	GREEN	25%	31%
% of offenders who successfully complete substance misuse treatment and do not re-present	GREEN	100%	42%

OVERVIEW
<p>The 2014/2015 Thurrock Community Safety Partnership Plan builds on the partnership's Strategic Assessment, helping us to develop and plan our activities to address the priorities outlined in the assessment whilst providing value for money, and an 'intelligence led' approach to community safety.</p> <p>For 2014-15 the TCSP has four priorities –</p> <ul style="list-style-type: none"> • tackle anti-social behaviour and hate crime • tackle violence against women and girls • reduce youth offending and reoffending rates (of adults and young people) • reduce domestic burglary and vehicle crime <p>The partnership continues to work well, based on a multi-agency approach to tackling these four priorities, which has had a positive effect on the community with a 4.1% reduction in crime.</p>

Priority	Improve health and well-being
Objective	Ensure people stay healthy longer, adding years to life and life to years

KEY HIGHLIGHTS:

- Carer's service rated best in the Eastern region for user experience and support
- Joint best social care services in the country for zero delayed hospital discharges
- Independent inspectors said Thurrock Adult Social Care is "strong, ambitious, radical and bold"

YEAR 1 DELIVERABLES	RAG
<p>Further develop Thurrock's Joint Integrated Reablement Pathway between health and social care to support independence</p> <p>Update:</p> <ul style="list-style-type: none"> • A review of the pathway as managed by the Joint Reablement Team has recently been finalised. • A number of recommendations have been made the will be considered for adoption. • Further development will be considered as part of the Health and Social Care Transformation Programme as part of the Whole System Redesign Project Group's work 	A
<p>Develop and implement Joint Health and Social Care Commissioning Intentions</p> <p>Update:</p> <ul style="list-style-type: none"> • Joint Health and Social Care Commissioning Intentions are being reviewed and developed as part of the work of the Health and Social Care Transformation Programme. • The Programme's Whole System Redesign Group will review the Better Care Fund in terms of what it is currently spent on, and what the money should be focused on in the future in order to achieve the best outcomes across health and social care. Out of this work will emerge a set of commissioning intentions and commissioning strategies. 	A
<p>Develop a "Market Position Statement" for Adult Social Care providing clarity around future requirements for residential and community care services in Thurrock</p> <p>Update:</p> <ul style="list-style-type: none"> • Draft Market Position Statement has been developed • Further work needs to take place in order to identify how the MPS will be implemented and this will take place through the Health and Social Care Transformation Programme – in particular the Care Act Implementation Project Group and the Whole Systems Redesign Project Group 	G
<p>Establish Thurrock Dementia Alliance to create a community to support people living with dementia</p> <p>Update:</p> <ul style="list-style-type: none"> • Good progress has been made but the Thurrock Dementia Alliance has not as yet been established • Information days have taken place and the Alzheimers' Society have seconded a worker to the Council to develop the Dementia Alliance before the end of 2014 	A
<p>Continued development and delivery of the joint Rapid Response and Assessment Service</p> <p>Update:</p> <p>This service continues to operate successfully with staff from both Health & Social Care. In light of the BCF, decision around the financing and future commissioning of the service will be deferred to 2014/15 and will be reviewed as part of the Health and Social Care Transformation's Whole System Redesign Project</p>	G

Develop the strategy for tackling loneliness especially focusing on older people as part of the Emotional Health and Wellbeing Strategy

Update:

- A pilot using Skype resulted in limited uptake, but was judged to have the greatest impact on loneliness
- As a result, Age UK Essex are funding the Skype project so that this can continue to be offered to older people and their families
- Other methods of befriending continue to be used, with 'active lives' being expanded so that the offer extends to people with dementia
- Further work on loneliness is on-going as part of strength-based approaches (Building Positive Futures) – e.g. Local Area Co-ordination, and also Asset Based Community Development

G

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Permanent admissions to residential / nursing homes per 100K population over 18 years old	GREEN	127	140
Average time to complete a major adaptation (council housing)	AMBER	94	90
Obesity: % of weight management course attendees who lose 5% of original weight	AMBER	43 (provisional)	50

OVERVIEW

The service is pleased with progress made during 2013/14. Both health and adult social care face significant challenges and yet continue to provide high quality solutions to our most vulnerable residents – all this whilst developing and delivering major change programmes.

