



# **Appendix 1**

## **Corporate Plan Year 1 Performance Management and Assurance Report**

### **Quarter 3 (April 2024 to December 2024)**


#### **Purpose:**

The Quarterly Corporate Performance report provides a holistic suite of data to enable Thurrock Council's Cabinet and Senior Leadership Team to manage council performance and monitor its direction of travel towards delivery of its Corporate Plan Priorities.

#### **Contents:**

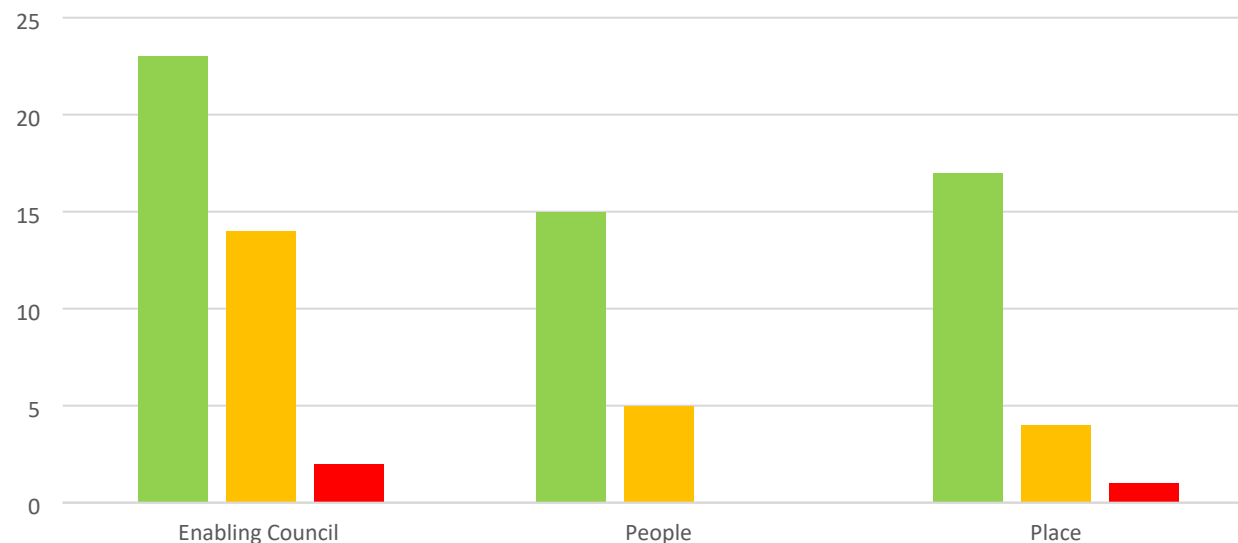
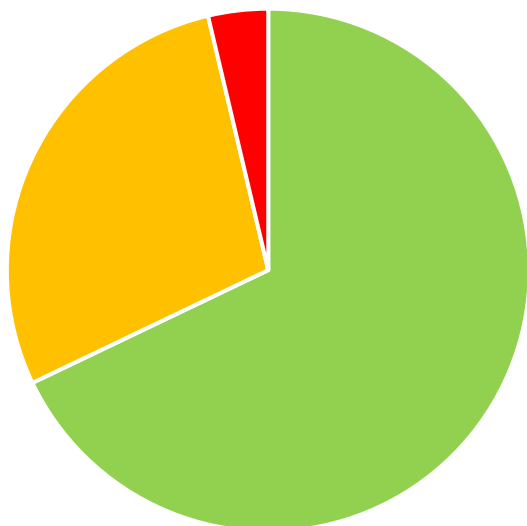
1. Corporate Plan 2024/25 Milestones Quarter 3 progress summary by RAG status
2. Corporate Plan 2024/25 Metrics Quarter 3 performance summary by RAG status and Direction of Travel

#### **Progress and Performance by Corporate Plan Priority**

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  5. Place
  - 6. Definitions of metrics by Priority, Portfolio and Directorate**
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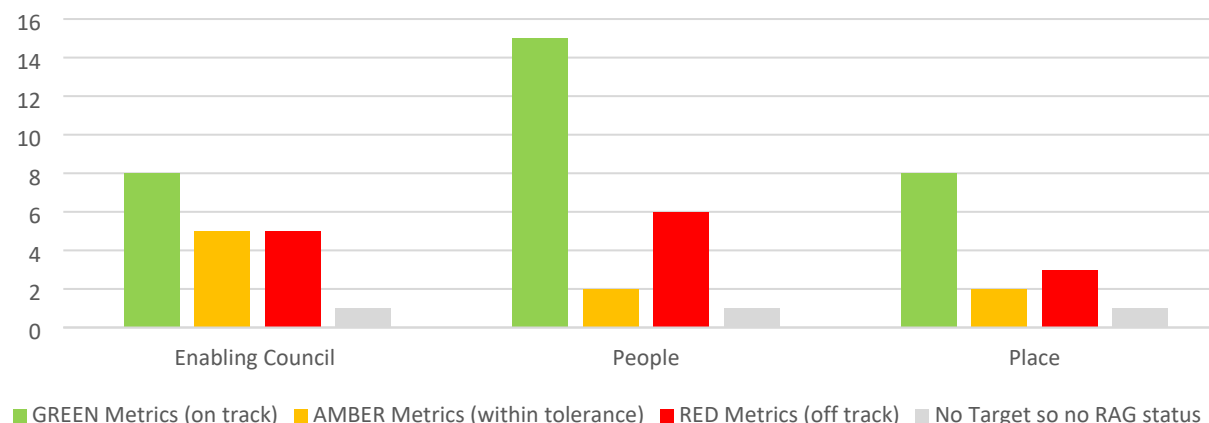
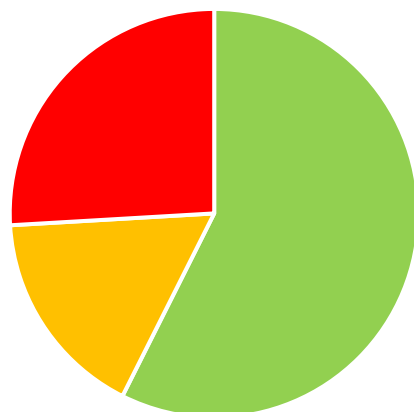
## 1. Corporate Plan 2024/25 Milestones Quarter 3 progress summary by RAG status



| Milestone Progress                  | Enabling Council | People   | Place    | Total    |
|-------------------------------------|------------------|----------|----------|----------|
| GREEN Milestones (on track)         | 23 (59%)         | 15 (75%) | 17 (77%) | 55 (68%) |
| AMBER Milestones (within tolerance) | 14 (36%)         | 5 (25%)  | 4 (18%)  | 23 (28%) |
| RED Milestones (off track)          | 2 (5%)           | 0        | 1 (5%)   | 3 (4%)   |
| Total number of milestones          | 39               | 20       | 22       | 81       |



## 2. Corporate Plan 2024/25 Metrics Quarter 3 progress summary by RAG status and direction of travel



| Metrics Progress                            | Enabling Council    | People   | Place   | Total               |
|---|---------------------|----------|---------|---------------------|
| GREEN Metrics (on track)                    | 8 (44%)             | 15 (65%) | 8 (62%) | 31 (57%)            |
| AMBER Metrics (within tolerance)            | 5 (28%)             | 2 (9%)   | 2 (15%) | 9 (17%)             |
| RED Metrics (off track)                     | 5 (28%)             | 6 (26%)  | 3 (23%) | 14 (26%)            |
| No RAG status                               | 1                   | 1        | 1       | 3                   |
| Positive Direction of Travel Metrics BETTER | 3                   | 4        | 5       | 12                  |
| Static Direction of Travel Metrics STATIC   | 0                   | 2        | 1       | 3                   |
| Negative Direction of Travel Metrics WORSE  | 6                   | 11       | 3       | 20                  |
| HIGHER Direction of Travel (DEMAND)         | 0                   | 2        | 1       | 4                   |
| LOWER Direction of Travel (DEMAND)          | 0                   | 3        | 1       | 4                   |
| Not due                                     | 3                   | 6        | 9       | 18                  |
| Total number of metrics due this quarter    | 19 (+1 outstanding) | 24       | 14      | 57 (+1 outstanding) |



## Progress and Performance by Corporate Plan Priority

### 3. An Enabling Council - Building strong and impactful partnerships to maximise the benefits for residents and our borough

|   |
|---|
| <b>1A. Improve clarity of information on services and support enabling residents to access what they need in an appropriate and timely format</b>   |
| I. Deliver the IT and digital change project to consolidate systems, support alignment between systems and deliver the technology on which to build the customer contact system. Implement a robust Customer Relationship Management (CRM) system.  |
| II. Implement a new corporate customer service system enabling residents and other partners to self-serve for simple enquiries, freeing resource for more complex issues. Develop robust intelligence and analytics to build insight into resident needs to continue to evolve and improve. |

| Milestone   | RAG rating | Cabinet Lead | SLT Lead    |
|---|------------|--------------|-------------|
| <b>New CRM system procured (March 2025)</b><br>Narrative: The discovery phase is fully complete with all technical specification and procurement documentation finalised. Additional requirements have been identified in the licencing and enforcement teams and a decision will need to be made if the scope of procurement should be extended. | GREEN      | Cllr Worrall | Dan Fenwick |
| <b>Voice AI (Artificial Intelligence) procured and implemented (December 2024)</b><br>Narrative: Developed, built and testing progressing as planned. Go live for the first two processes (Council tax and exemptions) are scheduled to go live on 31 Jan 2025, slight beyond original timeline.  | AMBER      | Cllr Worrall | Dan Fenwick |

| Metric  | Previous Year Outturn      | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3)        | Target | RAG rating | Direction of Travel (against last yr) | Benchmark | Cabinet Lead | SLT Lead    |
|---|----------------------------|-----------------------|-----------------------|----------------------------|--------|------------|---------------------------------------|-----------|--------------|-------------|
| % timeliness of response to all complaints (within 10 working days)   | 87.0%                      |                       | 91% In Qtr            | 89% in Qtr (90% YTD)       | 90%    | GREEN      | BETTER                                | N/A       | Cllr Worrall | Dan Fenwick |
| % of all complaints upheld (based on closed complaints)   | 43%                        |                       | 45% in Qtr            | 36% in Qtr (39% YTD)       | 38%    | AMBER      | BETTER                                | N/A       | Cllr Worrall | Dan Fenwick |
| % of complaints taken to Stage 2  | <i>new KPI for 2024/25</i> |                       | 8%                    | 13% in Qtr (10% YTD)       | 15%    | GREEN      | N/A                                   | N/A       | Cllr Worrall | Dan Fenwick |
| No of Local Govt/Social Care Ombudsman and Housing Ombudsman complaints                                     | <i>new KPI for 2024/25</i> |                       | 27                    | 9 (36 YTD)                 | 80     | GREEN      | N/A                                   | N/A       | Cllr Worrall | Dan Fenwick |
| No of Ombudsman decisions with findings of fault (targeted as a % of all decisions received in that period) | <i>new KPI for 2024/25</i> |                       | 10 out of 27 (37%)    | 2 out of 3 (66%) (40% YTD) | 50%    | GREEN      | N/A                                   | N/A       | Cllr Worrall | Dan Fenwick |



| Metric  | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2)     | Latest Quarter (Q3)       | Target                   | RAG rating | Direction of Travel (against last yr) | Benchmark              | Cabinet Lead | SLT Lead    |
|---|-----------------------|-----------------------|---------------------------|---------------------------|--------------------------|------------|---------------------------------------|------------------------|--------------|-------------|
| % Member Enquiries responded to within 10 working days                                  | 94%                   |                       | 95%                       | 92% (93% YTD)             | 90%                      | GREEN      | WORSE                                 | N/A                    | Cllr Worrall | Dan Fenwick |
| % Freedom of Information (FOI) requests responded to within timeframe (20 working days) | 98%                   | 97%                   | 94%                       | 93%                       | 96%                      | AMBER      | WORSE                                 | ICO expectation is 90% | Cllr Worrall | Dan Fenwick |
| Customer Satisfaction with Contact Centre telephony response                            | 99.4%                 | 98.8%                 | 98.4% In Qtr (98.58% YTD) | 98.6% in Qtr (98.58% YTD) | 85%                      | GREEN      | WORSE                                 | N/A                    | Cllr Worrall | Dan Fenwick |
| Average response time for answering calls by the Contact Centre                         | 00:38 (mm:ss)         | 03:25 (mm:ss)         | 02:36 (03:01 YTD) (mm:ss) | 01:00 (02:25 YTD) (mm:ss) | less than 4 mins (04:00) | GREEN      | WORSE*                                | N/A                    | Cllr Worrall | Dan Fenwick |

\*NB. The team reduced headcount and took on addition work and responsibilities during the last year accounting for the anticipated increased average response time and corresponding target compared to last year.

**1B. Articulate clearly the ambition for Thurrock, focusing on the place and people priorities and the services provided and commissioned by the council**

- I. Improve communications internally within the council, and externally with residents, partners, with government and other professional bodies to continue to rebuild trust and to cultivate an openness to input leading to stronger more resilient partnerships, rebuilding reputation and influence.
- II. Improve promotion of Thurrock as an investment location, to inspire business leaders to engage as an active stakeholder, to build private sector confidence and lever their investment potential and to continue to inspire residents of the opportunities they can access to support their career aspirations.

| Milestone  | RAG rating | Cabinet Lead | SLT Lead    |
|--|------------|--------------|-------------|
| <b>Draft, agree and deliver a comprehensive communications and engagement strategy for 2024/25 (December 2024)</b><br>Narrative: The strategy was approved by Cabinet in November. Much of the work set out in the strategy is already well underway, and a programme of training for staff across the council will be delivered in 2025, helping to improve business as usual communications as articulated in the strategy.  | GREEN      | Cllr Worrall | Alex Powell |
| <b>Deliver a Fresh Start for Thurrock comms campaign to engage and motivate staff to work as one council to deliver the corporate plan (September 2024)</b><br>Narrative: The campaign was launched in September and has been well-received.   | GREEN      | Cllr Worrall | Alex Powell |
| <b>Agree a corporate and place narrative, and develop communication products to promote our borough, including a film (December 2024)</b><br>Narrative: The communications and engagement strategy, agreed by Cabinet in November 2024, outlines our current corporate narrative which will be further honed and updated when the strategy is reviewed for 2025/26. The filming project is nearly complete but final edits were paused in light of the government's white paper on devolution and local government reorganisation. Once we | AMBER      | Cllr Worrall | Alex Powell |



