

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Cabinet

The meeting will be held at **7.00 pm** on **9 March 2016**

Committee Rooms 2 & 3, Civic Offices, New Road, Grays, Essex, RM17 6SL.

Membership:

Councillors John Kent (Chair), Barbara Rice (Vice-Chair), Oliver Gerrish, Victoria Holloway, Bukky Okunade, Jane Potheary, Gerard Rice, Richard Speight and Lynn Worrall

Agenda

Open to Public and Press

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Queries regarding this Agenda or notification of apologies:

Please contact Kenna-Victoria Martin, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **1 March 2016**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Vision: Thurrock: A place of **opportunity, enterprise and excellence**, where **individuals, communities and businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Cabinet held on 10 February 2016 at 7.00 pm
The deadline for call-in is Tuesday 23 February 2016 at 5.00 pm

Present: Councillors John Kent (Chair), Barbara Rice (Vice-Chair), Oliver Gerrish, Victoria Holloway, Gerard Rice, Richard Speight and Lynn Worrall

Apologies: Councillors Bukky Okunade and Jane Potheary

In attendance:

Lyn Carpenter, Chief Executive
Steve Cox, Assistant Chief Executive
David Archibald, Interim Director of Children's Services
David Bull, Director of Planning and Transportation
Sean Clark, Director of Finance & IT
Roger Harris, Corporate Director of Adults, Housing and Health
Matthew Essex, Head of Regeneration and Assets
Jackie Hinchliffe, Director of HR, OD & Transformation
Richard Parkin, Head of Environment
Sarah Welton, Strategy & Performance Officer
Karen Wheeler, Head of Strategy, Communications and Customer Service
David Lawson, Deputy Head of Legal & Monitoring Officer
Kenna-Victoria Martin, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

111. Minutes

The Minutes of Cabinet, held on 13 January 2016, were approved as a correct record.

112. Items of Urgent Business

There were no items of urgent business.

113. Declaration of Interests

Councillor Gerrish declared a non-pecuniary interest in Item 10 Fairness Commission, in that he was a Member of the Commission.

114. Statements by the Leader

The Leader of the Council addressed the Cabinet and in doing so welcomed David Archibald as the interim Director for Children Services. He continued by

informing the Cabinet that the meeting was David Bull's last Cabinet meeting and thanked Mr Bull for all of the work he had undertaken for Thurrock within the last 4 years.

115. Corporate Performance Summary - Month 8 (up to end of November 2015)

Councillor Holloway, Cabinet Member for Central Services, introduced the report which highlighted that at the end of November 2015 96% of monthly indicators were either meeting or within an acceptable tolerance of their target.

Councillor B Rice commented that Adult Social Care users in receipt of Self-Directed Support and permanent admissions to residential/ nursing homes were two items within her portfolio previously they received amber ratings; both were now at an improved green rating.

116. Petitions submitted by Members of the Public

There were no petitions submitted.

117. Questions from Non-Executive Members

The Leader of the Council advised that no questions had been submitted.

118. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee

The Leader of the Council informed Members that there were no matters which had been referred to the Cabinet by an Overview and Scrutiny Committee.

119. Fairness Commission Report (Decision 01104345)

Councillor J Kent presented the report on behalf of the Cabinet Member for Communities and Public Protection, in doing so he informed Members that he agreed with the recommendations to bring equality into focus.

Councillor Speight mentioned that the Fairness Commission was established and tasked with progressing the work of the Task and Finish Group formed by the Corporate Overview and Scrutiny Committee in September 2013 to look at equality issues within the Borough.

The Cabinet Member for Regeneration thanked the Commissioners for their hard work and stated that there was still more for the Council to do in raising awareness faced by Thurrock Residents.

He continued by welcoming the Fairness Charter and the recommendations within the report.

Councillor B Rice commented that she was surprised that her portfolio had received fewer comments from residents given the inequalities around health and the unexpected rise in some diseases.

Councillor J Kent stated that it was important to hear from residents and he confirmed that regular resident surveys would be reinstated.

RESOLVED:

That Cabinet note the contents of the report and agree how the Council responds to the recommendations detailed at 3.8.

Reason for Decision - as stated in the report
This decision is subject to call-in

120. 2016/17 General Fund Revenue and Capital Budget Report (Decision 01104346)

The Leader of the Council addressed Members informing them that for the last five years the Council had been able to produce a balanced budget and, for 2016/17, this had once again been achieved

He continued that at the last Cabinet meeting, the Corporate Overview and Scrutiny Committee were asked to investigate the proposal of a 3.99% Council Tax rise. Councillor J Kent asked Councillor Snell, Vice-Chair of the Committee, if he had any comments.

Councillor Snell addressed Cabinet Members informing them the Committee had a formal discussion regarding the proposed rise in Council Tax and they had come to a unanimous cross-party decision.

The Leader informed the Cabinet that the Government had proposed a 2% Social Care Tax as well as the general rise in Council Tax, and were no longer offering the Council Tax freeze Grant

He stated that should Cabinet agree the report and therefore recommend a rise in Council Tax, Thurrock Council would still have the lowest Council Tax in Essex and one of the lowest for a Unitary authority in the country. He further commented that since 2010 Council Tax within the borough had reduced by £100 per property in real terms.

Councillor G Rice mentioned that within Environmental Services the Council had increased the budget by £1.4million; this included the decision not to charge for the collection of green bins.

He continued to inform Members in regard to bus subsidies that the Council had offered tenders for services such as the 374 bus service. There would also be bus services for Horndon on the Hill and Fobbing.

Councillor Speight welcomed the protection of the bus subsidies within the borough. He commented that he was pleased to see cross-party working when looking at the proposed Council Tax rise.

The Cabinet Member for Adult Social Care and Health, Councillor B Rice, thanked Councillor Snell for the work the Committee had completed, including supporting the work of the consultation completed by Healthwatch which received 500 responses relating to services such as Day Care for older people and Charges for Adult Social Care services.

RESOLVED:

1. **That, following the decision of Corporate Overview and Scrutiny Committee, Cabinet recommend to Council a 2% Council Tax increase in respect of Adult Social Care;**
2. **That, following the decision of Corporate Overview and Scrutiny Committee, Cabinet recommend to Council a 1.99% Council Tax increase in support of the general budget;**
3. **That Cabinet note the inclusion of £190k in the 2016/17 base budget towards maintaining Bus Subsidies;**
4. **That Cabinet note the inclusion of £50k in the 2016/17 base budget to provide support to the borough in managing the implications of, and responding to, the Lower Thames Crossing proposal;**
5. **That Cabinet agree to the savings proposals to Adult Social Care as set out in Appendix 3;**
6. **That Cabinet recommend to Council that delegation be granted to the Director of Finance and IT, in consultation with the Chief Executive and Leader of the Council, the authority to make the relevant submissions to government to secure the four year settlement and freedom to use capital receipts for transformation purposes if considered to be in the Council's best interest;**
7. **That Cabinet recommend to Council the proposed additions to the Capital Programme set out in Appendix 4; and**
8. **That Cabinet recommend to Council the delegations regarding additions to the Capital programme as set out in section 11**

Reason for Decision - as stated in the report

This decision is subject to call-in

121. Housing Revenue Account Base Budgets and Rent Setting 2016/2017 (Decision 01104347)

Councillor J Kent, Cabinet Member for Finance, introduced the report during which he explained that further to the Government's announcement on key policy changes the following would impact on residents:

- A 1% reduction in social rents for four years would benefit less than half of Thurrock residents who were council tenants;
- The disposal of 'high value' properties - there was currently a shortage of 3/4 bedroomed houses in the borough. These properties were now

- to be sold with the proceeds passed to the Government leaving residents in need of such properties on the Councils waiting list.
- 'Pay to Stay'- the proposal would affect council tenants who were higher earners such as 2 people each earning £15,000

Councillor Worrall, Cabinet Member for Housing, stated that officers had met in the hope of securing a DCLG exemption to the 1% reduction to rents.

Councillor Worrall went on to say that the issue of raising rent for sheltered housing residents was discussed. She stated that when raised with government officials that they were targeting elderly residents, officers were informed that the situation had not been thought of in that way.

RESOLVED:

1. That the changes included in the base budget for 2016/17 be agreed.
2. That the 1% rent reduction outlined in the Summer Budget be noted.
3. That a 1% increase in de-pooled service charges for 2016/17 be agreed.
4. That a 2.5% increase in garage rents for 2016/17 be agreed.
5. That a 1.5% increase in central heating charges in 2016/17 be agreed.
6. That a 2.5% increase in traveller's sites rents be agreed.

Reason for Decision - as stated in the report
This decision is subject to call-in

122. Treasury Management Strategy 2016/2017 (Decision 01104348)

The Leader of Council and Cabinet Member for Finance presented the report to Members informing them that by having a Treasury Management Strategy the Council were able to strengthen resources and further enable the Council to include future borrowing within the Capital Programme.

Councillor Kent further stated that it would allow for new health facilities within the borough and the new theatre.

RESOLVED:

That the Cabinet recommend the Council:

1. Approve the Treasury Management Strategy for 2016/17 and its application to 2015/16 including approval of the Annual Minimum Revenue Provision (MRP) Statement for 2016/17 and its application to 2015/16;
2. Approve the adoption of the Prudential Indicators as set out in Appendix 1;

3. **Delegate the approval of any changes to the Prudential Indicators to Cabinet where required due to the delivery mechanism for affordable homes in the borough as outlined in paragraph 2.16; and**
4. **To note the revised 2015/16 and 2016/17 Treasury Management projections as set out in paragraph 2.34**

Reason for Decision - as stated in the report
This decision is subject to call-in

123. Fees and Charges 2016/2017 (Decision 01104349)

Councillor J Kent presented the item explaining that the report sought approval to revise fees and charges for the Council. He further advised that the report had been to the relevant Overview and Scrutiny Committee from which their feedback back was noted.

He continued by stating he had concerns in relation to set fees for the Thameside Theatre and that he felt it should be up to the theatre manager's discretion to make relevant decisions in relation to advertising and discounts.

It was confirmed by Officers and the Monitoring Officer this was possible. Councillor J Kent stated that all Members should support the new theatre so when it was introduced it had a number of users and was regarded by the community.

RESOLVED:

That Cabinet:

1. **Agree the proposed charges as detailed in the appendix.**
2. **Note the feedback on Fees and Charges from all Overview and Scrutiny Committees (Appendix 2)**

Reason for Decision - as stated in the report
This decision is subject to call-in

124. Lower Thames Crossing - Highways England's Options (Decision 01104350)

Councillor Gerrish, Cabinet Member for Highways and Transportation introduced the report by stating that all Members and residents were supportive of the campaign against the proposed new Crossing.

He further stated that the extraordinary Planning, Transportation and Regeneration Overview and Scrutiny meeting, which took place on the 9 February 2016, was valuable to residents and businesses alike in allowing them to speak in a public forum.

Councillor G Rice welcomed the report and encouraged residents to complete the Highways England online consultation.

Councillor B Rice stated she was pleased to see local Councillors working together without politics interfering. She mentioned it showed residents the benefits of community Councillors.

Councillor Worrall commented that while waiting for the announcement of the proposed crossing she never thought it would be through the middle of the borough.

The Cabinet Member for Housing further thanked David Bull Director of Planning and Transportation for all his hard work and for leaving the Council in a strong position.

The Leader stated that the case residents and the Council should be making to Highways England was that the new crossing was, in essence, a waste of money. He continued by stating the new crossing would cost in the region of £6billion, reduce traffic by only 14% and create 5,000 jobs in the area.

He further informed Members that the Council were currently working with consultants who were experts in highway schemes and were due to finish their consultation within the next few weeks.

RESOLVED:

That Cabinet:

- 1. Notes Highways England's proposals as set out in paragraphs 3.1 to 3.7 of this report;**
- 2. Reaffirms its policy on the Lower Thames Crossing, most recently agreed in Council on the 25 November 2015, that we should oppose any new crossing in Thurrock;**
- 3. Requests that officers prepare a draft Council Consultation Response to be agreed by Cabinet and Council in March, and informed by:**
 - a. the evidence heard at Planning, Transportation, Regeneration Overview and Scrutiny Committee on the 9 February 2016**
 - b. expert advice on the implications for business, growth and transportation of the three options**
 - c. Dialogue with all parties interested in a Lower Thames crossing through Thurrock, including Gravesham District Council.**
- 4. Requests that up to £30k of funding be identified in 2016/17 for community information and for technical and legal studies to support Thurrock's response to the Options, to be confirmed by Council at its February meeting.**

Reason for Decision - as stated in the report

This decision is subject to call-in

125. Thurrock Economic Growth Strategy 2016/2021 - Refresh (Decision 01104351)

Councillor Speight, Cabinet Member for Regeneration, presented his report to Members informing them of the following:

- Thurrock's ambitious growth agenda was backed by more than £6billion of private sector investment and aims to deliver 18,500 new homes and 26,000 new jobs by 2021;
- The Thurrock Economic Development Strategy was developed to provide strategic guidance to the Council and its partners in their attempts to create the required economic conditions to achieve these ambitious goals;
- This focus remained on supporting growth within the borough and looking at the quality of work and the availability for higher valued employment;
- The Strategy further supported the Growth Hubs across the borough and;
- The promotion of Thurrock not just outside of the borough but to organisations setting up new businesses within Thurrock.

Councillor G Rice welcomed the report and mentioned he looked forward to the completion of the regeneration of Grays Town Centre.

Councillor Gerrish mentioned it was not just the growth of the borough that was needed but the types of growth, such as schools and health services which would also be required.

RESOLVED:

- 1. To acknowledge key achievements in addressing the economic challenges identified in the 2007-21 Economic Development Strategy;**
- 2. To approve the Economic Growth Strategy 2016-21 (appendix 1);**
- 3. To acknowledge the role that the Economic Growth Strategy will play in supporting the development of the Borough's Local Plan;**
- 4. To acknowledge that a detailed implementation plan will be produced identifying roles and responsibilities for the Council and its partners to ensure the most efficient and high impact approach is taken.**

Reason for Decision - as stated in the report
This decision is subject to call-in

126. Combined Authority and South East Local Enterprise Partnership Update (Decision 01104352)

Councillor J Kent, Leader of the Council, introduced the item which provided an update to a previous report where it was agreed to continue work with partners towards a devolution deal so that decisions could be made at local level.

He continued to inform Members that following a meeting with partners in greater Essex and the SELEP he was still to be convinced that a devolution including Essex County Council could enable Thurrock Council to do more than it did already with different partnerships such as with Southend-on-Sea Council.

The Leader then suggested an additional recommendation:

That Cabinet reiterate their position, which was reached a year ago, and work to produce a Thurrock/Southend devolution proposal.

Councillor Speight commented that he welcomed the Leader's recommendation.

Councillor G Rice enquired if the Council could look at funding from the European Union.

The Leader requested Officers look into the possibility of funding from Europe and asked that it be included in a future report.

RESOLVED:

- 1. To provide an update to Cabinet on the work with partners to develop a Greater Essex Devolution Bid as well as the progress on the partnerships within Thames Gateway and South Essex.**
- 2. That Cabinet reiterates their position, which was reached a year ago, and works to produce a Thurrock/Southend devolution proposal.**

Reason for Decision - as stated in the report
This decision is subject to call-in

127. Waste Disposal Contracts (Decision 01104353)

The Cabinet Member for Environment Councillor G Rice presented the report to Members and in doing so advised them Thurrock Council had four waste management and processing contracts, three coming to an end in April 2017 and one in June 2017.

He commented this was an excellent opportunity to review and determine the service delivery mechanism for waste and recycling management for the long term.

RESOLVED:

To agree delegated authority to the Portfolio Holder for Environment and the Chief Executive for extension of the five current waste disposal contracts with three suppliers by up to 8 months, to the maximum value of £1 million per supplier and £2 million in total.

Reason for Decision - as stated in the report
This decision is subject to call-in

The meeting finished at 8.10 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

9 March 2016	ITEM: 6.1
Cabinet	
Month 9 / Quarter 3 Corporate Performance Report 2015/2016	
Wards and communities affected: All	Key Decision: Non-key
Report of: Councillor Victoria Holloway, Cabinet Member for Central Services	
Accountable Head of Service: Karen Wheeler, Head of Strategy, Communications & Customer Services	
Accountable Director: Jackie Hinchliffe, Director of HROD & Transformation	
This report is public	

Executive Summary

This report provides Cabinet with a summary of performance against the Corporate Scorecard 2015/16, a basket of key performance indicators, as at Month 9/Quarter 3 i.e. end of December 2015. These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

At the end of Month 9, 75% of these indicators are either meeting or within an acceptable tolerance of their target.

- 1. Recommendation(s)**
 - 1.1 Comments and notes the performance at this stage in the year and identifies, where it feels necessary, any further areas of concern on which to focus**
 - 1.2 Recommends the report to Corporate Overview & Scrutiny Committee**
 - 1.3 Recommends the areas In Focus to be circulated as appropriate to relevant Overview and Scrutiny Committee Chairs.**

2. Introduction and Background

- 2.1 This report provides Cabinet with a summary of performance against the Corporate Scorecard 2015/16, a basket of key performance indicators, as at Month 9/Quarter 3 i.e. end of December 2015.
- 2.2 These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

3. Issues, Options and Analysis of Options

This report is a monitoring report for noting, therefore there is no options analysis.

Performance Report Headlines

The headline messages for this report are:

- 3.1 **Performance against target** - of the 41 indicators that are comparable, at the end of December 2015 (*NB KPIs = Key Performance Indicators*)

	End of December 2015
GREEN - Met their target	46.34%
AMBER - Within tolerance	29.27%
RED - Did not meet target	24.39%

Three quarters of the KPIs are currently hitting or close to target. Given, the backdrop of reduced resources, and in particular, how these constraints impact on the Council's finances and demands for services this is encouraging. However, a quarter of indicators are below target. In some cases this is because the Council has set itself deliberately ambitious targets. These are being monitored closely and individual commentary for all those indicators which are IN FOCUS is included in this report.

- 3.2 **Direction of Travel** (DOT) - of the 45 indicators that are comparable, at the end of December 2015 (based on the previous year's outturn or position the same time last year, depending on which is most appropriate for the indicator):

	DOT at end of December 2015
↑ IMPROVED	57.78%
→ STATIC	22.22%
↓ DECLINED	20%

KPIs 'IN FOCUS'

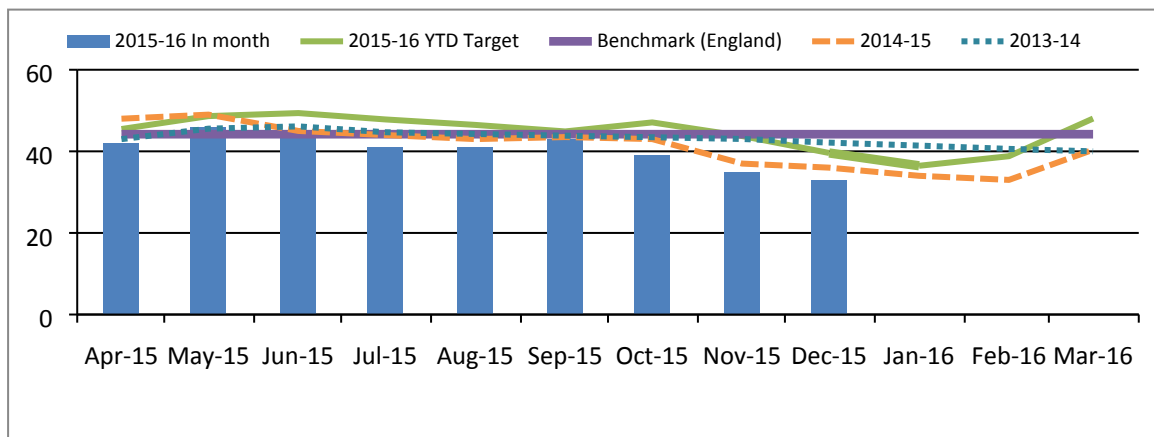
- 3.3 As part of the council's performance management process, the Performance Board - a council wide group of performance leads – reviews the progress of the Corporate Scorecard on a monthly basis to provide assurance to the Directors' Board and Cabinet of delivery.

Where the Performance Board identifies issues that it considers to be of concern or indeed merits the highlighting of good performance it recommends these to the Directors' Board and Cabinet for their consideration.

This quarter the Performance Board have put the following indicators IN FOCUS.

3.4 Recycling Rates

Definition	The indicator measures percentage of household waste arisings, which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.		
RAG Status	RED	Direction of Travel since 2014-15	Worse
December Actual	Target (December 2015)		Year End Target
33%	40%		48%



As highlighted in previous monitoring reports, recycling rates continue to be below target.

In order to drive an increase in recycling across the Borough a detailed action plan has been developed and presented to the Corporate Overview and Scrutiny Committee. The strategy includes identifying areas within the Borough where recycling rates are lowest to enable targeted campaigns and

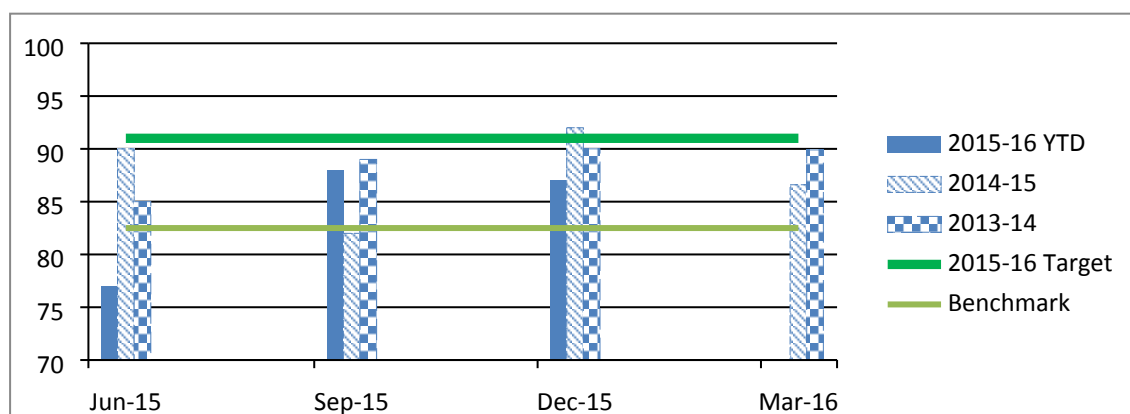
communications as well as an over-arching communication strategy for all residents. Plans have also been submitted to look at how best to enable recycling for flats.

