

<b>8 December 2021</b>		<b>ITEM: 14</b>
<b>Cabinet</b>		
<b>Quarter 2 (April to September 2021) Corporate Performance Report 2021/22</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key	
<b>Report of:</b> Councillor Jack Duffin, Cabinet Member for Central Services		
<b>Accountable Assistant Director:</b> n/a		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Engagement and Growth		
<b>This report is public</b>		

## **Executive Summary**

This is the second corporate performance monitoring report for 2021/22 covering April to September 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.

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. Moving into quarter 2, some indicators are still being directly or indirectly impacted by the coronavirus pandemic during this period although national restrictions have now significantly reduced. 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 and in some cases continues to have a lasting effect.

Despite the impact of COVID, the report shows that 71% of indicators are currently achieving target and 59% are better than the previous year which is a positive position overall half way through the year.

This report was also presented to Corporate Overview and Scrutiny Committee on 16 November 2021, feedback from which is included at 5.3.

### **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.

## 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 corporate 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 2021/22, where performance is below target, commentary will be included to show the intended improvement plan. This is included in Section 3.5 as the “Route to Green”.

## 3. 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 2 2021/22 Performance against target	
Achieved	71.43% (25)
Failed	28.57% (10)

Direction of Travel compared to 2020/21	
↑ BETTER	59.4% (19)
→ STATIC	21.9% (7)
↓ WORSE	18.7% (6)

## 3.2 Impact of Covid-19

- 3.2.1 The Quarter 2 (April to September 2021) overall outturn is 71% of indicators achieving their target which is higher than the outturn for 2020/21 of 63%. 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 September 2021, the first three months of which saw the country still in various phases of lockdown. Whilst most restrictions have now eased, it is as yet, too early for some of the indicators and services to predict how performance levels will be impacted over the full course of the year. 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 or other factors impacting on performance.
- 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 remainder of the year. 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.
- 3.2.4 Despite the impact of COVID, the report shows that 71% of indicators are currently achieving target and 59% are better than the previous year which is a positive position overall half way through the year.

### 3.3 On target performance

71% of available corporate KPIs achieved their targets. (Brackets show actuals where appropriate).

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Tenant satisfaction with Transforming Homes	Cllr Spillman	86.5%	90.3% (56)				90.3% (56)	ACHIEVED	↑	85%	85%
Number of new Micro Enterprises started since 1 April 2021	Cllr Huelin	20	4				16	ACHIEVED	↑	10	20
% of volunteer placements filled within council	Cllr Huelin	96%	90% (135)				93% (181)	ACHIEVED	↑	92%	96%
Number of events and activities (provided from hubs/libraries) that support engagement in a range of cultural, social and learning opportunities to support well-being and strengthen community connections	Cllr Huelin	437	99				290	ACHIEVED	↑	180	360
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr Mayes	90%	100%				95%	ACHIEVED	↑	70%	70%
% of young people who reoffend after a previously recorded offence	Cllr Johnson	17.0%	17% (Q4)				3% (Q1)	ACHIEVED	↑	20%	20%
% occupancy of council-owned business centres	Cllr Coxshall	71%	75%				75%	ACHIEVED	↑	75%	80%
Value (£) of council owned property disposals	Cllr Hebb	£460k	£537k				£2.797m	ACHIEVED	↑	£1m	£3m
% of refuse bins emptied on correct day	Cllr Jefferies	97.31%	99.87%	99.95%	99.97%	99.95%	99.96%	ACHIEVED	↑	98.5%	98.5%
% of potholes repaired within policy and agreed timeframe	Cllr Maney	98%	99% (1,472)	100% (520)	100% (258)	100% (141)	100% (2,391)	ACHIEVED	↑	98%	98%
% of Major planning applications processed in 13 weeks	Cllr Maney	97%	100% (9)	100% (1)	100% (2)	100% (4)	100% (16)	ACHIEVED	↑	90%	90%
No of new apprenticeships started (incl. staff/ excluding maintained schools)	Cllr Duffin	56	10	5	11	7	33	ACHIEVED	↑	30	62
Street Cleanliness - a) Litter - % of areas surveyed with unacceptable levels of litter	Cllr Jefferies	4.61%	Tranche 1 6.17%					ACHIEVED	↑	9%	9%