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| know whether we are moving forward as part of the priority programme, we will make some changes to the narrative to future proof the product as much as possible. |  |  |  |
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| <b>1C. Implement a council-wide approach to engagement and partnership working, ensure co-creation of services</b> |   |  |  |
| I.   | Aligned to the locality priority in Place, mobilise the internal structures and ways of working that enable a consistent and effective approach, and implement supporting information and governance arrangements. ( <a href="#">Links to People Priority, Objective 1E</a> ) |  |  |
| II.  | Implement approaches and mechanisms, linked to Your Place Your Voice, for increasing the participation and engagement of the public, businesses and stakeholders in service design and local priorities.  |  |  |
| III.   | Develop strengthened partnerships between officers, elected members and ward councillors to build momentum and confidence in the changed approach of the council. ( <a href="#">Links to Enabling Council Priority, Objective 1E</a> )  |  |  |

| Milestone   | RAG rating | Cabinet Lead     | SLT Lead    |
|---|------------|------------------|-------------|
| <b>Consolidate equalities, local area coordination, hubs, libraries and events resources centrally (September 2024)</b><br>Narrative: The transfer of staff was completed in September 2024, and work is ongoing to ensure we have a one council approach to events and local working. We are also working with the ADs of HR/OD and Strategy, Policy and Performance to understand what equalities capacity we need within the council as there is currently no dedicated resource for this important area of work.  | GREEN      | Cllr Morris-Cook | Alex Powell |
| <b>Collaborate project - complete and review results from pilot ready for roll out in 2025/26 (December 2024)</b><br>Narrative: Work on our Communities in Action pilot in Chadwell St Mary continued in earnest through the autumn and winter, offering residents many different opportunities to get involved in our consultation and engagement. The pilot will result in a plan for Chadwell, co-designed with residents, and a Cabinet paper setting out our learning to inform future work across the borough to engage residents in the issues that matter most to them, and to ensure they can influence local decision-making. | AMBER      | Cllr Morris-Cook | Alex Powell |
| <b>Residents Survey commissioned to measure satisfaction with ability to influence services (Commission Autumn 2024, results early 2025)</b><br>Narrative: This work is now progressing with a specification written, and the procurement process in train. The slight delay to our previous timetable means the exercise to gather useful and timely information about residents' understanding and views of devolution and LGR can be used if appropriate. It is expected to appoint a research company in February and commence the work in March.   | GREEN      | Cllr Morris-Cook | Alex Powell |
| <b>Support teams to upskill and improve the way we consistently consult and engage with all of our communities on a range of issues (March 2025)</b><br>Narrative: A programme of training is being devised for staff who regularly communicate and engage with residents, to help encourage best practice in things like letter writing, e-newsletter production, Plain English, writing for the web, consultation and social media. ADs will be asked for feedback on the emerging plans at their meeting in January, with training rolled out from February/March.   | GREEN      | Cllr Morris-Cook | Alex Powell |
| <b>Increase engagement response rates on consultations/engagement exercises (March 2025)</b><br>Narrative: This work is ongoing although we haven't been asked to carry out any major consultations over the winter period. The planned staff training will support our efforts to follow best practice in our consultations, and to reach a wider, more diverse and more representative sample of residents each time we consult.  | AMBER      | Cllr Morris-Cook | Alex Powell |



|   |       |                  |             |
|---|-------|------------------|-------------|
| <p><b>Ensure all our consultation and engagement exercises are accessible to our whole community (March 2025 with community cohesion focus in September 2024)</b><br/>Narrative: Following the riots and troubles across the country over the summer of 2024, we set out to improve relationships and build trust with our Black and ethnic minority residents, and with our faith communities. Senior colleagues have held and attended various events to engage with our diverse communities and help us reach people through our engagement who don't normally engage with the council. It is early days but the response has been very positive, and we plan to continue to hold regular events throughout 2025 to cement these relationships.</p>  | GREEN | Cllr Morris-Cook | Alex Powell |
| <p><b>Constitution Review - deliver revised Overview and Scrutiny (O&amp;S) chapter and finance procedure rules (October 2024)</b><br/>Narrative: Overview and Scrutiny Committees chapter was approved by Council in October 2024. Finance Procedure Rules had been drafted but following review from Monitoring Officer and section 151 officer these required further review.</p>  | AMBER | Cllr Worrall     | Dan Fenwick |
| <p><b>Delivery of Constitution review in accordance with Plan (March 2025)</b><br/>Narrative: Latest plan on progressing the constitution review has been shared with the portfolio holder. Drafted chapters, including on council and cabinet rules are being taken to General Services Committee in February, and amendments to Code of Conduct procedure to be taken to Standards Committee in February. Following the white paper and devolution/ local government reorganisation proposals, a review of constitutional review and priorities is likely necessary.</p>  | AMBER | Cllr Worrall     | Dan Fenwick |
| <p><b>Launch SLT and Cabinet Member Ward Visits to talk with ward members, representatives of community organisations and residents to understand the issues within individual neighbourhoods (Starting in Autumn 2024)</b><br/>Narrative: In mid-November we held our first 'Ask the council' public question time in Grays where we invited residents to ask questions of our panel of SLT and Cabinet Members. We had a good turnout, and gave residents a brief update from the council, covering progress over the previous few months, the corporate plan, and our budget process and priorities. We answered as many questions from residents as we could on the night, with answers to all submitted questions published on our website. The next public question time event will be held in Ockendon on 25 February. We have also continued with our programme of local visits, with senior leaders attending each of the Thurrock Cares roadshows to meet residents, understand their concerns and challenges, and answer their questions. We held two roadshows in November and December, with two more planned for January and February, offering residents a range of cost of living advice and support from council officers and partner organisations, as well as practical help in the form of winter coats donated by council staff, and warm packs sponsored by one of our housing contractors.</p> | GREEN | Cllr Morris-Cook | Alex Powell |

|  |  |  |  |
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| <p><b>1D. Implement our change programme ensuring that our operating model and structure delivers our functional responsibilities efficiently and we evaluate this to continue to improve</b></p>  |  |  |  |
| <p>I. Implement the council's change programme based on the new operating model and structure, centralising core services and pivoting the organisation from a delivery focused organisation to a commissioning organisation, empowering partners and communities to deliver services.</p> |  |  |  |
| <p>II. Develop and embed new ways of working across the council. Develop a flexible and capable workforce demonstrating corporate values, expected behaviours and clarity of purpose, investment, performance and cross-team collaboration and communication.</p>                          |  |  |  |
| <p>III. Monitor HR and workforce performance indicators and identify and implement changes and policies that improve the recruitment, personal and professional development review (PDR), and retention of the staff whilst improving the diversity of the workforce.</p>                  |  |  |  |

| Milestone   | RAG rating | Cabinet Lead | SLT Lead    |
|---|------------|--------------|-------------|
| <p><b>Consolidate all customer contact resources from across the Council to Corporate Services (except MASH) (March 2025)</b></p> | GREEN      | Cllr Worrall | Dan Fenwick |



| Milestone   | RAG rating | Cabinet Lead   | SLT Lead     |
|---|------------|----------------|--------------|
| Narrative: Report with findings and recommendations presented to SLT in December 2024. All recommendations agreed. Next step is to communicate changes to impacted teams, notify unions and complete transition of resources and budgets.   |            |                |              |
| <p><b>Consolidate all Strategy, Policy, Performance and Business Intelligence (BI) functions from across the Council centrally (December 2024)</b></p> <p>Narrative: The consolidation work was completed in November and the outcome reported to SLT in December. Staff members joined the central BI team on 1 January and work is ongoing to plan how the service will be delivered. The government's plans for devolution and local government reorganisation have provided an opportunity to rethink the role and priorities of the strategy, policy &amp; performance function to deliver that programme of work.</p>               | GREEN      | Cllr Worrall   | Alex Powell  |
| <p><b>Agree approach to model and structure for business support across council including automation of transactional activities (March 2025)</b></p> <p>Narrative: The review of data analysis provided by PWC against data held on Oracle is now complete. A full list has been compiled with approximately 100 roles identified across the council which could form part of the centralised function. The project now needs further consideration following the local government reorganisation announcement to ensure the scope will not hinder future plans.</p>   | GREEN      | Cllr Worrall   | Kerry Thomas |
| <p><b>Change Programme Office in place which has a modern agile approach to delivering, leading, sponsoring and advocating Change across the organisation alongside key Change Agents (March 2025)</b></p> <p>Narrative: Recruitment to majority of roles is complete, with onboarding in progress. Subject to notice periods for new starters, this will be achieved (hence Amber rating at present). Those positions which have not been filled will be reassessed in light of capacity and capability required to deliver devolution and local government reorganisation programme.</p>  | AMBER      | Cllr Worrall   | Alex Powell  |
| <p><b>Develop detail of the new operating model and issues associated with its implementation (December 2024)</b></p> <p>Narrative: Work on Operating Model was paused in order to reflect the new requirements related to devolution and local government reorganisation. Awaiting timetable and further guidance from Government to determine approach. However, the need to deliver savings for years Thurrock Council is operational still remains vital to achieving sustainable services which deliver for residents.</p>   | RED        | Cllr Worrall   | Alex Powell  |
| <p><b>Develop and agree a multi-year roadmap implementation plan of the new operating model (March 2025)</b></p> <p>Narrative: see above</p>  | RED        | Cllr Worrall   | Alex Powell  |
| <p><b>Conduct a review of our commissioning approach and act on the recommendations to implement a strategic commissioning function that improves the efficiency and effectiveness of commissioning, develops markets, improves value for money and consider social value. (December 2024)</b> (Link to Place Priority, Objective 3F and Enabling Council Priority, Objective 1F)</p> <p>Narrative: The review concluded and the outcome reports went to SLT in November. An approach on how to take the recommendations forward was approved and that work is ongoing. The first phase of this next step work runs to 31 March 2025.</p> | GREEN      | Cllr Worrall   | Alex Powell  |
| <p><b>Progress new Workforce Planning Strategy to include approach to aligning organisational development with needs of organisation and including Phase 1 Consolidation of generic functions (March 2025)</b></p> <p>Narrative: Proposals are being developed to implement resourcing plans from the commencement of the 2025/26 performance cycle which will provide an overview of resourcing needs for the organisation. They will enable a pro-active approach to resourcing and better oversight and control of spend on contingent labour. This is an important step towards implementing workforce planning.</p>                  | GREEN      | Cllr Muldowney | Dan Fenwick  |
| <p><b>Commence review of all the council's HR policies and procedures to align with the new operating model and agree prioritisation order for refresh (March 2025)</b></p>   | GREEN      | Cllr Muldowney | Dan Fenwick  |





| Milestone   | RAG rating | Cabinet Lead   | SLT Lead    |
|---|------------|----------------|-------------|
| Narrative: The review of people policies has begun with an in-depth review of the council's approach to performance management. The resources to enable the review of all policies will be in place from the beginning of February 2025 and a detailed timetable for the review has been developed, prioritising the policies which have the most significant impact on the organisation.   |            |                |             |
| <b>Complete Workforce Performance Management framework including review of PDR process both for senior managers and all staff, linked to the wider PMAF (Performance Management and Assurance Framework) (March 2025)</b><br>Narrative: As reported above, a full review of performance management has begun, for implementation during the 2025/26 performance cycle, which will provide a clear thread from the PMAF through to individual goals and performance. Input has been sought from commissioners and the proposals amended based on their feedback. They will be presented to SLT in January/February 2025, and to General Services Committee in February 2025, for implementation from April 2025. | GREEN      | Cllr Muldowney | Dan Fenwick |
| <b>Deliver 2024/25 activities for the Equality Diversity and Inclusion strategy action plan (March 2025)</b><br>Narrative: Initiatives aligned to the ED&I Strategy 2024-27 are being delivered according to the agreed timelines. The council's ED&I and grievance policies were updated in October 2024 to reflect its stance on sexual harassment. ED&I mandatory training is being redesigned and due for completion in January 2025.   | GREEN      | Cllr Muldowney | Dan Fenwick |
| <b>Agree Corporate Staff Survey Action Plan based on feedback from staff engagement and analysis of any specific trends within job grades to be embedded into service plans for 2025/26 (December 2024)</b><br>Narrative: Directorate-specific results of the staff survey were presented to all directorates in September-November 2024. Senior leaders and teams discussed results and actions at a team level in December 2024. All directorate results were published on the Council intranet in December 2024. The Corporate Staff Survey Action Plan is due to go to SLT early in 2025.   | AMBER      | Cllr Muldowney | Dan Fenwick |

| Metric  | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target                                 | RAG rating | Direction of Travel (against last yr) | Benchmark   | Cabinet Lead   | SLT Lead    |
|---|-----------------------|-----------------------|-----------------------|---------------------|--|------------|---------------------------------------|---|----------------|-------------|
| % staff turnover  | 10.18%                | 10.13%                | 10.34%                | 10.83%              | <12%                                   | GREEN      | WORSE                                 | Not available   | Cllr Muldowney | Dan Fenwick |
| Gender Pay Gap (Annual)   | 8.3%                  |                       |                       |                     | No target - tolerance of less than 10% | Not due    |                                       | English LAs= 3.5%<br>NSN = 3.8%<br>All England orgs = 12.5% | Cllr Muldowney | Dan Fenwick |
| Ethnicity Pay Gap (Annual)  | -4.8%                 |                       |                       |                     |  |            |                                       | Not available   | Cllr Muldowney | Dan Fenwick |
| Disability Pay Gap (Annual)   | 1.8%                  |                       |                       |                     |  |            |                                       | All orgs in England Median figure is 12.7%                  | Cllr Muldowney | Dan Fenwick |
| Sickness (average days lost per FTE) (Forecast year end outturn)  | 11.2 days             | 10 days               | 10.96 days            | 10.88 days          | 9 days                                 | RED        | BETTER                                | 9 days  | Cllr Muldowney | Dan Fenwick |
| To better understand the issues, targeted absence review meetings are taking place in our frontline services with high levels of sickness absence. In addition, the employee relations team are focussing over the final quarter on regular case review against long term sickness and frequent short-term absence to ensure management |                       |                       |                       |                     |  |            |                                       |   |                |             |



| Metric  | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target              | RAG rating | Direction of Travel (against last yr) | Benchmark | Cabinet Lead   | SLT Lead    |
|---|-----------------------|-----------------------|-----------------------|---------------------|---------------------|------------|---------------------------------------|-----------|----------------|-------------|
| are following their responsibilities as set out in the Absence Management Policy. Case reviews will be taking place to identify where we need to target specific training and support for managers to ensure they are effectively managing cases.   |                       |                       |                       |                     |                     |            |                                       |           |                |             |
| £ Spend on agency staff   | £14.5m                | £4.4m                 | £8.4m YTD (£4.0m)     | £12.3m YTD (£3.8m)  | Q3 £7.5m EOY - £10m | RED        | WORSE                                 | N/A       | Cllr Muldowney | Dan Fenwick |
| There has been an increase in senior management contingent workers, increasing the total costs. Senior management roles command higher daily rates than mid-level positions so the reliance on these significantly inflated our overall agency expenditure (13 contracts above grade I). Additionally, these are not short-term contracts and are expected to continue. The council is looking to decrease the cost of placements which are over 12 months, as this is where 40% of the costs which are attributed. Recruitment campaigns in areas of high expenditure such as finance, legal and planning are currently ongoing. |                       |                       |                       |                     |                     |            |                                       |           |                |             |

**1E. Implement our governance improvement programme, ensuring we renew and refocus our processes and procedures to be open and accountable**

- I. Implement a rigorous approach to governance improvement with a renewed focus on clarity of strategy, outcomes and organisational capability, using insight and intelligence from data, evaluation and other evidence, to ensure policies and strategies prioritise actions and the rationale for action is shared and agreed.
- II. Implement a comprehensive approach to performance management and assurance, where information and insight is collated, shared and understood and early intervention in areas of underperformance or high risk is mobilised.
- III. Agree new protocols for Officer / Member collaboration, ensuring responsiveness to enable elected members and the decision-making Boards to make informed decisions that deliver priorities and change utilising best in class assurance and corporate governance.
- IV. Build performance monitoring and independent evaluation into our processes to subject our services and programmes to scrutiny to ensure we adopt a continual cycle of review and improve.
- V. Embed new approach to risk management to improve accountability and ensure any likely risks are escalated and management strategy implemented to mitigate these.