Although the work to deliver the proposals is underway, it is anticipated that the increase in recycling will be a slow and steady climb over an extended period.

[Commentary agreed by Richard Parkin]

3.5 Reablement

Definition	% of older people still at home 91 days after discharge		
RAG Status	RED	Direction of Travel since 2014-15	Worse
December Actual	YTD Target (Dec)		Year End Target
87%	91%		91%



At Quarter 3, of those discharged between 1 July to 31 August 2015, 140 were discharged to a reablement service. Of those, 122 remained at home 91 days later, which equates to 87%. Of the 18 that did not remain at home 15 passed away before the 91 day period and 3 returned to hospital.

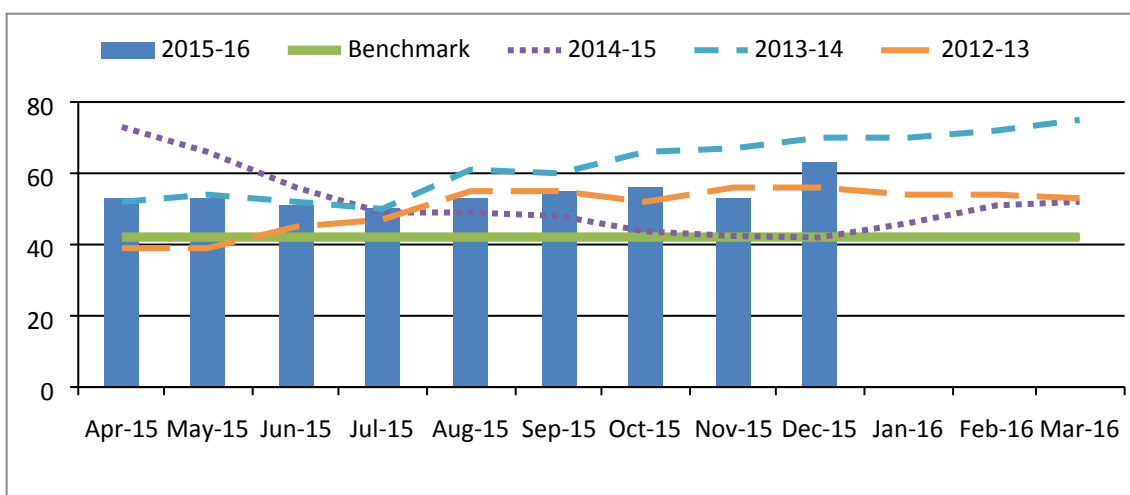
Whilst this falls below our target of 90% our current performance exceeds the national outturn for 2014/15, which was 82% and is slightly above our 2014/15 outturn of 86%.

The national indicator measures those discharged between 1 October 2015 to 31 December 2015 only so it is Q4 data that will be published within the SALT (Short & Long Term) statutory return results.

[Commentary agreed by Roger Harris]

3.6 Rate of Children subject to child protection plans

Definition	Rate of Looked After Children per 10,000 population		
RAG Status	n/a	Direction of Travel since 2014-15	Worse
December Actual	YTD Target (Dec)		Year End Target
86	No target set		No target set



There has been a significant rise in the number of children subject to Child Protection Plans. This is outside of what has been predicted and the service is continuing to analyse this.

Two factors appear to have accounted for the increase. The first is the low rate of children ceasing plans in December which was only 5, compared to 27 in November. It is projected that by the end of 2015/16 there will have been 221 plans which have ceased and 316 plans that have started. This is a reversal in demand from 2014/15 which saw 312 cease and 226 new plans.

Additionally the service reported a rise in high risk domestic violence cases being referred to the MASH (Multi-Agency Safeguarding Hub) by the Police. We are looking into this with partners.

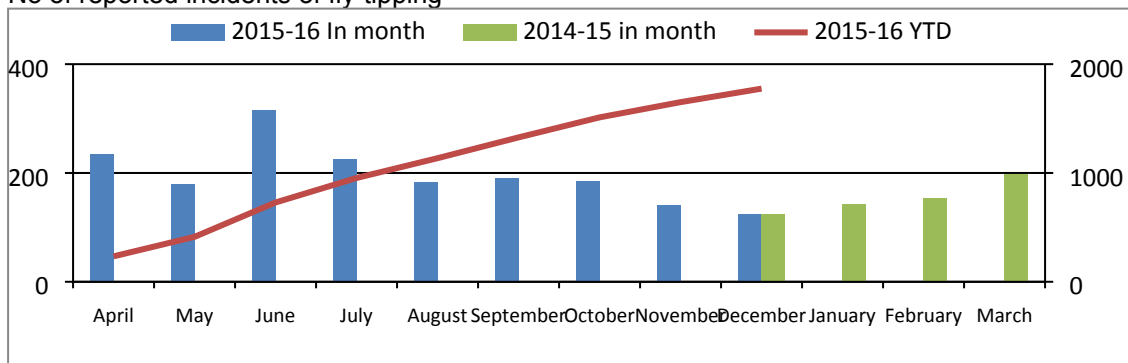
To ensure that only appropriate cases progress to Initial Child Protection Conference (ICPC), the service are now requiring Service Manager sign off for all such decisions.

[Commentary agreed by Andrew Carter]

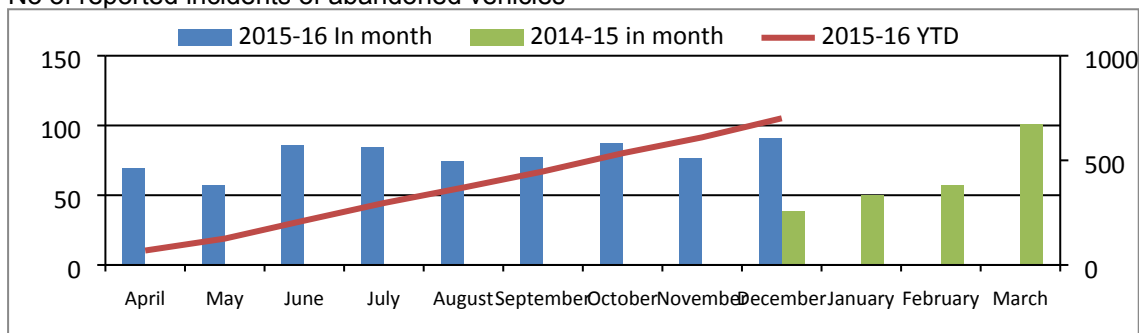
3.7 Incidents of Flytipping and Abandoned Vehicles

Definition	Number of reported incidents of fly-tipping/ abandoned vehicles (AV)		
	December Actual	YTD Total	Year End Target
Flytipping	124	1775	No target
AV	91	701	No target

No of reported incidents of fly-tipping



No of reported incidents of abandoned vehicles



These indicators have been in focus to highlight the increase in the number of reported incidents of both flytipping and abandoned vehicles. These have not been set a target as they are not performance related indicators. They are workload (demand) indicators. We do not have data for the whole of last year for these indicators however the average per month for the partial year in 2014/15 compared with the average per month so far in 2015/16 is:

	2015/16 Monthly average	2014/15 Monthly average
Flytipping reports	197.22	154.25
AV reports	77.89	61.5

Reports of fly-tipping and abandoned vehicles have and continue to increase. Officers are working hard to address service requests received and the Council is reconsidering enforcement provision.

[Commentary agreed by Lucy Magill]

3.8 The full summary of performance is set out below:

Corporate Priority	No. of PIs (not inc. Annual KPIs)	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a)	No. of KPIs at Green ✓	No. of KPIs at Amber ↔	No. of KPIs at Red ✗	No. of KPIs unavailable for comparison (n/a)	No. Improved since 2014/15 ↑	No. Unchanged since 2014/15 →	No. Decreased since 2014/15 ↓
Create a great place for learning and opportunity	15	2	3	8	2	0	11	4	0
Encourage and promote job creation and economic prosperity	6	2	2	2	0	2	3	0	1
Build pride, responsibility and respect	5	1	3	1	0	0	2	2	1
Improve health and well-being	10	5	2	1	2	6	2	0	2
Promote and protect our clean and green environment	8	5	2	0	1	3	0	2	3
Well run organisation	13	1	7	0	5	1	8	2	2
TOTAL	57	16	19	12	10	12	26	10	9
		PIs available = 41	46.34%	29.27%	24.39%	PIs available = 45	57.78%	22.22%	20%

*Please note it is possible to have a different number of indicators comparable against “Direction of Travel” than “Against Target” because for some indicators we only have one year’s worth of data and therefore cannot compare Direction of Travel

4. Reasons for Recommendation

- 4.1 This monitoring report is for noting, with a further recommendation to circulate any specific areas to relevant Overview and Scrutiny for further consideration. It is also considered at Corporate Overview and Scrutiny Committee.

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

- 5.1 This monitoring report is considered on a quarterly basis by Corporate Overview and Scrutiny Committee and where there are specific issues relevant to other committees these are further circulated as appropriate.

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

- 6.1 This monitoring report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer, Corporate Finance

This is a monitoring report and there are no direct financial implications arising. Within the corporate scorecard there are some specific financial performance indicators, for which commentary is given within the report. With regard to other service performance areas, any recovery planning commissioned by the Council may well entail future financial implications, which will be considered as appropriate.

An increase in the number of Child Protection Plans has led to greater spend within the children's directorate. Work to reduce the number of Child Protection Plans should decrease spending in this area and help to mitigate further budget pressures.

7.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal and Monitoring Officer

This is a monitoring report and there are no direct legal implications arising.

7.3 **Diversity and Equality**

Implications verified by: **Rebecca Price**
Community Development Officer

This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults and children, volunteering etc. Individual commentary is given within the report regarding progress and actions.

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

The Corporate Scorecard contains measures related to some staff, health, sustainability and crime and disorder issues. Individual commentary is given within the report regarding progress and actions.

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

- **Corporate Priority Activities Plan 2015/16**
<https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=129&MIId=2548&Ver=4>

9. **Appendices to the report**

- Appendix 1: Corporate Scorecard Summary 2015/16 Quarter 3

Report Author:

Sarah Welton
Strategy & Performance Officer
Strategy, Communications and Customer Services

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9 March 2016		ITEM: 10 (Decision 01104354)
Cabinet		
Shaping the Council and Budget Proposals		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor John Kent, Leader of the Council		
Accountable Head of Service: Sean Clark, Director of Finance and IT		
Accountable Director: Lyn Carpenter, Chief Executive		
This report is Public		

Executive Summary

On 24 February 2016, the Council set the budget for 2016/17 and agreed Council Tax increases of 2% for Adult Social Care and 1.99% as a general increase. These increases, in addition to more stretching income targets, support the need for the Council to become financially self-sustainable by 2019/20.

This report provides a short update on the Council's current and medium term financial position.

1 Recommendation(s):

- 1.1 That Cabinet note the financial pressures still being faced in Children's Services;
- 1.2 That Cabinet note the need to identify £18.5m through a combination of additional income and cost reduction over the period 2017/18 to 2019/20; and
- 1.3 That Cabinet note the assumptions set out in the Medium Term Financial Strategy forecasts as set out in paragraph 4.2.

2 2015/16

- 2.1 Previous reports have set out to Cabinet significant over spends in Children's Services (gross pressures of £4m).
- 2.2 The most recent analysis has identified that these pressures are increasing for three main reasons:

- a) Unaccompanied Asylum Seekers (UASC), including recognising assumed levels of reimbursement from government for the 2014/15 financial year;
 - b) The cost of placements; and
 - c) The cost of interim staff over and above establishment to meet acceptable social worker to child ratios.
- 2.3 The current estimate of these additional pressures is £1.9m but further work is taking place on confirming this figure and what mitigation is available.
- 2.4 Members will recall that the Council has an outstanding liability relating to pension costs from the Serco termination. The figure should have been provided by Essex County Council (ECC) Pension Section by now to give the Council certainty over the liability.
- 2.5 An update from ECC on 18 February 2016 reported that they were still waiting, some three months after the termination date, for 80 case files and a number of queries to be answered by Serco. ECC's current estimate is that it could be late April or even May before a figure can be provided.
- 2.6 This puts the Council in difficulty in terms of closing the accounts for 2015/16 and we even need to recognise the impact on ECC doing this additional work at a year end, traditionally one of the busier times of the year. The likelihood is that the Council will have to close the accounts on an estimate.

3 2016/17

- 3.1 The Council agreed a balanced budget at their meeting on 24 February 2016 that included a small budget to aid transition towards financial self-sustainability.
- 3.2 There are three pressures that are already clear for 2016/17 that will be further considered and defined by Directors' Board throughout March:
- a) £2.5m of additional budget has been provisionally earmarked for Children's Services. Directors' Board will be considering the ongoing impact of current caseloads, numbers of Unaccompanied Asylum Seekers and the related impact of both of these areas on staffing levels and whether they will be contained within the additional budget provision. If this cannot be achieved, officers will bring back mitigating proposals;
 - b) The Public Health Grant (PHG) has been reduced by £0.924m. The combination of late notification of the grant and the fact that the majority of spend is subject to contracts, there is likely to be a pressure that cannot be mitigated within the PHG itself; and

- c) There has been a recognition that cuts in Environmental Services have been too drastic in recent years. A number of options to build on the current levels of service are currently being considered.

3.3 All of the above will be kept within the agreed budget envelope.

4 Medium Term Financial Strategy (MTFS)

4.1 The MTFS covering the period 2017/18 through to 2019/20 shows a total savings requirement of £18.5m, split between years as follows:

	£m
2017/18	7.4
2018/19	6.1
2019/20	5.0
Total	18.5

4.2 Members should note the following assumptions in these figures:

- a) Each year assumes Council Tax increases of 3.99% reflecting both Adult Social Care and general increases;
- b) Growth to meet demographic and economic demands is included at £3.5m per annum – increases between 2015/16 and 2016/17 have been higher than this with growth of £4.5m along with additional pressures in Children’s Services as set out earlier in this report; and
- c) The MTFS sets out a budget envelope and so does not make any provision for redirecting resources towards the Council’s priorities. Any redirection will obviously increase the amounts to be raised through income and/or need to be saved from other service areas.

4.3 Meeting these budget gaps will be challenging, especially considering the amounts taken out of the budget in previous years. Officers are obviously concentrating on two key areas that have a number of sub-projects under them:

- a) Income generation – including increasing the Council’s commercial trading base from Environment to support services and using treasury to both kick start growth projects whilst earning premiums on loan advances or income through rental streams. Note, Council Tax increases also fall under this category; and
- b) Achieving more or the same for less – including further transformational projects, contract reviews, spend to save initiatives and alternative delivery models.

- 4.4 Where the budget gap cannot be fully closed through the above, the likely solution will be reductions to, or full cessation of, service provision.
- 4.5 There are a number of actions that are currently being carried out or planned that will help Members and officers identify base budget positions and savings opportunities to meet this financial challenge:
- a) The LGA were requested to carry out a use of resources review on Adult Social Care in Thurrock. This has now developed into a mini benchmarking, comparing the Council to services in Derby and Central Bedfordshire;
 - b) Discussions are taking place with iMPower for a review of Children's Social Care;
 - c) In Environment, business process re-engineering of the back office, reviews of waste disposal service and reshaping contracts and investigating new schedules and systems for planned works such as sweeping and main routes grass cutting;
 - d) The Ochre Organisation is supporting services in a number of income generation and alternative delivery model projects; and
 - e) MACE has been appointed to carry out a review of the Council's asset base.

5 Issues, Options and Analysis of Options

- 5.1 The main issue is identifying options to close the budget gap over the life of the Medium Term Financial Strategy whilst trying to protect front line services. There are currently no options to be considered as these are work in progress.

6 Reasons for Recommendation

- 6.1 To update Cabinet on the current financial forecasts and actions currently being progressed.

7 Consultation (including Overview and Scrutiny, if applicable)

- 7.1 As options are developed and considered, the relevant consultation will take place with Members, the communities and other statutory bodies.
- 7.2 Feedback from the online consultation currently taking place will inform future options.

8 Impact on corporate policies, priorities, performance and community impact

- 8.1 The implementation of previous savings proposals has already reduced service delivery levels and our ability to meet statutory requirements, impacting on the community and staff. There is a risk that some agreed savings may result in increased demand for more costly interventions if needs escalate particularly in social care. The potential impact on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.
- 8.2 The scale of future budget reductions as set out in this report are such that work is underway to develop a transformational approach to tackling this challenge in future years.

9 Implications

9.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The financial implications are set out in the body of this report.

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. Regular budget monitoring reports will continue to come to Cabinet and be considered by the Directors Board and management teams in order to maintain effective controls on expenditure during this period of enhanced risk. Austerity measures in place are continually reinforced across the Council in order to reduce ancillary spend and to ensure that everyone is aware of the importance and value of every pound of the taxpayers money that is spent by the Council.

9.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal & Governance - Deputy Monitoring Officer

There are no direct legal implications arising from this report.

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible financial officer "must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the authority". This includes an unbalanced budget.

9.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

There are no specific diversity and equalities implications as part of this report. A comprehensive Community and Equality Impact Assessment (CEIA) will be completed for any specific savings proposals developed to address future savings requirements and informed by consultation outcomes to feed into final decision making. The cumulative impact will also be closely monitored and reported to Members.

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

Any other significant implications will be identified in any individual savings proposal business case to inform the consultation process where applicable and final decision making.

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

- Budget working papers held in Corporate Finance
- Budget Review Panel papers held in Strategy and Communications

11 Appendices to the report

- None

Report Authors:

Sean Clark, Director of Finance and IT, Chief Executive's Office

Karen Wheeler, Head of Strategy, Communications and Customer Services

9 March 2016	ITEM: 11 (Decision 01104355)
Cabinet	
Thurrock Joint Health and Wellbeing Strategy 2016 - 2021	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Barbara Rice, Portfolio Holder for Adults Social Care and Health	
Accountable Head of Service: Ian Wake, Director of Public Health	
Accountable Director: Ian Wake, Director of Public Health, Roger Harris, Director of Adults, Housing and Health, David Archibald, Interim Director of Children’s Services, Mandy Ansell, Acting Interim Accountable Officer NHS Thurrock CCG	
This report is public	

Executive Summary

The purpose of this report is to ask Cabinet to recommend the approval of the Thurrock Joint Health and Wellbeing Strategy 2016 – 2021 by Council at its meeting on the 23rd March.

The Strategy focuses on prevention and early intervention to ensure that Thurrock people can **‘add years to life and life to years’**.

The goals and outcome-focused objectives set out within the Strategy focus on the areas that will make most difference to the health and wellbeing of the population. These have been developed through a period of engagement and in response to detailed needs analysis.

Success of the Strategy will be measured through an Outcomes Framework. This will enable the Board, Overview and Scrutiny Committee, and the Public to identify whether the Strategy is being delivered.

Further work will take place to develop co-produced action plans. The action plans will clearly set out action owners and will enable the relevant organisations and individuals to be held to account for their part in delivering the Strategy.

1. Recommendation(s)

- 1.1 That Cabinet endorse the draft Thurrock Joint Health and Wellbeing Strategy and Outcomes Framework and recommend its approval by Council at its meeting on the 23rd March 2016.**

2. Introduction and Background

- 2.1 The Health and Social Care Act 2012 introduced the requirement for all local areas to have a Health and Wellbeing Strategy that identified priorities for reducing inequalities in health and wellbeing and improving the health and wellbeing of the local population. The Strategies are prepared jointly by the Council and CCG and owned by Health and Wellbeing Boards who are then responsible for overseeing their delivery.
- 2.2 Thurrock's first Health and Wellbeing Strategy was introduced in 2013 and is due to expire at the end of March 2016. The 2013 Strategy focused on the following priority areas for Adult Health and Wellbeing and Children and Young People's Health and Wellbeing:

Adult Health and Wellbeing

- Improve the quality of health and social care;
- Strengthen the mental health and emotional wellbeing of people in Thurrock;
- Improve our response to frail elderly people and people with dementia; and
- Improve the physical health and wellbeing of people in Thurrock.

Children and Young People's Health and Wellbeing

- Outstanding universal services and outcomes;
- Parental, family and community resilience;
- Everyone succeeding; and
- Protection when needed.

- 2.3 It was agreed by the Health and Wellbeing Board that the refreshed Strategy should be:

- Co-created via effective engagement with providers and the community;
- Driven using intelligence from the Joint Strategic Needs Assessment;
- Adding value to strategic plans to reduce health inequalities;
- Address wellbeing and not just health;
- Systematically align partner resources with strategic priorities;
- Clear delivery mechanisms in place;
- Holds partners to account for actions; and
- Outcomes presented in an accessible and compelling way.

- 2.4 The work to develop the 2016-2021 Strategy has incorporated the points in 2.3 with the aim of producing a goal-based Strategy that drives change and holds partners to account. More importantly, the Strategy identifies areas of focus (goals and objectives) that will improve the health and wellbeing of the local population.
- 2.5 Cabinet is asked to endorse the Strategy and Outcomes Framework and recommend its approval by Council at its meeting on the 23rd March.