The Health and Social Care Transformation Programme has been established to take forward the change across health and social care – ensuring that we are able to continue to provide support to those that need it in to the future.

Priority	Improve health and well-being
Objective	Reduce inequalities in health and well-being

YEAR 1 DELIVERABLES	RAG
Review of internal contract compliance processes against Winterbourne View Report and development of action plan	G
Update: Seven people were identified for Thurrock as part of the South Essex Winterbourne Strategy Group. Two people remain with the specialist commissioning service, four people have transitioned to be supported within the community, and as yet, the transition for one person is still to be achieved – although an action plan is in place.	
Delivery of South Essex Health Improvement Implementation Plan improving access to services for people with learning disabilities	G
Update: Significant progress has been made in relation to ensuring learning disability health checks are available for all those who wish to have one. This has included commissioning NELFT to undertake health checks for patients of surgeries who had not signed up to the LD health check DES. Although we are still awaiting the final outturn for 2013/14, significant progress is expected. Further work is being carried out to align registers across health and social care.	
Mental Health Strategy Thurrock Implementation Plan in place	G
Update: The Mental Health Strategy and Implementation Plan are in place	
Establish care pathway for Child & Adolescent Mental Health Strategy (CAMHS), including vulnerable groups (<i>Link with Priority 1</i>)	G
Update: CAMHS Strategy developed and awaiting sign off by Partnership Board (PEHWB). Links with delivery of early help in place and will be included in final design for early help	
Update and refresh as necessary the Joint Strategic Needs Assessment (JSNA) taking account of the Census 2011 information	A
Update: A working group has been established to refresh the JSNA. A focused piece of work is being carried out to develop a deficit and strength based JSNA – focusing on Stanford-le-Hope as a pilot area. Work is on-going and will help to support the Health and Social Care Transformation Programme.	

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Smoking cessation in most disadvantaged areas	GREEN	44% (provisional)	35%

OVERVIEW

People with learning disabilities and those suffering with mental health conditions are some of our most vulnerable people. In response to the Winterbourne View report, we have identified and reviewed those service users requiring a review – 7 individuals. Reviews have been carried out, with all but 1 resolved.

There have been on-going issues with the delivery of LD health checks, but with focused attention on GP practices signing up to LD health checks, and an alternative provider commissioned for those GPs who did not sign up, considerable progress has been made.

Work is continuing to implement the Mental Health Strategy. Timescales have slipped on this work – mainly due to the number of partners involved, particularly since NHS reorganisation. Work is on-going across South Essex through the South Essex Mental Health Strategy Group.

Priority	Improve health and well-being
Objective	Empower communities to take responsibility for their own health and well-being