| Milestone  | RAG rating | Cabinet Lead | SLT Lead                   |
|--|------------|--------------|----------------------------|
| <b>Develop and roll out new service planning template and guidance for 2025/26, aligning Corporate Plan, MTFS and savings programme alongside strategic and operational service priorities (January 2025)</b><br>Narrative: The approach to service planning has been designed and will be rolled out imminently. Consideration is being given to how it can support the readiness work which will be required ahead of devolution and local government reorganisation and align to the savings programme for 2026/27. | AMBER      | Cllr Worrall | Alex Powell / Dawn Calvert |
| <b>Design new approaches to the use of data and insights across the council by establishing an Insights and Performance Board as part of our redesign of Business Intelligence (March 2025)</b><br>Narrative: The Insights and Performance Board will meet in February to consider the Quarter 3 corporate performance data as well as the feedback and comments raised by Cabinet and Corporate O&S Committee following publication of the Quarter 2 data.  | GREEN      | Cllr Worrall | Alex Powell                |
| <b>Embed Performance Management and Assurance Framework (PMAF) Core Policy Document and development of associated training and awareness and begin delivery of Action Plan (February 2025)</b>   | AMBER      | Cllr Worrall | Alex Powell                |



| Milestone   | RAG rating | Cabinet Lead   | SLT Lead     |
|---|------------|----------------|--------------|
| Narrative: Due to no resource being identified in the strategy, policy & performance consolidation work, capacity has been prioritised and focused on improving the data and process for reporting corporate performance. In doing this the service has continued to promote awareness about the importance of good quality data and robust reporting and have progressed individual conversations on such matters. The Insights and Performance Board will further develop this work across the council.   |            |                |              |
| <b>Present learning and development member programme analysis to Standards Committee (November 2024)</b><br>Narrative: Completed. This went to Standards Committee in November 2024.  | GREEN      | Cllr Worrall   | Dan Fenwick  |
| <b>Deliver against Member Development Audit Action Plan including refresh of Member Development Strategy (March 2025)</b><br>Narrative: Report has been drafted for Standards Committee in March 2025, and is also being presented to Governance Recovery Board in January 2025.  | GREEN      | Cllr Worrall   | Dan Fenwick  |
| <b>Agree new Local Code of Governance to support the refreshed Annual Governance Statement (October 2024)</b><br>Narrative: Complete. The new Local Code of Governance was presented to Cabinet in September 2024 and sets out the governance framework for the Council. Full Council approved the Code on 30 October.  | GREEN      | Cllr Worrall   | Dan Fenwick  |
| <b>Agree an approach to bring in external perspectives to consider opportunities for continuous improvement as part of a roadmap towards an eventual LGA Corporate Peer Challenge in line with the timeline of the intervention (February 2025)</b><br>Narrative: Officers continue to seek opportunities for external perspectives and continuous improvement. It is not yet clear how the government's proposals for devolution and reorganisation will impact the timeline for any Corporate Peer Challenge and SLT will engage with commissioners on the most appropriate approach.   | AMBER      | Cllr Worrall   | Alex Powell  |
| <b>Explore options to develop a partnership with an external strategic partner to support us with our ongoing improvement journey (January 2025)</b><br>Narrative: The Chief Executive and Assistant Chief Executive are continuing pre-market dialogue with a number of suppliers. These conversations are now considering what impact devolution and local government reorganisation will have on our support requirements.   | AMBER      | Cllr Worrall   | Alex Powell  |
| <b>Approval and roll out of Risk Management Strategy (October 2024)</b><br>Narrative: The Risk Management Strategy was approved by Cabinet on 11 September 2024 and reported to Audit Committee for noting on 3 October 2024. The wider implementation of the Risk Strategy will now follow. This includes refreshing the Corporate Risk Register due to go to SLT shortly, implementation of new Risk Management software is now in place and ready for populating, risk champions have been identified, training for members and risk champions took place in December with a follow up due in January, reintroduction of risk reporting to SLT/Members from 1 April 2025, and production of toolkit also to be implemented from 1 April 2025 | AMBER      | Cllr Muldowney | Dawn Calvert |
| <b>Refresh of the Corporate Risk Register (January 2025)</b><br>Narrative: The refresh of the Corporate Risk Register is due to be reported to Audit Committee in the coming months (date to be agreed), an SLT workshop took place in November and further work was identified, therefore this has been pushed back to give more time for the corporate risk register to be explored in more detail, this is in progress and will be going back to SLT shortly   | AMBER      | Cllr Muldowney | Dawn Calvert |

| Metric | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target | RAG rating | Direction of Travel (against last yr) | Benchmark | Cabinet Lead | SLT Lead |
|--------|-----------------------|-----------------------|-----------------------|---------------------|--------|------------|---------------------------------------|-----------|--------------|----------|
|--------|-----------------------|-----------------------|-----------------------|---------------------|--------|------------|---------------------------------------|-----------|--------------|----------|



|  |                            |   |                |             |                      |            |     |                                     |                |              |
|--|----------------------------|---|----------------|-------------|----------------------|------------|-----|-------------------------------------|----------------|--------------|
| % delivery of the audit programme  | <i>new KPI for 2024/25</i> | -   | 0%             | 7.14%       | Q3 = 50%<br>EOY=75%  | <b>RED</b> | N/A | N/A                                 | Cllr Muldowney | Dawn Calvert |
| Agreed audit plan for 2024/25 = 28 audits. At end of Quarter 3, 2 have now completed with substantial assurance (7.14%). 9 audits are currently in progress (32.14%) with a further 9 audits to complete during quarter 4 of 2024/25 (32.14%). 8 audits have been delayed until 2025/26 (28.57%). This results in 20 audits of the 28 audits for completion during 2024/25 (71.43%) which is below the end of year target set of 75%. Interim Head of Internal Audit to review current audit plan and delivery during quarter 4 of 2024/25 to ensure delivery of end of year target.   |                            |   |                |             |                      |            |     |                                     |                |              |
| % timely implementation of agreed management actions (from audit recommendations)  | <i>new KPI for 2024/25</i> | n/a Tracking started from start of Qtr 3. | None due in Q3 | EOY 80%     | N/A                  | N/A        | N/A | Cllr Muldowney                      | Dawn Calvert   |              |
| No of officers completing report writing training  | <i>new KPI for 2024/25</i> | n/a - training started in Sept            | 14             | 28 (42 YTD) | Q3 = 75<br>EOY = 100 | <b>RED</b> | N/A | 22 spaces available on each session | Cllr Worrall   | Dan Fenwick  |
| This training follows on from the initial report writing training offer delivered in 2023. There have been three training sessions so far this year. The December session had to be cancelled and this, along with some people booking but not attending the sessions, has meant the target is not currently being achieved. However, with more bookable sessions available in the final quarter of the year and reminders via Directors of the importance of this session, it is hoped that more people will attend by year end. Communications have gone out to all staff and the session has been marked as mandatory for report authors by the Monitoring Officer at Senior Leadership Team. |                            |   |                |             |                      |            |     |                                     |                |              |

### 1F. Manage Thurrock Council's resources to ensure maximum value to the public and delivery efficiency and accountability

- I. Deliver our financial savings programme, mobilising savings identified and other efficiencies through working differently.
- II. Demonstrate good fiduciary and asset management by improving quality of and access to financial information across council and relevant partners, including budget setting, monitoring, spending decisions, financial pressures and greater efficiency. Strengthen the embeddedness of financial business partnering in the organisation.
- III. Widen access to procurement and spending across Thurrock especially from local businesses, partners and the voluntary, community, faith and social enterprise sector (VCFSE). Implement social value indicators as an integral part of our business and investment activity and the way we procure and commission our services.  
[\(links to Enabling Council Priority, Objective 1D \(Commissioning\)\)](#)

| Milestone  | RAG rating   | Cabinet Lead   | SLT Lead     |
|--|--------------|----------------|--------------|
| <b>Ensure delivery of a balanced budget incl identification of efficiencies and savings with clear financial implications in all reports and proposals to facilitate effective scrutiny and decision making by members and officers (Feb 2025)</b><br>Narrative: Savings proposals now confirmed. MTFs model being reviewed and updated in preparation for Cabinet/Council in February 2025. | <b>GREEN</b> | Cllr Muldowney | Dawn Calvert |
| <b>Refresh procurement process to align with new Procurement Act including new VFM requirement (February 2025)</b><br>narrative: In progress for go-live date of February 2025   | <b>GREEN</b> | Cllr Muldowney | Dawn Calvert |
| <b>Embed new contract management procedure and new dashboard to improve monitoring of contracts (March 2025)</b><br>New narrative: Amended CPR approved at October Cabinet. Dashboard amendments in progress and ready for Procurement Boards.   | <b>GREEN</b> | Cllr Muldowney | Dawn Calvert |

| Metric | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target | RAG rating | DOT (against last yr) | Benchmark | Cabinet Lead | SLT Lead |
|--------|-----------------------|-----------------------|-----------------------|---------------------|--------|------------|-----------------------|-----------|--------------|----------|
|--------|-----------------------|-----------------------|-----------------------|---------------------|--------|------------|-----------------------|-----------|--------------|----------|



|  |            |                     |                   |                   |          |       |                |   |                |              |
|--|------------|---------------------|-------------------|-------------------|----------|-------|----------------|---|----------------|--------------|
| Value of agreed savings for 2024/25 made (or forecast to be made) (% of saving achieved)                           | n/a        | £15.411m<br>(77.6%) | £17.075m<br>(86%) | £18.053m<br>(91%) | £19.87m  | AMBER | n/a            | Council requirement of max. delivery against savings target | Cllr Muldowney | Dawn Calvert |
| Projected (under)/overspend against General Fund revenue budget  | (£3.651 m) | £2.105m             | £1.896m           | £0.156m           | £0       | AMBER | Non-comparable | Requirement of £0 overspend against agreed budget           | Cllr Muldowney | Dawn Calvert |
| % of Capital Programme budget forecast to be spent   | £15.1m     | 83%                 | 56%               | 74%               | 100% EOY | AMBER | Non-comparable | N/A   | Cllr Muldowney | Dawn Calvert |
| % of asset disposals compared to target (forecast)   | 112%       | 0%                  | 15%               | 61%               | 100%     | RED   | Non-comparable | N/A   | Cllr Muldowney | Dawn Calvert |
| The overall quantum has remained the same. However, the timing of disposals have been reprofiled over later years. |            |                     |                   |                   |          |       |                |   |                |              |
| % performance against the divestment plan  | 100%       | TBC                 | TBC               | TBC               | 100%     | TBC   | TBC            | N/A   | Cllr Muldowney | Dawn Calvert |



## 4. People - Ensure Thurrock is a place where everyone has the opportunity to reach their full potential and access the support they need

| 2A. Accelerate and improve engagement with our adult priority cohorts to ensure we listen and understand health and wellbeing needs and priorities   |
|--|
| <b>I.</b> Build a strong evidence base for each of our priority cohorts and those with complex needs; the elderly, learning disabilities, mental health and physical and sensory disabilities. Utilising this evidence and insight to commence meaningful engagement with residents, service users and service deliverers to listen and understand opportunities, limitations and risks. |
| <b>II.</b> Identify the desired outcomes to be achieved for each priority cohort and collaborate with service users to co-design desired service improvements and support.   |
| <b>III.</b> Mobilise the new way of working outlined in Better Care: A further case for change.  |
| <b>IV.</b> Develop the business case to recommission domiciliary care based upon services working to the principles of the 'wellbeing team', to lever whole system savings.  |
| <b>V.</b> Agree the approach to independently evaluating impact of service delivery with the users and deliverers of services, ensuring that all opportunities for further improvement are explored. Over time, build the baseline of data and agree any improvement metrics. Linked to 2A1  |

| Milestone  | RAG rating | Cabinet Lead | SLT Lead                      |
|--|------------|--------------|-------------------------------|
| <b>Agreement of Integrated Commissioning Strategy for health and adult social care (September 2024)</b><br>Narrative: Complete. The strategy was agreed through Thurrock Integrated Care Alliance in September 2024  | GREEN      | Cllr Hooper  | Rob Persey                    |
| <b>Development of an Adults Integrated Mental Health Strategy and clarity of the roles and responsibilities across the whole system (March 2025)</b><br>Narrative: Strategy has been delayed owing to staffing issues. This will now be finalised in 2025/26.  | AMBER      | Cllr Hooper  | Rob Persey                    |
| <b>Scope the commissioning work plans developed for Learning Disability, Mental Health, Older People, and those with physical and sensory disabilities that includes clear evidence based and needs assessment aligned to Integrated Commissioning Strategy outcomes (March 2025)</b><br>Narrative: Delivery plans are being finalised for key commissioning areas, new accommodation with support strategy and commissioning and delivery plan agreed and will be implemented in 2025/26. | GREEN      | Cllr Hooper  | Rob Persey                    |
| <b>Development of (Health) Integrated Locality Teams including identification of priorities for each of the four ILTs for health and care (March 2025)</b><br>Narrative: Completed early in September 2024. All four health ILTs launched, and all have now identified priorities.   | GREEN      | Cllr Hooper  | Rob Persey                    |
| <b>Deliver work plan for 2024/25 for Better Care Together Thurrock Strategy as agreed with Thurrock Integrated Care Alliance (March 2025)</b><br>Narrative: Majority of delivery plans for 2024/25 have been achieved. Final appraisal planned March/April 2025 with refreshed strategy to follow.   | GREEN      | Cllr Hooper  | Rob Persey                    |
| <b>Complete procurement exercise for new homecare contract (April 2025)</b><br>Narrative: This is achieved. Procurement is complete and contracts have been awarded for a start date of 1 April 2025.  | GREEN      | Cllr Hooper  | Rob Persey                    |
| <b>Development of evaluation and analytical approach in Adults and Health Directorate (March 2025)</b><br>Narrative: 7.4 FTE identified across the organisation were transferred into the Corporate BI (business intelligence) function within the target deadline (1 January 2025). Corporate BI transition is now underway and is expected to support evaluation and analytical processes as requirements are identified.  | GREEN      | Cllr Hooper  | Rob Persey<br>/Alex<br>Powell |



| Metric  | Previous Year Outturn         | Previous Quarter (Q1)       | Previous Quarter (Q2)       | Latest Quarter (Q3)          | Target                | RAG rating | Direction of Travel (against last yr) | Benchmark                          | Cabinet Lead | SLT Lead      |
|---|-------------------------------|-----------------------------|-----------------------------|------------------------------|-----------------------|------------|---------------------------------------|------------------------------------|--------------|---------------|
| Overall satisfaction of people who use services with their care and support (Annual in arrears)                               | <i>Latest 65.9% (2022/23)</i> | Provisional 68.3% (2023/24) |                             |                              | 65.9%                 | GREEN      | BETTER                                | England: 64.4%<br>Region: 65.6%    | Cllr Hooper  | Rob Persey    |
| % of tenants who report they are satisfied with the overall service from their landlord                                       | 70.70%                        | 65%                         | 72.10%                      | 70.4%                        | 70%                   | GREEN      | WORSE                                 | 68.90%                             | Cllr Hooper  | Claire Demmel |
| % of tenants who report they are satisfied their landlord listens to tenant views and acts upon them                          | 60.60%                        | 57.10%                      | 59.90%                      | 58.1%                        | 58%                   | GREEN      | WORSE                                 | 57.10%                             | Cllr Hooper  | Claire Demmel |
| Number of permanent admissions of older people (aged 65+) to residential and nursing care homes (rate per 100,000 population) | 153<br>(634.2 rate per 100k)  | 32<br>(132.7 rate per 100k) | 70<br>(287.9 rate per 100k) | 107<br>(440.1 rate per 100k) | Q3 = 117<br>EOY = 153 | GREEN      | BETTER                                | National: 560.8<br>Regional: 479.2 | Cllr Hooper  | Rob Persey    |
| Home Care - % of service users surveyed who stated that the service was very good/good overall                                | 92%                           | 94%                         | 95%                         | 91%                          | 90%                   | GREEN      | WORSE                                 | N/A                                | Cllr Hooper  | Rob Persey    |
| % of tenants who report they are satisfied their home is safe   | 73.20%                        | 71.90%                      | 74.60%                      | 68.2%                        | 73%                   | RED        | WORSE                                 | 75.20%                             | Cllr Hooper  | Claire Demmel |

The service is awaiting additional information from the survey provider to gain further insights behind the drop in resident satisfaction. December was the lowest scoring month of the quarter and the year with a 61.8% rating which significantly reduced the Q3 result. This is the same across 11 out of the 12 tenant satisfaction measures and is not unusual for this time of year as this KPI usually ties in with resident perception with our repairs service which has also seen a decrease from 71.3% to 65.8% in December.