3. Issues, Options and Analysis of Options

Overview

- 3.1 The focus of Thurrock's Health and Wellbeing Strategy is prevention and early intervention. A focus on prevention and early intervention across the health and care system will allow resources to be placed where they are most effective and provide Thurrock citizens with the best opportunity to **'add years to life and life to years'**.
- 3.2 Cabinet will be acutely aware of the current pressures on public services, which includes both a reduction in available resources alongside an increase in demand and complexity of individuals requiring care and support. Not only is demand growing and resources shrinking, but the majority of the resource available for health and social care is focused on treating ill-health when it is most acute – e.g. in hospital. The Strategy aims to get better value from the 'Thurrock Pound' which means being able to shift resource to where it is most effective and where it can prevent, reduce and delay the need for care and support.
- 3.3 The Strategy recognises the importance of the wider determinants of health on achieving good health and wellbeing for all Thurrock people. It therefore has a far broader focus than health and social care services. We know that our ability to influence the wider determinants of health and wellbeing will have a significant impact on the life chances of the population - but will take some time to realise. For this reason, we are recommending that the Strategy's life span is five rather than three years. This also reflects comments made during the period of engagement, including at both the Health and Wellbeing Overview and Scrutiny Committee and Children's Services Overview and Scrutiny Committee meetings in January.
- 3.4 For the Strategy to be successful, it needs to drive both specific actions and also influence other agendas across the Council and beyond. Action plans linked to each goal will therefore contain a mixture of new and existing activity. This will include linking to and influencing agendas such as the vision for Primary Care, Economic Development Strategy, Local Plan (Planning Framework), Stronger Together Programme, Building Positive Futures Programme, and the Children and Young People's Plan.

3.5 Thurrock's regeneration and economic development plans for example represent a huge opportunity to improve health and wellbeing, and to alleviate pressures on public services – both via creating employment opportunities, but also the development of infrastructure. Plans to develop the Integrated Health Living Centre in Tilbury are an excellent illustration of how health and wellbeing can be improved as part of plans for regeneration. The Council, NHS England and the CCG are working with the Purfleet development to improve health and care services, especially primary care.

3.6 To ensure that relevant strategies and plans are aligned with and helping to achieve the vision set out within the Strategy, a number of core principles have been established and reflect the tone of the Strategy and what we wish to achieve. These are:

- **Reducing inequality in health and wellbeing** – we want things to get better for everyone but we are also committed to ensuring that the poorest communities enjoy the same levels of opportunity, health and wellbeing as the most affluent;
- **Prevention is better than cure** – rather than waiting for people to need help, we want Thurrock to be a place where people stay well for as long as possible;
- **Empowering people and communities** – we don't just want to do things to people, but give people the opportunity to find their own solutions and make healthy choices;
- **Seamless services** – good health and care services should be organised around the needs and outcomes people wish to achieve, not around the needs of organisations.

3.7 Through consultation and engagement and detailed analysis of available intelligence, five clear and concise goals have been identified. The goals are set to ensure that Thurrock's Strategy is focused, outcome-based and easy to understand. The five goals are:

- Opportunity for all
- Healthier environments
- Better emotional health and wellbeing
- Quality care centred around the person
- Healthier for longer

Further detail on what success looks like and how success will be monitored is detailed further in the report.

Goals and Objectives

3.8 The Strategy must be able to drive change and success and it must be easy to identify and measure whether success is being achieved. For this reason, the Strategy is underpinned by a clear set of goals. The goals reflect common themes and suggestions made through the engagement process and analysis

of need. The goals are underpinned by a number of clear outcome-focused objectives which help define what success looks like. These are as follows:

Goal A – Opportunity for all

- All children in Thurrock making good educational progress;
- More Thurrock residents in employment, education or training;
- Fewer teenage pregnancies in Thurrock; and
- Fewer children and adults in poverty.

Goal B – Healthier environments

- Create outdoor places that make it easy to exercise and to be active;
- Develop homes that keep people well and independent;
- Building strong, well-connected communities; and
- Improve air quality in Thurrock.

Goal C – Better emotional health and wellbeing

- Give parents the support they need;
- Improve the emotional health and wellbeing of children and young people;
- Reduce social isolation and loneliness; and
- Improve the identification and treatment of depression, particularly in high risk groups.

Goal D – Quality care centred around the person

- Create four integrated healthy living centres;
- When services are required, they are organised around the individual;
- Put people in control of their own care; and
- Provide high quality GP and hospital care to Thurrock.

Goal E – Healthier for longer

- Reduce obesity;
- Reduce the proportion of people who smoke;
- Significantly improve the identification and management of long-term conditions; and
- Prevent and treat cancer better.

Measuring success

- 3.9 The delivery of the Strategy is supported by an Outcomes Framework. The Outcomes Framework contains the goals and outcome-focused objectives as detailed in 3.8 and a number of related performance indicators. The Outcomes Framework will allow the Health and Wellbeing Board to assess

whether the Strategy is making a difference. The Outcomes Framework is appended to the report for Cabinet's endorsement.

- 3.10 In addition to the Outcomes Framework, each goal will be supported by a range of actions set out within an action plan. The action plan will detail who is accountable for what action which will enable the Health and Wellbeing Board, Overview and Scrutiny Committee and the community to hold action owners to account.
- 3.11 It is important that the actions are well thought out and that action plans are co-produced. This will ensure that they are recognisable by Thurrock people and that Thurrock's communities feel that they jointly own the Strategy. Development of the action plans will commence after the Strategy and Outcomes Framework has been agreed.

Consultation and Engagement

- 3.12 Consultation and engagement has been carried out on the initial priority areas (now goals) and Outcomes Framework throughout its development. This has included:
- An on-line survey to test initial areas of focus and seek the views of the public;
 - Face-to-face contact with residents on the survey – primarily through Healthwatch, Ngage, and Thurrock Coalition;
 - Attendance at community meetings – e.g. community forums, commissioning reference group; Youth Cabinet;
 - Attendance at and discussion by staff forums;
 - Discussion with partner organisations and committee meetings – e.g. Children and Young People's Partnership Board, Health and Wellbeing Overview and Scrutiny Committee, Children's Services Overview and Scrutiny Committee, Health and Wellbeing Board, Clinical Engagement Group; Head Teachers' Forum; and
 - Development and input via Health and Wellbeing Strategy Steering Group members.

The number of completed surveys during the period 21st November – 22nd January totalled 539. Specific and collated responses were also received from different voluntary sector organisations – namely SERICC and Thurrock Coalition.

- 3.13 Additionally, the Health and Wellbeing Board held an extended workshop on the draft Outcomes Framework at its January meeting which led to a further iteration of the Framework.
- 3.14 A full Engagement Report and analysis will be carried out, but key themes to come from engagement with the community include:
- Quality of and access to GPs – including time to get an appointment;
 - Air Quality – particular mention of traffic congestion;

- Access to quality open space and affordable exercise facilities;
 - Number of take away outlets;
 - Ability to access good information and support – both about what services are available but also about lifestyle; and
 - Loneliness and isolation was also mentioned by a number of people.
- 3.15 The themes detailed in 3.14 are reflected within the Outcomes Framework, and further detail from the engagement exercise will help to inform the development of the action plans.
- 3.16 Comments put forward by both the Health and Wellbeing Overview and Scrutiny Committee and Children’s Services Overview and Scrutiny Committee were:
- The Strategy should be longer than 3 years to reflect the time it will take to make a difference on certain issues;
 - The Strategy should reflect dementia;
 - The need to address intergenerational issues;
 - The need to deal with systematic issues not just short-term issues;
 - Health concerns relating to cheap cigarettes, laughing gas; and fast food.
- 3.17 Work is now being carried out to outline plans for ongoing dialogue with communities on health and wellbeing and for community involvement in the development of action plans.

Looking Back – 2013-2016

3.18 Thurrock’s first Strategy was agreed in 2013. The Strategy was split in to two parts – the first part focusing on Adult Health and Wellbeing, and the second part focusing on Children’s Health and Wellbeing and also acting as the Children and Young People’s Plan. With the reorganisation of the NHS having just taken place (Health and Social Care Act 2012), part one of the Strategy (Adult Health and Wellbeing) was very much focused on health and care services – namely the quality of health and social care.

3.19 Key achievements throughout the life of the 2013-2016 Strategy include:

Adult Health and Wellbeing

- Fully developed Local Area Coordination service – with evaluation reports showing the impact of the service;
- Development of a housing scheme designed specifically to keep older people well and independent (Bruyn’s Court, Derry Avenue);
- Opening of four GP hubs offering extended opening hours during the weekend and a walk-in service;
- Basildon Hospital out of special measures;

- Development of Thurrock’s first Better Care Fund to deliver closer working between health and social care;
- Further development and implementation of strength-based approaches – e.g. Asset Based Community Development;
- Delivery of Elizabeth House Extra Care Housing facility; and
- Maintaining the spotlight on Learning Disability Health Checks

Children and Young People

- Thurrock performing above the national/comparator average for children with good level development (GLD);
- The number of pupils achieving grades A-C GCSEs has improved;
- There is an improved rate of young people achieving at least a level 3 qualification by the age of 19;
- Thurrock has launched a Multi-Agency Safeguarding Hub;
- There has been strong performance on the number of young people not in employment, education or training (NEET); and
- The number of looked after children living in suitable accommodation has improved – whilst there is more to be done.

3.20 The refreshed Strategy will build on and consolidate the successes of 2013-2016.

4. Reasons for Recommendation

4.1 To endorse Thurrock’s Joint Health and Wellbeing Strategy 2016 – 2021 and Outcomes Framework for the reasons set out under section 3.

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

5.1 Detailed consultation and engagement has been carried out on the development of Strategy’s goals and objectives. This is detailed within 3.12 – 3.17. A detailed engagement report is to be written and can be circulated as a briefing note if so desired.

5.2 At its February meeting, the Health and Wellbeing Overview and Scrutiny Committee endorsed the draft Strategy and Outcomes Framework and recommended its approval by Cabinet and Council.

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

6.1 The Strategy will make a significant contribution towards the Council and Community Strategy vision of ‘Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish’ and related priorities. The Strategy sets out how the Community Strategy and Corporate priority ‘Improve health and wellbeing’ is to be delivered, as well as contributing towards the delivery of the four other priorities – in particular ‘create a great place for learning and opportunity’ via the Strategy’s links to

the Children and Young People's Plan. The Strategy will act as the Council's 'people' Strategy but also make the necessary connections with the 'place' agenda.

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Management Accountant Social Care and Commissioning

Whilst the Strategy will need to be delivered within existing budgets, a focus on prevention and early intervention will require partners to review, and if necessary refocus the allocation of resource. This will be essential to the success of the Strategy and to the reduction of inequalities in health and wellbeing across the Borough. A focus on prevention and early intervention is also expected to release resource from the more expensive areas of the system to be reallocated to areas that prevent, reduce and delay the need for care and support.

7.2 Legal

Implications verified by: **Dawn Pelle**
Adult Care Lawyer

The Health and Social Care Act 2012 established a responsibility for Councils and CCGs to jointly prepare Health and Wellbeing Strategies for the local area as defined by the Health and Wellbeing Board.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

The aim of the Strategy is to improve the health and wellbeing of the population of Thurrock. Doing so will mean reducing inequalities in health and wellbeing.

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

- None

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

- None

9. Appendices to the report

- Draft Thurrock Joint Health and Wellbeing Strategy 2016 – 2021
- Draft Thurrock Health and Wellbeing Strategy Outcomes Framework

Report Author:

Ceri Armstrong

Strategy Officer

Adults, Housing and Health

THURROCK JOINT HEALTH AND WELLBEING STRATEGY 2016 - 2021



Adding Years to Life and Life to Years

Foreword



I'm pleased to welcome you to Thurrock's Health and Wellbeing Strategy for 2016 – 2021.

Our Strategy looks at the areas we think can make the most difference to the health and wellbeing of Thurrock people. This means the things that can ensure we are all able to live a good life regardless of who we are or where we live. This can be ensuring our children are able to get good qualifications or that people can get GP appointments when they need them. It can also mean arming people with the information they need to make good choices about their life or simply to ensure that people who feel isolated can meet others and feel more connected where they live. I know 'wellbeing' will mean different things to each and every one of us.

There are huge opportunities in Thurrock and Thurrock people must be able to access them - for example the job opportunities created by the Council's regeneration programme. There are numerous plans and initiatives in train which will generate even more opportunities and possibilities – but we need to ensure those plans and initiatives are joined up.

I am all too aware that many of us live in poor health or do not achieve a good life, and I know that there are many reasons for this – not all of them easy to solve. Whilst the resources available to be spent on Thurrock people have diminished significantly over the years, I am confident that we can make the resource we do have go further by increasing the number of us who stay well and by intervening at the earliest opportunity to stop people reaching crisis point. This means changing the way some of our services operate and how they are focused. It also means recognising the strength of our communities and the individuals living in those communities and building alternatives to the traditional service response

I have been Chair of Thurrock's Health and Wellbeing Board since its establishment in 2013 and it's my strong belief that the Board and Strategy's primary purpose is to reduce health inequalities across our Borough. We know that people living in some parts of the Thurrock will live a number of years fewer than people living in other parts of the Borough. This is not acceptable and something the Strategy must seek to address.

I am pleased therefore that this Strategy focuses on prevention and early intervention. This is the main way we will reduce health inequalities and everyone needs to play their part – including the people of Thurrock.

Finally, it goes without saying that the people of Thurrock and the communities they live in are the backbone of the Borough. It is essential that we recognise the role they play and ensure that they can be as strong as possible. We also need to ensure that they recognise the Strategy and their part in it. I am committed to ensuring that we continue conversations with Thurrock people about how we can reduce inequalities together.

Councillor Barbara Rice
Chair
Thurrock Health and Wellbeing Board

Overview of Thurrock's Health and Wellbeing Strategy, 2016 - 2021

Our Vision

Our vision for improving the health and wellbeing of Thurrock people is to:

Add years to life and life to years.

We want Thurrock to be a place where people live long lives which are full of opportunity, allowing everyone to achieve their potential. To achieve this, we have set 5 goals, which we are all committed to achieving. The goals are ambitious and will require a lot of hard work from Thurrock Council, the NHS, voluntary organisations and communities themselves but we think that by working together, we can achieve these goals and make a real difference to the people of Thurrock.

Thurrock Health and Wellbeing Board

Our Principles

Reducing inequality in health and wellbeing

We want things to get better for everyone but we are also committed to ensuring that the poorest communities enjoy the same levels of opportunity, health and wellbeing as the most affluent.

Prevention is better than cure

Rather than waiting for people to need help, we want Thurrock to be a place where people stay well for as long as possible.

Empowering people and communities

We don't just want to do things to people, but give people the opportunity to find their own solutions and make healthy choices.

Connected Services

Good health and care services should be organised around the needs of people, not around the needs of organisations

"It's easy for me to be active where I live"

"Thurrock has great health services and it's easy to get to them"

"I was able to get a good job, and I now feel differently about life"



"My children have a great chance of getting good exam results and I'm optimistic about their future"

"There are plenty of activities in my community that I can get involved in"

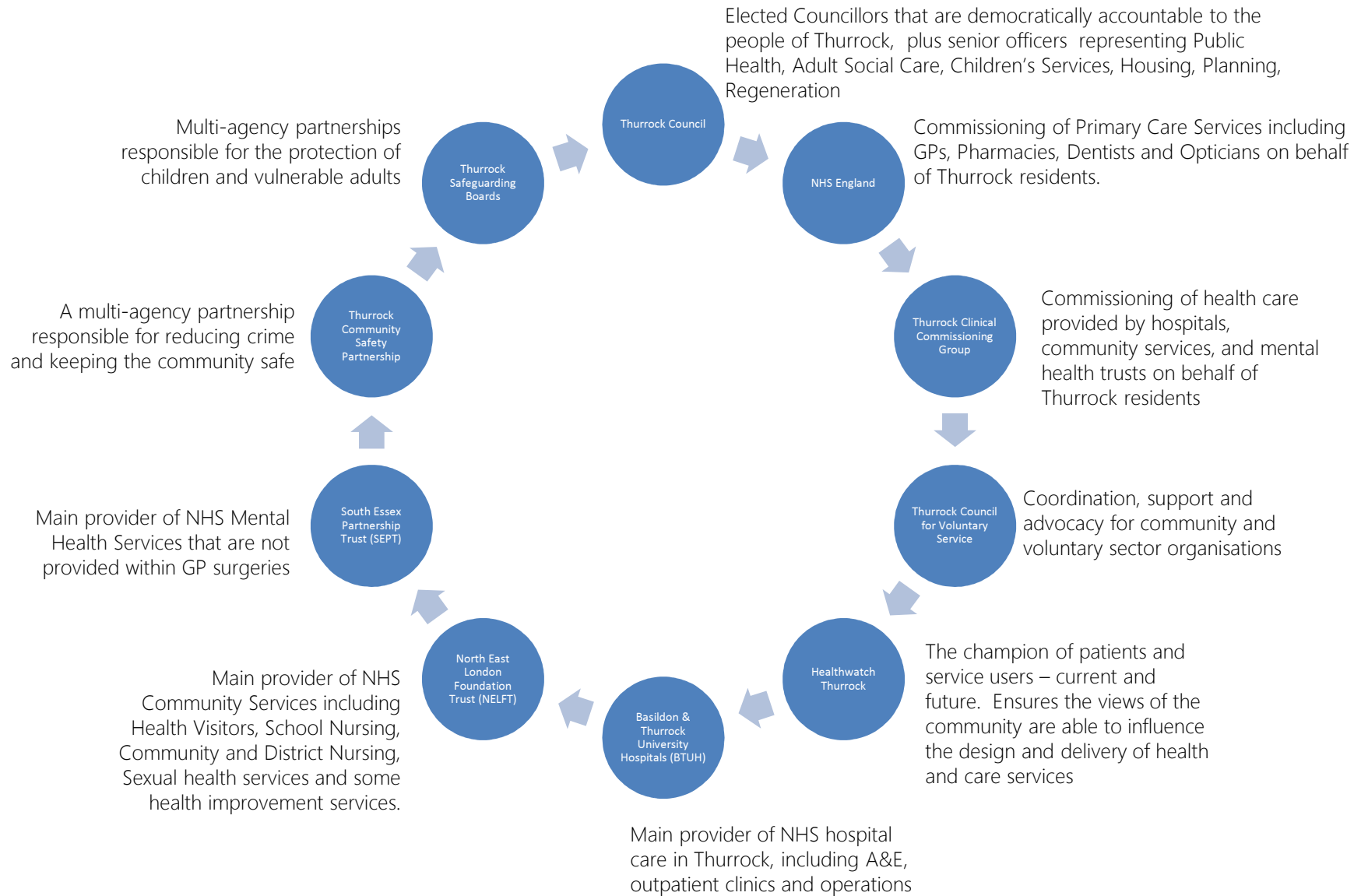
GOALS	A. OPPORTUNITY FOR ALL	B. HEALTHIER ENVIRONMENTS	C. BETTER EMOTIONAL HEALTH AND WELLBEING	D. QUALITY CARE CENTRED AROUND THE PERSON	E. HEALTHIER FOR LONGER
OBJECTIVES	A1. All children in Thurrock making good educational progress	B1. Create outdoor places that make it easy to exercise and to be active	C1. Give parents the support they need	D1. Create four integrated healthy living centres	E1. Reduce obesity
	A2. More Thurrock residents in employment, education or training.	B2. Develop homes that keep people well and independent	C2. Improve children's emotional health and wellbeing	D2. When services are required, they are organised around the individual	E2. Reduce the proportion of people who smoke.
	A3. Fewer teenage pregnancies in Thurrock.	B3. Building strong, well-connected communities	C3. Reduce social isolation and loneliness	D3. Put people in control of their own care	E3. Significantly improve the identification and management of long term conditions
	A4. Fewer children and adults in poverty	B4. Improve air quality in Thurrock.	C4. Improve the identification and treatment of depression, particularly in high risk groups.	D4. Provide high quality GP and hospital care to Thurrock	E4. Prevent and treat cancer better

Thurrock's Golden Thread

Thurrock Community Strategy's vision is: "Thurrock: a place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish"

The Community Strategy has five priorities, of which the Health and Wellbeing Strategy is responsible for defining and delivering **'Improve health and wellbeing'**

Thurrock Health and Wellbeing Board – Who we are and what we do.



Key facts about health and wellbeing in Thurrock

What our Joint Strategic Needs Assessment (JSNA) and our communities are telling us

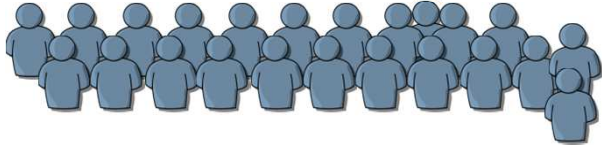


- Many people in Thurrock enjoy good health and wellbeing, but there are large differences in the health and wellbeing of different communities. A boy born in Tilbury today is predicted to live for ten years fewer than a boy born in Orsett.
- We have a relatively young population compared to England, but as people live longer, the proportion of our population aged over 65 is predicted to grow faster than the general population.
- We have a thriving community and voluntary sector but links with the Council and NHS could be strengthened.
- Thurrock is undergoing a major programme of regeneration which includes Tilbury, Purfleet, Grays and our waterfront. This presents huge opportunities for us to create healthy environments.
- Thurrock has gained national recognition for its programmes to strengthen communities. We want to further build on this success by encouraging community and volunteering activities.
- Air quality in some parts of the Borough needs to be improved.
- There are too few GPs and GP practice nurses serving too many patients. We need to transform our Primary Care to increase the number of front line clinicians and help them deliver quality care.
- Health, housing and social care services are not as joined up as they could be. We need to ensure that services are coordinated around the needs of the person, and not the needs of individual organisations.
- Too many people in Thurrock die before they reach their 75th birthday. The biggest killers are cancer, heart attacks, strokes and lung disease.

