

7 September 2021		ITEM: 7
Corporate Overview and Scrutiny Committee		
Quarter 1 (April to June 2021) Corporate Performance Report 2021/22 and Corporate Performance Framework		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Karen Wheeler, Director of Strategy, Engagement and Growth		
Accountable Assistant Director: n/a		
Accountable Director: Karen Wheeler, Director of Strategy, Engagement and Growth		
This report is public		

Executive Summary

This is the first corporate performance monitoring report for 2021/22 covering April to June 2021.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. It details statistical evidence the council will use to monitor the progress and performance against the council's priorities.

This report shows that 77% of indicators are currently achieving target and half are better than the previous year.

During the first three months of the financial year, the country was preparing to open up slowly in line with the government's roadmap, but there were still a number of restrictions in place. Some indicators have been directly or indirectly impacted by the coronavirus pandemic and the enforced changes to council services in line with government guidance during this period. The report highlights how COVID-19 has disrupted or changed performance and/or priorities and demand levels across a number of services during the year.

The report also provides an update to the council's overall performance framework of which the KPIs are a key part. Council agreed the vision and priorities in January 2018 which better reflects the ambition for the council and Thurrock the place. Some additional narrative has been added to set out the main areas of focus and activity in the coming year that will help to deliver against the overall vision and priorities.

1. Recommendation(s)

- 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are off target and the impact of Covid-19.**
- 1.2 To identify any areas which require additional consideration.**
- 1.3 To comment on the areas of focus for 2021/22 that will support delivery of the overall vision and priorities.**

2. Introduction and Background

- 2.1. The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) framework. This provides a mixture of strategic and operational indicators. The indicators have been chosen to be as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.
- 2.2. This reflects the demand for council services increasing and being ever more complex, not least due to the impact of the coronavirus pandemic, and the need for a holistic approach to monitoring data and intelligence. Analysis of performance and internal processes at service level by Directors continued monthly throughout 2020/21 and will continue throughout 2021/22.
- 2.3. These indicators will continue to be reported to both Corporate Overview and Scrutiny Committee and Cabinet on a quarterly basis, throughout 2021/22.
- 2.4. In line with the recommendation from Corporate Overview and Scrutiny Committee in June 2019, throughout 2020/21, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.5 as the "Route to Green".
- 2.5. This report also provides an update to the council's overall performance framework which the KPIs are a key part of alongside the overarching vision and priorities, corporate projects and service plans making up the 'golden thread'. Council agreed the vision and priorities in January 2018 which better reflects the ambition for the council and Thurrock the place. Some additional narrative has been added to set out the main areas of focus and activity in the coming year that will help to deliver against the overall vision and priorities. The committee are asked to comment on the priority projects set out in Appendix 1. No changes have been made to the vision and priorities themselves.

3. Issues, Options and Analysis of Options

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

3.1 Summary of Corporate KPI Performance

Quarter 1 2021/22 Performance against target		Direction of Travel compared to 2020/21	
Achieved	77.4% (24)	↑ BETTER	50% (14)
Failed	22.6% (7)	→ STATIC	17.9% (5)
		↓ WORSE	32.4% (9)

3.2 Impact of Covid-19

3.2.1 The Quarter 1 (April to June 2021) overall outturn is 77% which is higher than the results throughout last year, including the equivalent three month period where the outturn was 65.6%. However, given the significant impact and disruption this time last year at the start of the COVID-19 pandemic, it is difficult to make a meaningful comparison. This report covers April to June 2021 where the country was still in various phases of lockdown and it is as yet, too early in the year to predict performance levels. This will continue to be closely monitored throughout the year.

3.2.2 In most cases the targets for 2021/22 have been set based on “normal” circumstances to more clearly analyse the impact of the disruption caused by the pandemic. This is likely to mean that more indicators will not “perform” as well as they did before COVID, and/or the rate of improvement will not be as great. Where an indicator has failed to reach its target during the year, the commentary provided will identify clearly whether this is related to COVID-19 impacts.