YEAR 1 DELIVERABLES	RAG
<p>Local Area Co-ordination (LAC) Pilots established and evaluated against the agreed aims of changing the way vulnerable people are supported within their communities to increase self-reliance, improve outcomes, reduce demand and promote independence</p> <p>Update:</p> <ul style="list-style-type: none"> • There are currently 4 LACs in place – including one LAC for the Purfleet area jointly funded and seconded from the Fire Service • Based on a positive early review of the pilot, the initiative will be further expanded during 14/15 and will be funded in a number of different ways – e.g. via Public Health and also the Social Care Fund • The work will continue as part of the Health and Social Care Transformation Programme – particularly in relation to reducing service demand 	G
<p>Introduce Asset Based Community Development Pilots and evaluate against the agreed aims of identifying strengths within the local area, improving individual and group connections and building more resilience within the community.</p> <p>Update:</p> <p>Training workshops have taken place and a community of practice has been established. ABCD-related work streams are taking place – e.g. ‘Small Sparks’ funding, Community Hub, refresh of JSNA to include strength-based pilot, workshops held for social workers to ensure a strength-based approach to assessments etc. Two areas (Stifford Clays and South Ockendon) have successfully applied to host community builders – these will help identify the strengths and assets in each area to focus on what is strong in each community rather than what is wrong. Over time, an asset map will emerge in each area and community connectors supported to create stronger bonds. This will inform the JSNA and will link with community hub development.</p>	G
<p>Develop and implement Thurrock Tobacco Control Strategy and Action Plan including developing prevention services</p> <p>Update:</p> <p>Activities for 13/14 have included:</p> <ul style="list-style-type: none"> • Leading effective marketing campaigns across providers and with stakeholders including Stoptober, national no smoking day, January Harms Campaign • The Tobacco Control Strategy is part delivered and in progress. As part of this, the Council has signed up to the Declaration on Tobacco Control. A workshop has been planned for summer 2014, after which the Strategy will be developed. 	A
<p>Develop Healthy Weight Action Plan</p> <p>Update:</p> <ul style="list-style-type: none"> • The Action Plan has been developed and will be signed off by the Health and Wellbeing Board in July 2014. 	G
<p>Develop and implement a multi-agency physical activity pathway for Thurrock</p> <p>Update:</p> <ul style="list-style-type: none"> • This action has been partly delivered. A Directory of Physical Activity and Sporting Opportunities has been produced and consulted on. A pathway for healthy weight, which will include physical activity, is being developed. 	A

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Self Directed Support - % adult social care users in receipt of SDS	GREEN	71%	70%
% older people still at home 91 days after discharge	GREEN	90%	90%
No of households assisted to move to a smaller property (downsize)	GREEN	107	60

OVERVIEW

Prevention and early intervention are essential to the sustainability of health and social care, and of the wellbeing of individuals themselves. Strengthening communities and utilising strengths held within communities is key to this and the cornerstone of the Building Positive Futures transformation of adult social care and health programme. Key milestones have now been achieved – LAC pilot and co-ordinators, ABCD workshops and communities of practice, joined up work with Housing etc.

Work continues and will evolve and develop over time.

The role of Public Health in developing and implementing the prevention agenda is a key element of making communities responsible for their own health and wellbeing. Conditions caused by smoking are the greatest causes of early mortality in Thurrock. Conditions such as type-2 diabetes are also in focus, with lack of exercise and obesity key contributors. The development of the Tobacco Control Strategy and Healthy Weight Strategy will be essential to reducing both smoking and obesity levels in Thurrock, and their associated health conditions.

Priority	Protect and promote our clean and green environment
Objective	Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities

YEAR 1 DELIVERABLES		RAG
Develop Riverscapes Vision and Prospectus (with implementation plan) which sets out strategic delivery with environmental partners		G
<p>Update: The Riverscapes vision and principles were agreed with partners and portfolio holder. The three work stream plans have been developed. These are</p> <ul style="list-style-type: none"> • Making Connections – strategic partnership programmes, • Celebrating Thurrock - community engagement projects and • Delivering Change – Area based Prospectus. <p>These workstreams are now the basis of delivering the Environment Policy priority for nature and landscape.</p>		
Support the European funded 'MaxiGreen' project which will deliver improved access along Thurrock's river frontage and marshes as part of the wider South Essex marshes		G
<p>Update: Maxi-green is nearing completion. Better joined up working has been developed between the MaxiGreen project and Walls and Gardens project to maximise the impact of European investment along the Thurrock riverside route. This applies to the app development in particular at Tilbury Riverside which will benefit from being joined up to the more strategic approach linked to MaxiGreen which extends to Southend. Physical path works are nearing completion and will be promoted in Summer 2014.</p>		
Develop physical and digital visitor information along <i>Two Forts Way</i> to promote access and understanding through the European funded 'Walls and Gardens' project		G
<p>Update: The Walls and Gardens project is on target. The sites for physical and app interpretation have been agreed with community representatives and content development is nearing completion. The project improvements in visitor information are integrated into local visitor and tourist engagement strategies to the benefit of Tilbury Riverside as a whole. App and new signage improvements are on target for completion in April 2014 with formal launch event in summer 2014.</p>		

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
% of targeted funding successfully awarded for Environmental programmes	GREEN	100	100

OVERVIEW
Riverscapes is now in active use as an operational delivery plan and has resulted in this year's projects nearing completion to target and work is in progress on funding bids and delivery of priorities for next year.