Key facts about health and wellbeing in Thurrock.

What our Joint Strategic Needs Assessment (JSNA) is telling us.

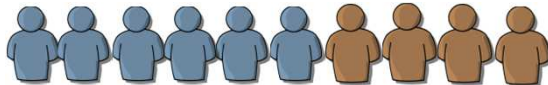
£



22 out of every 100 children grow up in poverty. This is a higher proportion than England's. Poverty and low aspiration is a very strong predictor of poor health and wellbeing.



7 out of 10 children achieve a 'Good Level of Development' after their first year at school, but we need to work with parents and teachers to help the remaining three get the best start in life.



A good education is a very strong predictor of good health in later life. Almost 6 in 10 young people in Thurrock achieve 5 good GCSEs. This is better than the average for England but there is more to do.



Being employed is one of the single biggest factors shown to improve and protect health and wellbeing. Almost 8 out of 10 adults in Thurrock are economically active, but we want to grow our local economy to give more employment opportunities to our residents.



More than 1 in 5 adults smoke and are at increased risk of cancer, lung disease and cardio-vascular disease. We want to reduce our smoking prevalence by helping people quit and discouraging young people from becoming addicted.

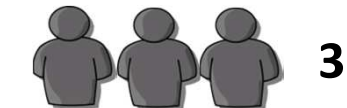
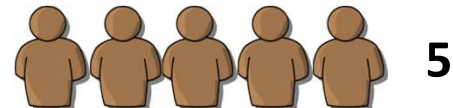
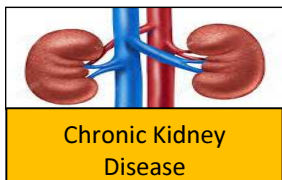
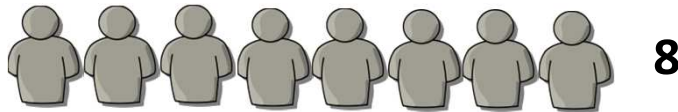
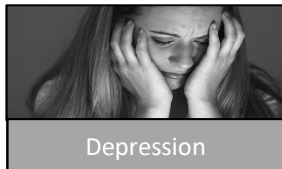
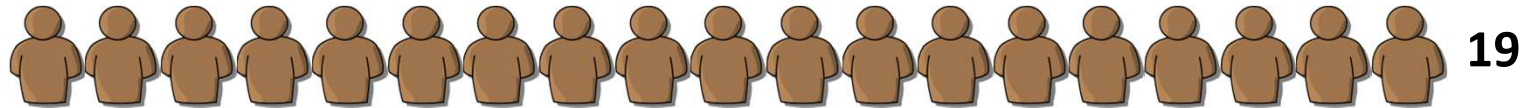


More than 7 out of 10 adults in Thurrock are either overweight or obese and at risk of developing serious health problems as a result. This is significantly higher than the average in England. We need to tackle our local obesity crisis.

Too many people in Thurrock are living with long term health problems.

We need to get better at preventing, identifying and treating these to help people stay healthier for longer.

Out of every 100 adults who live in Thurrock, our local GPs will be treating:



GOAL 1

Opportunity for all



What do we want to achieve?

Better educated children and residents who can access employment opportunities

What will achieving this goal look like?

- All children in Thurrock making good educational progress
- More Thurrock residents in employment, education and training
- There will be fewer teenage pregnancies
- Fewer children and adults will live in poverty

Why?

'Disadvantage starts before birth and accumulates throughout life'

The best way to break the cycle of disadvantage and poor health is to take action early. Ensuring that children have a good start in life can lead to life-long improvements in health and wellbeing.

We know that more than one in five Thurrock children live in poverty. That makes it much harder for them to achieve their full potential in life. Our target is to halve this by 2020.

Thurrock is a place of opportunity. The ambitious programme of regeneration in the Borough means new jobs are being created – for example through the new Port (DP World) in the East of the Borough. Thurrock people must be able to access these jobs. That means people need to leave school with good qualifications and go on to get the skills they need to secure good jobs.



GOAL 2 A healthier environment



What do we want to achieve?

- **Places and communities that keep people well and independent**

What will achieving this goal look like?

- Outdoor spaces that make it easy to exercise and to be active
- More homes will be built that keep people well and independent
- Communities will be stronger and better connected.
- Air quality will be improved

Why?

We want to keep people well for as long as possible. For this to happen, we need communities that are strong and inclusive. We also need the way Thurrock's neighbourhoods are designed and built to make it easy for people to lead active and healthy lives.

If children and adults are to be more active we need to create environments that encourage them to be more active – either at school or where they live. We also need to ensure that public space is attractive and that people feel safe when they use it.

Much has already been done to empower local communities to be strong and inclusive. The Stronger Together partnership is a ground-breaking initiative which promotes community activities that strengthen connections between people. It also encourages people to have a greater say in what happens in their neighbourhood, taking control over the decisions that affect them. We want to build on that work to build strong, well-connected communities.

GOAL 3

Better emotional health and wellbeing



What do we want to achieve?
Strengthen mental health and emotional wellbeing

What will achieving this goal look like?

- Parents will be given the support they need when they need it
- Children will have good emotional health and wellbeing
- Fewer people will feel socially isolated or lonely
- Identification and treatment depression will be improved, particularly for those at greatest risk.

Why?

We know that at least one in four people will experience a mental health problem at some point in their life and that one in six adults will have a mental health problem at any one time. We also know that half of those with lifetime mental health problems first experience symptoms by the age of 14. Depression is the most common mental health problem making it a priority for us.

There are a number of things we can do to lessen the chance of poor mental health from occurring, or to prevent it from worsening. This includes ensuring that parents receive good support when they need it and identifying problems as early as possible. Tackling bullying is also important because it not only affects the mental health of children but can have long-term effects stretching into adulthood.

For people who do require long term medical care, we want to ensure that people are identified before they reach crisis point and that the service they receive is of high quality and tailored to the individual.

People with poor mental health often have poor physical health too, and we must ensure that we consider mental, physical and emotional wellbeing together.

We know that within our communities - particularly with Thurrock's older population and those with caring duties, many people will be suffering due to social isolation. Social isolation can have a significant impact on physical health as well as mental and emotional wellbeing. We must give people opportunities to connect.



GOAL 4

Quality care, centred around the person



What do we want to achieve?

- **Remodel health and care services so they are more joined up and focus on preventing, reducing and delaying the need for care and support.**

What will achieving this goal look like?

- Four new healthy living centres will be built with GPs, nurses, mental health services, wellbeing programmes, community hubs and outpatient clinics under one roof.
- Care will be organised around the individual
- People will feel in control of their care
- High quality GP and hospital care will be available to Thurrock residents when they need it.

Why?

There will always be times when people need treatment or care from GPs, hospitals, social care or other services. When they do, we want to ensure that services in Thurrock are joined up and organised around people's needs rather than the needs of organisations. When people are passed from one organisation to another to receive different services they often don't get the best package of care and valuable resources are wasted. That's why we have a vision to create four Integrated Healthy Living Centres in Thurrock which will provide a whole range of health and care services under one roof. This is part of providing holistic solutions, which go beyond treating conditions to supporting people.

Hospitals are under huge pressure but much of that could be avoided if we get better at providing support at an early stage, to stop things progressing. So, instead of waiting for people to develop serious illnesses before we treat them, we want services to act at an early stage to prevent, reduce and delay the need for care and support.

When people use health and care services in Thurrock we want to make sure that healthcare is easy to access and that they get the best possible treatment. As far as possible, people should be in control of their own care. That is especially important for people who have long term conditions. We have already begun to develop some of these approaches, but we must work together and with communities to take this further.



GOAL 5

Healthier for longer



What do we want to achieve?

- **Reduce avoidable ill-health and death**

What will achieving this goal look like?

- A greater proportion of our population will be a healthy weight
- Fewer people in Thurrock will smoke
- The identification and early treatment of long term conditions such as diabetes or high blood pressure will be significantly improved
- More cancers will be prevented, identified early and treated better.

Why?

Thousands of us will be ill or die each year from diseases which are preventable. Promoting healthy lifestyle choices is vital. Smoking is still by far the most common cause of preventable ill health and death, and obesity is a growing problem which is particularly acute in Thurrock. These issues affect physical and mental health, they result in shortened lives and poorer quality of life, and they put huge strain on families and health services. Tackling these issues is vital, therefore, if we are to improve health and wellbeing in Thurrock.

To do this, we want to help people make healthy choices. For example, help people maintain a healthy weight we want to make it easy to be active, and have a healthy diet, and provide people with good information on how to live a healthy life.

Cancer is one common reason for ill health and death. Many cancers are avoidable through lifestyle changes but when people do have cancer we want to ensure that it is identified early, through screening programmes, and treated effectively when it does happen.



How did we develop this strategy?



Community engagement

We want Thurrock residents to recognise the priorities in this Strategy and to play their part in delivering them. That's why, as part of developing the strategy we asked people their views on :

- What our priorities should be;
- What they could do personally to contribute;
- One thing that would have the biggest impact on the health and wellbeing of Thurrock people and;
- Three actions the Health and Wellbeing Board should take.

The results are set out in a detailed report accessible here (add link here).

Key themes to emerge from the engagement exercise include:

- Air quality and pollutants created by traffic (including congestion);
- Access to services – particularly in relation to GP appointments;
- Access to open and green space;
- Affordability of exercise facilities;
- Good signposting of what's already available; and
- Mental Health support.

The themes identified above have either been captured within our five goals, Outcomes Framework or related action plans. If they haven't been included, we will be clear about why this is.

Ongoing conversations will take place with Thurrock residents to ensure that action plans and future strategy development are co-produced. It is also important that residents are involved in how the Health and Wellbeing Board measures how successful the Strategy is and whether it is achieving its goals and outcomes.

Building on our strengths



We also know that there are important strengths in Thurrock which we want to build on. These include:

- **Strong neighbourhood associations and networks** - can have a very positive impact on someone's health and wellbeing;
- **Citizen-led** – recognising that things work best when local people are given the chance to be in the driving seat and that citizen action is more durable and sustainable than any short-term programme;
- **Relationship building** – isolation and loneliness is one of the biggest problems facing our society. We thrive when we are connected with our neighbours. We can all help each other to stay connected.
- **Social Justice** – celebrating the contribution that older people and people who have disabilities and health challenges can make to community life. An inclusive approach is at the heart of a strong community
- **Dynamic Regeneration** – Thurrock has been built upon employment-led migration of people in to the Borough. As such, we have a proud history of growth and dynamic change. Using the opportunities created by our ambitious regeneration programme to improve the health and wellbeing of existing and new communities will be a key feature of this Strategy.
- **“Acts of Random Kindness”** – we have found through the development of our Stronger Together programme that Thurrock people care for each other but do not necessarily want to become involved in associations. This Strategy acknowledges that these informal and spontaneous acts of random kindness play a crucial role in supporting people and building safe and supportive communities: as such we will support small neighbourhood level initiatives as well as larger, more formal programmes of community development.

Making it happen



How will we achieve our goals?

The goals we have set out are ambitious. They cannot be achieved by a single organisation or group of people but require the transformation of systems and communities. That means that everyone has a part to play. Shared goals need to be translated into collective action. By agreeing to shared goals the organisations which sit on the Health and Wellbeing Board are making a public commitment to be held accountable for achieving them.

The strategy will lead to a number of action plans which will set out who is responsible for what. Communities and individuals are an essential part of the 'how' so we want our action plans to be co-produced with the people of Thurrock people.

Good work is already taking place so action plans will show how existing initiatives contribute to achieving our goals. It will also be important to influence existing plans and strategies. A list of key strategies and plans that contribute to the Health and Wellbeing Goal are shown in Appendix A. We will also develop five new action plans in partnership with our community that will set out in detail how we will achieve each of our five goals

How will we know if the Strategy is working?

We want to be clear about whether or not our strategy is working and to hold each other to account for achieving our goals. That's why we have developed an Outcomes Framework with measurable targets and trajectories for what we expect to achieve over the next five years. Thurrock Health and Wellbeing Board will be responsible for monitoring progress against the targets in our Outcomes Framework which is available here [\[link\]](#) and we will publish annual updates showing our progress against the targets we have set. [Click here to access our Strategy Outcomes Framework](#)

We will also want to ensure that Thurrock residents are noticing a difference and therefore we are committed to having an ongoing conversation with residents to find out what they think about the action we have taken and whether they think it's having an impact.

Looking Back.....

Our Strategy 2013-2016...What did we achieve?

Adult Health and Wellbeing

- Development of Local Area Coordination service
- Development of Derry Avenue housing scheme for older people
- Four GP hubs with extended opening and walk-in appointments
- Basildon Hospital out of special measures
- Development of Thurrock's first Better Care Fund Plan between the Council and Clinical Commissioning Group
- Further development of strength-based approaches
- Delivery of Elizabeth House Extra Care Facility

Children's Health and Wellbeing

- Thurrock performing above the national/comparator average for children with good level development (GLD)
- Improvement in the number of children achieving grades A-C at GCSE level
- Improved rate of young people achieving at least a level 3 qualification by the age of 19
- Launch of Thurrock's Multi-Agency Safeguarding Hub
- Strong performance on the number of young people not in employment, education or training
- Improved number of looked after children living in suitable accommodation

...and finally



We don't want this Strategy to be a document that gets agreed and then forgotten about. It must drive change and it must do so in partnership with local people.

We want to continue the dialogue with local people about how we make this Strategy a reality. We also want to ensure local people are part of how we measure if this Strategy is making a difference.

This is your Strategy and needs to make a difference to your life.

If you have any questions about the Strategy or would like to be involved in future discussions about how we make it real for Thurrock people, then please contact us:

8 ASCpolicy@thurrock.gov.uk

! Strategy Officer, Adults, Housing and Health, Thurrock Council, New Road, Grays, RM17 6SL

Thurrock Health and Wellbeing Strategy 2016 – 21

GOALS	A. OPPORTUNITY FOR ALL	B. HEALTHIER ENVIRONMENTS	C. BETTER EMOTIONAL HEALTH AND WELLBEING	D. QUALITY CARE CENTRED AROUND THE PERSON	E. HEALTHIER FOR LONGER
OBJECTIVES	A1. All children in Thurrock making good educational progress	B1. Create outdoor places that make it easy to exercise and to be active	C1. Give parents the support they need	D1. Create four integrated healthy living centres	E1. Reduce obesity
	A2. More Thurrock residents in employment, education or training.	B2. Develop homes that keep people well and independent	C2. Improve the emotional health and wellbeing of children and young people.	D2. When services are required, they are organised around the individual	E2. Reduce the proportion of people who smoke.
	A3. Fewer teenage pregnancies in Thurrock.	B3. Building strong, well-connected communities	C3. Reduce social isolation and loneliness	D3. Put people in control of their own care	E3. Significantly improve the identification and management of long term conditions
	A4. Fewer children and adults in poverty	B4. Improve air quality in Thurrock.	C4. Improve the identification and treatment of depression, particularly in high risk groups.	D4. Provide high quality GP and hospital care to Thurrock	E4. Prevent and treat cancer better

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
A. OPPORTUNITY FOR ALL	A1. All children in Thurrock making good educational progress	% of children achieving GLD at the end of year R	72.5%	80%	SFR36. www.gov.uk.
		Gap between above indicator and % of children on pupil premium achieving GLD at end of year R			
		% of all children achieving National Standard or greater depth	85%		
		% of young people gaining the higher grades in attainment and progress across the 8 subjects making up the National Curriculum (Attainment 8 and Progress 8)	70%		
		% of children achieving 5 good GCSEs at A – C including English and Maths			
	A2. More Thurrock residents in employment, education or training.	% of working age population who are economically active	77.7%		NOMIS
		% of the population of working age claiming Employment Support Allowance and incapacity benefits	5.0		NOMIS
		% of population claiming JSA	1.4%		NOMIS
		% of 16 – 19 year olds Not in Employment, Education or Training	5.3%		
	A3. Fewer teenage pregnancies in Thurrock.	Under 18 conception crude rate per 1000	36.1		PHOF indicator 2.04

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
	A4. Fewer children and adults in poverty	% of children in poverty (all dependent children)	20.1		PHOF indicator 1.01i
		Number of households at risk of homelessness approaching the Council for assistance	2,400 pa (2015/16)		Corporate scorecard
B. HEALTHIER ENVIRONMENTS	B1. Create outdoor places that make it easy to exercise and to be active	% of physically active adults	66.3 (2014)	75%	PHOF indicator
		% of physically active children	-	-	Thurrock YP Survey
		Number of open spaces considered to be good quality/excellent	-	-	-
	B2. Develop homes that keep people well and independent	% of all major housing developments that have an approved HIA.	0	100%	Internal analysis
		% of major* planning applications that have been assessed by the HWB Housing and Planning Advisory Group	0	100%	Internal analysis
	B3. Building strong, well-connected communities	Number of hours of volunteering time	-	-	-
		Number of informal neighbourhood network groups			

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
		Estimated Dementia Diagnosis Rate for people aged 65+ (%)	-	67%	Internal analysis
		Number of “dementia friends” in Thurrock	-	3750	-
	B4. Improve air quality in Thurrock	Annual mean level of NO2 in the declared AQMAs			
C. BETTER EMOTIONAL HEALTH AND WELLBEING	C1. Give parents the support they need at the right time	% successful outcomes from early intervention prevention parenting programmes	-	95%	-
	C2. Improve the emotional health and wellbeing of children and young people	% of children and young people reporting that they are able to cope with the emotional difficulties they experience.	-	-	Thurrock Young People’s Survey
		% of children and young people reporting that they know how to seek help when experiencing difficulties with emotional health and wellbeing	-	-	Thurrock Young People’s Survey
		% of children reporting being bullied in the last 12 months	-	-	Thurrock Young People’s Survey
	C3. Reduce social isolation and loneliness	Number of people who are supported by a Local Area Coordinator	42.3 (2013/14)		PHOF indicator 1.18i
		% of people whose self-reporting well-being happiness score is low.	11.5%		PHOF indicator 2.23iii

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
	C4. Improve the identification and treatment of depression, particularly in high risk groups.	% of patients on a GP depression QOF register with a record of accessing IAPT	30.7% (2014/15) in year * may need to re-visit these figures.	Min. 40% on every QOF register	QMAS / Local PH Analyses
		% of people who recover after IAPT treatment	-	-	
		% of patients with a CVD or COPD, and without a diagnosis of depression, screened for depression in the last 24 months using a standardised tool.	-	-	QMAS / Local PH Analyses
		% of ASC clients over 65 screened for depression by frontline Thurrock Council SC staff	0	90%	Local analyses
D. QUALITY CARE CENTRED AROUND THE PERSON.	D1. Create four integrated healthy living centres	Number of IHLCs that are operational (with plans agreed for the remaining 2 hubs)	0	2	Local analysis
		Number of IHLCs with plans agreed by all partners.	0	2	Local analysis
		% of A&E attendances that are coded as emergency medicine category 1 investigation with category 1-2 treatment, category 2 investigation with category 1 treatment, and no investigation with no significant treatment			

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
	D2. When services are required, the coordinated around the needs of the individual.	2% highest risk frail elderly in Thurrock with a care plan and named accountable professional	-	-	-
		Establish a data system linking records from primary, secondary, community, mental health and adult social care.		System operational	
		% of Early Offer of Help episodes completed within 12 months			
	D3. Put people in control of their own care	% of people who have control over their daily life	74.2% (14/15)	85%	SALT (Short and Long Term) Return
		% of people receiving self-directed support	70.3% (14/15)	-	SALT (Short and Long Term) Return
	D4. Provide high quality GP and hospital care to Thurrock	% of GP practices with CQC rating of at least good			CQC
		% of patients who would recommend their GP practice to someone new in the area			GP patient survey
		% of days in the year when hospital is on Black Alert			Internal analysis
	E. HEALTHIER FOR LONGER	E1. Increase the number of people in Thurrock who are a healthy weight	% of children overweight or obese at year 6	38%	< national average
% of adults overweight or obese			70.4%	65%	PHOF indicator 2.12
E2. Reduce the number of people		Smoking prevalence in those aged 18+	20.7%	<18%	PHOF indicator

Goal	Objective	Indicators	Baseline	Target %by 2020	Source
	smoking in Thurrock	Smoking prevalence in those aged 15-17	NA	3% reduction	Young People's Survey
	E3. Significantly improve the identification and management of LTCs	Mean score on an agreed GP Practice based LTC management score card	TBA		Local Analyses
		Unplanned care admission rate for conditions amenable to healthcare.			SUS
	E4. Prevent and treat cancer better	Breast cancer screening coverage	71.8%	75%	PHOF indicator 2.20i
		Cervical cancer screening coverage	72.8%	80%	PHOF indicator 2.20ii
		Bowel cancer screening coverage	54.6%	60%	PHOF indicator 2.20iii
		1-year survivorship after cancer (all cancers)	66.4% (2012)	70%	ONS

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9 March 2016		ITEM: 12 (Decision 01104356)
Cabinet		
Stanford-le-Hope – Scheme Development Report		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Oliver Gerrish, Portfolio Holder, Highways and Transportation		
Accountable Head of Service: Ann Osola, Head of Service, Transportation and Highways		
Accountable Director: Lyn Carpenter, Chief Executive		
This report is Public		

Executive Summary

The Council has funding for a £12 million station and bus interchange improvement at Stanford-le-Hope. The project works include rebuilding the station to be fully accessible with new passenger facilities including toilets and a café. A new bus interchange will be created allowing improved bus access and interchange at the station. This is a partnership project being delivered by the Council together with c2c, Network Rail and London Gateway. The project is a vital component for improved access to over 12,000 jobs at London Gateway and Thames Enterprise Park, as well as improving facilities for local people.