3.2.3 It is difficult to predict accurately how long and to what extent service delivery in some areas will continue to be impacted. Some will continue to be affected during the first half of 2021/22. This is being further affected by the need to mitigate against the wider capacity and financial pressures which COVID has brought about, including the need to hold vacant posts and the ongoing recruitment restrictions as well as transformational changes to the way services are delivered. This is likely to have an increasingly significant impact on service delivery going forward through 2021/22. This will continue to be kept under close monitoring.

3.3 On target performance

77% of available corporate KPIs achieved their targets. (Brackets show actuals where appropriate).

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
% of potholes repaired within policy and agreed timeframe	Cllr Maney	98%	98% (494)	100% (433)	100% (545)	99% (1,472)	ACHIEVED	BETTER	98%	98%
% of Major planning applications processed in 13 weeks	Cllr Maney	97%	100% (4)	100% (4)	100% (1)	100% (9)	ACHIEVED	BETTER	90%	90%
% Rent collected	Cllr Spillman	98.3%	71.4%	86.4%	89.5%	89.5%	ACHIEVED	BETTER	89.5%	98.0%
Tenant satisfaction with Transforming Homes	Cllr Spillman	86.5%	100% (24)	85.7% (12)	83.3% (20)	90.3% (56)	ACHIEVED	BETTER	85%	85%
% of refuse bins emptied on correct day	Cllr Jefferies	97.31%	n/a	n/a	99.87% (691,611)	99.87% (691,611)	ACHIEVED	BETTER	98.5%	98.5%
Of the children who reached their 28th day in care within the reporting period, % that had an Initial Health Assessment (IHA) within 20 working days	Cllr Johnson	57% (amended KPI)				85.2% (23)	ACHIEVED	BETTER	80%	80%
% occupancy of council-owned business centres	Cllr Coxshall	71%				75%	ACHIEVED	BETTER	71%	80%
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Huelin	86.40%				91.9% (68)	ACHIEVED	BETTER	86.3%	86.3%
Number of events/activities (provided from hubs/ libraries) that support engagement in a range of cultural, social & learning opportunities to support well-being and strengthen community connections	Cllr Huelin	437				99	ACHIEVED	BETTER	90	360
Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	Cllr Mayes	90%				100%	ACHIEVED	BETTER	70%	70%
Value (£) of council owned property disposals	Cllr Coxshall	£460k				£537k	ACHIEVED	BETTER	£500k	£3m

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
% of Minor planning applications processed in 8 weeks	Cllr Maney	100%	100% (15)	100% (16)	100% (12)	100% (43)	ACHIEVED	STATIC	90%	90%
Overall spend to budget on HRA (£K variance)	Cllr Spillman	£0	£0	£0	£0	£0	ACHIEVED	STATIC	£0	£0
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie homeless with dependent child(ren)/are pregnant)	Cllr Spillman	0	0	0	0	0	ACHIEVED	STATIC	0	0
% of young people who reoffend after a previously recorded offence	Cllr Johnson	17.0%				17% (Q4)	ACHIEVED	STATIC	20%	20%
Overall spend to budget on General Fund (% variance against forecast)	Cllr Hebb	0				0	ACHIEVED	STATIC	0	0
% of repairs completed within target	Cllr Spillman	98.3%	97.3%	97.5%	96.8%	97.3%	ACHIEVED	WORSE	95%	95%
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population (population figure 24,098 published June 2021)	Cllr Huelin	618.3 per 100,000	62.2 (15)	107.9 (26)	178.4 (43)	178.4 (43)	ACHIEVED	WORSE	186.7 (45)	738.7 (178)
Proportion of people using social care who receive direct payments	Cllr Huelin	34.4%	34.8% (481)	33.3% (470)	33.1% (480)	33.1% (480)	ACHIEVED	WORSE	33%	33%
No of placements available within council for volunteers	Cllr Huelin	224				150	ACHIEVED	WORSE	150	190
% of volunteer placements filled within council	Cllr Huelin	96%				90% (135)	ACHIEVED	WORSE	90%	96%
% of GP practices who have received 1 visit to discuss COVID recovery in relation to QOF	Cllr Mayes	new KPI				25% (7)	ACHIEVED	n/a	25%	100%
% of GP practices who have received a second visit to review outcomes of first and discuss the cancer quality improvement work	Cllr Mayes	new KPI				0% (0)	ACHIEVED	n/a	0%	100%
Average time between a child entering care and moving in with its adoptive family adjusted for foster carer adoptions, for children who have been adopted (days) (rolling 12 months)	Cllr Johnson	new KPI				378 (provis-ional)	ACHIEVED	n/a	426	426