Priority	Protect and promote our clean and green environment
Objective	Promote Thurrock's natural environment and biodiversity

KEY HIGHLIGHTS:

- Council secured £900,000 of external funding to enhance access to and restore Coalhouse Fort in East Tilbury
- Over 600,000 people visited our managed natural areas, eg Davy Down, Langdon Hills

YEAR 1 DELIVERABLES	RAG
Deliver Greengrid Supplementary Planning Document advising developers how they should deliver environmental improvements	G
Update: The Green Grid SPD is now being developed in accordance with the revised programme for the Local Plan and the refresh of the Green Grid Strategy.	
Deliver refreshed suite of bio-diversity documents to support delivery of Riverscapes	G
Update: New biodiversity action plan has been completed subject to sign off by the Thurrock Biodiversity Action Group. Site surveys for the Biodiversity study have been completed and are being fed into the review of the LDF Core Strategy/Local Plan.	
Protect the Green Belt and environmentally sensitive areas through relevant planning policies	G
Update: A key objective underpinning the review of Core Strategy will be the need to ensure that the new Local Plan For the Borough provides a robust and effective planning policy framework which continues to protect Thurrock's Green Belt and environmentally sensitive areas. Until such time as the new Local Plan is adopted in 2018, all decisions on planning applications will continue to be made in accordance with the planning policy framework set out in the National Planning Policy Framework (NPPF) and the adopted Thurrock Core Strategy.	
Secure funding for programme to enhance access to and restore Coalhouse Fort and Park	G
Update: An additional £790K of Heritage Lottery Funding has now been secured for Coalhouse Fort taking the total external funding to £900K. Permission to start has been granted and the procurement of capital works is underway. 2 project officer posts are being recruited to deliver community engagement and education.	
Work with partners to enhance access to Rainham Marshes as part of the Wildspace Partnership	G
Update: £17.7K has been awarded by Veolia Trust to link Rainham Marshes to Purfleet Station. Proposed improvements include signage, seating and digital information. Work is starting in May 2014 for delivery by the end of 2014-15.	
Develop Aveley Forest connections and accessibility to allow more Thurrock residents to enjoy and become involved with this area	A
Update: Work on the Thames Chase Plan refresh has been completed including a delivery plan for Aveley Forest and Mardyke. A partnership funding bid is in process with Havering, Thames Chase, the Forestry Commission and Thurrock to enable the development of improvements in this area.	
Sign up to Climate Local initiative and implement the locally developed action plan to reduce carbon emissions	G
Update: Commitment signature took place on 4 th November. The Climate Local delivery plan is in development and a Carbon Management Plan for council properties has been drafted. Documents will be taken for adoption in Late Summer 2014. Progress has also been made on electric vehicle charging points and reduction in emissions from council properties.	

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
Number of visitors to the boroughs managed natural areas	GREEN	612,180	570,648

OVERVIEW

Significant progress has been made in partnership working, development of the evidence base and project planning. A number of small projects have been successfully delivered. The step change in large scale delivery was given a catalyst with the successful Heritage Lottery Fund for Coalhouse Fort. Future delivery is dependent on the outcome of a range of funding bids.