This report sets out the progress that has been made in developing the Stanford-le-Hope project since the announcement in 2014. It describes the background to the proposed scheme, the activities completed to date, tasks that are in hand and those that are planned and seeks permission to confirm the principles of the project and to start implementation in early 2017.

1. Recommendation(s)

That Cabinet:

- 1.1 **Confirms support for the principle of the station improvements, bus interchange and associated works on the highway for implementation starting in early 2017.**

1.2 Delegates to the Head of Transportation & Highways authority to commission the detailed design and business case needed to draw down funding to the Council.

1.3 Agrees that progress on this project should be reported to PTR O & S Committee.

2. Introduction and Background

2.1 This report sets out the progress that has been made in developing the Stanford-le-Hope project. It describes the background to the proposed scheme, the activities completed to date, tasks that are in hand and those that are planned.

2.2 The Stanford-le-Hope station and the interchange is a vital component in providing access to more than 12,000 jobs at London Gateway and Thames Enterprise Park, and in supporting local connectivity.

2.3 Bus services are already funded by London Gateway and there is a need to enhance the existing interchange between bus and rail and to improve the rail station in order to provide sustainable access to growing numbers of jobs at London Gateway Port and Logistics Park, as well as meeting the needs of local communities. The scheme which has received provisional approval includes provision of forecourt and bus interchange improvements, a new footbridge, cycle storage, bus stops and information, taxi provision, drop-off spaces, improved lighting, signing and resurfacing, as well as improved passenger facilities within the station building itself.

2.4 South East Local Enterprise Partnership (SELEP) supports the delivery of the scheme, and funding has been provisionally allocated from both the Local Growth Fund (LGF) and the National Stations Improvement Programme (NSIP). The anticipated cost of the completed scheme is £12.05m, of which £7.5m is allocated from LGF, £3.3m from NSIP, £0.505m from DP World, £0.3m from the Council and the remainder from c2c. The grant funding is allocated for the period April 2016 to March 2019.

2.5 The Council has already contributed Local Sustainable Transport Funds to the Stanford-le-Hope rail station travel plan. Cycle facilities have been funded through the Council's capital allocation for Highways and small scale walking and cycling improvements have been delivered in partnership with Sustrans.

3. Issues, Options and Analysis of Options

3.1 Option evaluation to determine the preferred delivery route for the scheme is ongoing. Under c2c's new franchise agreement, the company has powers to progress works on the station site, which it holds under a 99 year lease. C2c have asked the Council, as promoting body within SELEP, to lead on the development of the business cases required to draw down grant funding.

- 3.2 A detailed design still needs to be undertaken. The design process may identify technical or environmental constraints which need to be overcome, but it is believed they will be manageable within the project. Wider stakeholders such as bus operators, Councillors and local residents will be involved in the design development process.
- 3.3 Statutory undertakers' plant is known to be present in various locations. The impact of this will become clearer and taken into account as part of the detailed design. Mitigation measures will be undertaken to reduce risks to the programme and scheme costs.
- 3.4 London Gateway has indicated that they would support, in principle, their funding contribution being used to develop the detailed design and business cases. The intention is that a Full Business Case will be prepared for approval by SELEP Accountability Board in November 2016.
- 3.5 Cabinet is therefore asked to agree that the Head of Transportation and Highways:
- Work with partners to identify the optimal scheme delivery route
 - Procure technical resource to progress development of a scheme business case, subject to funding being confirmed.
 - Progress business cases for the draw-down of grant funding in the 2016/17 financial year.
- 3.6 Cabinet is also requested to instruct the Head of Transportation & Highways to provide regular progress updates to Planning, Transportation, Regeneration Overview and Scrutiny Committee so that they may oversee the delivery of the project.

4. Reasons for Recommendations

- 4.1 The recommendations allow the scheme to be progressed in line with external funding allocation, and provide democratic scrutiny of the development and delivery of the scheme.

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

- 5.1 A public consultation will be undertaken once detailed plans have been developed. The outcomes of this consultation will be then taken into account in the design and construction process.

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

- 6.1 The Stanford-le-Hope project supports the corporate priorities and in particular:
- Create a great place for learning and opportunity;
 - Encourage and promote job creation and economic prosperity; and

- Build pride, responsibility and respect.

7. Implications

7.1 Financial

Implications verified by: **Sean Clarke**
Director of Finance & IT

Costs associated with the recommendations of this report are to be met by delivery partner contributions. Whilst the Council can facilitate scheme delivery by managing cash flow, there is no provision for the Council to provide revenue funding to this project, over and above contribution in kind in the form of officer time financed through core service budgets.

7.2 Legal

Implications verified by: **Vivienne Williams**
Planning & Regeneration Solicitor

The land purchase and the works are to be carried out within the highways boundary or on the land which falls under the c2c 99 year lease, hence these do not require any special acquisition powers. However, it is advised that to formalise Thurrock Council's partnership with c2c both parties enter into an agreement or sign a Memorandum of Understanding.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development & Equalities Manager

The proposed works will improve and enhance the connectivity and accessibility to the Stanford-le-Hope station which would potentially increase accessibility to facilities available outside Thurrock. Further Diversity and Equality implications will be assessed once more detailed proposals are available.

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

As the proposed works will improve and enhance the connectivity and accessibility to the Stanford-le-Hope station which would potentially remove isolation and increase access to facilities available outside Thurrock, the scheme is considered to have a positive impact on the public health of local residents and the communities.

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

- 3 September 2014 Cabinet report: Local Growth Fund Transport Programme Mobilisation

9. Appendices to the report

- None

Report Author:

Nathan Drover

Transport Development Manager

Transportation and Highways

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9 March 2016	ITEM: 13 (Decision 01104357)
Cabinet	
Proposal to deliver Denominational Transport within the Statutory Minimum	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor J Kent, Portfolio Holder for Finance and Education	
Accountable Head of Service: N/A	
Accountable Directors: Roger Harris – Director of Adults, Housing, and Health, David Archibald - Interim Corporate Director of Children's Services	
This report is public	

Executive Summary

Transport on denominational grounds (hereinafter referred to as “denominational transport”) other than for pupils on benefit attending a faith secondary school, is not a statutory duty and Thurrock Council is entitled to use its discretion with respect to such transport. In order to comply with their statutory duties local authorities must:

- Promote the use of sustainable travel and transport
- Make transport arrangements for all eligible children (Schedule 35B of the Education Act defines the term "eligible children")

This report will identify the means by which Thurrock Council will deliver denominational transport in accordance with its statutory duty. In 2013, following an extensive consultation exercise, Cabinet exercised its discretion and decided to continue denominational transport, but charge for places. Although some savings have been made, the service is still heavily subsidised by the Council. The most recent review of 2015/16 costs revealed that of the 185 pupils using the service only 25 pay the full cost. 91 pupils were existing users of the service at the time the charging regime was introduced. In recognition of the impact that the changes might have on their families, the existing users were subsidised by the Council and paid only 50% of the full cost of transport. 69 pupils access the service free of charge as they are in receipt of benefits. Thus, the Council receives an income of £82,654 against its total spend of £332,262. In light of the Council's financial position, on 14 October 2015, Cabinet agreed to go out to further consultation on the future of the service including the possibility of aligning the service with the statutory requirements of the Education Act at the end of the 2015/16 academic year. The purpose of this paper is to consider the results of the consultation, the impact of the proposal to

decommission the service on Thurrock families and to determine the most financially viable way forward for the Council.

1. Recommendation(s)

1.1. It is recommended that Cabinet note the financial pressures on the education transport budget outlined in this report and accept the proposal to deliver denominational transport within the statutory minimum by discontinuing all denominational transport services outside of Thurrock Council's legal duty at the end of the 2015/16 academic year.

1.2 That it be recognised that Thurrock Council will continue to transport pupils in receipt of benefit who meet the criteria stipulated within the Education Act. An Exceptional Circumstances policy is also in place to support families whose income level is low, yet above the benefits threshold.

2. Introduction and Background

2.1 The full history and background around the delivery of education transport up until October 2015 can be found in the Cabinet report presented on 14 October 2015.

2.2 Since approval to consult was granted in October, a consultation document was prepared and placed on the Council's online portal. The consultation went live on 7 December 2015 and closed on 29 January 2016.

2.3 The consultation ran for eight weeks. This was above the required 28 days as the Council gave consideration to the school holidays which fell during that period. The consultation provided a range of opportunities for parents, schools, colleges, professionals and the public to comment on the proposed changes. Opportunities were provided across the borough and information was provided to key groups to share with interested parties to encourage a wide response. A summary of the consultation and those with whom the Council consulted is available for review.

2.4 In addition to the consultation exercise, an analysis was carried out of the data gathered from the consultation around age, gender, ethnicity and disability. Also, a full Equality Impact Analysis has been undertaken dated 10 December 2015.

3. Issues, Options and Analysis of Options

3.1 A total of 74 responses were received with respect to the Denominational Transport consultation. 39 (52.70%) were parents. This is a reasonable response rate and compares favourably to consultations within the local authority. A full breakdown of the consultation responses is available on request.

- 3.2 Officers were proactive in ensuring that the information was disseminated to relevant individuals and organisations particularly parents of children currently accessing denominational transport, primary pupils who may be considering the use of denominational transport, schools and affiliated bodies. Parents were informed of recent developments around denominational transport particularly the fact that the Council was responsive to their comments in a previous consultation when it introduced charges instead of decommissioning the service.

A generic [external email address was](#) created for respondents wishing to send comments or questions and a desk within the Civic Offices *Face 2 Face* area was available and utilised by some respondents who requested to meet directly with officers dealing with the consultation.

- 3.3 The result of the consultation on denominational transport show that 34 (45.9 %) of those who responded were of the opinion that it should be withdrawn. 29 (39.2%) were of the view that the service should continue. 11(14.9%) did not leave a comment.

3.4 **Respondent's comments:**

The principal point to note is that Denominational Transport, other than for low income pupils attending secondary school is not a statutory duty and the Council is entitled to use its discretion with respect to such transport. In 2013, the Council considered decommissioning this form of transport. However, Thurrock Council is genuinely responsive to the results of consultations and continued to deliver denominational transport following family's expression of a willingness to pay for places on vehicles if the Council would continue to supply the vehicles.

- 3.5 Cabinet exercised its discretion and decided to continue denominational transport, but charge for places. The charge was intended to generate funds in order to relieve the financial pressure on the Council. However, there were a number of factors which could not have been anticipated at the time the changes were implemented; factors such as the number of new applicants willing to pay the full cost (predicted to be the greatest source of income), the number of existing pupils willing to pay the subsidised rate and finally, the number of pupils in receipt of benefits.
- 3.6 The service has not achieved the expected level of savings. Officers have prepared a five-year forecast of the cost of delivering this service. It shows limited potential to generate income. This is due to a paradox brought about by the fact that the overall cost of delivery going forward is increasing due to gradually rising running costs and rapidly decreasing numbers of pupils opting to use the service as a result of the cost. In 2014, 236 pupils accessed denominational transport whereas the number was reduced to 185 during the 2015/16 academic year. As stated earlier, consideration must be given to the fact that this figure includes 69 pupils who are in receipt of benefit and 91 who

pay just 50% of the full cost in the current academic year and this also adds to the financial pressure placed upon the Council budget.

It should be noted that only 32 of the 69 pupils referred to above meet the statutory requirement for transport. The remaining 37 were transported under the Council's discretionary power as they are either primary school pupils or occupying a spare seat. Spare seats are sold after all eligible pupils have been offered a place on a vehicle. See Appendix 1 for a table depicting the number of pupils attending the various denominational schools within Thurrock.

Also, officers are able to confirm that each of the 69 pupils transported (including any pupils on income support who fall within the Council's statutory obligation to offer transport in future) would have had a place available in a non-denominational school at the time they selected their school of choice. No child is attending a denominational school because there was no alternative offer. It is not the Council's policy to place a child in a denominational school without parental consent. Parents are informed of the place in the nearest suitable school and given the opportunity to accept or reject the offer.

- 3.7 A decision to discontinue the service should not hinge on financial issues alone. Although issues such as the implications of using public funds for the benefit of a segment of the community were raised the consultation results also shed light on a number of issues (See paragraph 3.8 below) raised by Thurrock residents which must be considered. It should be noted, that parents made up 52.70% of the respondents.
- 3.8 A detailed list of the issues raised within the consultation can be provided upon request. In the majority of cases respondents in favour of retaining the service were of the view that the Council should retain the service for one of four main reasons.

The most predominant issues raised by parents, and taken directly from the consultation, can be summarised within four categories as shown below:

- The cost to parents of transporting their children and the resultant congestion
 - Disruption to parents work travel plans if they have to transport children themselves
 - The lack of a Catholic option for male pupils in Thurrock
 - The lack of a suitable alternative route to some denominational schools via public transport
- 3.9 The Council's delivery of education transport aligns with the Education Act. We are mindful of the fact that the Secretary of State attaches importance to the opportunity that parents should have to choose a school in accordance with their religious or philosophical beliefs, and that wherever possible, local authorities should ensure that transport arrangements support the religious or philosophical preference parents express. Thurrock Council may consider

possible action in the future. For instance, encouraging denominational schools and faith organisations to consider developing an alternative denominational school for boys. However, it must be noted that there are children within Thurrock who attend denominational schools that are neither Catholic nor Church of England. The Council is keen to ensure that all services have an overall positive equality impact and that all children are treated equally regardless of their religion, belief, or their ability. Transporting children to schools of a particular faith may put the Council at risk if this is interpreted as being by design, whereas it is in fact by chance that pupils from other faiths do not have local denominational schools to attend and have not applied for transport.

The Council is also working to establish an 11-16 bus pass that will provide school-friendly routes at a reduced cost to support pupils opting to travel by public transport. However, other issues raised within the consultation fall under parental responsibility as the parent has a right to choose a school for their child, but the local authority will not be responsible for transporting a child where a parent exercised parental preference.

3.10 Income Support

Irrespective of the option adopted at the end of this review of Denominational Transport the Council shall continue to support pupils from families in receipt of income support. The Education Act places a duty on local authorities to make arrangements for secondary pupils from low income backgrounds to attend the nearest school preferred on grounds of "religion or belief", where that school is between 2 and 15 miles from their home.

Cost effective transport options for pupils on income support

During the current academic year Thurrock Council paid for the transport of 69 pupils on income support. As this duty will continue, officers have outlined a range of cost effective transport options that align with guidance from the Department for Education. These options will enable the Council carry out its statutory duty to pupils on income support travelling to denominational schools with the least impact upon the Council budget.

The methods include the procurement of the most appropriate sized vehicles for the number of pupils on a route and placing central pick up points along such routes (as opposed to several bus stops nearer home addresses), The Champion School, Upminster and St Edwards Secondary School, Romford would require such transport as it is unlikely eligible pupils will be able to travel to these schools from within the borough by public transport in the recommended time frame of 75 minutes with a single transfer between vehicles.

However, bus passes would provide a suitable and cost effective solution for pupils travelling to De La Salle Secondary School, Basildon or the Convent Girls Secondary School in Grays as suitable transport links exist to these

schools. In order to support this option, officers have conducted research on an 11-16 bus pass similar to the Transport for London bus pass for school children. Meetings have been held with local public transport providers to discuss the possibility of a discounted bus pass available outside of school hours and at weekends.

The table below shows the predicted cost to the Council should the decision be taken to restrict transport to the statutory minimum. This academic year 69 children were transported by Thurrock Council under its discretionary power because their families are in receipt of benefit. 54% (37) of those children were ineligible under the Education Act, either because they are primary school pupils or they hold a concessionary place (spare seats sold once eligible pupils have been awarded seats).

Eligible pupils – due to receipt of income support

Routes requiring Council-contracted vehicles (£1,648 per annum per pupil - TOTAL COST £24,720 Per annum)	No. of pupils
Campion	14
St Edwards	1
Routes suitable for public transport with Council bus passes (£242 per annum per pupil – TOTAL COST £4,114 per annum)	No. of pupils
De La Salle	5
Grays Convent	12

There are 6 Non Entitled Pupils (Concessionary) travelling on denominational transport this academic year. They occupy spare seats. Should the Council decide to transport pupils in accordance with its statutory duty vehicle sizes will be reduced to suit the number of eligible pupils and Concessionary seats are less likely to be available.

Also, officers plan to arrange a meeting to inform the current providers of denominational transport of the changes and see whether they would be interested in dealing directly with the families of pupils who may no longer be eligible for such transport. Providers could replicate the current Council-contracted routes to denominational schools externally. The Council might then consider purchasing seats on those privately funded vehicles for the pupils on income support.

Implementation of any of the options suggested above require the relevant parental consent (annually or, if a child moves school, at that point) by the local authority. Also, it should be noted that for children with SEN and/or disabilities, journeys may be more complex and a shorter journey time, although desirable, may not always be possible. In such cases referral may be made to the SEND panel or the Exceptional Circumstances panel.

Additional Transport Options

Other options examined include, mileage allowance paid to a parent driving their eligible child to school in lieu of the local authority making arrangements

for a taxi to transport the child; a cycling allowance paid by the local authority where the parent agreed for their child to cycle to and from school instead of catching a bus for a three mile journey; or local authority provision of a suitable escort to enable an eligible child with a disability to walk a short distance to school in safety, instead of making arrangements for a taxi to take them to and from school. In view of the economic issues facing families on income support the suitability of the additional options suggested below for the delivery of the statutory aspect of denominational school transport will need to be considered on a 'case by case' basis.

Also, families on low income, but above the benefits threshold may face financial hardship; particularly those who were using the service prior to the implementation of the changes. Such families may apply for support via the Exceptional Circumstances policy. 104 families applied for support with home to school transport under the Exceptional Circumstances policy during the 2015/16 academic year. 68 of those applications were successful and were offered support in line with the transport options discussed above, ranging from a taxi for one term, to a bus ticket for public transport or reimbursement of petrol costs.

3.11 Engaging partners in the process

Officers wrote to transport providers in January 2016, giving them notice of the current review of Denominational Transport and proposing a meeting later on in the year to discuss the Cabinet decision and the future delivery of the service. There are 15 Council commissioned contracts for the provision of denominational transport. Of the 15 contracts 2 expire in 2016 and the other 13 expire in 2018. A 56 day notice period is required.

4. Reasons for Recommendation

- 4.1 Consultation on proposals agreed by Cabinet in October 2015 has taken place with a good response. The results are available for review and summarised within this report.

It is recommended that Cabinet note the financial pressures on the education transport budget outlined in this report and accept the proposal to deliver denominational transport within the statutory minimum by discontinuing all denominational transport services outside of Thurrock Council's legal duty at the end of the 2015/16 academic year.

Thurrock Council will continue to transport pupils in receipt of benefit who meet the criteria stipulated within the Education Act.

The current trend shows that the Council may not be in a position to generate the levels of income expected from new pupils who pay the full cost recovery rate as the number of new pupils applying for seats has reduced drastically and based upon predicted charges year on year it is likely to continue to decrease. Also, further financial pressure arises from the pupils in receipt of the subsidy who are more likely to continue to access denominational transport for a

substantial period of time (In many cases this will be until they complete their current key stage at primary or secondary school). Added to these budgetary implications is the fact that the Council has a duty to transport secondary school pupils on benefit who attend a denominational school and meet certain criteria.

5. Consultation (including overview and scrutiny, if applicable)

- 5.1 The details and results of the previous public consultation undertaken with respect to proposed changes around denominational transport are contained in the Cabinet report dated 4 September 2014.
- 5.2 In September 2015, the recommendations being made were considered by Children's Overview and Scrutiny and given their full support.
- 5.3 In October 2015, Cabinet granted approval for officers to undertake a public consultation involving families, schools and a wide range of stakeholders to seek the views of interested parties on denominational transport after the current arrangements end after the summer term of 2016.
- 5.4 Between 7 December 2015 and 29 January 2016, officers led a public consultation. The results of the consultation are analysed within this report and a copy of the data collated at the end of the consultation is attached to this report.

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

- 6.1 Families whose overall income level places them just above the threshold for qualifying benefit often choose to work to support their children rather than initiate a reduction in the number of hours worked in order to qualify for benefits and consequently free transport. The discounted rate and exceptional circumstances policy support such families to remain employed and align with the Council priority aimed at encouraging and promoting job creation and economic prosperity.

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager

Current primary pupil growth is causing significant pressure on the statutory element of the School Transport budget. This is due to the fact that the Council is at times unable to place a pupil in a school within a three mile radius. In such cases, the Council has a statutory duty to transport the pupils involved and to bear the cost of the transport. Targeted budget savings around discretionary

transport are not being met and the costs involved are steadily increasing. Therefore, unless spend on discretionary transport is reset to the statutory minimum an increased budget would be required to cover these costs.

7.2 Legal

Implications verified by: **Lucinda Bell**
Education Lawyer

The Education Act 1996 sets out the Council's duties relating to school transport and makes it clear that free transport only has to be provided for "eligible children" and these include disabled children and those from low income families. Transport on denominational grounds other than for low income families is not a statutory duty and the Council is entitled to use its discretion to what transport support it will offer to pupils on denominational grounds.

Local authorities have discretionary powers under Section 508C of the Education Act 1996 to make arrangements for those children not covered by Section 508B. A local authority has discretion to provide transport for children who are outside of the statutory eligibility criteria and where such transport is provided to make a charge for it. There is no requirement for these discretionary arrangements to be provided free of charge. However, if a local authority decides to levy charges this should be made clear in the school travel policy documents.