3.4 Off target indicators

At the end of quarter 1, 7 of the available indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
Average time to turnaround/re-let voids (in days)	Cllr Spillman	47.5 days	30.6	30.7	38.1	32.6	FAILED	BETTER	28	28
<p>During Q1 of 2021/22, 105 standard voids have been re-let in an average re-let time of 32.6 calendar days - 4.6 days above the target of 28 days. Analysis of voids data shows that just three voids, which had very specific issues took longer to resolve and therefore re-let, affected performance significantly. Without these three voids performance in April would have been on target at 27 days, performance in June would have been on target at 26.6 days and the overall average for Q1 would have been only slightly over target at 28.8 days.</p>										
Route to GREEN										
<p>In order to improve performance on void re-let time, performance dashboards have been developed and made available for operational voids meetings to provide operational teams with granular performance information on each stage in the voids process. This enables staff to easily identify process bottlenecks which may be adversely affecting void performance. These dashboards are interactive and drillable allowing staff to view performance overall, as well as on an individual property basis. In addition, void re-let time performance data and business intelligence is monitored monthly by the service managers, with break-downs of void performance for each stage including both general needs and sheltered housing voids.</p> <p>The service are also reviewing the end to end voids process to identify areas where current practice causes blockages or where deviation from the documented policy may be more effective, in order to produce an accurate map of the process which reflects the current needs of the business and ways of working.</p>										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
Number of health hazards removed as a direct result of private sector housing team intervention	Cllr Spillman	746	99	40	73	212	FAILED	BETTER	252	1,000
<p>Generally, landlords have requested more time to remove hazards and carry out remedial works due to financial difficulties caused by the pandemic in completing works. This is assessed on a case by case basis and the latest government advice for local authorities to enforce standards in rented properties. MHCLG continue to recommend a pragmatic approach to support landlords and tenants. Routine “part 1” property inspections were not carried out during the periods of national lockdowns. Essential inspections were only carried out where there was an imminent risk to a tenant’s health due to a serious hazard. Following government advice, routine inspections recommenced in May 2021, subject to tenants not self-isolating or refusing to allow access.</p>										
Route to GREEN										
<p>Property inspections are monitored and tracked to ensure private landlords fulfil their legal repair obligations and tenants are kept safe. Formal action and works in default are taken to enforce housing standards on the most serious ‘category 1 hazards’ to a tenants health. Private Housing has adopted the following measures designed to help the service return to normal operation as soon as possible and minimise delays to tenants.</p> <ul style="list-style-type: none"> • Environmental Health Officers carrying out current inspections • Licensing Officers carrying out the backlog of single dwelling Part 1 Property Inspection • Using phone/video technology to monitor revisit inspections to ensure landlords fulfil their legal repair obligations 										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Spillman	75.5%	70.1%	72.6%	75.8%	72.8% (361)	FAILED	WORSE	75%	75%
<p>During Q1 of 2021/22 496 tenants have completed a telephone satisfaction survey and have given a rating for satisfaction with the overall service provided by Housing. Of these 496 tenants, 361 tenants gave a "very satisfied" or "fairly satisfied" rating which makes up the satisfaction rate of 72.8%. Of the remaining 135 tenants, 62 (12.5%) gave a neutral rating of "neither satisfied nor dissatisfied" and 73 (14.7%) tenants gave a rating of "fairly dissatisfied" or "very dissatisfied".</p> <p>13 of the 73 dissatisfied ratings were accompanied by qualitative feedback relating to refuse collection, street sweeping, Council Tax and Housing Benefit - particularly in April and May. Whilst these are not services delivered by Housing, this has had a 2.6% impact on the satisfaction rate and accounts for 17.8% of the dissatisfied ratings during the period.</p>										
Route to GREEN										