Priority	Protect and promote our clean and green environment
Objective	Ensure Thurrock's streets and parks and open spaces are clean and well maintained

KEY HIGHLIGHTS:

- 9.9 million household wheelie bins collected,
- 15,600 miles of road swept,
- 3,135 tonnes of street litter collected,
- 2,000 potholes filled
- 1,150 fly-tips cleared
- Shortlisted for APSE Best Performing Fleet and Management Service

YEAR 1 DELIVERABLES	RAG
Implementation of better and more efficient waste collection rounds and routes	
<p>Update: Implementation of optimised collection rounds was undertaken between June and September 2013. Due to the broad range of changes to both routes and working methodology there was a period of disruption to the waste collection service from September until December, however since that time rounds have stabilised leading to realisation of the planned efficiencies in the current and future years together with a significant reduction in the recorded number of missed roads and individual bins.</p>	A
Full operation of new St Clements Way workshop facilities providing more control and flexibility regarding maintenance and repair of front line Council vehicles	
<p>Update: Since the beginning of 2014 the workshop has become the approved site for Taxi safety compliance tests within the Borough. This has not only generated external income for the service but has also worked to ensure the highest possible standards of safety for local taxis. From June 2014 the workshop will be a VOSA Approved MOT station. This has been implemented to achieve further efficiencies in the maintenance and running of the Council Fleet and once again provides an opportunity for income generation.</p>	G
Maintenance of ISO9001 accreditation for all Environment services recognising the consistent and continuing quality of our service	
<p>Update: In September 2013 the ISO 9001 accreditation for all Environment services was reconfirmed following a full re-inspection of our processes and data recording methodologies.</p>	G
Deliver second phase of derelict building programme to bring properties back into use	
<p>Update: The focus for the second phase has been Tilbury. The team's positive engagement with the community forum led to 8 possible sites being put forward by local residents. These sites have been investigated by planning officers and several possibilities have been identified as viable development opportunities. Calcutta Road, Tilbury, has been identified as a possible site. It will provide 35 units of affordable accommodation for older people based on HAPPI (Housing our Ageing Population: Panel for Innovation). The scheme is currently with planning colleagues.</p> <p>The Development team has also received funding from the Homes and Communities Agency to bring long term empty homes (private sector) back into use to provide single person accommodation for vulnerable people; several properties have been identified in Tilbury. The team is also working with the Housing Development Board regarding some possible schemes for whole site re-development as part of the wider house building programme</p>	G

Deliver an efficient and effective Highway Maintenance programme	A							
<p>Update: Thurrock Council has a statutory responsibility to keep the highway safe for all road users in the area. To assist in this objective we undertake machine and visual surveys to establish the condition of both the road sub-structure and the running surface. From this information a prioritised list of "roads in need of repair" is produced to inform our resurfacing programme. The proportion of the planned highway resurfacing programme we have undertaken/ completed to date are:</p> <table border="0"> <tr> <td>Principal Road Network</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Other Classified Road Network</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Unclassified Road Network</td> <td style="text-align: right;">70%</td> </tr> <tr> <td>Footway Maintenance</td> <td style="text-align: right;">75%</td> </tr> </table>		Principal Road Network	100%	Other Classified Road Network	100%	Unclassified Road Network	70%	Footway Maintenance
Principal Road Network	100%							
Other Classified Road Network	100%							
Unclassified Road Network	70%							
Footway Maintenance	75%							
Undertake extensive air quality modelling of whole borough in order to reassess the state of air quality in Thurrock	A							
<p>Update: Air Quality Modelling work is currently still in progress with completed modelling runs for the Tilbury AQMA declaration. Further runs are scheduled for Aveley and Purfleet as new AQMA declarations appear to be likely in those areas from monitoring data. This is a Statutory Requirement and this work takes precedence over the borough wide modelling that will cause slippage in delivery. It is anticipated this work is unlikely to be completed now before Q2 2015. Delivery will also depend on no new potential AQMAs coming forward during that period.</p>								

Related KPI Performance	RAG Status	Year End Data (March YTD)	Year End Target
% Household waste reused/ recycled/ composted	RED	40.41% (provisional)	48%
Municipal waste sent to landfill	RED	23.2% (provisional)	19%
Street Cleanliness a) Litter	GREEN	4	5
Street Cleanliness b) Detritus	GREEN	4	6
Street Cleanliness c) Graffiti	GREEN	1	3
Street Cleanliness d) Fly-posting	GREEN	0	1