Section 509D of the Education Act 1996 places a duty on local authorities when fulfilling their duties and exercising their powers relating to travel, to have regard to, amongst other things, any wish of a parent for their child to be provided with education or training at a particular school on grounds of the parent's religion or belief. Local authorities must make travel arrangements for pupils from low income families to attend the nearest school preferred on the grounds of religion or belief where such pupils live more than 2 miles, but not more than 15 miles from that School.

The Equality Act 2010 does not apply to the provision of transport on faith grounds as the discrimination provisions on the grounds of age and religion or belief do not extend to transport arrangements. However, Thurrock Council does have a Public Sector Equality duty under the Equality Act 2010. The Council has, therefore, had due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when proposing and or carrying out any changes to Denominational Transport

Local authorities must publish general arrangements and policies in respect of home to school travel and transport for children of compulsory school age. Such documents should explain both statutory transport provision, and that provided on a discretionary basis. Local authorities should also consult widely on any proposed changes to their local policies on school travel arrangements

with all interested parties. Consultations should last for at least 28 working days during term time.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

A public consultation enabling all stakeholders to engage in dialogue with Thurrock Council regarding Denominational school Transport has taken place. The result of the consultation, which was held over a period exceeding that recommended by the Department for Education, provides the empirical evidence required by Council officers to make a recommendation to Cabinet.

A Community Impact and Equality Assessment has also been carried out in order to ensure that any proposed changes to Denominational school Transport will have an overall positive equality impact as all children will be treated equally regardless of their religion, belief, or their ability.

7.4 Other implications

7.4.1 Pupils in receipt of Income Support

We are statutorily obliged to offer financial support to these pupils. The amount of income used to fund such places is currently greater than the income generated from pupils paying the full-cost recovery rate. At present, these factors have led to a reduction in the amount of savings the Council is able to generate. However, if the Council reduces the denominational transport service to the statutory minimum the number of pupils to whom the Council owes a duty to transport will be reduced by over 50% as more than half (37 out of 69) of those children accessing transport this academic year were primary school pupils or pupils granted concessionary seats transported within the Council's discretionary power.

7.4.2 Pupils living in rural areas

As the decision has been taken to provide transport to denominational schools, but charge for it, contracted vehicles transporting pupils who reside in rural areas to denominational schools are likely to be more expensive as taxis may be the most cost effective option for small numbers of pupils. The pupils affected may, therefore, require a higher subsidy, as opposed to the proposed reduction in subsidy.

8. Background papers used in preparing this report

- Cabinet Report dated 14 October 2015.

9. Appendices to this report:

- Appendix 1 –Table depicting the number of children using Denominational school transport and the schools they are transported to
- Appendix 2 – Example letter sent to parents

Report Author:

Temi Fawehinmi

Contract and Performance manager

Children's Services

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School	Commissioned Routes
Orsett C of E	TM 0004 £140 & TM 0028 £50
Holy Cross	TM 0040 £180 & TM 0165 £83
St Joseph	TM 0203 £80
St Thomas	TM 0026 £233, TM 0069 £122, TM 0096 £30
Horndon on the Hill	TM 0227 £108
Bulphan	TM 0288 £56
De La Salle	TM 0016 £135
Campion	TM 0029 £229 & TM 0033 £203.16
Grays Convent	TM 0018 £62, TM 0019 £116.31 & TM 0133 £151.30
St Edwards	TM 0034 £205

Annual Cost

2015/16 Invoiced Income

Pupil Number	185
69 Non Payer (entitled to benefits)	69
91 subsidised payers (paying 50%)	91
25 Paying the full amount	25

Net Cost Forecast for 2015/16

Daily	190	<u>Annual Cost</u>
	190	36,100
	263	49,970
	80	15,200
	385	73,150
	108	20,520
	56	10,640
	135	25,650
	432.16	82,110
	329.61	62,626
	205	38,950
		414,916
		82,654
		-
		53,344
		29,310
		332,262

Dear Parent/Guardian

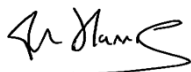
EDUCATION TRANSPORT

I am writing to you about the council's review of its policy on providing assistance with travel to school.

As you know, your child is due to start secondary school in September 2016 and you will now be thinking about applying for a secondary school place. The closing date for the return of your application is 31 October 2015, but before that date the council is due to make decisions about changes to the eligibility rules for assistance with travel to school. This means that the rules that were in place for those children starting secondary school in September 2015 are likely to change and that further limitations are likely to be imposed meaning that fewer children than before will get help with travel to school.

I appreciate that this news will give rise to some uncertainty, particularly since any changes are unlikely to be announced until after you have made your preferences for a secondary school place. Our advice is that you should not make any assumptions about the extent of the council's ability to provide assistance with travel to school when making your preferences.

Yours faithfully



Roger Harris

Director of Adults, Health and Commissioning

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9 March 2016	ITEM: 14 (Decision 01104358)
Cabinet	
Housing Allocations Scheme – Second Year Review	
Wards and communities affected: All	Key Decision: Yes
Report of: Councillor Lyn Worrall, Portfolio Holder for Housing	
Accountable Head of Service: Dermot Moloney, Strategic Lead, Housing	
Accountable Director: Roger Harris, Corporate Director of Adults, Housing & health	
This report is Public	

Executive Summary

In May 2013, following an extensive public consultation, the Council introduced a new Housing Allocations Scheme along with a new online housing application form.

A review of the scheme was undertaken in 2014 following the introduction of new statutory guidance and legislation and in January 2015 Cabinet approved a number of amendments to the scheme.

A further review has been undertaken and further amendments are recommended along with more detail to reflect recent additional legislative requirements.

This report details the recommended changes which include:

- Procedural changes to how properties are advertised
- Local lettings plans for new developments on existing Council housing estates
- The introduction of “Thurrock tenancy essentials programme ”
- Allowing tenants to under occupy 2 bedroom, older person properties, where there are no waiting applicants who meet the 2 bedroom criteria
- Discretion to award a welfare priority for homeless prevention
- The annual review of financial qualification
- A pilot scheme for older owner occupiers

1. Recommendation(s)

1.1 That Cabinet approves the recommended changes to the Housing Allocations Scheme in this report;

1.2. That the changes be implemented from 1st April 2016.

2. Introduction and Background

Thurrock Council's Housing Allocations scheme was implemented in May 2013.

The scheme introduced local preferences and statutory requirements under the Localism Act 2011 and Housing Act 1996 part VI and VII. These included a local connection criteria and financial qualification.

A review of the scheme was undertaken in 2014 and subsequently some changes were introduced in January 2015.

As the scheme enters its 3rd year, further updates are required to ensure that the scheme continues to meet its objectives. There have also been changes in legislation and statutory guidance which need to be reflected in the scheme and Council procedures.

Since the last review the Council has reviewed its Homelessness Prevention Strategy and identified a number of innovative schemes for increasing the availability of accommodation for those facing homelessness and for ensuring prevention is at the top of the agenda. Changes to the allocations scheme are required to support these innovations.

Housing Overview and Scrutiny Committee reviewed the proposed changes on 6 January 2016 and recommended the following seven changes to Cabinet for approval and implementation.

3. Issues, Options and Analysis of options

3.1 Procedural changes for advertising properties

On 30 November 2015, Housing Overview & Scrutiny committee considered and commented on proposed changes to the way void properties are advertised.

It was recognised that only a very small number of applicants (less than 1%) were solely using the newspaper to view adverts – the vast majority use the Council and Thurrock Choice Homes websites or other solutions such as mobile phones, apps and tablets.

Subsequently, adverts will be removed from the Thurrock Gazette from 1st April 2016 and support will be provided to the minority of people who only view properties in this way. There will be no changes to the way people can bid for properties – by telephone, email, on the website, via the app or through the assisted bidding service.

With future properties being advertised only via websites and mobile sites there is no reason why they cannot be advertised continuously. There would still be

the same number of advertisement days but this would prevent any delay in waiting to let properties, spread the administration of shortlisting more evenly across the week and reduce void times and consequently rent loss.

An example of how this would work:

Property A becomes available for letting on Wednesday 1st – we will have missed the deadline for advertising in the newspaper that week.

Under the current process we would have to wait until the following Thursday 9th for it to be advertised in the newspaper and bidding would not end until Tuesday 14th after that – a total of 13 void days after the property could be advertised.

Under the new process Property A would be advertised on Wednesday 1st and bidding would end on Monday 6th – a total of 6 days after the property could be advertised.

The property could be let one week sooner meaning less void time and rent loss.

It is recommended that bidding cycles are no longer limited to certain days of the week, but may be continuous

3.2 Local lettings plans for new developments on existing Council housing estates

The Council has embarked on a large building programme and will be producing new housing developments across the borough in the coming years.

The current Allocations Scheme allows Housing Overview & Scrutiny Committee to determine local lettings plans for new developments on a case by case basis.

Consultation has shown that tenants living in the areas where there has been new development within existing Council housing estates strongly believe some preference for the new properties should be given to local people. Subsequently, a paper to Housing Overview & Scrutiny Committee on 30 November 2015 recommended a local lettings plan for the new builds at Derry Avenue and Seabrooke Rise. The plan allows a priority for 75% of the new builds to local Council tenants who have maintained their tenancy in a satisfactory manner. It only applies to the first lettings; all subsequent lettings and the other 25% of properties are to be advertised in the usual manner.

In order to ensure consistency, fairness and transparency for all new build developments on existing Council Housing estates, this paper recommends a borough wide local lettings plan for 1st lettings based on the same principals agreed for the Derry Avenue and Seabrooke Rise properties.

The recommended local lettings plan is outlined in Appendix 1

3.3 Pre-tenancy information for all new tenants

The Housing department have introduced introductory tenancies and support for new tenants in order to promote good tenant like behaviour and to reduce the number of evictions. This includes quarterly visits and floating support where tenants are identified as needing extra help.

To support this programme new pre tenancy information sessions – to be known as “Thurrock Tenancy Essentials” - are recommended as being mandatory for all new tenants prior to the start of any new tenancy.

The information will help new tenants to understand what is expected of them and where and how they can receive support and services from the Council as their landlord. This will include how to report repairs, what repairs they are responsible for, how to be good neighbours and how they can pay their rent.

The programme will be tailored for different client groups such as care leavers and young people, those who have been made homeless through the loss of a previous tenancy and those who have never held a tenancy before.

Thurrock Tenancy Essentials will include an online option which can be completed at any time of the day – enabling those applicants who are working to carry out the programme at their own time and pace.

There will also be face to face options with officers, including one to one support, for the minority who require this type of interaction. This will allow officers to identify, even before a tenancy starts, whether a new tenant is likely to require extra support which can then be put in place through the Councils welfare support officers or through the floating support service commissioned by the Council.

Thurrock Tenancy Essentials will continue to be available to tenants after they have completed the initial programme so that they can always refer back for information they have forgotten – a type of “tenancy handbook”. Because the information will be regularly updated they will always be able to obtain the most up to date information.

This programme supports the work of homeless prevention and is identified within the recently adopted Homelessness Prevention Strategy as a means of helping to prevent evictions from council properties.

The online programme will be developed in house and the face to face training will be delivered by housing officers. This will minimise any cost involved in the set up.

The programme may also prove useful for applicants applying for private tenancies and could be developed into a “tenant accreditation” to give those applying to private landlords an advantage when competing for private properties.

The Council has consulted on the proposal and received wide spread support amongst officers, support workers, agencies and applicants themselves, with 85% agreeing that such a programme would be a good idea.

Local Registered Providers, to whom the Council nominates applicants, have also endorsed the programme and are interested in considering such programmes for their own tenants.

It is recommended that Thurrock Tenancy Essentials will be undertaken by all applicants on the Councils waiting lists prior to being offered a property

3.4 2 bedroom properties for older people

Within the current Allocations scheme married or co-habiting couples are expected to share a bedroom and will be assessed as needing a 1 bedroom property unless there is a medical need for an extra bedroom - for example to accommodate medical equipment or carers – or they are downsizing from a 3 or 4 bedroom Council house into a flat or bungalow.

However, very occasionally a 2 bedroom property specifically for older people e.g. sheltered, extra care or the HAPPI homes, will become available but there are no waiting older applicants meeting the bedroom criteria above.

In such circumstances, it is recommended that a 2 bedroom property be allocated to an applicant with a 1 bedroom need, but that priority is given to couples over single applicants. This will ensure that void periods and subsequent rent loss are minimalised.

It is recommended that where there are no waiting applicants meeting the criteria for a 2 bedroom property specifically designed for older people, the property can be offered to a couple or single person subject to the criteria above

3.5 Discretionary power to award a welfare banding for homeless prevention

The council has implemented a new homelessness prevention strategy and is keen to ensure that wherever possible homelessness is prevented.

The most common reasons identified for homelessness are:

1. Eviction by a parent, family member or friend

The Council uses a mediation service which is very successful in persuading the evictor to keep the person at home. However, it has been identified that if an incentive could be offered then the evictor may be more willing to keep the person for a longer period of time because they can see that ultimately the person will be rehoused.

2. Eviction from an assured short hold tenancy

The highest reason for homelessness is now eviction from an assured short hold tenancy – most commonly because the landlord wants to increase the rent to an unaffordable level or because the landlord wishes to sell the property.

Housing solutions staff will try to find alternative private rented accommodation but often applicants will be reluctant to take up this option since they fear facing eviction again further down the line. Many applicants have been in this situation on a number of occasions and desire a long term and sustainable solution to their housing need. However, if they take up a further privately rented property they will be adequately housed and placed in band 5. This can have the effect of incentivising applicants to use the statutory homelessness route.

In both circumstances it would be useful to have an incentive which allows priority to be awarded where the applicant is willing to take an alternative route to homelessness. It also allows a more planned approach to rehousing and prevents the use of temporary accommodation.

The current online consultation asked whether a priority band should be awarded to those at risk of homelessness who have taken some action to prevent their homelessness.

Of the 1133 responses to date 85% agreed that this was a good idea.

It is recommended that a welfare priority band 3 is awarded at the discretion of the Housing management panel on the condition that the applicant is able to remain in the current or an alternative home, following intervention by the Housing solutions team, for at least 6 months

3.6 Annual review of financial qualification

An annual review of the figures regarding qualification for the Housing register is required in order to determine the thresholds at which applicants would not be able to meet their own housing need in the private sector.

An assessment of the costs of renting and purchasing different property by bedroom number in Thurrock was undertaken in December 2015.

	Studio £	1 bed £	2 bed £	3 bed £	4 bed £
Average cost of property for sale	94,750	143,071	212,604	256,491	345,402
Annual net income required to buy*	17,496	26,424	41,436	50,004	67,356
Average cost of property for rent	631	691	950	1,137	1,628
Annual net income required to rent*	22,725	24,861	34,207	40,916	58,613

The required net income assumes that it is affordable to use one third of net income for housing cost – this is the standard assessment used in the current Housing Allocations scheme.

For sheltered housing and extra care it is assumed that applicants would need to purchase the property outright and would not have access to mortgages. An assumption is made that service charge costs would also need to be available within savings, since applicants are unlikely to be working. 10 years' service charges are accounted for within the calculations:

	Retirement £	Extra care £
Cost of property for sale	160,000	183,000
Monthly service charges for 10 years	18,720	45,600
Total required	178,720	228,600

On the basis of the above figures the following threshold levels are recommended

Property size required – according to household make-up	Threshold annual income/assets*	
	2015-16	2016-17
Bedsit or room in shared house (single under 25 years old)	£18,000	£23,000
1 Bedroom (single over 25 or couple)	£24,500	£25,000
2 Bedrooms (Single/couple plus child/ren)	£30,000	£35,000
3 Bedrooms (Single/couple plus children)	£40,000	£41,000
4 Bedrooms (Single/couple plus children)	£53,500	£59,000
Sheltered Housing (includes sum for long term service	£158,000	£179,000

charges)		
Extra Care Housing (includes sum for long term service charges)	£225,000	£229,000

*figures are net of tax and national insurance and represent the total sum of all income of the joint applicants including any benefits received, and/or the total assets

It is recommended that the financial qualification criteria is updated for 2016-17 as outlined above

3.7 Options for older owner occupiers

The council identified through its review of homelessness in 2015, that there were higher levels of under occupation in the borough compared to over occupation, amongst all tenure types except the private rented sector.

Variance by tenure type	Under occupied (2 or more bedrooms)	Over occupied
Owned or shared ownership	37.6%	3.3%
Social rent	14.8%	7.8%
Private rented	10.9%	11.9%
All Stock	29.5%	5.4%

Of those under occupying, the majority (37.6%) are owner occupiers and generally expected to be older residents whose families have grown up and moved on, leaving them in larger family homes.

Often older residents find it difficult to manage a larger property in terms of keeping it heated, clean & maintained. However, owning the property means they have an asset which may exclude them from joining the housing register due to the qualification criteria.

Alongside this situation, the housing solutions team are striving to encourage more private landlords to work with them by renting suitable family homes to homeless households.

The Council would like to pilot a scheme whereby sheltered housing could be offered to under occupying older Thurrock residents on the basis that the resident leases their own property to the Council for the lifetime of their Council tenancy. The Council could then place homeless applicants into the property on short term leases.

The scheme would be widely advertised and officers would work closely with colleagues in adult social care, especially the Local Area Coordinators and social workers to identify suitable residents.

In order to facilitate such a scheme, an exception to the financial qualification criteria for owner occupiers who sign up to a 5 year leasing scheme with the Council would be required.

The pilot would be reviewed at the end of the first year to determine its success and decide whether to continue.

The scheme would only be available to residents meeting the following criteria:

- Aged over 60 or 55-59 with a disability
- Requiring sheltered accommodation
- Downsizing from a larger property – at least 2 bedrooms
- Willing to sign up a minimum 5 year lease with the Council.

Residents taking part would receive Council sheltered accommodation on a fixed term tenancy which matches the length of their lease agreement for their own property – minimum of 5 years.

Residents would receive a sum of money which would be equivalent to the Local Housing allowance for the property size, less the cost of maintenance and a management fee. They would be expected to pay the full rent of their council accommodation.

Local housing Allowance (LHA) rates for Thurrock for January 2015 are:

	2 bed	3 bed	4 bed
Weekly LHA	£161.26	£188.33	£266.65

The cost of Council sheltered accommodation averages around £85 per week

The Council would be responsible for the management of the property, including some repairs and insurance during the lease period.

This option provides peace of mind to older residents; enables them to keep the family home to pass on to their children and increases the availability of suitable long term accommodation for homeless households. The change would also allow exploration of other options in this area such as in the case of owner occupiers who require residential care.

Residents would need to obtain independent financial advice prior to signing up, with regards to any tax implications. This could be through a trusted family member/friend or from a professional. The Council would not be able to provide independent advice.

In the unfortunate event of the demise of the resident during the lease period, there would need to be legal provision for the ending of the lease if required by the successors, and subsequent rehousing of residents placed by the Council.

It is recommended that the financial qualification be removed for sheltered and extra care applicants who lease their properties back to the Council during an initial pilot scheme period (1st April 2016 – 31st March 2017)

4 Reasons for Recommendations

The Housing Allocations scheme must be followed when allocating the Councils' own properties and those belonging to other registered Providers in the borough with whom we have nomination agreements.

An annual review ensures that the policy meets all statutory requirements and is responsive to the changing needs of the borough.

In particular, the homelessness prevention strategy, which was adopted in October 2015, requires a number of amendments and additions to the policy to enable its full implementation.

It is also good practice to ensure that the policy is consistently reviewed and updated.

5 Consultation

A full consultation was undertaken on the removal of TCH adverts from the newspaper, which also included an impact assessment by the Thurrock Diversity network.

A consultation regarding other changes was undertaken between 26th November 2015 and 21st January 2016. This includes:

- An online survey through the councils consultation port – to date 1133 people have taken part this way;
- All active applicants on the Councils waiting lists were sent messages and reminders inviting them to participate, either through the online survey or in writing;
- The survey was advertised in the Thurrock Gazette, on the Council and Thurrock Choice Homes websites; through Inform to all staff
- There was a meeting with the Tenants excellence panel
- The Thurrock Diversity Network had a written copy of the proposal to discuss with members and report back
- Local Registered Providers (RPs) were advised of the proposals, as per statutory requirements; two RPs have responded - Estuary Housing and

Chelmsford Housing Partnership – both have responded favourably to the proposed changes.

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

The demand for social housing far outstrips the stock available; the Council has to prioritise certain groups but can also choose how to allocate accommodation in the best way to meet the competing needs.

The Council is keen to ensure that all tenants, especially new ones, are fully aware of the responsibilities that holding a tenancy brings, and to minimise the risks of homelessness.

These criteria assist in achieving the Councils corporate priority to “Build pride, responsibility and respect” and “to improve health and wellbeing”.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Chief Accountant, Corporate Finance

The Council has a duty to allocate properties via its published housing allocations scheme. The decision to remove adverts of properties available from the newspaper and to advertise via other media such as the website and mobile phone will make savings.

The proposed Thurrock Tenancy essentials will require development of an online information system but this will be developed in-house at minimal cost - mostly officer time.

However, officers who will be carrying out face to face and group training will undertake a formal level 3 training programme.

Costs have been minimalised by ensuring maximum numbers take up the training. Training costs are approximately £5800 for 14 officers.

The cost of assisting a homeless household is estimated by Crisis to be between £1,426 - £4,726 per month.

If, as anticipated, the programme reduces the number of Council evictions, the potential savings far exceed this cost.

7.2 Legal

Implications verified by: **Martin Hall**
Housing Solicitor / Team Leader

Unless specifically addressed below, there are no legal implications arising out of the content of this report.

The introduction of a new priority band for homeless prevention may be a useful strategy; however it is important that this is not used to prevent those who wish to make an application for homelessness assistance applying. The Council has a duty to accept an application from anyone who is threatened with homelessness, and may be eligible and in priority need.