## 2B. Provide the leadership to ensure the priority of developing a more integrated adult health and care services is mobilised and delivers tangible improvements

- I. Create multi-disciplinary teams and integrated networks, overseen by Community Investment Boards (CIBS) empowered to work flexibly to brigade services across a locality and to focus on delivering people-focussed solutions.
- II. Develop a new place-based model of commissioning to make the best use of available resources to deliver outcomes that are unique to the individual.
- III. Review partner capacity and development needs to enable the council to successfully pivot to the new operating model as effectively as possible and maintain and improve service quality. Links to 2B11
- IV. Clarify the priorities that the council will lead and deliver and influence partners across health, education and the VCFSE to commit to meeting their actions set out in the HWB strategy.
- V. Review locality-based assets to identify and mobilise co-location centres transforming these into integrated locality working bases.
- VI. Expand Micro Enterprise Development, working with community catalysts transition towards a broader Community Economic Unit



| Milestone   | RAG rating | Cabinet Lead                        | SLT Lead     |
|---|------------|-------------------------------------|--------------|
| <p><b>Review and agree approach to setting up Community Investment Boards (CIBS), in light of the findings of the Collaborate: Communities in Action Pilot (March 2025)</b><br/>           Narrative: Work on our Communities in Action pilot in Chadwell St Mary continued in earnest through the autumn and winter, offering residents many different opportunities to get involved in our consultation and engagement. The pilot will result in a plan for Chadwell, co-designed with residents, and a Cabinet paper setting out our learning to inform future work across the borough to engage residents in the issues that matter most to them, and to ensure they can influence local decision-making.</p> | AMBER      | Cllr Hooper /<br>Cllr Morris - Cook | Alex Powell  |
| <p><b>Reflect and deliver priorities of the place as part of the development and implementation of new Integrated Commissioning Strategy across ASC and Health (March 2025)</b><br/>           Narrative: As above, delivery plans are being finalised for key commissioning areas, new accommodation with support strategy and commissioning and delivery plan agreed and will be implemented in 2025/26</p>   | GREEN      | Cllr Hooper                         | Rob Persey   |
| <p><b>Identify approach to integrating Human Learning Systems (HLS) within Health and Social Care (March 2025)</b><br/>           Narrative: Integration of health and social care utilising HLS model has been achieved in key areas, most notably integrated locality teams and new home care contract. Further developments planned for system wide expansion in 2025/26.</p>  | GREEN      | Cllr Hooper                         | Rob Persey   |
| <p><b>Review work on partner capacity and development to date and agree and implement a whole council approach in line with new operating model (March 2025)</b><br/>           Narrative: As reported elsewhere, our work to develop Operating Model was paused in order to reflect government announcements on devolution and local government reorganisation. When we have further clarity on how this work will progress, we will ensure we consider the key role of our partners and their capacity.</p>   | AMBER      | Cllr Hooper /<br>Cllr Morris - Cook | Alex Powell  |
| <p><b>Deliver Year 3 Action Plan for the HWB Strategy (March 2025)</b><br/>           Narrative: The Health &amp; Wellbeing Board meeting in November reviewed progress against the plan. The Health and Wellbeing Board will be developing a new strategy through consultation with a view to having a new Joint Health and Wellbeing Strategy in place for Spring 2026.</p>   | GREEN      | Cllr Hooper                         | Sharon Stolz |
| <p><b>Locality Public Health Profiles which allow us to target work to address inequalities, including in life expectancy (March 2025)</b><br/>           Narrative: Ward profiles will be updated in line with the ward boundary re-configuration. The latest version of ward based analyses has been shared in the meantime with ward councillors, Integrated Locality Teams and teams across the council.</p>  | AMBER      | Cllr Hooper                         | Sharon Stolz |
| <p><b>Mapping of council owned assets and options appraisal developed for more efficient service delivery in the community (March 2025)</b><br/>           Narrative: The asset management team have been commissioned to develop a comprehensive list of assets owned by the council, broken down by service. This work is progressing and will give us the knowledge base to develop a strategy for post March 2025.</p>  | GREEN      | Cllr Muldowney                      | Alex Powell  |
| <p><b>Expand use of microenterprises as part of ongoing use of community resources and assets (March 2025)</b><br/>           Narrative: Micro enterprise development has continued to expand numbers. Initially there was a need to review in view of the gap between last lead officer retiring and new appointment. Inevitably this led to some micros leaving the scheme, however, over 40 new micros have since joined so numbers are up from last year and are continuing to grow.</p>  | GREEN      | Cllr Hooper /<br>Cllr Morris - Cook | Rob Persey   |
| <p><b>As part of the Collaborate: Communities in Action Pilot agree approach to how we will approach locality working across the whole council (March 2025)</b></p>   | AMBER      | Cllr Morris-Cook                    | Alex Powell  |





Narrative: As above, work on our Communities in Action pilot in Chadwell St Mary continued in earnest through the autumn and winter, offering residents many different opportunities to get involved in our consultation and engagement. The pilot will result in a plan for Chadwell, co-designed with residents, and a Cabinet paper setting out our learning to inform future work across the borough to engage residents in the issues that matter most to them, and to ensure they can influence local decision-making.

| Metric   | Previous Year Outturn      | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target        | RAG rating | Direction of Travel (against last year) | Benchmark                          | Cabinet Lead | SLT Lead     |
|--|----------------------------|-----------------------|-----------------------|---------------------|---------------|------------|---|------------------------------------|--------------|--------------|
| Proportion of people using social care who receive direct payments (as at quarter end) | 30.4%                      | 27.9%                 | 28.4%                 | 28%                 | 30%           | AMBER      | WORSE                                   | National: 26.2%<br>Regional: 24.3% | Cllr Hooper  | Rob Persey   |
| Levels of engagement in physical activity in adult population (Annual)                 | 57.7 % in 2023             |                       |                       |                     | 67.1 by 2030  | not due    | not due                                 | National 67.10%                    | Cllr Hooper  | Sharon Stolz |
| Smoking prevalence in adults (official) (Annual)                                       | 14.6% in 2023              |                       |                       |                     | 13.2% by 2025 | not due    | not due                                 | National 11.60%                    | Cllr Hooper  | Sharon Stolz |
| Smoking prevalence in adults (local proxy indicator measured quarterly)                | <i>new KPI for 2024/25</i> | Started from Q2       | 17.50%                | 14.8%               | 15.2% by 2025 | GREEN      | N/A                                     | National 11.60%                    | Cllr Hooper  | Sharon Stolz |

### 2C. Work to ensure the children and young people who access or are at risk of accessing council services are appropriately supported to achieve positive outcomes

- I. Work to increase regulated placements, in order to improve access to local high-quality placements, that effectively support the complex needs of Thurrock's children and young people, with a provider and in a locality that positively improves the quality of life and outcomes for the young person.
- II. Ensure the offer, capacity and blend of skills within the service is responsive to the needs of all our children including looked after, care leavers, special educational needs (SEND) children and young people and our cohort of unaccompanied asylum seekers.
- III. Collaborate with education, training providers and businesses to increase meaningful and accessible programmes, apprenticeships, placement and employment opportunities for young people including SEND, care leavers and other vulnerable groups. [\[links with People Priority 2E\]](#)
- IV. Continue to develop and innovate in our approaches to prevention and early intervention, ensuring all children are supported and able to live safely in their communities and reduce the numbers of children and families requiring a statutory service and children needing to be accommodated

| Milestone   | RAG rating | Cabinet Lead   | SLT Lead      |
|---|------------|----------------|---------------|
| <p><b>Develop Action Plan to address development priorities identified in Thurrock's annual Children's social care self-assessment, gain positive endorsement from Ofsted and begin delivery against milestones and targets therein (Ofsted Report due in October 2024)</b></p> <p>Narrative: A draft action plan has been developed post Ofsted Inspection in October 2024 and Heads of Service are required to address areas in the plan they lead on at Development Board chaired by the Executive Director and attended by the Portfolio Holder for Children's Services. The authority's Annual Self-Assessment will be updated by the end of May 2025, will be presented to SLT and subject to a moderation process in the Eastern Region.</p> | GREEN      | Cllr Hartstean | Sheila Murphy |



|  |              |                |               |
|--|--------------|----------------|---------------|
| <p><b>Development of new residential provision within Thurrock to support reduction of unregistered placements for children (Initial milestones up until March 2025)</b><br/>         Narrative: Work at the identified property is progressing and refurbishment works should be complete by April and will then just need fitting out (white goods, furnishings etc). Two potential providers have been identified and the decision on the options available for commissioning a care provider to run Ofsted registered children's homes will be made before the work is complete. The provider will not be able to make an application to register a children's home until they have satisfied all of the requirements which includes the property meeting Ofsted standards and a Registered Manager.</p> | <b>GREEN</b> | Cllr Hartstean | Sheila Murphy |
|--|--------------|----------------|---------------|

| Metric   | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target              | RAG rating | Direction of Travel (DOT) | Benchmark                                | Cabinet Lead   | SLT Lead      |
|--|-----------------------|-----------------------|-----------------------|---------------------|---------------------|------------|---------------------------|--|----------------|---------------|
| Rate of Children with a Child Protection Plan (per 10,000)   | 31.8                  | 28.7                  | 27.3                  | 26.9                | tolerance 24.2 - 31 | GREEN      | LOWER                     | SNN 36<br>National 42<br>Region 26       | Cllr Hartstean | Sheila Murphy |
| Rate of Children Looked After (per 10,000)   | 64                    | 63                    | 61                    | 60                  | tolerance up to 65  | GREEN      | LOWER                     | SNN 68<br>National 70<br>Region 52       | Cllr Hartstean | Sheila Murphy |
| Rate of children with a Children In Need Plan (per 10,000)   | 96                    | 96                    | 82                    | 82                  | tolerance 80-95     | GREEN      | STATIC                    | SNN 97<br>National 86                    | Cllr Hartstean | Sheila Murphy |
| Number of children currently engaged with Early Help service (PASS)  | 338                   | 345                   | 341                   | 361                 | tolerance 300 - 360 | AMBER      | HIGHER                    | N/A                                      | Cllr Hartstean | Sheila Murphy |
| No of Unaccompanied Asylum-Seeking Children (UASC)   | 41                    | 38                    | 41                    | 38                  | tolerance 44        | GREEN      | LOWER                     | 44 is the upper threshold                | Cllr Hartstean | Sheila Murphy |
| % NEET and Unknown - Not in Education Employment or Training - for 16-17 year olds   | 3.4%                  | 3.4%                  | 47.0%                 | 3.9%                | Q3 4%<br>EOY 3%     | GREEN      | WORSE                     | SNN = 3%<br>National = 3%<br>Region = 4% | Cllr Hartstean | Claire Demmel |
| % Care Leavers in Education, Employment of Training (EET)  | 49.3%                 | 48%                   | 50.6%                 | 51.7%               | 60%                 | RED        | BETTER                    | N/A                                      | Cllr Hartstean | Claire Demmel |
| <p>To strengthen oversight and planning to ensure our young people have support and opportunities for Education, Employment and Training (EET) there are weekly panels which focus on pre and post 18-year-olds who do not have an EET offer. These panels are attended and chaired by the Aftercare Service, Inspire Youth Hub, and the Virtual School. The panel seeks to understand the issues for individual young people, identify support needs to enable the young person to engage in EET and align their interests to an EET offer.</p> |                       |                       |                       |                     |                     |            |                           |  |                |               |
| Average weekly cost of placement (Children's Social Care)  | £2,186                | £2,584                | £2,573                | £2,579              | £2,186              | RED        | WORSE                     | N/A                                      | Cllr Hartstean | Sheila Murphy |
| <p>An increased complexity of a small number of children and care needs is disproportionately impacting the overall cost. This is partially offset by joint funding by health and education. The service regularly review children's changing needs and their placement costs to ensure value for money to meet the needs of our children and young people.</p>  |                       |                       |                       |                     |                     |            |                           |  |                |               |



| Metric  | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target | RAG rating | Direction of Travel (DOT) | Benchmark                   | Cabinet Lead   | SLT Lead      |
|---|-----------------------|-----------------------|-----------------------|---------------------|--------|------------|---------------------------|-----------------------------|----------------|---------------|
| % of Children Looked After (on last day of month), placed more than 20 miles from their homes   | 27.6%                 | 28.9%                 | 31.9%                 | 31%                 | 26%    | RED        | WORSE                     | SNN = 26%<br>National = 21% | Cllr Hartstean | Sheila Murphy |
| Demand for local provision remains a priority to meet the needs of our children. However, this is impacted by children placed in Thurrock by other local authorities, a national shortage of regulated placements, and the rising complexity of needs requiring specialist care. The service is currently reviewing the sufficiency strategy, including fostering recruitment and retention and working to improve the service's ability to place children with local providers and potential development of partnership arrangements with local providers with a view to increasing local placements for local children. |                       |                       |                       |                     |        |            |                           |                             |                |               |

### Indicators not due to be reported this quarter

| Metric   | Previous Year Outturn         | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target                    | RAG rating | Direction of Travel (DOT) | Benchmark | Cabinet Lead   | SLT Lead      |
|--|-------------------------------|-----------------------|-----------------------|---------------------|---------------------------|------------|---------------------------|-----------|----------------|---------------|
| Participation in Apprenticeships a) 16-18 year olds (Annual) | <i>Latest 2022/23 = 460</i>   |                       |                       |                     | 483<br>(ie 5% increase)   | not due    | not due                   | N/A       | Cllr Hartstean | Claire Demmel |
| Participation in Apprenticeships b) All age (Annual)         | <i>Latest 2022/23 = 2,390</i> |                       |                       |                     | 2,509<br>(ie 5% increase) | not due    | not due                   | N/A       | Cllr Hartstean | Claire Demmel |

### 2D. Continue to deliver the Brighter Futures: Developing Well in Thurrock Strategy to ensure capacity and capability within the council and its delivery partners increasingly supports our priority cohorts to achieve positive health and well-being outcomes