OVERVIEW
<p>The slow delivery of the benefits realisation from the waste service reconfiguration was a major concern and focus for the management team during the late 2013 period. However, the Christmas and Easter periods which can always stretch the service, were successfully dealt with suggesting that the service is now creating some in-built resilience.</p> <p>Street Cleansing performance has been strong with all targets exceeded.</p> <p>The reductions in grass cutting frequencies which generated an £80k budget saving have created a number of member concerns and calls for additional grass cutting to be undertaken.</p> <p>The municipal waste sent to landfill target could have been achieved but, there was an increased cost in energy from waste arrangements caused by the collapse of the Norfolk County Council PFI. This led to Norfolk buying up available disposal space and thereby inflating the cost of disposal. In the light of the forthcoming budgetary uncertainties it was deemed more appropriate to ensure that costs were controlled. It was agreed that the additional charges to achieve the target were unjustifiable.</p> <p>The recycling performance was disappointing but reflects a dip in recycling noted by a number of authorities. In order to address this, a waste audit of the contents of all three streams is being conducted. This will enable us to target the disposal of specific materials and a number of campaigns will commence in the Summer. In addition, because of the rapid increase in volumes of waste being received at the Linford Civic Amenity Site new controls have been put in place to ensure that only waste that we are obliged to handle is allowed access.</p>

Financial, Business Process and People/Organisational Development Performance Summary

Corporate Scorecard KPI	Unit	Big or Small best	Year to date (if applicable) calculated from 1 April each year – 13 months data included for comparison													Year End Target	Year End RAG
			MAR 2013	APR 2013	MAY 2013	JUN 2013	JUL 2013	AUG 2013	SEP 2013	OCT 2013	NOV 2013	DEC 2013	JAN 2014	FEB 2014	MAR 2014		
% 16-24 year olds in the council's workforce	%	Big	4.8	4.73	4.83	4.87	5.18	5.39	5.26	4.99	5.63	5.74	5.65	5.77	5.97	5	G
Average sickness absence per employee	Days	Small	9.63	0.89	1.86	2.77	3.75	4.63	5.43	6.41	7.51	8.36	9.5	10.38	11.1	8.5	R
% long term sickness	%	Small	37	51	51	53	55	55	54	54	53	53	52	51	51	34	R
% stress/stress related absence	%	Small	27.6	23.1	26.9	27.1	26.8	26.7	26	25.8	25.7	25.7	25.6	25.47	25.34	15	R
Employee Engagement	%	Big	42	n/a						46.33						48	A
Change Management	%	Big	32.33	n/a						34.67						35	A
Overall variance on General Fund	%	0	0	-	-	0	0	0	0	0	0	0	0	0	-0.4%	0	G
Overall variance on HRA	£k	0	0	-	-	0	0	0	0	0	0	-300	-300	-300	-460	0	G
% Capital Programme spent	%	Big	57.78	1.27			13.74			42			81.43%			90	A
% Targeted Savings * 100% target over 2 yrs	%	Big		-			36.25			40			40			50*	A
% invoices paid within timescale	%	Big	88.76	94.52	92.34	92.13	91.98	92.41	92.46	92.91	92.74	92.74	92.39	92.52	92.88	97	A
% Council Tax collected	%	Big	98.9	10.88	19.58	28.20	36.84	45.47	53.97	62.65	71.13	79.79	88.08	93.56	98.5	98.9	A
% National Non-Domestic Rates (NDR) collected	%	Big		11.47	22.31	31.67	40.89	50.07	59.87	69.82	79.13	88.66	97.32	98.67	98.17	99.3	A
% Rent collected	%	Big	99.01	83.1	87.59	90.55	93.53	93.75	95.41	96.49	96.6	97.45	97.37	97.6	99.73	99.5	G
% timeliness of all Complaints	%	Big	95	94.35	93.94	96.07	96.88	97.09	97.07	97.4	97.36	97.5	97.56	97.64	97.36	93	G
% all Complaints upheld	%	Small		49.15	43.18	40.92	49.17	50.37	49.75	50.12	49.7	48.95	48.44	47.87	47.83	45	A