<p>Tenant satisfaction with the overall service provided by Housing in June was 75.8% and on target, appearing to recover from lower satisfaction levels in April and May. Tenant satisfaction data is routinely analysed by the Intelligence and Performance team and insight is regularly shared at both an operational and a strategic level which identifies common themes for dissatisfaction from the qualitative feedback tenants provide during the survey. This insight enables the Housing service to understand dissatisfaction and take action to address specific themes to improve satisfaction with Housing overall. This work will continue throughout this year.</p> <p>In addition, interactive, drillable tenant satisfaction performance dashboards are also available across all tenant satisfaction surveys for staff to review monthly satisfaction performance, understand the direction of travel and drill down into the qualitative feedback for each individual measure. Data analytics are also used to establish whether there is a strong statistical relationship, or correlation, between satisfaction with individual measures and overall satisfaction which enables the Housing service to identify the most effective measures to focus on in order to improve satisfaction overall through key driver mapping.</p>										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Jefferies	49%	48.38%	45.32%	42.62%	45.49%	FAILED	WORSE	70%	70%
<p>The payment rate of FPNs has been below target for some months. This is due to factors that are outside of the control of the service, including the financial and emotional impact of COVID on residents who are fined. The service has received a high level of representations and appeals over the last 12 months with requests for extended payment periods. The service continues to adopt a supportive approach agreeing payment plans on a case by case basis.</p>										
Route to GREEN										
<p>There has been an increase in cases going to prosecution for the non-payment of FPNs when payment arrangements have not been agreed. FPN payments are actively monitored, with reminders sent to those you have received fines in line with requirements. The delay in payments for the reason specified will continue to affect this indicator for the foreseeable future.</p>										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
Number of new Micro Enterprises started since 1 April 2021	Cllr Huelin	20				4	FAILED	↓	5	20
<p>This indicator is only 1 under target. COVID restrictions, such as social distancing and self-isolation rules, have slowed the process of new micro-enterprises starting. The restrictions have made it difficult to meet with individuals wanting to start a micro-enterprise to provide them with support and also some individuals have been unwilling to meet/start services due to the restrictions. In addition, in the first quarter there has been a reduction in the overall number of micro-enterprises operating in the scheme - reducing from 130 to 126, mainly due to retirement and changes in personal circumstances of the operators. The services that are no longer operating are mainly in the personal care and support at home categories.</p>										
Route to GREEN										
<p>Since lockdown restrictions have been relaxed, there has already been a sharp increase in applications to the scheme, totalling 37 so far. (The average in 2020/21 was 10 per quarter). Applications have come from a diverse range of applicants including those who:</p> <ul style="list-style-type: none"> • have been made redundant and are taking up the opportunity of self-employment • wish to have a better work/life balance by working locally • have volunteered to provide support during lockdown and wish to continue operating their own service <p>The service will continue to work with the new applicants wishing to set up a micro-enterprise and it is hoped that this will translate into an increased number of services being developed as restrictions lift to get the indicator back on track.</p>										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
No of new apprenticeships started (inc. staff undertaking apprenticeship) (exc. LA maintained schools)	Cllr Duffin	56	2	4	4	10	FAILED	BETTER	15	62
<p>Whilst currently under target, this number is a 25% increase on previous highest for Q1 of 8 apprenticeships. Apprenticeships are also coming through the Continuing Professional Development (CPD) process and are being promoted internally.</p>										
Route to GREEN										
<p>An apprenticeship recruitment event in July has generated interest from over 30 candidates for an event webinar on 29 July and interviews taking place in August. There are currently 9 apprenticeships on offer through the recruitment event. It is hoped that successful candidates will be able to start in September in order to benefit from financial incentives available.</p>										

Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Quarter 1	Quarter 1 Target Status	Direction of Travel since 2020/21	Quarter 1 Target	2021/22 Target
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£6.4m				£6.6m	FAILED	BETTER	£8m	£8m
<p>The position reflects the current projection of fees and charges in the context of the ongoing pandemic. It is expected a proportion of the expected reduction will be met from Central Government funding and there will be some cost reductions associated with specific income losses that further mitigate the overall position. This continues to be closely monitored as part of the wider budget and Medium Term Financial Strategy (MTFS) monitoring with regular reports to Cabinet.</p>										

3.5 Other key indicators

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

Demand Indicator Definition	Portfolio Holder	2020/21 Outturn	In month April	In month May	In month June	Qtr 1	Direction of Travel since 2020/21
Number of households at risk of homelessness approaching the Council for assistance	Cllr Spillman	1,826	139	133	168	440	HIGHER
No of homeless cases accepted	Cllr Spillman	211	16	11	8	35	LOWER

At Corporate Overview and Scrutiny Committee meeting in June 2021, members requested more detail on preventative services that take place, with the assumption that that is why homeless case acceptance seems low compared to approaches.

The Homelessness Reduction Act (HRA) 2017 places a duty on local authorities to prevent homelessness, or relieve homelessness where this is not possible. The number of approaches include all who have approached the council for housing assistance. A number of these cases were prevented and homelessness has been relieved.

In respect of preventative services, there are a number of actions that are taken to prevent homelessness.

We primarily use the private rented sector to source accommodation for applicants which is secured through regular contact with landlords and estate agents. Our Tenancy Sustainment Officers and Financial Inclusion Officers then work with the tenant to ensure that the relevant benefits are applied for to enable them to sustain their tenancy. In addition to this, we also utilise the services of our Community and Employment Support Officer to support applicants into training and employment.

The service also prevents homelessness by negotiating and working with landlords and excluders* to keep the applicants in the property they are approaching us from or negotiating a planned move into suitable accommodation.

The acceptances are low in comparison to approaches because the service deal with a greater number of the cases before we reach the “main duty” stage, which is the stage at which we make a formal homelessness decision as is traditionally known. This is the stage at which acceptances are recorded.

*An excluder is someone the applicant currently lives with, e.g. a parent, friend or resident landlord who has asked the applicant to leave their property.

3.6 KPIs for which data is not currently available due to COVID-19 impact

Number of delayed transfers of care (DToC) - days from hospital (attrib. to NHS, ASC & Joint)	The collection and publication of official DToC figures continue to be suspended by NHS England for at least Q1 due to COVID-19 and new Hospital Discharge Policy.
% of primary schools judged "good" or better	No inspections have taken place since the start of COVID-19 pandemic
% of secondary schools judged "good" or better	
Forecast Council Tax collected	COVID-19 impact is ongoing and is still being assessed. This is being regularly reported to members alongside separate financial reporting.
Forecast National Non-Domestic Rates (NNDR) collected	

3.7 Additional indicators reported outside of quarterly pattern being monitored as part of the 2021/22 Corporate Performance Framework

Street Cleanliness - a) Litter	Survey undertaken by Keep Britain Tidy, three times per year – next result due in September
Street Cleanliness - c) Graffiti	
% of places accessed for 3&4 year olds funded nursery place	Termly – next result due in September
% of places accessed for two year olds for early years education	Termly – next result due in September

It should also be noted that for April and May 2021, industrial action impacted the Waste Collection service significantly. Whilst some household waste collections were undertaken and completed during the period of disruption, the uncertainty around resource levels and schedules meant that it was not possible for the service to report on the percentage of collections completed as planned. It was felt it was more important to ensure that as many collections as possible were made and other mitigations put in place for residents. Since June 2021, the service has returned to a normal collection cycle with close monitoring of performance. Performance will be reported for quarter two 2021/22.

3.8 Additional annual indicators being monitored as part of the 2021/22 Corporate Performance Framework

These indicators will be reported in the End of Year (Month 12) Corporate Performance Report.

Annual indicator	2020/21 Outturn	2021/22 Target
Average gross full-time weekly wage in Thurrock	New KPI	£631.70
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	66,000	66,000
Value of business rate base	£283m	£277.5m
Total number of homes permitted through Planning	195	950
% English and maths combined KS4 GCSE grade 5+	<i>new KPI</i>	National average
% GCSE Attainment 8 score DfE	<i>new KPI</i>	
KS2 Attainment - % Achieving Expected or Better Progress in Reading	<i>new KPI</i>	
KS2 Attainment - % Achieving Expected or Better Progress in Writing	<i>new KPI</i>	