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
% Rent collected	Cllr Spillman	98.3%	89.5%	89.7%	91.7%	93.1%	93.1%	ACHIEVED	➔	93%	98%
Overall spend to budget on General Fund (% variance against forecast)	Cllr Hebb	0%	0%				0%	ACHIEVED	➔	0%	0%
Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie with dependent child(ren) or are pregnant)	Cllr Spillman	0	0	0	0	0	0	ACHIEVED	➔	0	0
Forecast Council Tax collected	Cllr Hebb	97.96%	98.0%	98.0%	98.0%	98.0%	98.0%	ACHIEVED	➔	98.0%	98.0%
Forecast National Non-Domestic Rates (NDR) collected	Cllr Hebb	96.8%	96.8%	96.8%	96.8%	96.8%	96.8%	ACHIEVED	➔	96.8%	96.8%
% of Minor planning applications processed in 8 weeks	Cllr Maney	100%	100% (43)	100% (15)	100% (18)	100% (15)	100% (91)	ACHIEVED	➔	90%	90%
Overall spend to budget on Housing Revenue Account (HRA) (£K variance)	Cllr Spillman	£0	£0	£0	£0	£0	£0	ACHIEVED	➔	£0	£0
No of placements available within council for volunteers	Cllr Huelin	224	150				194	ACHIEVED	⬇	165	190
Permanent admissions of older people (65+) to residential and nursing care homes per 100,000 population	Cllr Huelin	618.3 per 100,000	178.4 (43)	257.3 (62)	311.2 (75)	336.1 (81)	336.1 (81)	ACHIEVED	⬇	373.5 (90)	738.7 (178)
% of repairs completed within target	Cllr Spillman	98.3%	97.2% (7,967)	93.4% (2,735)	92.0% (2,558)	95.2% (2,754)	95.3% (16,014)	ACHIEVED	⬇	95%	95%
% of GP practices who have received 1 visit to discuss COVID recovery in relation to GPs Quality of Outcome Framework (QOF)	Cllr Mayes	<i>new KPI</i>	26% (7)				59% (16)	ACHIEVED	n/a	50%	100%
% of GP practices who have received a second visit to review outcomes of first and discuss the cancer quality improvement work	Cllr Mayes	<i>New KPI</i>	This measure, which is a follow up from the indicator above, will be available at year end.								

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
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	<i>new KPI</i>	378				375	ACHIEVED	n/a	426	426

### 3.4 Off target indicators

At the end of quarter 2, ten of the available indicators failed to meet their target.

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Huelin	86.40%	91.9%				84.0%	FAILED	↓	86.3%	86.3%
<p>Performance is 2.3% under target. Although under-performing, Thurrock is still performing 4.9% above the latest national average (79.1% 2020/21) and 2.7% above the regional average (81.3% 2020/21). Please note that for the purposes of the national indicator only Quarter 4 (as a snapshot) is taken as the final year-end position for 2021/22. Out of 81 discharges from hospital to reablement in the period, 68 were at home on the 91st day. Of the 13 not at home, 8 had passed away and 5 were in hospital. Whilst reablement aims to improve independence to keep individuals at home for longer, some individuals have health conditions that might mean that full independence is not possible. Individuals can also have a loss of independence after reablement has taken place due to new conditions or changes in circumstances. Therefore even though some individuals may not be at home on the 91st day, this is not necessarily a reflection of the effectiveness of the service.</p>											
<b>Route to GREEN</b>											
Continue to monitor the performance of the reablement services to ensure people are re-abled as much as possible, thus increasing the potential for individuals to remain at home.											