The leasing private properties under longer term leasing arrangements would also require the use of flexible tenancies for a limited group of people to ensure that secure tenancies are not given to tenants who continue to own a property. This would require a change to the Councils' tenancy policy. In addition to the above, further consideration will need to be given to (i) recovering possession of the flexible tenancy at the end of the fixed term, (ii) who will bear the costs of any repairs, and (iii) what happens if the lease or flexible tenancy is ended mid-term.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

It has been identified that the removal of the TCH adverts from the newspaper will impact the elderly and those less able to use computers and/or mobile phones and devices. However, a number of actions will be implemented to mitigate the impacts and these will be regularly monitored.

There will also be a large scale programme of advertising to ensure that applicants are aware of changes and those needing assistance can be identified.

An impact assessment was carried out by Thurrock Diversity Network and recommendations were made and will be implemented, including financial support for TCIL to assist disabled applicants in looking for properties and placing bids.

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

Housing O & S minutes – 30 November 2015

<https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=167&MIId=4808&Ver=4>

9. **Appendices to the report**

Appendix 1 - Draft Local lettings plan

Report Author:

Dawn Shepherd

Housing Strategy Manager

Business Improvement, Housing

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THURROCK COUNCIL

LOCAL LETTINGS PLAN

**First lets for new Council
properties built within existing
Thurrock Council housing estates**

1.Introduction

This local lettings plan sets out the criteria to be followed when allocating all newly developed Council properties as infill within existing Thurrock Council housing estates.

It only applies to first lets – all subsequent lets will be made in line with the Council's usual allocations process.

2.Objective

The objective of this local lettings plan is to maintain balanced and sustainable communities. This is particularly relevant to sites where the development is part of a rededication of the land, in contrast to a completely new development on previously unbuilt or brown field sites. Inserting new developments with a concentration of properties can destabilise a community and therefore it is important to ensure that a high number of the new tenants are already part of the community.

3. Allocation

3.1.Properties

75% of the properties within the new development will be allocated in line with section 3.2

25% of the properties within the new development will be allocated in line with the Council's usual allocations process.

3.2.Qualification

Tenants will only qualify for the 75% allocation if they meet all of the criteria in A,B,C and D

- A. Tenants must hold a current Thurrock Council secure tenancy – introductory and demoted tenants will not be eligible

AND

- B. Tenants must meet Thurrock Council's criteria for joining the housing transfer list as laid out in the Housing Allocations scheme:

- Tenants with rent arrears or other outstanding housing related charges (such as re-charges for previous works) will not be eligible
- Where a tenant has breached their tenancy agreement, or has otherwise managed their tenancy in an unacceptable manner, they will not be eligible

AND

C. Tenants must live in a property, rented to them by Thurrock Council, which is situated within the designated boundary of the scheme

AND

D. Tenants must pass a transfer inspection of their current property

3.3. The designated boundary

The designated boundary described in 3.2 will vary from scheme to scheme and will be agreed by the Director of the Housing Service

3.4. Prioritising applicants for the 75% quota

All tenants who wish to be considered for the 75% quota will be required to register their interest in the scheme. Details for registering an interest will be widely advertised

The allocations team will assess the following in line with the housing allocations scheme and allocate the properties accordingly, outside of the usual Choice Based Lettings (CBL) process:

- Size and type of property needed by the household
- Number of bedrooms required in line with the bedroom standard
- Any mobility or adaptation needs
- Any age criteria that applies

Where there are more tenants expressing an interest than properties available, tenants will be prioritised according to the amount of time they have lived consistently within the designated boundary.

Where a tenant has been living at more than one property within the designated boundary, the combined time will count, provided they have lived within the designated boundary continuously leading up to their current tenancy.

For example:

- A tenant, who had lived in property A within the designated boundary for 10 years and then moved to their current property B within the designated boundary 5 years ago, will have a combined time of 15 years.
- A tenant, who has lived in property C within the designated boundary for 30 years, and then moved to property D outside of the designated boundary for 3 years, and then moved back to their current property within the designated boundary for 2 years, will have a combined time of 35 years.

However, where the development is specifically designed for older people and/or those with disabilities or dementia, prioritising applicants for the 75% quota would be undertaken by the Extra Care panel (consisting of both housing and social care professionals) that would assess each case and determine which has the higher need for the accommodation.

3.5.Property quotas

- 75% of first lettings will be for current Thurrock Council tenants, who meet the criteria in 3.1 and 3.2
- The remaining 25% of first lettings will be allocated via the Councils Housing allocations scheme in line with the usual processes i.e. through Thurrock Choice Homes (TCH)
- A mixture of property sizes and floor levels will be made available for each group.
- Properties will be allocated to households who have a need for the number of bedrooms provided, as determined by the Housing Allocations schemes' bedroom standard.
- These provisions only apply to the first lettings.

3.6.Miscellaneous

Where there would be a joint tenancy and only one tenant meets the age criteria the Allocations team would determine whether or not a joint tenancy could be issued, taking into account factors such as the age difference, disabilities, etc.

Where applicants are downsizing form a larger Council property the current rules regarding downsizing incentives would apply.

4.Monitoring

When a new development of Council properties within an existing estate is identified they will form the list of applicable properties which qualify for the local lettings plan.

Where a new development has properties which have been specifically adapted for residents with disabilities, these will be allocated outside of the local lettings plan via the Councils' usual allocations process, in order to ensure that such properties are matched to those with a disability and need for adaptations.

The local lettings plan will only be used for first lettings; any subsequent re-lettings will be made through the Councils Housing allocations procedures.

Notification of how properties have been allocated will be provided via the Councils usual scheme of notification via the Choice based lettings process.

9 March 2016	ITEM: 15 (Decision 01104359)
Cabinet	
A13 Widening – Scheme Development – Progress Report	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Oliver Gerrish, Portfolio Holder, Highways and Transportation	
Accountable Head of Service: Ann Osola, Head of Service, Transportation and Highways	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is Public	

Executive Summary

In July 2014, the Government announced a funding allocation for A13 widening of £5m for the development of the scheme plus up to £75m for delivery, as part of the Growth Deal for the South East Local Enterprise Partnership. In addition to the Government’s funding, the Dubai Port World (DP World) will contribute a sum of £10m to the widening scheme.

This report sets out the progress that has been made in developing the A13 widening scheme since the announcement in 2014. It describes the background to the proposed scheme, the activities completed to date, and tasks that are in hand. It also contains the next steps following signing of the legal agreement with London Gateway that will lead to the appointment of the contractors to implement the widening in early spring 2017.

1. Recommendation(s)

That Cabinet:

- 1.1 Acknowledges the progress on the A13 widening project;**
- 1.2 Confirms the approach to scheme development;**
- 1.3 Agrees to continue the works towards obtaining the main funding for the construction of the project and any actions required to allow contractors to start constructions in early spring 2017;**

1.4 Agrees that progress on the project should be reported to PTR O&S on regular basis.

2. Introduction and Background

- 2.1 This report sets out the progress that has been made in developing the A13 widening scheme. It describes the background to the proposed scheme, the activities completed to date, tasks that are in hand and those that are planned.
- 2.2 The A13 is a vital strategic route for the South East of England and London forming a link of national importance. Regionally it connects communities and businesses along the Thames Gateway and South Essex and is a key strategic route linking development at the Ports of Tilbury and London Gateway, Grays, and Lakeside.
- 2.3 Thames Gateway is Europe's largest logistics park, with warehousing distribution and associated businesses, it will provide up to 13,000 new jobs by 2026. Additionally, the Port of Tilbury is likely to expand considerably adding an additional 1,600 to 3,800 new jobs by 2026.
- 2.4 A lack of capacity on the A13 restricts the competitive advantage such ports might offer and would have a similar affect upon the significant development agenda and potential economic growth of the Thurrock / South Essex region and beyond.
- 2.5 Thurrock Council has commissioned initial information gathering on A13 widening scheme in 2013. In support of widening of the A13 between Orsett Cock and The Manorway, a feasibility report and an outline business case were prepared and submitted for funding approvals to the Government via South East Local Enterprise Partnership (SE LEP). In July 2014, Government announced a funding allocation for the development of the A13 widening scheme of £5m with provisional up to £75m for its delivery, as part of the Local Growth Fund (LGF) for SE LEP.
- 2.6 In November 2014, Cabinet authorised the then Director of Planning and Transportation, in consultation with the Leader of the Council, to enter into an agreement with the London Gateway (DP World) and to act as an agent for "the harbour authority" (DP World) under the Harbour Empowerment Order 2008. The Cabinet also endorsed the Director to carry out the tender processes and award contracts necessary for works to be carried out in advance of the main widening works, including consultancy services, detailed design, works, and removal of flora and fauna of the site as appropriate.
- 2.7 Since that time, the Transportation and Highways team have continued to engage with the scheme funding bodies such as Department for Transport (DfT); SE LEP and the operators of London Gateway Port (DP World). This is to ensure all matters of governance and process are in place to allow funding to be secured and programme key dates met.

- 2.8 Much of the environmental assessment associated with the widening had been carried out for the development of the London Gateway Port. In order to assess the current situation consultants, Ecus, carried out environmental surveys in the area surrounding the length of the A13 to be widened during 2015.
- 2.9 The Transportation & Highways Project Board are supported by staff from consultants Mott MacDonald in order to procure the next stages in scheme development. Land surveyors, Masons Land Surveys Ltd, were commissioned to carry out a topographic survey along the A13 and in adjacent land that would be affected by the widening. At the same time, a tendering exercise was carried out to commission consultants to produce the preliminary design of the widening. The commission also included the requirement to prepare tender documents for detail design and construction of the works. The contract for £1.7m preliminary design was awarded early in February 2016 by the then Director of Planning and Transportation, in consultation with the Leader.
- 2.10 The contract was awarded to URS and will include:
- Development of the design to Preliminary Design stage resolving all uncertainties identified at Outline Design stage;
 - Preparation of tender documents and all associated works information required to allow detail design and construction contracts to be awarded through the Highways Agency Collaborative Delivery Framework (managed by Highways England);
 - Technical support to the council during the Design and Build tender process;
 - Technical and supervisory support to the Council during the construction phase of the works (subject to funding for works being secured); and
 - Identification and support of procurement of any required advance works.
- 2.11 Appendix A shows the February 2016 Monitoring Report to the Department for Transport, setting out the delivery milestones and funding profile. The Council's committed expenditure on scheme development costs for the 2015/16 financial year is £1.1m, funded by partner contributions. The Council has managed cash flow to allow development works to progress without delay. However, this is the only cost to the Council, as all project expenditure will be reimbursed.

3. Issues, Options and Analysis of Options

- 3.1 Consultants Mott MacDonald have also been commissioned to prepare a full business case as required by DfT to secure funding for the works. A development of a business case involves setting out of strategic, management, financial, commercial and economic cases.

- 3.2 For the economic case, a transport model is essential to demonstrate the economic benefits and thereby calculate the Benefit Cost Ratio (BCR). The project team have liaised closely with Highways England and secured their approval to make use of their transport model developed for testing of the Lower Thames Crossing (LTC) options.
- 3.3 The routes proposed in the LTC consultation, launched by Highways England on 24 January 2016, have been developed on the assumption that the A13 widening scheme will have been already delivered. Specifically, it is stated that Route 4 has been designed on the basis that the A13 has already been widened to three lanes in each direction. It is recognised by the LTC project team that widening of the A13 is required in its own right and is not linked to the LTC. However, the use of the transport model developed for LTC options will save time and cost as it avoids the need to develop a transport model from scratch.
- 3.4 Legal agreements have been finalised between the Council and the London Gateways covering:
- **Works Licence** – London Gateway Port Limited (LGPL) grants the Council a licence to undertake the A13 widening works. LGPL authorises the Council access the A13 widening land pending transfer of the land to the Council. The Council indemnify LGPL against any liability related to the scheme.
 - **Works Agreement** - LGPL agrees to pay the Council an initial payment of £1.15m and a final payment of £750k towards the A13 widening scheme in lieu of their obligation to undertake works to the Orsett Cock roundabout.
 - **Land Acquisition Agreement** - this agreement provides for LGPL to acquire the land for the A13 widening and for the Council to agree the compensation for the land owner and to pay LGPL reasonable costs. It also provides for the land to be transferred to the Council and for the Council to indemnify and insure LGPL.
- 3.5 The next steps in the project involve the land purchase and the construction works which are to be progressed through powers embodied in the London Gateway Port Harbour Empowerment Order (HEO). The land agent will be appointed to represent the Council during any negotiations with landowners affected by the works and to liaise with DP World who will be acquiring the land using their powers under the HEO. Once the land is acquired, it will be transferred to the Council.
- 3.6 Towards the end of summer 2016, tenders will be issued to a detail design and construction contractor. Tender sums received will be incorporated into the full business case whereby a robust BCR will be calculated. The BCR is a final prerequisite of the economic case which is required for a sign off of the full business case necessary for endorsement of £75m. The contract for detailed design and construction will only be awarded on receipt of confirmation that all the promised funding is confirmed.

- 3.7 In order to avoid any delays due to seasonal environmental constraints on the main works it is proposed that the advance site clearance, involving removal of fauna and flora as per environmental expert's advice are planned for autumn 2016. The advance works will also include utility diversions and relocation of noise fences. The scale of this work will depend on cost and the availability of sufficient preparation funding.
- 3.8 The construction works are anticipated to start in 2017 and are expected to last two years. The works will include, widening of the carriageway, new street lighting, new signing, reconstruction of four bridges to increase their span and drainage works to avoid any increase in flood risk.
- 3.9 The proposed works are intended to involve traffic management on running lanes whilst the on-line A13 widening constructions are carried out on both sides of the existing carriageway. The concept was developed as part of the Planning Application for the creation of the London Gateway Port and therefore powers to carry out the work and to acquire land are embodied in the HEO. The construction options are restricted by the area of land covered by the powers and will be limited to innovation in detail design rather than any significant changes in alignment. The HEO powers expire in May 2018. Works must start before this date.

4. Reasons for Recommendation

- 4.1 To inform Cabinet Members of the details of project development and obtain confirmation of the direction of travel, to allow officers to progress the delivery of the project and to agree future reporting arrangements to Overview and Scrutiny Committee.

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

- 5.1 The widening of the A13 was considered at the Public Inquiry into the proposed London Gateway Port. The principle of widening has therefore already been considered and the public has had the chance to comment on the proposals.
- 5.2 In addition to direct correspondence, a press release was issued to inform the public about the traffic management required for the survey of the existing carriageway.

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

- 6.1 The A13 widening supports the corporate priority by encouraging and promoting job creation and economic prosperity.

- 6.2 The outline business case was produced in 2013 and carried out an assessment of how the proposed A13 widening contributed to Council's policies.
- 6.3 With regards to Thurrock Council Transport Strategy 2013 – 2016 (2012) - the scheme would contribute to the following ambitions:
- **Delivering Accessibility** – Thurrock Council, in partnership with other organisations will enable better access to employment and educational opportunities and other key services, particularly to those in disadvantaged groups or areas.
 - **Tackling Congestion** – Thurrock Council will manage the demand for travel in Thurrock through a policy of encouraging sustainable development patterns and use of public transport, walking and cycling.
 - **Improving Air Quality and Addressing Climate Change** – To contribute towards the mitigation of climate change and reduce the vulnerability of the transport network in Thurrock to climate change impacts, whilst also protecting human health from the adverse effects of air pollution.
 - **Safer Roads** – Thurrock Council will work to achieve a reduction in the number of casualties on the Borough's transport network.
 - **Facilitating Regeneration** – Thurrock Council, in partnership with other organisations, will ensure that the transport infrastructure required to deliver better opportunities for residents and employees is delivered in a timely and coherent manner
- 6.4 With regards to Thurrock Local Development Framework. Core Strategy and Policies for Management of Development (Proposed Submission Draft May 2013) the scheme would contribute to the following ambitions:
- CSTP1 – Deliver a minimum of 18,500 dwellings between 2001 and 2021.
 - CSTP6 – Provision of 445 hectares of industrial and mixed use land between 2009 and 2026 creating Key Strategic Economic Hubs.
 - CSTP8 – Maintain and promote the viability / retail function of existing centres.
 - CSTP14 – Tackle congestion in urban areas by promoting modal shift and improve economic activity.
 - CSTP16 – Improve access to key centres for development and change, ports and strategic employment locations, and ensure the efficient functioning of strategic and regional roads as well as good connections by public transport between regional transport nodes.

7. Implications

7.1 Financial

Implications verified by: **Sean Clarke**
Director of Finance and IT

In July 2014, Government announced a funding allocation for A13 widening of £5m for the development of the scheme plus up to £75m for delivery, as part of the Growth Deal for the South East Local Enterprise Partnership. There is no risk to £5m which will be transferred to the Council as of April 2016. The only cost to the Council is cash flow as all project costs will be reimbursed. In addition, DP World, operators of the London Gateway Port have committed to funding a further £10.8m towards the project costs. The section 106 agreement with DP World was signed in January 2016 which ensures their initial contribution to the scheme.

7.2 Legal

Implications verified by: **Vivienne Williams**
Planning & Regeneration Solicitor

The land purchase and the works are to be carried out using powers embodied in the London Gateway Harbour Empowerment Order. The powers to acquire land expire in May 2018 thus it is imperative for the construction work to start prior to that date.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

The proposed works will improve capacity on the existing A13 corridor, reducing congestion and will have a positive impact on local residents, businesses and the communities upon completion.

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

- None

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

- 11 December 2013 Cabinet report: A13 Carriageway Widening – Agreement to Proceed to Tender for Detail Design Package
- 3 September 2014 Cabinet report: Local Growth Fund Transport Programme Mobilisation
- 5 November 2014 Cabinet report: A13 widening – Scheme Development
- Atkins A13 feasibility study and outline business case 2013

9. Appendices to the report

- Appendix A – February 2016 Quarterly Monitoring Report to DfT

Report Author:

Les Burns

Chief Highways Engineer

Transportation and Highways

Local Growth Fund Portfolio Schemes - Quarterly Monitoring Return

Part 1 SCHEME INFORMATION

Lead Local Authority:

Local Enterprise Partnership:

Scheme Name:

Scheme Description:

Part 2 STATUS OF SCHEME

Approved in Local Growth Deal

NOTES

- (1) The total cost of the scheme including local authority and any third party contributions
- (2) The approved DfT contribution over the duration of the scheme

Date (dd-mm-yy)	Total Scheme Cost (Note 1) £	DfT Contribution (Note 2) £
01-Jul-2013	£90,000,000	£80,000,000
Approved in Local Growth Deal		
DfT Full Approval		

Part 3 PROGRESS AGAINST MILESTONES

Milestone

Please update the progress of any "mandatory" milestones indicated below. In addition, please also provide information relating to key delivery milestones. For example, dates for planning permission, statutory consents, procurement, key construction milestones, etc.

Achieved? (Yes or No)

Please use the drop down menu

Estimated Date at time of Bid (dd-mm-yy)

Current Estimated Date (dd-mm-yy)

Actual Date (dd-mm-yy)

Comments

(including reasons for slippage)

Milestone	Achieved? (Yes or No)	Estimated Date at time of Bid (dd-mm-yy)	Current Estimated Date (dd-mm-yy)	Actual Date (dd-mm-yy)	Comments
Award of Preliminary Design Contract.	No		08-Feb-2016		At bid stage, a date was not stated.
Submission of Full Approval Application to DfT (Mandatory)	No		20-Sep-2016		At bid stage, a date was not stated.
Start of Works (Mandatory)	No	01-Apr-2017	15-Nov-2016		Project programme includes Preliminary Designer's programme and co-ordination of internal governance. Start of main works will be later, to be mitigated by advance site clearance works - no change in spend.
Completion of Works (Mandatory)	No	30-Sep-2018	12-Feb-2019		See note below.
Scheme Brought into Public Use e.g. Opening Date (Mandatory)	No	30-Sep-2018	12-Feb-2019		

Part 4 CURRENT TOTAL ESTIMATED OUTTURN COSTS

Annual profiles

	Total scheme cost £	DfT Funding £	Local Authorities' Intended Contribution £	Third Party Funding (incl LTB funding) £
Pre 2015/16				
2015-16	£1,100,000			£1,100,000
2016-17	£14,700,000	£5,500,000		£9,200,000
2017-18	£40,000,000	£40,000,000		£0
2018-19	£28,000,000	£28,000,000		£0
2019-20	£6,500,000	£6,500,000		£0
2020-21	£100,000			£100,000
2021-22	£100,000			£100,000
Post 2021-22	£300,000			£300,000
Total scheme costs	90,800,000	80,000,000	0	10,800,000

Please outline the reasons for any significant delays and explain any variance in the annual cost profiles compared to your previous return.

Comments:

The overall duration of the works has increased from 18 months at bid to 27 months following the Initial Business case report and a review of the works involved to allow for development of an alliance relationship between the designer and contractor procured through the Highways Agency Collaborative Delivery Framework (now managed by Highways England). Allowance made for Part 1 claims extending after works completion.

Part 5 CONTACT INFORMATION

(Please provide details of the main contact in case DfT has any queries about the information in your return)

Name:

Position:

Telephone number:

e-mail address:

PLEASE RETURN THE FORM TO: S31MajorProjects@dft.gsi.gov.uk

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9 March 2016		ITEM: 16 (Decision 01104360)
Cabinet		
Housing Development Update		
Wards and communities affected: All	Key Decision: Key	
Report of: Lynn Worrall, Portfolio Holder for Housing		
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets		
Accountable Director: Steve Cox, Assistant Chief Executive's Unit		
This report is: public.		