- I. Lead and support strong partnership approaches across the Borough, utilising Family Hubs and other assets to improve information and access to services and to develop improved insight of the needs of our families and young people.
- II. Enhance engagement approaches with service users, families and service providers to build new approaches to co-design of essential services.
- III. Continue to use information and timely data to evaluate the complexity of cases for looked after children and unaccompanied asylum seekers and other priority cohorts to build our insight into desired outcomes and priorities to inform our commissioning approach.
- IV. Continue to develop and innovate approaches to prevention and early intervention, ensuring children have access to services to be healthy, minimising longer term complex problems and reducing service costs.
- V. Work intensively with deliverers of large-scale regeneration and development investments, including the Freeport and other large-scale strategic partners to ensure opportunities for young people and adults to access jobs with training and apprenticeship programmes are maximised. Maximise impact by targeting enhanced support for those who are less represented eg women returners, young people with SEND needs, care leavers and those in the criminal justice system ([Links to Place Priority, Objectives 3C, 3D and 3E](#))



| Milestone  | RAG rating | Cabinet Lead   | SLT Lead      |
|--|------------|----------------|---------------|
| <p><b>Deliver Best Value (DBV) plan in line with funding agreement, including training of teachers to support Special Educational Needs and Disabilities (SEND) services and reduce statutory social care interventions (Funding is for academic year - Aug 2024 to July 2025)</b></p> <p>Narrative: All on track. 46 schools have submitted the grant monitoring form and are in receipt of the second grant instalment. 91% report to have increased knowledge and skills in the area of SEND they commissioned CPD (continued professional development) in so far. The transition pilot has had a good impact on the cohort of pupils that participated. The plan is to roll out wider this academic year. The outreach project is on track, as is the commissioning project. The return was made to DfE on time.</p> | GREEN      | Cllr Hartstean | Sheila Murphy |

| Metric   | Previous Year Outturn         | Previous Quarter (Q1) | Previous Quarter (Q2)         | Latest Quarter (Q3)           | Target                                 | RAG rating | DOT (against last yr) | Benchmark                                | Cabinet Lead   | SLT Lead      |
|--|-------------------------------|-----------------------|-------------------------------|-------------------------------|--|------------|-----------------------|--|----------------|---------------|
| Number of Education, Health and Care Plans maintained by Thurrock Council  | 2281                          | 2309                  | 2415                          | 2481                          | tolerance<br>Q3 = 2,479<br>EOY = 2,546 | RED        | HIGHER                | N/A                                      | Cllr Hartstean | Sheila Murphy |
| The increase is broadly in line with the national trajectory for the latest published figures for EHCPs in England (2023- The number of EHC plans in place as at January 2024 increased by 11.4% from January 2023, Source DfE)  |                               |                       |                               |                               |  |            |                       |  |                |               |
| % of new EHCPs completed within 20 weeks (YTD (Jan-Dec) excluding exceptions)  | 89%                           | 49%                   | 52%                           | 49%                           | 80%                                    | RED        | WORSE                 | SNN 73%<br>National 51%<br>Region 35%    | Cllr Hartstean | Sheila Murphy |
| There is an exceptionally high level of demand for statutory assessments of children and young people from the Educational Psychology Service (EPS) increasing over 100% from 2018-2024. This has impacted on less consultative, preventative work being carried out in schools with virtually all work being linked to statutory assessments. There is a national and local shortage of educational psychologists (EPs) and despite extensive recruitment activity to fill current vacancies, there is still reduced capacity in the service (currently operating on 46% of full time equivalents). Some of the shortfall is currently being covered by locum educational psychologists at a higher cost than employed posts. It is expected that if the service is able to maintain the current locum staffing levels and the demand does not further increase, the backlog of requests for statutory advice will be complete by the end of the 24/25 academic year. This would then enable a return to completion of EHCPs within statutory timescales. |                               |                       |                               |                               |  |            |                       |  |                |               |
| Rate of permanent exclusions from primary schools/academies in Thurrock per 10,000 pupils (Termly – Academic Year)   | 0.00<br>(Spring Term 2023/24) | Not due               | 0.01<br>(Summer Term 2023/24) | 0.01<br>(Autumn Term 2024/25) | 0.02                                   | GREEN      | WORSE                 | SSN 0.02<br>National 0.03<br>Region 0.04 | Cllr Hartstean | Sheila Murphy |
| Rate of permanent exclusions from secondary schools/academies in Thurrock per 10,000 pupils (Termly – Academic Year)   | 0.03<br>(Spring Term 2023/24) | Not due               | 0.04<br>(Summer Term 2023/24) | 0.06<br>(Autumn Term 2024/25) | TBC                                    | TBC        | WORSE                 | SSN 0.21<br>National 0.22<br>Region 0.19 | Cllr Hartstean | Sheila Murphy |
| Rate of Permanent Exclusions from special schools/academies in Thurrock per 10,000 pupils (Termly – Academic Year)   | 0.00<br>(Spring Term 2023/24) | Not due               | 0.00<br>(Summer Term 2023/24) | 0.00<br>(Autumn Term 2024/25) | 0.00                                   | GREEN      | STATIC                | SSN 0.11<br>National 0.08<br>Region 0.17 | Cllr Hartstean | Sheila Murphy |



|   |       |      |       |     |     |            |               |     |                |               |
|---|-------|------|-------|-----|-----|------------|---------------|-----|----------------|---------------|
| % of initial health assessments (IHA) completed within 20 working days of child becoming looked after   | 27.3% | 5.6% | 30.8% | 31% | 80% | <b>RED</b> | <b>BETTER</b> | N/A | Cllr Hartstean | Sheila Murphy |
| The challenges around completing Initial Health Assessments (IHA) within the required 20 working days are not isolated to Thurrock but reflect broader issues linked to the capacity of health services to be able to match number of requests. Health is currently developing a model of practice to improve the timeliness of IHAs and social care are working in partnership with health colleagues towards a sustained improvement. |       |      |       |     |     |            |               |     |                |               |

## 2E. Support activity that raises aspirations and develops skill that enable all residents to achieve their potential in securing good jobs or self-employment

- I. Work with education and training providers to communicate ambitiously and share the potential impact of education and training to prospects, earnings and health and wellbeing. Ensure information and advice and guidance is available to all residents, ensuring a more enhanced offer for vulnerable groups
- II. Play a leadership role in devolution of or impact of Adult Education Budget (AEB). Influence the development of plans demonstrating responsiveness to local outcomes, ensuring providers deliver effective and well understood options for Thurrock residents to access and sustain work with training, seeking other public, private or voluntary, community, faith and social enterprise sector (VCFSE) delivery partners. ([Links to Place Priority](#), [Objective 3C regarding Devolution](#))

| Milestone  | RAG rating   | Cabinet Lead                 | SLT Lead                       |
|--|--------------|------------------------------|--------------------------------|
| <b>Achieve "Good" OFSTED for Thurrock Adult Community College (TACC) (awaiting date of the full inspection)</b><br>Narrative: The actions from the Self-Assessment and the QIP (Quality Improvement Plan) are being implemented and the service is preparing for inspection. The OFSTED inspection date is still to be announced (5-6 days notice will be given) but is likely to be by the end of Summer Term 2025. | <b>GREEN</b> | Cllr Hartstean / Cllr Watson | Sheila Murphy<br>Claire Demmel |

| Metric   | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target | RAG rating   | Direction of Travel (against last yr) | Benchmark                        | Cabinet Lead | SLT Lead   |
|--|-----------------------|-----------------------|-----------------------|---------------------|--------|--------------|---------------------------------------|----------------------------------|--------------|------------|
| Proportion of adults with learning disabilities in paid employment | 5.9%                  | 5.6%                  | 6.0%                  | 6.0%                | 5.6%   | <b>GREEN</b> | <b>BETTER</b>                         | National: 4.8%<br>Regional: 4.9% | Cllr Hooper  | Rob Persey |

### Indicators not due to be reported this quarter

| Metric   | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target      | RAG rating | Direction of Travel (against last yr) | Benchmark                        | Cabinet Lead | SLT Lead      |
|--|-----------------------|-----------------------|-----------------------|---------------------|-------------|------------|---------------------------------------|----------------------------------|--------------|---------------|
| % of 16-64 year olds who are in employment (Annual)                  | 76.3%                 |                       |                       |                     | 77.9%       | not due    | not due                               | National 75.5%<br>Regional 77.1% | Cllr Watson  | Claire Demmel |
| % of 16-64 year olds who are economic active but unemployed (Annual) | 4.5%                  |                       |                       |                     | < or = 4.5% | not due    | not due                               | National 3.9%<br>Regional 3.7%   | Cllr Watson  | Claire Demmel |



## 5. Place - Achieve a strong and well-connected place that enables our borough, its diverse communities and businesses to thrive and grow

### 3A. Build the policy framework and priorities, through collaboratively developing a 2024-2029 Thurrock Place Strategy and annual Place Plan for Thurrock, including the supporting statutory and technical documents

- I. Develop a concise yet compelling 2025-29 Thurrock Place Strategy and from this refine and refresh other supporting strategies, ensuring they are clearly evidenced, and that benefits, outcomes and performance measures are established. Ensure an open monitoring and reporting agreement is developed and implemented.
- II. Adopt and begin to implement the Local Plan and associated suite of documents to the statutory timeline, ensuring the consultation responses are acted upon and all obligations are met.
- III. In support of the Thurrock Place Strategy, refresh the housing strategy and delivery plan to include a clear evidence base on locations, type, tenure, and affordable homes. Agree this with a wide range of private, public and third sector providers.
- IV. In support of the Thurrock Place Strategy, support the leadership role of the newly formed, business leaders' group ensuring that growth is led and driven by the private sector ([Links to Place Strategy, Objective 3F](#))
- V. Develop the Local Transport Plan 4 once Department for Transport guidance is issued
- VI. In support of the Thurrock Place Strategy, develop delivery plans to protect our environment, maintain our public realm and ensure Thurrock is a great place to live.

| Milestone  | RAG rating | Cabinet Lead                    | SLT Lead      |
|--|------------|---------------------------------|---------------|
| <b>Agree collective vision with partners for “Thurrock the Place” to enable us to develop a borough wide Place Strategy during 2025/26 (March 2025)</b><br>Narrative: Officers are considering the impact that discussions with partners on devolution and reorganisation will have on the need to articulate a strong vision for the Place. Additional dedicated resource has been brought in to undertake the drafting of a place proposition at pace.                 | GREEN      | Leader, Cllr Kent               | Alex Powell   |
| <b>Agree the suite of strategies that will underpin and support the Place Strategy and agree development plan for the top priority documents (March 2025)</b><br>Narrative: Officers are considering the impact that discussions with partners on devolution and reorganisation will have on the need to articulate a strong vision for the Place and the priority documents that underpin it. Additional dedicated resource has been brought in to undertake this work. | GREEN      | Leader, Cllr Kent               | Claire Demmel |
| <b>Agree and Deliver Year 1 of the Culture Strategy (March 2025)</b><br>Narrative: Thurrock Plan for Culture was presented to Cabinet on 22 January 2025. Work will commence on Y1 delivery.   | GREEN      | Cllr Morris-Cook / Cllr Worrall | Claire Demmel |
| <b>Local Development Order (LDO) 2.0 for London Gateway adopted (March 2025)</b><br>Narrative: Local Development Order approved by Planning Committee on 19 December 2024. Order to be sealed and made in January 2025   | GREEN      | Cllr Watson                     | Claire Demmel |
| <b>Progress the Local Plan along timeline towards adoption (in line with Local Development Scheme) (March 2025)</b><br>Narrative: As reported in Q2, a revised LDS was considered by Cabinet in October 2024 and a new timeline approved which service is working towards. Next planned consultation is Regulation 19 programmed for Cabinet in January 2026.  | GREEN      | Cllr Watson                     | Claire Demmel |



|  |              |               |               |
|--|--------------|---------------|---------------|
| <p><b>Deliver an updated Design Guide to support place-shaping - residential alternations and extension and design code (June 2025)</b><br/>Narrative: Consultation on the Residential Design Guide has been completed. However, progression of guide is paused to consider how the Design Guide can be embedded within the emerging Local Plan. This will enable the officer resource to be deployed on progressing planning applications and Local Plan evidence.</p>  | <b>RED</b>   | Cllr Watson   | Claire Demmel |
| <p><b>Undertake public engagement on Local Cycling and Walking Infrastructure Plan (LCWIP) and use feedback to populate the final approach (March 2025)</b><br/>Narrative: Draft Cabinet paper approved at SLT in January. Paper will now be finalised for progression to February Cabinet.</p>  | <b>GREEN</b> | Cllr Watson   | Claire Demmel |
| <p><b>Publish Annual Infrastructure Funding Statement (December 2024)</b><br/>Narrative: Complete. Published on time in December 2024</p>  | <b>GREEN</b> | Cllr Watson   | Claire Demmel |
| <p><b>Report on Year 2 delivery of Housing strategy 2022-27, including outcomes, outputs and results (January 2025)</b><br/>Narrative: Year 2 update paper is due to be presented to Place Overview and Scrutiny Committee in March 2025. The paper will capture progress made in 2023/24 against the actions as set out in the Housing Strategy, following the approach undertaken in the previous municipal year. The service will look at progress, factors acting as blockers or disablers, elements which may not be deliverable due to the changing landscape, and any areas which may have changed in priority. A minor refresh of the Housing Strategy will be undertaken to ensure it is fit for purpose to draw on the emerging devolution and local government reorganisation agenda and links to the council's Corporate Plan.</p> | <b>AMBER</b> | Cllr Hooper   | Claire Demmel |
| <p><b>Refresh statutory Homelessness Prevention Strategy (March 2025)</b><br/><b>Narrative: Refresh of Homelessness Prevention and Rough Sleeping Strategy commenced in Spring 2024</b><br/>Final strategy due to be presented to Place Overview and Scrutiny Committee in February 2025 and Cabinet in March 2025.</p>  | <b>GREEN</b> | Cllr Hooper   | Claire Demmel |
| <p><b>Establish a refreshed Business Leaders Group, aligned with wider regional and sub-regional economic development priorities (February 2025)</b><br/>Narrative: Given the emerging devolution and local government reorganisation agenda, the council had initially paused in establishing this group to review the focus of Greater Essex Business Board (GEBB) to fully identify any gaps / value added to setting up the Thurrock Business Leaders Group. The first meeting of GEBB took place in December 2024 and preparation for establishing the Thurrock Business Leaders Group is underway to reflect priorities of significance to Thurrock businesses.</p>  | <b>AMBER</b> | Cllr Watson   | Alex Powell   |
| <p><b>Draft revised Local Transport Plan 4 for consultation in line with Department for Transport (DfT) guidance (March 2025)</b><br/>Narrative: The DfT have now advised that the production of an LTP is at the discretion of each local authority and therefore no longer mandatory. The service continues to progress the Core Transport Policy element to support the emerging Local Plan. Final draft of Core Transport Policy on track to be ready for March 2025.</p>  | <b>GREEN</b> | Cllr Holloway | Claire Demmel |
| <p><b>Undertake public engagement on Grays Riverside Plan and use feedback to populate the final approach to use of Towns Fund (March 2025)</b><br/>Narrative: Public engagement to support the planning application was undertaken in August 2024. Activity included publication on 'Your Place, Your Voice', four public events and a letter drop to local wards. There were over 2,000 visitors to the engagement page with 84% of the 92 responses positive. The feedback has fed into final designs within the planning application with committee decision due in April 2025. There will be further opportunities to engage with the project and the council's communications team is developing an engagement strategy.</p>   | <b>GREEN</b> | Cllr Watson   | Claire Demmel |



|   |                     |                    |                      |
|---|---------------------|--------------------|----------------------|
| <p><b>Municipal Waste Strategy refreshed and production of associated policies (November 2024)</b><br/>Narrative: Strategy has been to SLT and December Overview and Scrutiny Committee and is on track for Cabinet in March 2025</p>   | <p><b>GREEN</b></p> | <p>Cllr Watson</p> | <p>Claire Demmel</p> |
| <p><b>Roll out kerbside food waste collection borough wide (March 2025)</b><br/>Narrative: Completed. The council launched a weekly food waste collection service in July, ahead of schedule, with support from a £1,270,535 DEFRA grant. The initiative, part of the 2021 Environment Act's "Simpler Recycling" goals, aims to cut landfill waste and boost environmental sustainability and generated additional savings for the council.</p> | <p><b>GREEN</b></p> | <p>Cllr Watson</p> | <p>Claire Demmel</p> |