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Proportion of people using social care who receive direct payments	Cllr Huelin	34.4%	33.1%	30.9%	30.9%	31.5%	31.5%	FAILED	↓	33%	33%
<p>This indicator is 1.5% under target. Although under-performing against target, Thurrock is still performing 4.9% above the latest national average (26.6% 2020/21) and 6.4% above the latest regional average (25.1% 2020/21). Out of 1,405 long term community services in place at month end, 443 were direct payments.</p> <p>In order to support hospitals during COVID, new national measures were put in place to provide up to 6 weeks free care (4 weeks from July) to anyone being discharged from hospital, funded under the national Covid Hospital Discharge Policy. As such, individuals leaving hospital were placed in free commissioned services (such as home care). As a consequence, for those individuals who require ongoing care beyond the free period, most are staying with the home care provider they are already receiving support from, rather than moving to a direct payment where they would be required to make their own care arrangements.</p> <p>In addition, the pandemic resulted in fewer personal assistants and other independent services being available, causing difficulties in individuals sourcing their own care, resulting in more individuals moving to council commissioned services.</p> <p>Following the ending of the Section 75 agreement with Essex Partnership University Trust (EPUT), all of the cases being transferred back into the local authority are being reviewed and some cases have been identified where the direct payments are no longer current. This has resulted in a reduction in the overall number of people receiving direct payments.</p>											
<b>Route to GREEN</b>											
<p>Analysis was undertaken of the reduction in direct payments during the Covid period to understand the reasons (as described above).</p> <p>The council continues to ensure that everyone eligible for a direct payment is offered the choice during the assessment and support planning process. Managers are authorising the commissioning of new services to ensure the option of direct payments have been explored with individuals before a commissioned service is authorised. There will be a promotional campaign from January 2022 to improve take up of direct payments after the pressures and continued issues resulting from the pandemic have eased.</p>											

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Spillman	75.5%	72.8% (361)	72.9% (121)	74.0% (114)	76.8% (126)	73.6% (722)	FAILED	↓	75%	75%
<p>During 2021/22 between April and September 980 tenants have completed a telephone satisfaction survey and have given a rating for satisfaction with the overall service provided by Housing. Of these 980 tenants, 722 tenants gave a "very satisfied" or "fairly satisfied" rating which makes up the satisfaction rate of 73.7%. Of the remaining 259 tenants, 111 (11.3%) gave a neutral rating of "neither satisfied nor dissatisfied" which means that 147 (15%) tenants gave a dissatisfied rating of "fairly dissatisfied" or "very dissatisfied".</p> <p>A number of 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 negative impact of 1.5% on the satisfaction rate over the year to date.</p> <p>Satisfaction with repairs as a perception measure correlates strongly with overall satisfaction with Housing through key driver mapping which has been undertaken. During July and August, repairs performance was under target which had a negative effect on both repairs perception satisfaction and overall satisfaction with Housing. Repairs performance has recovered in September and is now on target and satisfaction with repairs perception has risen as a result alongside overall satisfaction with Housing which was on target in September.</p>											
<b>Route to GREEN</b>											
<p>Tenant satisfaction with the overall service provided by Housing in September was 76.8% and on target, recovering from lower satisfaction levels in July and August. Tenant satisfaction data is routinely analysed 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 and take action to address specific themes to improve satisfaction with Housing overall.</p> <p>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 and areas of the service to focus on in order to improve satisfaction overall through key driver mapping.</p>											



Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Average time to turnaround/re-let voids (in days)	Cllr Spillman	47.5 days	30.2 days	35.3 days	29.5 days	34.4 days	31.5 days	FAILED	↑	28 days	28 days
<p>Performance against this indicator is made up of both general needs and sheltered housing voids. General needs voids account for 74% of the overall voids over the year to date and the average re-let time for this void type at the end of quarter two is 27.9 days and on target.</p> <p>Sheltered housing voids account for 26% of the overall voids and the average re-let time for this void type at the end of quarter two is 41.7 days and over the target of 28 days. However there is a clear disparity in performance between sheltered housing voids with an entrance door on the ground floor and those with an entrance door on the first floor or higher (which are harder to let) – with average relet times at end of quarter 2 being 26.9 days and 57.8 days respectively. Sheltered housing voids with an entrance door on the first floor or higher is the clear driver of void re-let time underperformance.</p>											
<b>Route to GREEN</b>											
<p>In order to address the issue with difficulties letting sheltered voids with entrance doors above the ground floor, the service will be engaging with neighbouring local authorities to determine whether this is a problem for other local authorities and to identify any best practice. The service is also undertaking a review of the lettings criteria and exploring the possibility of amending the criteria for these particular properties to make them available to a larger pool of potential bidders.</p>											

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Number of health hazards removed as a direct result of private sector housing team intervention	Cllr Spillman	746	212	33	39	171	455	FAILED	↑	504	1,000

Whilst this has increased significantly in September, over the course of the year to date private landlords have been reporting challenges in carrying out property improvement works following the lifting of COVID restrictions nationally.

Some landlords have requested more time to remove hazards and carry out remedial works due to financial or operational difficulties caused by the pandemic in completing works. This includes building material shortages impacting on timescales to remove hazards, material prices causing financial difficulties for some landlords and a shortage of contractors to carry out works. This is assessed and considered on a case by case basis and the latest government advice for local authorities to enforce standards in rented properties. The Department for Levelling Up, Housing and Communities continue to recommend a pragmatic approach to support landlords and tenants.