KS2 Attainment - % Achieving Expected or Better Progress in Maths	<i>new KPI</i>	
KS4 Attainment – Progress 8 score	<i>n/a</i>	
Achievement of Level 2 qualification at 19 years old	<i>n/a</i>	
Achievement of Level 3 qualification at 19 years old	<i>n/a</i>	
Children Looked After KS2 – % Achieving the National Standard in Reading, Writing & Maths	<i>n/a</i>	
Children Looked After KS4 – Progress 8 score	<i>n/a</i>	

3.9 Feedback from Corporate Overview and Scrutiny Committee in June 2021

At the meeting of the Corporate Overview and Scrutiny Committee on 8 June 2021 where the year-end 2020/21 report was considered, there were a number of questions and comments which required further consideration.

3.9.1 Provision of “actual” numbers on indicators showing percentages

Where this is available and will add useful context, the numerator related to the performance indicator will be shown in brackets underneath the relevant outturn (as at 3.4). In some cases, particularly where data is from a third party and/or actual numbers are so small that there may be data protection issues, this may not be reported.

3.9.2 Type of events and activities which took place to support and strengthen community engagement through community hubs and libraries

All such events from April 2020 to March 2021 were delivered online where there was demand/need. The 437 community engagement sessions included online job club, Microsoft PowerPoint and Excel training, under-fives story and rhyme sessions, and book promotions.

For 2021/22 a combination of online and face to face activities are planned, subject to national and local restrictions. These include rhyme times, including baby rhyme time (online with possible physical sessions later in year), class visits for literacy (online), Summer Reading Challenge (a range of related activities including online and physical), Essex Book Festival activities, social events such as friendship groups/knit and natter sessions, computer training (online and physical), job clubs and employment support, author visits/book promotions, and a variety of events linked to national promotions such as National Library Week, Get Online.

3.9.3 Number of homes permitted through Planning in 2020/21

The committee asked to what extent this indicator was impacted by COVID-19 and/or by site availability. In short, it is not possible to work out the split between COVID and site availability.

3.9.4 The hidden impact of COVID-19

The committee recognised that COVID-19 had and continues to have a profound impact on council services and the wider borough, but asked about the hidden impact of COVID-19.

Whilst restrictions have lessened, the country has only been out of lockdown since 19 July and it is by no means the end of the pandemic. The country is not “back to normal” indeed some practices will not return to pre-COVID days.

In performance terms, targeting of some measures for this year is difficult, because service delivery has changed so much. As such this will continue to be reviewed and monitored through the year.

Some enforced changes - such as smarter working practices which enable more people to work from home and services to be delivered remotely - have moved us forward much quicker than would otherwise have been the case. The incredible response and new relationships which have developed with and within communities are also a hugely positive aspect.

But undoubtedly the pandemic has been devastating in many ways and has provided significant challenges for the future.

The short, medium and long term impacts of COVID are still be assessed. Some of these are more obvious than others, and some of the hidden impacts may take longer to identify, but there is a lot of work going on within the council and with partners to ensure everything is done that is possible to recover from this awful situation.

This is also reflected in the council’s Backing Thurrock Strategy, which was agreed by Cabinet in March 2021 and in the development of the new Health and Well Being Strategy which is currently being refreshed and is being led by the Health and Well Being Board alongside partners.

4. Reasons for Recommendation

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council will focus on during 2021/22 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board will continue to consider the

corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.

5.2 Each quarter a report will continue to be presented to Corporate Overview and Scrutiny Committee, and finally reported to Cabinet.

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

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

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

7. Implications

7.1 Financial

Implications verified by: **Joanne Freeman**
Finance Manager

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

Where there are issues of underperformance, any recovery planning commissioned by the council may entail future financial implications, and will need to be considered as appropriate.

The council is still assessing the full financial impact of Covid-19 and this is being regularly reported to members.

7.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Law and Deputy Monitoring Officer

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

7.3 Diversity and Equality

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

The Corporate Performance Framework for 2021/22 contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given throughout the year within the regular monitoring reports regarding progress and actions.

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

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

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

N/A

9. Appendices to the report

- Appendix 1: Vision and Priorities – Priority Activities 2021/22

Report Author:

Sarah Welton

Strategy Manager