| Metric   | Previous Year Outturn      | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target/ tolerance | RAG rating | Direction of Travel (against last yr) | Benchmark                              | Cabinet Lead | SLT Lead      |
|--|----------------------------|-----------------------|-----------------------|---------------------|-------------------|------------|---------------------------------------|--|--------------|---------------|
| Number of people on the housing waiting list   | 4,698                      | 4,924                 | 4,963                 | 5,007               | tolerance 4,600   | AMBER      | HIGHER                                | CIPFA group mean 6297                  | Cllr Hooper  | Claire Demmel |
| <p>Although showing as AMBER, this is a demonstration of increasing pressure on social housing waiting lists. It can be seen that we remain below the CIPFA benchmark in terms of numbers but there has been an increase of over 300 households in the last year alone. A review of the Allocation scheme is underway which will tighten up residency, financial and other criteria in order to restrict access further and prioritise local residents with specific housing needs. Applications are also regularly reviewed to remove those not engaging with the bidding system or whose needs have been resolved in another way, such as through the private rented sector.</p>             |                            |                       |                       |                     |                   |            |                                       |  |              |               |
| Number of households at risk of homelessness approaching the Council for assistance  | 2,481                      | 571                   | 539 (1110)            | 536 (1646)          | tolerance 3,000   | GREEN      | LOWER                                 | Not comparable                         | Cllr Hooper  | Claire Demmel |
| Number of successful discharges of the Homelessness Prevention and Relief duties (full outturn will include the annual figures for rough sleepers)   | <i>new KPI for 2024/25</i> | 44                    | 55 (99)               | 32 (131)            | 200 per annum     | GREEN      | N/A                                   | HAST report (Basildon end of Q1 48)    | Cllr Hooper  | Claire Demmel |
| Number of households with at least one child in temporary accommodation at month-end   | 336                        | 384                   | 405                   | 453                 | Tolerance 300     | RED        | HIGHER                                | HAST Report - Basildon (end of Q1 456) | Cllr Hooper  | Claire Demmel |
| <p>The council is under a legal obligation to place all households with at least one child (or pregnant) into temporary accommodation. The increasing pressure for this support is directly related to housing supply and landlord flight issues experienced both within the borough and more generally nationally. Corporate risks on the register do include factors involved in landlord flight and reductions in available temporary and discharge accommodation, as well as increases in private evictions. However, activity is focused to support those families to move out of bed and breakfast accommodation and the council has consistently been able to do so within 56 days.</p> |                            |                       |                       |                     |                   |            |                                       |  |              |               |
| No of houses permitted to be built (Annual)  | 369                        |                       |                       |                     | 1,137             | Not due    | N/A                                   | N/A                                    | Cllr Watson  | Claire Demmel |
| No of houses built (Annual)  | 525                        |                       |                       |                     | 1,137             | Not due    | N/A                                   | N/A                                    | Cllr Watson  | Claire Demmel |
| No of Planning Committee decisions which are contrary to officer recommendation  | <i>new KPI for 2024/25</i> | 1                     | 0                     | 0                   | n/a               | n/a        | N/A                                   | N/A                                    | Cllr Watson  | Claire Demmel |





| Metric  | Previous Year Outturn      | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3)   | Target/ tolerance | RAG rating | Direction of Travel (against last yr) | Benchmark  | Cabinet Lead  | SLT Lead      |
|---|----------------------------|-----------------------|-----------------------|-----------------------|-------------------|------------|---------------------------------------|--|---------------|---------------|
| % of Major planning applications processed within agreed deadline (Extension Of Time (EOT) agreements)  | 90.50%                     | 92.90%                | 100% (95.2% YTD)      | 100% (96.6% YTD)      | 90%               | GREEN      | BETTER                                | Sample of 326 LAs = 89.6%.<br>Sample neighbour LAs = 93.1% | Cllr Watson   | Claire Demmel |
| % of Major planning applications processed within 13 weeks  | 13%                        | 14.30%                | 14% (14.3% YTD)       | 0% (10.3% YTD)        | 20% TBC           | RED        | WORSE                                 | N/A  | Cllr Watson   | Claire Demmel |
| <p>Eight out of eight applications were determined within the extended timescales mutually agreed with the applicants. However, all exceeded the recommended national timescale of 13 weeks due to their complexity. For major applications, the primary focus is on working collaboratively with applicants to achieve the most desirable outcomes for both the applicant and the council rather than timescales. This process often involves addressing design, consultee, and policy issues, which can result in delays. These delays are expected given the intricate nature of such cases. Performance of major applications processed within agreed deadline KPI demonstrates that applicants, by signing Extensions of Time (EOT) agreements, acknowledge and consent to these delays.</p> |                            |                       |                       |                       |                   |            |                                       |  |               |               |
| % of Minor planning applications processed within agreed deadline (Extension Of Time (EOT) agreements)  | 99%                        | 100%                  | 100% (100% YTD)       | 95.70% (98% YTD)      | 90%               | GREEN      | WORSE                                 | Sample of 326 LAs = 88.5%.<br>Sample neighbour LAs = 95.2% | Cllr Watson   | Claire Demmel |
| % of Minor planning applications processed within 8 weeks   | 44%                        | 32.60%                | 24.50% (28.8% YTD)    | 35.70% (34.5% YTD)    | 60%               | RED        | WORSE                                 | N/A  | Cllr Watson   | Claire Demmel |
| <p>145 out of 148 applications this year to date were determined within the extended timescales mutually agreed with the applicants. However, 97 exceeded the recommended national timescale of 8 weeks due to their complexity. For minor applications, the focus is on working collaboratively with applicants to achieve the most desirable outcomes for both the applicant and the council. This process often involves addressing design, consultee, and policy issues, which can result in delays. These delays are expected at times given the intricate nature of such cases. Performance of minor applications processed within agreed deadline KPI demonstrates that applicants, by signing Extensions of Time (EOT) agreements, acknowledge and consent to these delays.</p>           |                            |                       |                       |                       |                   |            |                                       |  |               |               |
| % of bins collected on the correct day  | 99%                        | 99.67%                | 99.77%                | 99.83%                | 99%               | GREEN      | BETTER                                | N/A  | Cllr Holloway | Claire Demmel |
| Income from garden waste subscriptions (£)  | <i>new KPI for 2024/25</i> | £865,580              | £72,150 (£937,730)    | £7,530 (£945,260)     | £776,000          | GREEN      | N/A                                   | N/A  | Cllr Holloway | Claire Demmel |
| % of household waste sent for recycling   | 30.00%                     | 30.77%                | 36.61%                | 36.08%                | 30%               | GREEN      | BETTER                                | Thurrock rank 311/343 in 2022/23                           | Cllr Holloway | Claire Demmel |
| Residual (i.e., non-recycled) waste per household (kilos)   | 686 kilos                  | 178 kilos             | 167 kilos (345 kilos) | 160 kilos (505 kilos) | 650 kilos         | AMBER      | BETTER                                | Thurrock rank 239/343 in 2022/23                           | Cllr Holloway | Claire Demmel |



| Metric   | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target/ tolerance | RAG rating             | Direction of Travel (against last yr) | Benchmark            | Cabinet Lead  | SLT Lead      |
|--|-----------------------|-----------------------|-----------------------|---------------------|-------------------|------------------------|---------------------------------------|----------------------|---------------|---------------|
| % of potholes repaired within policy and agreed timeframe                        | 98.86%                | 100.00%               | 100.00%               | 99.86%              | 98%               | GREEN                  | BETTER                                | Example: Kent CC 85% | Cllr Holloway | Claire Demmel |
| Street Cleanliness a) Litter (3 x a year) (based on sample of roads inspected)   | 2.99%                 | Tranche 1 0.30%       | Tranche 2 0.00%       |                     | 5%                | Tranche 3 due in Qtr 4 | N/A                                   | Not yet available    | Cllr Holloway | Claire Demmel |
| Street Cleanliness b) detritus (3 x a year) (based on sample of roads inspected) | 14.57%                | Tranche 1 2.40%       | Tranche 2 2.60%       |                     | 5%                |                        | N/A                                   | Not yet available    | Cllr Holloway | Claire Demmel |
| Street Cleanliness c) graffiti (3 x a year) (based on sample of roads inspected) | 2.99%                 | Tranche 1 0.30%       | Tranche 2 0.00%       |                     | 5%                |                        | N/A                                   | Not yet available    | Cllr Holloway | Claire Demmel |

### 3B. Develop the locality approach

- I. Agree with political leaders and stakeholders a consistent approach to Thurrock's locality arrangements, including agreeing consistency on locations, developing a clear and agreed locality level evidence base and clear and agreed statement of priorities, outcomes and plan for measuring progress.
- II. Mobilise the arrangements required by the new operating model to organise an increasing amount of services, teams, communications and engagement at a locality level, including with and through ward members.

This objective links with other objectives.

Please see Enabling Council Objective 1C and People Priority Objectives 2A and 2B for updates on related milestones.

### 3C. If agreed, develop the proposition for a pan-Essex devolution deal, and/or enhanced South Essex Councils joint arrangements ensuring the council works to maximise the impact of devolution for Thurrock

- I. Work collaboratively with partners to innovate and lead change. Develop business cases for new approaches to deliver priority actions
- II. Work collaboratively with elected members locally and internally with officers to establish a clear and evidenced policy position regarding subsidiarity to ensure policy, strategies and plans are clear about the most appropriate level to deliver programmes and services
- III. Work with the South Essex Councils Joint Committee to develop collaborative arrangements for economic development

| Milestone   | RAG rating | Cabinet Lead      | SLT Lead    |
|---|------------|-------------------|-------------|
| <b>Agree an evidence-based policy position for devolution and regional collaborations (March 2025)</b><br>Narrative: Devolution and Local Government Reorganisation White Paper was published on 16 December. Grant Thornton were commissioned to develop a data set for the local authorities across Essex, Southend and Thurrock. The council is also commissioning its own expert advice to develop an evidence-based position for negotiation.          | GREEN      | Leader, Cllr Kent | Alex Powell |
| <b>Continue to engage and shape the conversations with key partners and members to ensure that any discussions on Devolution with government achieve the best outcomes for our borough (March 2025)</b><br>Narrative: Following the publishing of the Devolution and Local Government Reorganisation White Paper in December, the council is meeting regularly with other authorities across Essex, in particular Essex CC and Southend, to shape proposals | GREEN      | Leader, Cllr Kent | Alex Powell |



|   |  |  |  |
|---|--|--|--|
| for both devolution and reorganisation. Governance arrangements with partners are being established including regular Chief Executive Officer and Member meetings. Internal governance arrangements are being established to ensure a joined up approach. |  |  |  |
|---|--|--|--|

**3D. Maximise the impact of the Freeport for businesses, residents and the community**

- I. Innovate and influence priorities and work to capitalise on opportunities from the freeport. Ensure the economic impact of the Freeport is realised and the wider benefits for local employment, apprenticeships, supply chain development and infrastructure are realised.
- II. Fulfil the leadership and governance role of Freeport Accountable Body, providing informed leadership challenge, strong governance arrangements and influence over the redeployment of any financial benefits to the wider borough.

| Milestone  | RAG rating | Cabinet Lead      | SLT Lead    |
|--|------------|-------------------|-------------|
| <p><b>Working with the Freeport governing body to develop a retained business rates strategy to distribute retained business rates to projects that maximise the benefits across the Freeport area (March 2025)</b></p> <p>Narrative Thames Freeport Governing Board have approved a three year strategy and a business plan for 2025-6 that will direct use of retained business rates to fund operations and a number of delivery projects. Distinct retained rates strategy is to be drafted based on these documents. Limited retained rates funding available means that focus will be on funding business plan priorities in the first instance.</p> | GREEN      | Leader, Cllr Kent | Alex Powell |
| <p><b>Promotion of the benefits of the Freeport including the employment and supply chain opportunities to local businesses and residents (March 2025)</b></p> <p>Narrative: The Freeport business plan includes proposals to improve communications with residents and businesses, explaining opportunities and addressing challenges. Skills funding has been distributed to fund a number of skills and employment projects across the freeport area which are now beginning. Local Authorities are now meeting on a regular basis to work together to influence freeport decision making.</p>  | GREEN      | Leader, Cllr Kent | Alex Powell |
| <p><b>Finalise governance arrangements for operation of the Freeport to meet requirements of MHCLG (December 2024)</b></p> <p>Narrative: No material issues remain on the two governance agreements however they were not completed by December 2024. Efforts are focussed on completing these two agreements by end of January 2025. Longer term grant funding agreement will follow and intention is to have an agreed version ready for 2025/6 financial year.</p>  | AMBER      | Leader, Cllr Kent | Alex Powell |
| <p><b>Implement the MHCLG assurance requirements to ensure the Freeport is compliant with the Assurance Framework (March 2025)</b></p> <p>Narrative: Progress tracked against assurance action plan. Progress has been made and priorities for the next three months identified. Internal audits have been arranged: first to focus on Thames Freeport Limited compliance with the finance and procurement frameworks - to begin February 2025. Second to focus on delivery of accountable body function scheduled for early 2025/6. Annual assurance review with MHCLG being arranged for March 2025.</p>   | GREEN      | Leader, Cllr Kent | Alex Powell |



**3E. Maximise the impact of the Thames Estuary for the benefit of Thurrock**

- I. Innovate and influence priorities and work to capitalise on opportunities from the Thames Estuary. Ensure the economic impact of the Thames Estuary is realised and the wider benefits for local employment, apprenticeships, supply chain development and infrastructure are realised.
- II. Fulfil the leadership and governance role of Thames Estuary Growth Board, providing informed leadership challenge, strong governance arrangements and influence over the redeployment of any financial benefits to the wider borough.

| Milestone   | RAG rating   | Cabinet Lead                    | SLT Lead    |
|---|--------------|---------------------------------|-------------|
| <b>Agree Thurrock priorities in relation to Thames Estuary Gateway Board (TEGB) partnership and articulate how that fits with the wider Place Strategy (March 2025)</b><br>Narrative: Consultation on government's intention to cease funding for Pan Regional Partnerships (including TEGB) closed on 16 December. The result of the consultation has yet to be announced (at point of report writing) but is expected that the decision to withdraw funding will be confirmed. In the absence of alternative funding (yet to be identified) TEGB would be wound up. | <b>AMBER</b> | Leader, Cllr Kent / Cllr Watson | Alex Powell |

**3F. Maximise the potential and impact of the business leaders' group to develop and mobilise Thurrock's Economic Development Strategy**

- I. Develop a strong evidence base for Thurrock and its regional and national connections, that highlights untapped economic potential, opportunities and challenges to support the development of an insight rich Economic Development Strategy, as an integral element of the broader Thurrock Place Strategy.
- II. Engage businesses to be active partners in business-to-business support, curriculum development and the delivery of other infrastructure, aligned to the Thurrock Place Strategy. Work to influence the private sector to deliver a voluntary programme of non-exec support and mentoring to support endeavours to increase the survival rate for self-employed or business start-ups including micro-enterprises.