Routine Part 1 property inspections were not carried out during the national lockdowns for Category 1 and 2 hazards. Essential inspections were only carried out where there is an imminent risk to a tenant's health due to a serious hazard. Following government advice, routine inspections commenced in May 2021, subject to tenants not self-isolating or refusing to allow access.

#### Route to **GREEN**

A total of 171 Housing Health and Safety Rating System (HHSRS) hazards were removed in September which has brought the year to date outturn within 45 of the quarter two profiled target of 500 and represents significant progress towards the year-end target of 1,000 HHSRS hazards removed. The private sector housing team are working closely with landlords and tenants to ensure standards in rented properties are maintained.

The private housing team is taking formal action when they find the most serious 'category 1' hazards and made aware that a tenant is vulnerable. This includes works in default when a landlord refuses or fails to carry out repairs.

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1	In month July	In month Aug	In month Sept	Quarter-2	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
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 (28 calendar days) NB definition amended 2021/22	Cllr Johnson	57%	85.2% (23)				61.2% (30)	FAILED	n/a – new definition	80%	80%
<p>The primary reason this has not reached target in Quarter 2 is because of the number of cases where consent has not been agreed by either the young people or the families for the request to be made to our health colleagues (this is due within 5 working days). Where this is the case a court order is required. Any delay to the request being made in timescale negatively impacts the ability to meet the assessment completion within 20 days. For example in Quarter 2, 17 Initial Health Assessment (IHA) requests were made, 9 were made within 5 working days, of the 8 out of time 5 of those were because parental consent was not provided.</p>											
<b>Route to GREEN</b>											
<p>The service is ensuring that the paperwork (where there is consent) is sent within 5 days to health colleagues. The initial appointments for children within Thurrock are usually within the 20 days. There are capacity issues for all health authorities in England for IHAs. Delays are addressed through the weekly IHA meeting and escalated where necessary. There is regular consultation with the Clinical Commissioning Group (CCG) and reviews of the data. This is ongoing. There is a renewed focus on the IHA and seeking consent from parents, agreeing with foster carers that they cannot re-arrange appointments and for social workers to attend with the carers.</p>											

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Payment rate of Fixed Penalty Notices (FPNs)	Cllr Gledhill	49%	45.49%	48.64%	52.84%	46.34%	49.31%	FAILED	↑	70%	70%

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.

**Route to GREEN**

The service have been offering extended periods to pay fines to increase payment compliance as residents emerge from the pandemic and the assisted supported benefits offered by the Government. The service are increasing revisits to offending residents which is assisting in payment compliance, alongside checks to confirm offender's details at point of issuing fixed penalty notices.

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Street Cleanliness - c) Graffiti % of areas surveyed with unacceptable levels of graffiti	Cllr Jefferies	3.67%	Tranche 1 3.33%					FAILED	↑	3%	3%

Whilst the target was missed this was an improvement over Tranche 3 from last year and the second best score that the council has ever achieved. The team continues to carry out small clearances on street furniture with all operatives carrying out cleansing duties having a small graffiti removal kit. The service also carry out large graffiti clearances when needed.

**Route to GREEN**

In addition to ongoing vigilance and cleaning of graffiti by the street cleansing teams, Environmental Enforcement Officers are continuing with an ongoing operation [Abercrombie] and recording graffiti offences. This has seen a reduction in offending and the arrest and prosecution of one offender.

Indicator Definition	Portfolio Holder	2020/21 Outturn	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£6.4m	£6.6m	£6.6m	£7.1m	£7.1m	£7.1m	FAILED	↑	£8m	£8m
The position reflects the current projection of fees and charges in the context of the ongoing pandemic.											
<b>Route to GREEN</b>											
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.											

