

18 March 2025		ITEM: 8
Corporate Overview & Scrutiny Committee		
Corporate Plan Performance Management and Assurance Report, Quarter 3, 2024/25		
Wards and communities affected: All	Key Decision: Non-key decision	
Report of: Sarah Brown, Head of Strategy, Policy & Performance Cllr Lynn Worrall, Deputy Leader		
Accountable Assistant Director: Patrick McDermott, Strategy, Policy, Performance & Partnerships		
Accountable Director: Alex Powell, Assistance Chief Executive		
This report is public		
Version: committee		

1. Executive Summary

Members of Corporate Overview & Scrutiny Committee are asked to review the attached report to Cabinet and make comments and recommendations for Cabinet to consider.

The report sets out the second Corporate Performance Report which monitors the council's performance against the new Corporate Plan. This report is an important step in rebuilding trust with our residents; it demonstrates our commitment to being transparent about our performance and accountable for delivering good value services.

Committee are also asked to note responses to comments from the January Corporate O&S Committee.

2. Commissioner Comment:

The Corporate plan performance management and assurance report provides a clear and transparent overview of performance. This represents a good step forward for Thurrock's improvement journey, both enabling appropriate scrutiny and oversight, and ensuring focus on key areas to ensure the strategic plan is delivered against. We are pleased to see the work to further improve the robustness of the data being reported. It is important that there is ongoing work to understand how the council is performing against comparator benchmarks.

Version Control (delete as appropriate)

Version 1 - First draft ready for DMT, SLT and Commissioner input; **Version 2** - Second Draft ready for Portfolio Holder, Leader and other Member Input; **Version 3** - Third draft for any further comments; **Version Committee** – Draft ready for submission to public committee; **Version Cabinet** – Final version ready for Cabinet/Executive decision

Commissioners wish to see clear plans to address those indicators falling into red, so that action can be targeted, and progress monitored.

3. Recommendation(s)

Corporate O&S are asked to review the attached reports and make comments and recommendations for Cabinet to consider.

The recommendations to Cabinet are that they:

- Note the quarterly performance update report and progress made up to the end of the third quarter of 2024/25 in delivering the Year 1 priority milestones and metrics of the Corporate Plan.
- Consider recommending any areas of concern within the remits of the Place and People Overview and Scrutiny Committees to the chairs of those respective committees.

4. Introduction and Background

In November 2024, Cabinet agreed to adopt the new Performance Management and Assurance Framework. The Quarter 3 Corporate Performance report has been developed in line with the policy's principles, and reports performance against the Corporate Plan priorities of, Enabling Council, People and Place. It is a crucial step in rebuilding trust with residents through a transparent approach and instilling increased accountability for the actions the council takes.

Together these milestones and metrics provide the primary monitoring and reporting mechanism to show progress against the council's new corporate priorities, objectives and intended outcomes.

To support members and residents to better understand and scrutinise the council's performance, a definitions section has been added to the end of Appendix 1.

Appendix 1 reports quarter three activity (April to December 2024), and includes:

- Performance against key milestone activity, with commentary about how the activity is progressing towards the aims and objectives of the Corporate Plan priorities.
- Performance against a suite of metrics which are aligned to the priorities in the Corporate Plan, with performance indicated against a target, direction of travel or benchmark. Additional commentary is provided where a metric is deemed to be underperforming.

5. Comments following January 2025 Corporate Overview & Scrutiny Committee

A primary objective of the quarterly corporate performance report is to demonstrate the council's progress against its Corporate Plan and to allow an assessment of the overall strategic direction of the council. It was therefore considered that Corporate O&S were the most appropriate forum to consider this report. However, given the broad subjects covered by the reports it may be appropriate for Corporate O&S to refer matters for more detailed scrutiny to specific Committees.

Version Control (delete as appropriate)

Version 1 - First draft ready for DMT, SLT and Commissioner input; **Version 2** - Second Draft ready for Portfolio Holder, Leader and other Member Input; **Version 3** - Third draft for any further comments; **Version Committee** – Draft ready for submission to public committee; **Version Cabinet** – Final version ready for Cabinet/Executive decision

Over the course of reporting the last two quarters we have been working with services to think about the appropriateness of the target or tolerance set. This has generated conversations about how to stretch performance in the right areas, how to highlight demand pressures, and how best to use resource when performance exceeds comparators. These conversations will inform development of new metrics and targets for 2025/26 reporting.

Following the January 2025 Corporate O&S Committee, a briefing paper was presented to Place O&S on how the recycling corporate metric was deprived and how the associated strategy for this area of work will see the target increase in line with the governments national target of 50% by 2031.

Work is ongoing to ensure the 2025/26 reports are more outcomes focused and better describe the impact we are making. This will see greater convergence of the corporate performance and the improvement and recovery reports. We are further planning to produce an Annual Report which will provide an opportunity for a more narrative based assessment of our performance. The Annual Report's assessment of performance will help to bridge the gap between the activity we measure and the longer-term holistic outcomes we achieve.

6. Consultation

The development of quarterly report is produced in consultation with officer service area leads and their Departmental Management Teams. The reports are further reviewed by Commissioners, SLT, Cabinet Members, and Corporate Overview & Scrutiny Committee.

The Insight and Performance Board, made up of officer leads, was established in January 2025, and provides further oversight of the process as well as peer officer scrutiny opportunities.

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

Please see the Cabinet paper for implications regarding corporate policies, priorities, performance, community impact, finance, risk, legal and equality diversity and inclusion.

Version Control (delete as appropriate)

Version 1 - First draft ready for DMT, SLT and Commissioner input; **Version 2** - Second Draft ready for Portfolio Holder, Leader and other Member Input; **Version 3** - Third draft for any further comments; **Version Committee** – Draft ready for submission to public committee; **Version Cabinet** – Final version ready for Cabinet/Executive decision