This objective links with other objectives. Please see Place Priority, Objective 3A for updates on related milestones.

| Metric  | Previous Year Outturn | Previous Quarter (Q1) | Previous Quarter (Q2) | Latest Quarter (Q3) | Target              | RAG rating | Direction of Travel (against last yr) | Benchmark                      | Cabinet Lead | SLT Lead      |
|---|-----------------------|-----------------------|-----------------------|---------------------|---------------------|------------|---------------------------------------|--------------------------------|--------------|---------------|
| % of benefits claimants as % of 16-64 pop (Annual)  | 4.2% (March 2024)     |                       |                       |                     | 4.80%               | Not due    |                                       | Region 3.1%<br>National 3.8%   | Cllr Watson  | Claire Demmel |
| Survival rate (%) of "newly born enterprises" (business start-ups) which survive after 1 yr (Annual)  | 92.8% (2021 births)   |                       |                       |                     | No less than 92.80% | Not due    |                                       | Region 93.6%<br>National 93.5% | Cllr Watson  | Claire Demmel |
| Survival rate (%) of "newly born enterprises" (business start-ups) which survive after 3 yrs (Annual) | 59.1% (2019 births)   |                       |                       |                     | No less than 59.1%  | Not due    |                                       | Region 57.7%<br>National 55.9% | Cllr Watson  | Claire Demmel |
| Survival rate (%) of "newly born enterprises" (business start-ups) which survive after 5 yrs (Annual) | 39.9% (2017 births)   |                       |                       |                     | No less than 39.9%  | Not due    |                                       | Region 39.2%<br>National 39.4% | Cllr Watson  | Claire Demmel |



## 6. Definitions of Corporate Plan PMAF Year 1 key metrics

| Priority: Enabling Council |                    |   |   |
|----------------------------|--------------------|---|---|
| PFH                        | Directorate        | Short Metric Title  | Definition of metric and benchmark (if applicable)  |
| Cllr Worrall               | Corporate Services | % timeliness of response to all complaints                              | Once received, a complaint is reviewed and acknowledged within 5 working days. Then, within 10 working days of the acknowledgement being sent, the complaint will be investigated by a member of staff from the service subject of the complaint and a response sent to the complainant.  |
| Cllr Worrall               | Corporate Services | % of all complaints upheld (based on closed complaints)                 | Complaints where the outcome was upheld are those where we investigated and found that something went wrong.  |
| Cllr Worrall               | Corporate Services | % of complaints taken to Stage 2  | If a complainant is not happy with the initial response, they may ask that it be escalated to Stage 2.  |
| Cllr Worrall               | Corporate Services | No of Local Govt/Social Care Ombudsman and Housing Ombudsman complaints | If following a Stage 2 complaint, a complainant is still not satisfied, they can refer it to the Ombudsman.   |
| Cllr Worrall               | Corporate Services | No of Ombudsman decisions with findings of fault                        | If the Ombudsman decides the complainant suffered injustice because of the organisation's faults, the Ombudsman will recommend how to remedy. The Ombudsman can also ask the organisation to change how it works to stop the same thing happening in future.  |
| Cllr Worrall               | Corporate Services | % Member Enquiries responded to within 10 working days                  | All enquiries received from Members must be acknowledged within 48 hours (not including weekends/bank holidays). All enquiries should receive a full response within 10 working days of the date of receipt.  |
| Cllr Worrall               | Corporate Services | % FOI responded to within timeframe (20 working days)                   | Section 10 of Freedom of Information (FOI) Act specifies that requests for information must be responded to promptly, and no later than 20 working days following the date of receipt of the request. The Information Commissioners Office (ICO) has a general duty to investigate complaints from members of the public who believe that an authority has failed to respond correctly to a request for information. Therefore, failure to respond within timescale risks ICO involvement.<br><b>No benchmark group but ICO considers below 90% as unsatisfactory</b> |
| Cllr Worrall               | Corporate Services | Customer Satisfaction with Contact Centre telephony response            | This is the percentage of customers who scored us to say they were satisfied with the service they received from our Customer Service advisers. Total number of customers who held at the end of their call to give us feedback / the number who said they were dissatisfied  |
| Cllr Worrall               | Corporate Services | Average response time for answering calls by the Contact Centre         | Average length of time customer waits before being answered. Total time taken to answer calls / No: calls answered  |
| Cllr Muldowney             | Corporate Services | % staff turnover  | No of employees who leave council voluntarily as % of total workforce - rolling yr average<br><b>No equivalent benchmark group as definitions differ</b>  |
| Cllr Muldowney             | Corporate Services | £ Spend on agency staff   | Total pay bill for agency staff via Matrix. It does not include consultants who invoice Thurrock Council directly   |



| Priority: Enabling Council |                    |   |  |
|----------------------------|--------------------|---|--|
| PFH                        | Directorate        | Short Metric Title  | Definition of metric and benchmark (if applicable)   |
| Cllr Muldowney             | Corporate Services | Sickness (average days lost per FTE) (Forecast year end outturn)                  | This is number of working days lost to sickness absence per full time equivalent (FTE) employee based on data recorded in Oracle. This indicator is calculated by dividing total number of working days lost due to sickness absence by average number of FTE posts at end of reporting period. Includes all staff directly employed by Council who qualify for Council sick pay scheme.<br>Excludes agency staff and staff on maternity or paternity leave. Includes temporary staff and staff on fixed term contracts, but not casuals or canvassers. Working days means days scheduled for work but has reported sickness absence. Includes days lost through sickness due to long-term sickness even if the staff are not paid.<br><b>Benchmark group is 2023/24 data from 77 councils who complete the Human Capital Metrics on Infinistats</b> |
| Cllr Muldowney             | Corporate Services | Gender Pay Gap  | % difference in the mean average hourly pay of male and female employees (positive figure in favour of males or a negative figure in favour of females)<br><b>Benchmarks: English LAs (2023/24); CIPFA Statistical Nearest Neighbours (2023/24); All orgs in England (ONS) (2023/24)</b>   |
| Cllr Muldowney             | Corporate Services | Ethnicity Pay Gap   | % difference in mean average hourly pay of White and BAME employees. (positive figure in favour of White or a negative figure in favour of BAME employees)   |
| Cllr Muldowney             | Corporate Services | Disability Pay Gap  | % difference in mean average hourly pay of employees who have not declared a disability and employees who have. (positive figure in favour of employees who have not or a negative figure in favour of employees who have declared a disability)<br><b>Only current benchmark is all orgs in England (ONS) Median figure</b>   |
| Cllr Worrall               | Corporate Services | No of officers completing Cabinet report writing training                         | This is specifically the training on producing quality reports which is aimed at all officers who write Cabinet report plus other officers engaged in the report writing process (eg implications writers). This is different to the mod.gov training which is about the process.<br><b>No benchmark but target is based on maximum of 22 spaces available on each session. Monthly sessions started in September 2024 and will end in February 2025</b>   |
| Cllr Muldowney             | Finance            | % delivery of the audit programme   | Delivery against the <a href="#">2024/25 Internal Audit Plan</a> which was agreed by Audit Committee on 11 July 2024   |
| Cllr Muldowney             | Finance            | % timely implementation of agreed management actions (from audit recommendations) | This metric will track and monitor the implementation of agreed management actions by the agreed implementation date. This will include audits from both the 2023/24 and <a href="#">2024/25 Internal Audit Plan</a>   |
| Cllr Muldowney             | Finance            | Value of agreed savings for 2024/25 made (% of saving achieved)                   | Forecast savings against agreed target for 2024/25 reported as %   |
| Cllr Muldowney             | Finance            | Projected (under)/overspend against budget for General Fund                       | This is the £ value of the variance of Projected General Fund expenditure against agreed budget for 2024/25 where £0 means a balanced budget, a negative figure means an underspend and a positive figure means an overspend.  |



| <b>Priority: Enabling Council</b> |                    |   |  |
|-----------------------------------|--------------------|---|--|
| <b>PFH</b>                        | <b>Directorate</b> | <b>Short Metric Title</b>                           | <b>Definition of metric and benchmark (if applicable)</b>  |
| Cllr Muldowney                    | Finance            | % of Capital Programme budget forecast to be spent. | This shows the projected outturn against the agreed Capital Programme. Capital expenditure is money we spend on assets – such as land, buildings, vehicles or equipment – that will be used for more than one year. The Capital Programme is a list of projects the council plans to fund using capital expenditure. |
| Cllr Muldowney                    | Finance            | % of asset disposals compared to target             | Actual disposals % against target value above  |
| Cllr Muldowney                    | Finance            | % Performance against the divestment plan           | Total divestments to date as a % of total target above.  |



## Priority: People

| Portfolio   | Directorate     | Short Metric Title  | Definition   |
|-------------|-----------------|---|--|
| Cllr Hooper | Adults & Health | Overall satisfaction of people who use services with their care and support   | This is a national Adult Social Care Outcomes Framework (ASCOF) survey measure. The national survey takes place every year and is conducted by councils with adult social services responsibilities. The survey seeks the opinions of service users aged 18+ in receipt of long-term support services funded or managed by social services and is designed to help the ASC sector understand more about how services are affecting lives to enable choice and for informing service development.<br><b>Benchmark group is National and Regional Authorities as part of ASCOF</b>   |
| Cllr Hooper | Place           | % of tenants who report they are satisfied with the overall service from their landlord                               | Residents who have given a 'Very Satisfied' or 'Fairly Satisfied' satisfaction rating divided by the overall number of responses received for the question from the survey<br><b>Benchmark group is Housemark</b>  |
| Cllr Hooper | Place           | % of tenants who report they are satisfied their home is safe   | Residents who have given a 'Very Satisfied' or 'Fairly Satisfied' satisfaction rating divided by the overall number of responses received for the question from the survey<br><b>Benchmark group is Housemark</b>  |
| Cllr Hooper | Place           | % of tenants who report they are satisfied their landlord listens to tenant views and acts upon them                  | Residents who have given a 'Very Satisfied' or 'Fairly Satisfied' satisfaction rating divided by the overall number of responses received for the question from the survey<br><b>Benchmark group is Housemark</b>  |
| Cllr Hooper | Adults & Health | Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population | This is a demand-led indicator as individuals are only admitted to permanent residential/nursing care if this is assessed as the most appropriate support setting to meet their needs. However, this does represent a cost pressure to the local authority. This is a national Adult Social Care Outcomes Framework (ASCOF) measure. People counted as a permanent admission include:- Residents where council makes any contribution to the costs of care, no matter how trivial the amount and irrespective of how the balance of these costs are met. Supported residents in council-staffed care homes for residential/nursing care, Independent sector care homes for residential/nursing care, Registered care homes for nursing care, and Residential or nursing care which is of a permanent nature and where the intention is that the spell of care should not be ended by a set date.<br>Numerator: Number of permanent admissions to residential/nursing care for people aged 65 and over.<br>Denominator for rate per 100,000: ONS mid-year population estimate (aged 65 and over) for corresponding year. Please note, target is based on number of admissions rather than the rate per 100,000, as the ONS population figures change throughout the year.<br><b>Benchmark group is National and Regional Authorities as part of ASCOF</b> |
| Cllr Hooper | Adults & Health | Home Care - % of service users surveyed who stated that the service was very good/good overall                        | This is a local indicator and is based on the results of Home Care Monitoring Surveys completed. The number of service users surveyed who stated 'very good' or 'good' to the question: 'Overall, how happy are you with the support you receive in your home?', as a percentage of the total number of home care service users surveyed who answered the question.  |





## Priority: People

| Portfolio                      | Directorate     | Short Metric Title  | Definition  |
|--------------------------------|-----------------|---|---|
| Cllr Hooper                    | Adults & Health | Proportion of people using social care who receive direct payments (as at quarter end)        | <p>This is a national Adults Social Care Outcomes Framework (ASCOF) indicator. The number of service users receiving a direct payment, as a percentage of the total number of clients (aged 18 or over) accessing long-term community support as at quarter end. Direct payments can increase satisfaction with services, increase choice and control, and are the purest form of personalisation.</p> <p><b>Benchmark group is National and Regional Authorities as part of ASCOF</b></p>  |
| Cllr Hooper                    | Adults & Health | Levels of engagement in physical activity in adult population                                 | <p>The number of respondents aged 19 and over, with valid responses to questions on physical activity, doing at least 150 moderate intensity equivalent (MIE) minutes physical activity per week in bouts of 10 minutes or more in the previous 28 days expressed as a percentage of the total number of respondents aged 19 and over.</p> <p><b>Benchmark: OHID based on ONS data - <a href="#">Local Authority Health Profiles</a></b></p>  |
| Cllr Hooper                    | Adults & Health | Smoking prevalence in adults<br>1) National (annual)<br>2) local proxy (quarterly)            | <p>1) Total number of respondents (with valid recorded smoking status) aged 18+and over from the Annual Population Survey. The number of respondents has been weighted in order to improve representativeness of the sample. The weights take into account survey design and non-response.<br/>2) Number of residents 18+ recorded as a smoker as a proportion of people with smoking status recorded in last 5 years</p> <p><b>Benchmark: OHID based on ONS data - <a href="#">Local Authority Health Profiles</a></b></p>   |
| Cllr Hartstean                 | Children's      | % of Children Looked After (on last day of month), placed more than 20 miles from their homes | <p>Proportion of children in local authority care (also known as "Looked After Children") who, on the last day of the reporting month, are placed in a care setting (foster care, residential home, etc.) located more than 20 miles from their home. This indicator is derived from the Local Authorities Case Management System (LCS)</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England)</b></p>  |
| Cllr Hartstean                 | Place           | % NEET + Unknown 16-17 year olds (Age at start of academic year)                              | <p>The percentage of 16-17-year-olds within the local authority who are not in education, employment, or training (NEET), as well as those whose status is unknown. This metric is essential for understanding how well young people are supported in transitioning from school to further education, employment, or training and for identifying gaps in tracking and engagement. This indicator reflects the extent to which young people are engaged in productive activities that prepare them for future careers and reduce their risk of social exclusion. A high percentage suggests that a significant portion of the youth population is not receiving adequate support or guidance in finding pathways after compulsory education.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p> |
| Cllr Hartstean/<br>Cllr Watson | Place           | % Care Leavers in Education, Employment or Training (EET)                                     | <p>Proportion of young people who have left the care system and are engaged in education, employment, or training. This indicator is derived from the Local Authorities Case Management System (LCS)</p>  |



## Priority: People

| Portfolio      | Directorate | Short Metric Title   | Definition  |
|----------------|-------------|--|---|
| Cllr Hartstean | Place       | Participation in Apprenticeships – Under 19 year olds                              | This is counted as the number of people who have attended one day or more on a learning aim in the given academic year. Any learner studying more than one aim, at the same provider, at the same level is counted once at that level in published tables. If studying at another level they will also appear in that level, but a total count of learner participation will only count learners once at each provider. Age for starts is based on age at the start of the programme. Figures for all academic years cover the twelve months (Aug to Jul) provisional full year.  |
| Cllr Hartstean | Place       | Participation in Apprenticeships - all age   |   |
| Cllr Hartstean | Children's  | Rate of Children subject to a Child Protection Plan (on the last day of the month) | <p>The number of children per 10,000 in the local population who are subject to a Child Protection Plan on the last day of a given month. This indicator is derived from the Local Authorities Case Management System (LCS). This indicator reflects the level of concern for children's welfare in the area, as a Child Protection Plan is put in place when a child is deemed to be at risk of significant harm, such as abuse or neglect. A higher rate suggests a greater level of child protection concerns within the community. The rate can indicate how effectively the local authority is identifying and responding to risks to children. A rising rate might suggest an increase in identified risks, but it could also reflect improved identification and safeguarding efforts. Conversely, a falling rate may reflect improved family circumstances, but it could also signal under-reporting or reduced detection of abuse or neglect.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p> |
| Cllr Hartstean | Children's  | Rate of Children Looked After (on the last day of the month)                       | <p>The number of children per 10,000 in the local population who are in the care of the local authority on the last day of a given month. These children are typically in foster care, residential care, or other forms of state care. This indicator is derived from the Local Authorities Case Management System (LCS). This indicator provides a snapshot of how many children are under the care of the local authority at any given time. A higher rate indicates that more children are unable to live with their birth families due to various factors such as abuse, neglect, or family breakdown.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p>   |
| Cllr Hartstean | Children's  | Rate of children with a Children In Need Plan (on last day of the month)           | <p>The number of children per 10,000 in the local population who are supported by a Children in Need Plan on the last day of a given month. These are children identified by social services as needing additional support to ensure their safety, well-being, and development, but who are not at the threshold for a Child Protection Plan or being taken into care. This indicator is derived from the Local Authorities Case Management System (LCS). This indicator shows the proportion of children who have been identified as requiring additional support, highlighting the level of vulnerability within the local population. A high rate may indicate that many children are experiencing difficulties such as neglect, poor living conditions, or parental issues like substance abuse or mental health problems.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England);</b></p>  |