Indicator Definition	Portfolio Holder	2020/21 Outturn	Summer Term 2020/21 (Latest data)				Quarter 2 Target Status	Direction of Travel since 2020/21	Quarter 2 Target	2021/22 Target
% of places accessed for two year olds for early years education (2YE) in the borough	Cllr Johnson	70%	71.68% (562)				FAILED	↑	73%	73%
There has been a marked improvement in take up for the summer term in comparison to this time last year. Parents have more confidence in allowing their children to access two year old entitlement to early education (2YE) funding. And the service has received positive feedback from the Department for Education (DfE) regarding the level of take up.										
During the summer term changes were introduced by the DfE in relation to data protection rules which could impact take up of the 2YE going forward. The process for checking parental eligibility is now more explicit and complicated which has had implications for the direct approach that Thurrock (and many other authorities) have previously developed. This may reduce the take-up. Monitoring of take-up and targeted communications are also more difficult due to the new requirement to delete the Department for Work and Pensions (DWP) list of eligible families within 8 weeks of receipt.										
<b>Route to GREEN</b>										
The service continues to monitor closely and is reviewing how the new changes to the system brought in by the DfE impact take up in the short to medium term to determine what mitigations can be made.										

### 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	Quarter 1 Year to Date (YTD)	In month July	In month Aug	In month Sept	Quarter 2 Year to Date (YTD)	Direction of Travel since 2020/21
Number of households at risk of homelessness approaching the Council for assistance	Cllr Spillman	1,826	440	144	155	170	909	HIGHER
No of homeless cases accepted	Cllr Spillman	211	35	21	14	31	101	LOWER

At the meeting of the Corporate Overview and Scrutiny Committee in September 2021, the committee sought further clarification that the families not accepted as being at risk of homelessness had been helped in other ways.

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.

The acceptances are low in comparison to approaches because the service deal with a greater number of cases by preventing and relieving homelessness before they reach the "main duty" stage, which is the stage at which acceptances are recorded.

The council primarily uses the private rented sector to source accommodation for applicants which is secured through regular contact with landlords and estate agents. 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, the council also utilises the services of the 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 (someone the applicant currently lives with who has asked the applicant to leave their property) to keep the applicants in the property they are approaching us from or negotiating a planned move into suitable accommodation.

### 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 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	

### 3.7 Feedback from Corporate Overview and Scrutiny Committee in September 2021

At the meeting of the Corporate Overview and Scrutiny Committee in September 2021 where the Quarter 1 2021/22 Corporate Performance report was considered, there were a number of questions and comments which required further consideration.

#### 3.7.1 Total number of homes permitted through Planning

The committee asked for clarity regarding the target for the number of homes permitted through planning indicator, which totalled 195 in 2020/21 and queried if this year's target of 950 homes permitted through planning was achievable.

The 950 target is based on the target set to meet the housing delivery test - an annual measurement of housing delivery in the area of relevant plan-making authorities. The 950 target was set at the same as last year which although impacted by COVID, is still in line with the longer term national expectation. It is not yet clear for how long COVID will impact the house building market. As with many other indicators affected by COVID, the decision was taken to keep this target to more clearly analyse the disruption caused by the pandemic, where this has had a contributory impact.

#### 3.7.2 Average gross full-time weekly wage in Thurrock

The committee asked for clarification as to whether the indicator related to the wage for Thurrock residents or for Thurrock jobs.

There are two main national indicators which measure average earnings in an area. One measures the average earnings by place of residence, and one by place of work. The indicator being monitored here is by place of residence – ie for people who live in Thurrock. The target for this year is £631.70 which is for the value to not decrease from the latest published data by the Office of National Statistics at time of target setting.

#### **4. Reasons for Recommendation**

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council is focussing on during 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.
- 5.3 This report was presented to Corporate Overview and Scrutiny Committee on 16 November 2021. Members of the committee asked questions relating to:
- Older people still at home 91 days after discharge from hospital into reablement/rehabilitation
  - Average time to turnaround/re-let voids
  - Children who have had Initial Health Assessment within 20 working days
  - Payment rate of fixed penalty notices (FPNs)

Where answers could not be provided in full at the meeting and required more information, these will be provided to members of the committee outside of the meeting.

#### **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: **Gina Clarke**

### **Corporate Governance Lawyer and Deputy Monitoring Officer**

There are no direct legal implications arising from the recommendation of this report. However under s3(1) of the Local Government Act 1999, local authorities have general duty to obtain Best Value by making arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In relation to this general duty, the focus is not simply to achieve best value, but also to strive for continuous improvement. The best value duty also extends to obtaining best value to all aspects of local authorities operation.

Effective KPIs are useful in ensuring and monitoring the level of service delivery of the Council's services and activities. 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 Inequalities, Sustainability, Crime and Disorder, and Impact on Looked After Children

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**

N/A

**Report Author**

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