## Priority: People

| Portfolio      | Directorate | Short Metric Title  | Definition   |
|----------------|-------------|---|--|
| Cllr Hartstean | Children's  | Number of children currently engaged with Early Help service (PASS)   | The total number of children receiving support through the Early Help service (PASS - Prevention And Support Service). PASS is designed to support families and children at an early stage to prevent issues from escalating and requiring more formal interventions such as Child Protection Plans or entering care. This indicator is derived from the Local Authorities Case Management System (LCS). This indicator reflects how many children and families are receiving preventive services aimed at addressing emerging issues before they become serious. A high number suggests that the local authority is actively identifying families in need of early intervention and providing them with targeted support.   |
| Cllr Hartstean | Children's  | No of Unaccompanied Asylum Seeking Children (UASC)  | The total number of children under 18 who have arrived in the UK seeking asylum without the presence of a parent or guardian and are under the care of Thurrock Council. This indicator is derived from the Local Authorities Case Management System (LCS). These children require significant support, including accommodation, legal assistance, health services, and educational provision. An increasing number of UASC places additional demands on local services.   |
| Cllr Hartstean | Children's  | Average weekly cost of placement (Children's Social Care)   | The average weekly expenditure incurred by the local authority for each child in care, including those in foster care, residential placements, or other forms of care provided by Children's Social Care. This indicator is derived from the Local Authorities Case Management System (LCS). This indicator provides insight into the financial efficiency and budgeting of the local authority's Children's Social Care services. A higher average cost may indicate more expensive placements or a reliance on higher-cost residential care, while a lower average cost could suggest more children are being placed in less expensive foster care arrangements.   |
| Cllr Hartstean | Children's  | % of initial health assessments (IHA) completed within 20 working days of child becoming looked after         | The percentage of children looked after who, after entering the care system, received their Initial Health Assessment within 20 working days. The Initial Health Assessment is a critical health check conducted to identify the medical and emotional needs of a child who has entered care. This indicator is derived from the Local Authorities Case Management System (LCS), and reflects the efficiency and effectiveness of the local authority's health service in responding to the needs of children entering care. A higher percentage indicates that health assessments are being conducted promptly, which is crucial for identifying and addressing health issues early. A timely IHA can influence other services, such as education and social services, by providing comprehensive information about a child's health needs. This can lead to more coordinated care and support across various services. |
| Cllr Hartstean | Children's  | Number of EHC (Education, Health and Care) Plans maintained by Thurrock Council                               | The total number of active EHCPs managed by council for children and young people with special educational needs and disabilities (SEND). This indicator reflects level of support provided to children and young people with special educational needs and disabilities within local authority. A higher number of EHCPs indicates a greater recognition of needs and a commitment to providing tailored support.   |
| Cllr Hartstean | Children's  | % of new EHC (Education, Health and Care) Plans completed within 20 weeks (YTD (Jan-Dec) excluding exceptions | The percentage of new EHC Plans that are finalised within 20 weeks from the date the assessment process begins, excluding cases that are delayed due to exceptional circumstances. This indicator reflects the efficiency of the local authority in completing the EHC Plan process. A high percentage indicates that the council is effectively managing the timeline for assessments and ensuring that children with special educational needs and disabilities receive timely support and resources.<br><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b>   |



## Priority: People

| Portfolio      | Directorate     | Short Metric Title   | Definition  |
|----------------|-----------------|--|---|
| Cllr Hartstean | Children's      | Rate of permanent exclusions from schools/academies in Thurrock by phase – Primary, Secondary, Special | <p>This information is available Termly via the School Census. A permanent exclusion is when a pupil is no longer allowed to attend a school (unless the pupil is reinstated). This might be: a) in response to a serious breach or persistent breaches of the school's behaviour policy; and b) where allowing the pupil to remain in school would seriously harm the education or welfare of the pupil or others such as staff or pupils in the school. High rates of permanent exclusions may indicate significant behavioural issues among students, potentially linked to wider socio-economic, familial, or community factors. Monitoring this indicator provides insight into the effectiveness of school and local authority support systems aimed at preventing exclusions. High exclusion rates could suggest that current behaviour management, mental health support, and early intervention programs are not sufficiently addressing underlying issues.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p> |
| Cllr Hooper    | Adults & Health | % of adults with learning disabilities in paid employment  | <p>This metric has been removed from the national Adult Social Care Outcomes Framework (ASCOF) from 2024/25 and is not being replaced, but the indicator continues to be monitored locally. It specifically measures the number of adults aged 18-64 with a primary support reason of learning disability support in long-term support who are in paid employment, as a percentage of the total number of adults aged 18-64 with a primary support reason of learning disability support in long-term support.</p> <p><b>Benchmarks: National (England); Eastern Region NB:</b> new national/regional figures will be published December 2024 for 2023/24 and this will be the last benchmarking available as indicator is no longer a national indicator from 2024/25.</p>   |
| Cllr Watson    | Place           | % of 16-64 year olds who are in employment   | <p>ONS annual population survey - includes people who did some paid work in the reference week (whether as an employee or self-employed); those who had a job that they were temporarily away from (eg, on holiday); those on government-supported training and employment programmes; and those doing unpaid family work.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p>   |
| Cllr Watson    | Place           | % of 16-64 year olds who are economically active but unemployed  | <p>ONS annual population survey - includes people without a job who were available to start work in the two weeks following their interview and who had either looked for work in the four weeks prior to interview or were waiting to start a job they had already obtained.</p> <p><b>Benchmarks: CIPFA Statistical Nearest Neighbours; National (England); Eastern Region</b></p>  |



| Priority: Place |             |  |   |
|-----------------|-------------|--|---|
| Portfolio       | Directorate | Short Metric Title   | Definition  |
| Cllr Hooper     | Place       | No of people on the housing waiting list   | The total number of people across all bandings on the housing waiting list.   |
| Cllr Hooper     | Place       | No of households at risk of homelessness approaching the Council for assistance  | The total number of people who approach the Council for assistance due to the risk of being made homeless.  |
| Cllr Hooper     | Place       | No of successful discharges of the Homelessness Prevention and Relief duties     | People who the Council have managed to resolve their homelessness, either before or after they've become homeless. This can include securing accommodation for the person and their household that has a reasonable prospect of the accommodation being available for at least six months.<br><b>Benchmark: Provided by the Housing Advisory Service who assess national data on how many similar authorities are performing this function.</b>   |
| Cllr Hooper     | Place       | No of households with at least one child in temporary accommodation at month-end | Simple count of households living in temporary accommodation provided under the homelessness legislation who have at least one child living with them.  |
| Cllr Watson     | Place       | No of houses permitted to be built   | This indicator measures the total count of residential units granted planning permission within a specific period. This includes approvals for new builds, conversions, or changes in use that result in additional housing units.  |
| Cllr Watson     | Place       | No of houses built   | This indicator measures the actual number of residential units completed and ready for occupancy within a specific timeframe. This includes newly constructed houses, conversions, and any changes in use that result in new housing units.   |
| Cllr Watson     | Place       | No of Planning Committee decisions which are contrary to officer recommendation  | This indicator tracks cases where the Planning Committee's decision on an application differs from the planning officers' recommendation, reflecting decisions influenced by factors like local policy or public interest.  |
| Cllr Watson     | Place       | % of Major planning applications processed within agreed deadline                | This indicator measures the proportion of Major planning applications that are processed and determined within the time frame agreed upon, either within the statutory period (typically 13 weeks) or an extended deadline agreed upon between the applicant and the local planning authority. A Major Planning Application is technically defined under the Town and Country Planning (Development Management Procedure) (England) Order 2015. Major applications generally cover larger, more complex projects that may have a significant impact on the local area, infrastructure, and resources.<br><b>Benchmark: Based on statutory returns across 326 local authorities = average 89.6%. Southend, Basildon, Havering and Barking &amp; Dagenham councils = average 93.1%.</b> |
| Cllr Watson     | Place       | % of Major planning applications processed within 13 weeks                       | This indicator measures the proportion of Major planning applications that are processed and determined within the statutory period (typically 13 weeks). A Major Planning Application is technically defined under the Town and Country Planning (Development Management Procedure) (England) Order 2015. Major applications generally cover larger, more complex projects that may have a significant impact on the local area, infrastructure, and resources.  |



| Priority: Place |             |   |   |
|-----------------|-------------|---|---|
| Portfolio       | Directorate | Short Metric Title  | Definition  |
| Cllr Watson     | Place       | % of Minor planning applications processed within agreed deadline                         | <p>This indicator measures the proportion of Minor planning applications that are processed and determined within the time frame agreed upon, either within the statutory period (typically 8 weeks) or an extended deadline agreed upon between the applicant and the local planning authority. A Minor Planning Application is defined by the Town and Country Planning (Development Management Procedure) (England) Order 2015 as an application for development that does not meet the criteria for a major application but requires formal planning permission.</p> <p><b>Benchmark: Based on statutory returns across 326 local authorities = average 88.5%. Southend, Basildon, Havering and Barking &amp; Dagenham councils = average 95.2%.</b></p>              |
| Cllr Watson     | Place       | % of Minor planning applications processed within 8 weeks                                 | <p>This indicator measures the proportion of Minors planning applications that are processed and determined within the statutory period (typically 8 weeks). A Minor Planning Application is defined by the Town and Country Planning (Development Management Procedure) (England) Order 2015 as an application for development that does not meet the criteria for a major application but requires formal planning permission.</p>  |
| Cllr Holloway   | Place       | % of bins collected on the correct day  | <p>This is the national indicator definition for missed collections. This includes only unjustified missed collections. Examples of justifiable reasons include because the bin has not been presented correctly or is contaminated.</p> <p>NB. As part of the development of the new waste strategy this indicator is being reviewed for 2025/26. In the meantime, this is the best available proxy measure.</p>   |
| Cllr Holloway   | Place       | Income from garden waste subscriptions (£)  | <p>Amount of income received from our chargeable green waste service which was launched in April 2024. This was a previously free service, so operational costs are not considered.</p>   |
| Cllr Holloway   | Place       | Street Cleanliness a) Litter b) detritus c) graffiti (based on sample of roads inspected) | <p>This is the former national indicator definition ie the percentage of relevant land and highways where the amount of a) litter b) detritus* c) graffiti is deemed to fall below an acceptable standard. This is assessed through surveys conducted over three four-month periods: April to July, August to November, and December to March.</p> <p>* “detritus” is natural litter eg mud, soil, grit, gravel, stones, rotted vegetation, leaves, twigs</p> <p><b>Benchmark:</b> DEFRA used to publish consolidated reports on street cleanliness, including NI 195. Though they no longer publish NI 195, historic data is available. Thurrock are a member of APSE, so have benchmarking available, however are limited to the authorities that are APSE members.</p> |
| Cllr Holloway   | Place       | % of household waste sent for recycling   | <p>This is the former national indicator definition which measures the percentage of household waste sent for reuse, recycling and composting. This is a key measure of our progress in moving management of household waste up the hierarchy</p> <p>The numerator is the Tonnage of household waste collected by the authority (or on behalf of the authority) which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected by the authority (or on behalf of the authority).</p> <p><b>Benchmark: <a href="http://www.letsrecycle.com">www.letsrecycle.com</a> - Best 2022/23 = 61.6% / Worst 2022/23 = 17.7%. In 2022/23 Thurrock ranked 311st out of 343 councils</b></p>                 |



| Priority: Place |             |   |   |
|-----------------|-------------|---|---|
| Portfolio       | Directorate | Short Metric Title  | Definition  |
| Cllr Holloway   | Place       | Residual (i.e., non-recycled) waste per household (kilos)   | This indicator monitors an authority's performance in reducing the amount of waste that is sent to landfill, incineration or energy recovery. The Numerator is total kilograms of household waste less any household waste arisings sent for reuse, recycling, composting, or anaerobic digestion. The Denominator is the number of households as given by the dwelling stock figures from the Council Tax base.<br><b>Benchmark: <a href="http://www.letsrecycle.com">www.letsrecycle.com</a> - Best 2022/23 = 61.6% / Worst 2022/23 = 17.7%. In 2022/23 Thurrock ranked 311st out of 343 councils</b> |
| Cllr Holloway   | Place       | % of potholes repaired within policy and agreed timeframe   | This indicator measures the percentage of reported potholes that are fixed within the specified time limits set by the local authority's pothole repair policy. This timeframe is based on the severity and location of the pothole, as outlined in the council's standards.<br><b>Benchmark: no formal benchmark group, however target is set ambitiously high; eg, Kent County Council's pothole KPI stands at 85%. This target aligns with previous strategic initiatives focused on enhanced road maintenance and public satisfaction.</b>  |
| Cllr Watson     | Place       | % of out-of-work benefits claimants as % of 16-64 population  | This is data collected annually by the Office of National Statistics. The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining those claiming Jobseeker's Allowance (JSA) and NI credits with those receiving Universal Credit principally for the reason of being unemployed.<br><b>Benchmarks: National (England); Eastern Region</b>  |
| Cllr Watson     | Place       | Survival rate (%) of "newly born enterprises" (business start-ups) which survive after a) 1 yr b) 3yrs c) 5 years | This is data collected annually by the Office of National Statistics as part of their monitoring of business demography. A business is deemed to have survived if having been a birth in year X or having survived to year X; it is active in terms of employment and/or turnover in any part of year X.<br><b>Benchmarks: National (England); Eastern Region</b>   |



## 7. Benchmarking comparators explained

Benchmarking is the process of comparing your performance to that of other similar organisations. This can help you identify areas where you shine or need improvement. The most appropriate benchmarking group will depend on what is being measured. NB. Benchmarking is normally only available for indicators which form part of a commonly defined national dataset so some local indicators will not have appropriate comparisons. Where comparison is available, council data is usually benchmarked by geography, council type and/or statistical socio-economic area characteristics:

### **National geography**

Where data is part of a commonly defined national dataset, it can often be benchmarked at a range of national geographies. Depending on the data this can be UK or GB, England, England and Wales. Unless otherwise expressed, this report refers to national data as being “England”.

### **Regional geography**

Thurrock is in the East of England Region. The East Region includes 50 local authorities in total – the upper tier councils of which are the county councils of Cambridgeshire, Essex, Hertfordshire, Norfolk, Suffolk and the unitary councils of Central Bedfordshire, Luton, Peterborough, Southend-on-Sea, Thurrock and Bedford. Depending on the type of indicator it may or may not include data from all 50 local authorities as County, Unitary, District and City councils provide different services.

### **Sub-regional geography**

**All Essex councils** – this includes the unitary authorities of Southend-on-Sea and Thurrock and all councils under the Essex County Council geography namely – Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Epping Forest, Harlow, Maldon, Rochford, Tendring, Uttlesford and Essex County Council. Does not including parish and/or town councils.

Sometimes comparison is only needed with the **South Essex Councils** – these are Basildon, Brentwood, Castle Point, Rochford, Southend-on-Sea and Thurrock Councils.

### **Unitary Councils**

Thurrock is a single tier, unitary authority. As unitary councils are responsible for all local authority services in an area, they are different from other types of councils, so sometimes this is the most appropriate benchmark. There are [59 unitary authorities in England](#). Southend-on-Sea and Medway councils are the nearest geographically to Thurrock.

### **Nearest Statistical Neighbours**

This benchmarking group is not based on geography or type of council, but on characteristics of the area each authority administers. It is based on 40 metrics using a wide range of social-economic indicators and is produced by the [Chartered Institute of Public Finance Accountants](#) (CIPFA). For 2024/25, CIPFA Nearest Neighbour statistical grouping includes the councils of Bolton, Coventry, Derby, Halton, Milton Keynes, North Northamptonshire, Peterborough, Reading, Rochdale, Slough, Stockton-on-Teas, Swindon, Thurrock, Trafford, Telford and Wrekin, Warrington.