Executive Summary

Members have received various reports on the Council's housing development and estate regeneration programmes outlining the progress being made by the authority to deliver high quality new homes for local residents. The first affordable housing schemes (the Echoes at Seabrooke Rise, Grays and Bruyns Court in South Ockendon) have been completed delivering 78 new homes. The first Gloriana Thurrock Limited (Gloriana) led project (St Chads in Tilbury) is now on site and will complete the first of 128 new homes in 2017.

Work is well underway on the second wave of affordable housing projects including those at Calcutta Road in Tilbury, Claudian Way in Chadwell St Mary and the former Topps Club site in Grays. However, the anticipated 1% cut in rents (reported in December 2015) included within the Welfare Reform Bill is likely to reduce the ability of the Council to bring forward further affordable housing schemes through the Housing Revenue Account and has necessitated a review of the wider development and estate regeneration programmes. As a result, previously reported development opportunities in Purfleet (former VOSA testing site) and South Ockendon (former Prince of Wales pub) are likely to be held back to be incorporated into any future estate regeneration programme whilst some of the additional, smaller sites highlighted as opportunities in September 2015 will not now be progressed.

Within this context, it is anticipated that Gloriana will take on a more prominent role in continuing to supply good quality housing across the Borough whilst generating a return to the Council which could be used to support wider service and/or housing delivery. The second anticipated Gloriana scheme, Belmont Road in Grays, has continued to progress, following initial Cabinet approval in March 2015, and a planning application is expected to be submitted shortly.

This report provides a further update to Cabinet in relation to the housing development and estate regeneration programmes and seeks necessary approvals to allow the previously agreed projects to proceed.

1. Recommendations

That Cabinet:

- 1.1 Approve the procurement of contractors to complete the development of the Claudian Way, Chadwell St Marys and former Topps Club site, Grays and delegate authority to the Assistant Chief Executive, in consultation with the Portfolio Holder for Housing, to commence the competitive tender process through to the award of any contracts within the anticipated budget envelope and to execute any other legal agreements and/or documents necessary for the delivery of the two projects.**
- 1.2 Approve the granting of a lease for the newly created community building on the Echoes to Seabrooke Rise Community House and delegate authority to the Assistant Chief Executive, in consultation with the Portfolio Holder for Housing, to negotiate and complete all necessary agreements on terms substantially in line with those contained within this report.**

2. Introduction and Background

- 2.1 Through a series of reports and recommendations since 2013, Cabinet has approved a range of programmes designed to increase the supply and improve the quality of new homes within the Borough. This has included the Council taking a leading role in the delivery of a number of individual affordable housing schemes in Grays, South Ockendon, Tilbury, Chadwell St Mary and Corringham funded through the Housing Revenue Account (HRA). The first of these schemes have now been completed and a second wave is going through the system. Cabinet approved the progression of the proposals for Claudian Way (Chadwell St Mary) and the former Topps Club (Grays) to planning in June and September 2015 respectively.
- 2.2 Alongside the development of individual sites, the Council has also started to develop proposals for the regeneration of its housing estates where the costs of meeting the Transforming Homes standards are very high and where there is the potential to bring forward better quality housing as part of a more comprehensive approach. Through reports in December 2014, June 2015 and September 2015, Cabinet have been updated on initial discussions with potential development partners and strategic land acquisitions in Purfleet and South Ockendon to secure potential decant sites in the event that the Council proceeds with any proposals in those areas.

- 2.3 The Council has consistently worked with the Department for Communities and Local Government (DCLG) and the Homes and Communities Agency (HCA) to secure the resources necessary to fulfil its development ambitions. This has yielded impressive results with the Borough being designated as one of only 20 Housing Zones in the country, securing additional HRA borrowing capacity and a range of HCA grants to support individual schemes and wider strategic work programmes.
- 2.4 The 1% rent reduction anticipated within the Welfare Reform Bill will have a significant impact on the financial strength of the HRA and, as a consequence, the scale of work that the Council can afford to undertake. The impacts of these changes on the Transforming Homes Programme was reported to Cabinet in December 2015 and are being considered in respect of the housing development and estate regeneration programmes. Initial discussions have been held with DCLG to understand the potential for the Council to secure an exemption from the 1% reductions. Whilst it has not been ruled out, it seems increasingly unlikely that the Council will be able to make a sufficiently robust case to secure a full exemption although some options may remain in respect of partial relief.
- 2.5 This report updates on all of the currently active workstreams within both the housing development and estate regeneration programmes.

3. Issues, Options and Analysis of Options

Housing Development Programme

- 3.1 Two of the first three HRA funded, affordable housing schemes are now complete with the final one; development of 12 new homes in Bracelet Close in Corringham, expected to be complete in Summer 2016.
- 3.1.1 The development at Bruyns Court, South Ockendon has delivered 25 one and two bed apartments constructed to the specialist HAPPI (Housing Our Ageing Population Panel for Innovation) standard. Aimed at residents who are over the age of 55, the development is in the process of being let through a local lettings plan ensuring local residents will benefit from this high quality housing development. A successful open day for residents and professionals was held on 14th January 2016.
- 3.1.2 The Echoes development at Seabrooke Rise in Grays has also been completed and provides 53 one, two and three bed apartments, including two specially adapted properties. It is currently being advertised and will also be let through a local lettings plan. An open day for Seabrooke Rise Steering Group and the Tenants excellence Panel was held on the 11th February 2016.
- 3.1.3 Through the works undertaken at the Echoes, a new Community House has been constructed to replace that which previously occupied part of the site of the new development. The charitable group which ran the previous facility

have been operating out of a converted residential property on the Seabrooke Rise estate whilst the works were carried out and, under an agreement reached with the previous Director of Housing, are expected to occupy the new facility and continue to host functions and events and provide a range of services in support of the local community. Whilst the Council have met the cost of the works to construct the shell of the building, the charitable group have raised around £185k to meet the fit out costs for the kitchens, offices and communal halls which it houses.

- 3.1.4 It is proposed that the new building be leased to the Community House group for a term of up to 50 years on a peppercorn (i.e. nil) rent. In return for the peppercorn rent, the group will assume full responsibility for all maintenance, operational and staffing costs associated with the building. Furthermore it is proposed that the lease contain maintenance obligations and controls over the nature of the use to ensure that it is both maintained and used for the benefit of the wider community. Cabinet are asked to approve these headline terms and delegate authority to the Assistant Chief Executive, in consultation with the Portfolio Holder for Housing, to finalise lease terms and enter into any necessary agreements.
- 3.2 The second wave of affordable schemes are at various stages of development. The developments at Claudian Way, Chadwell St Mary (53 new homes including 12 houses, 19 bungalows and 22 apartments providing a mix of one, two and three bedrooms) and the former Topps Club, Grays (40 one and two bed apartments and three bed townhouses) have both now progressed through detailed design and have benefitted from specific public consultation events. Planning applications for both sites will be submitted in March 2016 and it is anticipated that, subject to approvals sought within this report, works will start on site in the summer of 2016.
 - 3.2.1 It is recommended that, subject to tenders being within the anticipated budget, Cabinet approve the procurement and appointment of contractors to take both of these schemes forward. To this end Cabinet is asked to authorise the Assistant Chief Executive, in consultation with the Portfolio Holder for Housing, to invite competitive tenders and accept the most economically advantageous tender.
- 3.3 It has previously been reported that design work was underway to bring forward another HAPPI scheme on the Calcutta Road site in Tilbury. A mixture of ground conditions and specification changes have rendered the original proposals unviable and so work is underway, through previously given approvals, to procure a new design team to bring new proposals forward. It is anticipated that further reports will be brought to Cabinet to update on this scheme and seek further approvals as required.
- 3.4 The Government's recent announcement to impose a 1% rent reduction in each of the next four years through the Welfare Reform Bill will have a significant impact on the HRA Business Plan. Whilst discussions are ongoing to establish the potential for Thurrock to secure an exemption, partial or

otherwise, from these reductions it is clear that the authority needs to plan on the basis that they are introduced in full. As was reported in December 2015, the rent reductions will have a significant impact on the overall financial strength of the HRA.

- 3.4.1 Consequently, both the housing development and estate regeneration programmes need to work within revised financial parameters. The Council is currently appraising the available options to ensure the revised financial parameters of the HRA are met. With the commitments already made through the Transforming Homes programme it is likely that, should further reductions in spending be needed, these will have to come from the housing development programme. Where schemes are to be delayed, deferred or cancelled outright there will need to be a further consideration of the impact on the Council in respect of grants secured from the HCA and/or additional HRA borrowing capacity granted by DCLG.
- 3.4.2 Whilst the review is still ongoing it is clear that a number of the schemes which have been proposed in previous reports are at risk until such time as further funds can be secured and, at the time of writing, only those six schemes covered above are included within the HRA capital programme.

Estate Regeneration & Housing Zones

- 3.5 As is noted above, Cabinet have received a number of reports outlining the work being undertaken to explore the potential to bring forward the regeneration of the Borough's key housing estates where the costs of meeting the Transforming Homes standard is very high and where there is the potential to bring forward better quality housing as part of a more comprehensive approach. This work remains at a very early stage with only initial massing and capacity studies having been completed.
- 3.6 It has previously been reported that the Council has made strategic land acquisitions to acquire sites that lie immediately adjacent to the Garrison Estate, Purfleet (the former VOSA site) and the Flowers Estate in South Ockendon (the former Prince of Wales Public House). These acquisitions will give the Council decanting options should any decision ultimately be taken to progress with estate regeneration. It has previously been suggested that these sites should be brought forward for development immediately however, recognising the pressure on the HRA and responding to some of the concerns expressed by tenants and residents in respect of the consultation process conducted in Grays, it is proposed that no development be brought forward at this point in time to allow for further work to be undertaken. Both of the sites are to be marketed for interim uses to secure an income in the intervening period.
- 3.7 Recognising the scale of work required to fully consider the opportunities and challenges around estate regeneration as well as the importance of fully engaging and consulting local people throughout any process, the Council has sought additional funding through the Housing Zone programme. It was

confirmed in December 2015 that the Council's application had been successful and a £700,000 grant has been made from the HCA's 'capacity fund'. As part of this award, the Council has been given access to a team of specialist advisors to support the Council's consideration of any opportunities and to shape any potential programme going forward. The Council will be working with the HCA and the advisors to devise a work programme over the coming weeks and it is anticipated that the findings of any work undertaken will be the subject of further reports.

UKHA Awards

- 3.13 Recognising the scale of development being brought forward by the Council and the innovative approach in establishing Gloriana, the Council has been selected as a finalist for the UKHA Awards 2016 for 'Outstanding new developer of the year'. Interview sessions are planned for March with the results being announced in April 2016.

4. Reasons for Recommendations

- 4.1 Providing a genuine choice of quality housing stock across the Borough is central to achieving the aims of the Corporate Plan and critical to the regeneration/growth ambitions in areas like Purfleet, Grays and Tilbury. The Housing Development and Estate Regeneration Programmes aim to deliver new high quality, mixed tenure homes across the borough to better meet local housing needs and to offer a genuine choice of tenure to local people. The recommendations within the report enable the existing programme to progress with specific approval sought for the procurement of contractors for housing developments on Claudian Way, Chadwell St Mary and the former Topps Club, Grays.
- 4.2 The approvals sought around the granting of a lease to Seabrooke Rise Community House will secure their occupation of the new community facility within the Echoes and allow them to continue to provide a range of services and support to the local community.

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

- 5.1 Resident and community consultation has taken place on the site proposals and the Housing Development Board which comprises Members and residents as well as Officers has been, and will be, kept updated as the scheme progresses.
- 5.2 Our programme of consultation with all relevant stakeholders associated with all proposed housing developments and regeneration proposals are on-going. Local support and influence is critically important for all housing development and regeneration.

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

- 6.1 Achieving regeneration of the Council's housing stock is a key priority and part of the Council's overall growth targets and corporate objectives, helping to deliver improved health and wellbeing, build pride in our communities and their environment and promote skills development and job creation.

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

- 7.1.1 The medium to long term financial implications of any project undertaken for housing development or estate regeneration will be considered as part of both the Medium Term Financial Strategy and the HRA business plan which evaluates the financial viability and affordability of the schemes incorporating both Capital and Revenue implications with regards to funding and additional revenues generated.
- 7.1.2 Work is ongoing to ensure the viability of the estate regeneration proposals as they are developed within the HRA Business Plan. All of the existing affordable schemes identified within the report are contained within the current Business Plan.
- 7.1.3 Further reports to Members will be presented on the affordability position of the housing development and regeneration plans on conclusion of the feasibility and affordability studies outlined above.

7.2 Legal

Implications verified by: **Assaf Chaudry**
Major Projects Solicitor

- 7.2.1 The proposals contained in this report relate to a number of housing developments and estate regeneration programme schemes. Apart from ensuring that any procurement process contemplated within this report needs to comply with the Council's procurement process including if appropriate the EU procurement rules and legislation other than that there should be no direct legal implications arising from this report.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development Manager

7.3.1 All of the projects identified within the report have been subject to extensive public consultation and are seeking to respond to the identified housing needs by providing a mix of types of property. Continuing to provide a diverse range of homes and tenure types is critical to building sustainable communities.

7.3.2 Any consideration of estate regeneration should give full consideration to the appropriate mechanisms for and timing of community engagement – particularly with respect to those households who occupy affected properties.

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

8. Background papers used in preparing the report

N/A

9. Appendices to the report

N/A

Report Author:

Helen McCabe

Strategic Housing Development

Housing

9 March 2016		ITEM: 17 (Decision 01104361)
Cabinet		
Shared Lives		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Barbara Rice, Portfolio Holder for Adults Social Care and Health		
Accountable Head of Service: Les Billingham, Head of Adult Services		
Accountable Director: Roger Harris, Director, Adults, Health & Commissioning		
This report is Public		

Executive Summary

Thurrock Council wishes to develop a Shared Lives service within Thurrock, to provide a new form of care for adults with support needs and an alternative to residential care and other forms of service. To support the development of the scheme and the tender process Thurrock Council has engaged an external partner organisation, Community Catalysts, experts in this area of work. This report provides an explanation of Shared Lives, how the scheme will work in Thurrock including benefits and risks and the anticipated savings that can be made by providing this additional care provision.

To ensure the successful and sustainable development and growth of a Shared Lives scheme in Thurrock the Council intend to enter into partnership with the Shared Lives Incubator. The Incubator combines Shared Lives expertise with social investment, and is uniquely placed to both help the Council to secure an appropriate Provider and then support the Provider to be able to deliver and expand Shared Lives care in a way that meets the local context and need.

Shared Lives will support the delivery of Thurrock Council's Market Position Statement, enabling people to be connected and contributing members of their community, to stay well and independent and increase choice and control by adding diversity to the market. It will provide lower cost, higher quality and personalised alternatives to residential care and supported living, enabling the council to make better use of its resources.

1. Recommendation(s)

- 1. For Cabinet to approve the implementation of a Shared Lives scheme in Thurrock:**
 - a) with support from Community Catalysts and the Shared Lives Incubator and**
 - b) by finding an external Provider to develop and grow the service over the 5 year contract period.**
- 2. For Cabinet to agree delegated authority to the Director, Adults Health and Commissioning working with the Portfolio Holder for Adult Social Care and Health, to award the contract to the preferred Provider following the tender process.**

2. Introduction and Background

- 2.1** Shared Lives is the new term for Adult Placement and is a service delivered by individuals and families who provide care or support to people placed with them in their own home by a local authority, after they have been matched for compatibility. Shared Lives can offer highly positive outcomes for individuals, with people reporting feeling settled, valued, and part of their local community. Shared Lives also costs less than alternative forms of care; on average this could be around £26,000 less per year for people with learning disabilities who might be living in residential care.

The key features of Shared Lives schemes are:

- People using Shared Lives services have the opportunity to be at the heart of their community in a supportive family setting, and have the opportunity to be part of the carer's extended family and social networks.
- The relationship between the carer and those they care for is of mutual benefit.
- Arrangements provide committed and consistent relationships.
- Arrangements are made through an organised Shared Lives scheme that approves and trains Shared Lives carers, receives referrals, matches the needs of service users with carers and monitors the arrangements.
- Carers can use their family home as a resource.
- Carers can support up to three people at any one time.
- Carers do not employ staff to provide care to the people placed with them.

A Shared Lives arrangement is an option for a wide range of people, including people with learning disabilities, older people, care leavers, young disabled adults, and people with mental health needs. Nationally the data indicates that currently the majority of placements under Shared Lives arrangements, 82%, support adults with disabilities.

By establishing a Shared Lives scheme in Thurrock we can better support local populations, in line with our strategic plans as well as our responsibilities under the Care Act, in a cost efficient manner.

- 2.2 Given that Shared Lives is new to Thurrock, the council have engaged an organisation called Community Catalysts to offer support and advice in developing the specification for the proposed scheme. Following on from this it is proposed that the Council enter into partnership with the Shared Lives Incubator which is a not-for-profit organisation with support from the Department of Health to help develop and expand the provision of Shared Lives provision around the country.

With the support of the Shared Lives Incubator, who have experience of establishing and expanding Shared Lives provision, the Council intends to tender for and award a contract to a Provider following a robust tender process to deliver a Shared Lives service in Thurrock.

Based on the experience of the Shared Lives Incubator, Community catalysts and social care good practice, the successful provider would need to demonstrate;

- An absolute focus on a matching process, through the assessment and approval process. This is based on effective UK practice and is central to this model of care. An effective matching process ensures that carers and individuals supported enter an arrangement that meets the needs of both parties.
- The ability and commitment to strongly support and monitor each arrangement.
- High standards of practice, with a strong and creative manager capable of articulating the vision and ability to drive the development of the service.
- Imaginative recruitment strategies to attract potential Shared Lives carers.
- Robust policies, procedures and processes required by Shared Lives Plus which is the UK network for family-based and small scale ways of supporting adults. These are to ensure that approved Shared Lives carers are safe and have the necessary skills, values and attitudes; that matching is done well and carers are supported and monitored.

- 2.3 While successful and self-sustaining once established, the introduction of a new service in an area can be slow to become established and upfront capital and expertise is required to develop and grow the capacity of the service. Whilst this varies from scheme to scheme the average is likely to be in the region of £250,000 for 75 new arrangements. This upfront capital is paid to the provider by The Shared Lives Incubator and is recouped as part of the management fee – see also 2.6. The trajectory of Shared Lives placements over the 5 year contract period is anticipated as follows;

Year	New Shared Lives placements	Total Shared Lives placements
1	8	8 (11%)
2	12	20 (27%)
3	22	42 (56%)
4	16	58 (77%)
5	17	75 (100%)

The Shared Lives Incubator was established in 2013 to respond directly to these challenges and to help with the development and growth of Shared Lives schemes nationally. The Incubator is a partnership between Community Catalysts, Social Finance, Macintyre Charity and Shared Lives Plus and is the sole organisation dedicated to developing partnerships to expand Shared Lives provision across the country.

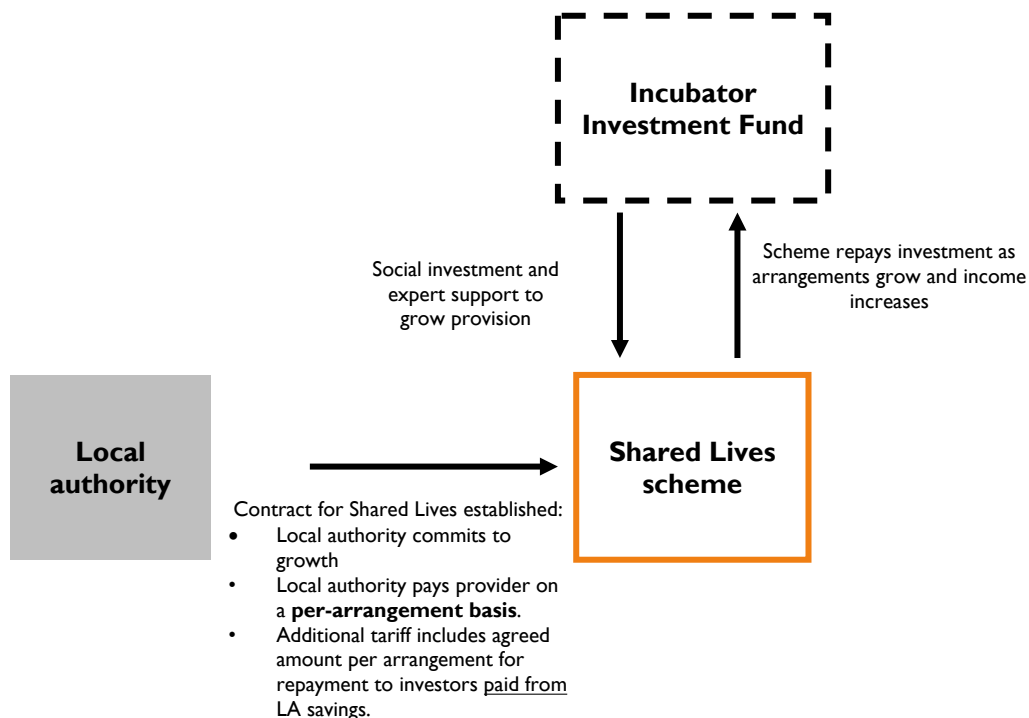
Already working with Councils in London and Manchester to establish new schemes, the Incubator brings a breadth of Shared Lives and social investment expertise to support schemes with capital and organisational support, and local authorities with advice on Shared Lives expansion.

Thurrock Council believes that a partnership with the Incubator will be the most successful approach to establishing a Thurrock scheme, based on their track record of meeting these challenges and successfully establishing new schemes elsewhere.

- 2.4 The Shared Lives Incubator provides a combination of capital and expertise to enable schemes to grow. Its relationships are with both the chosen Shared Lives Provider and with the Council, providing up-front investment plus bespoke expertise to the former to establish a new scheme, and advice and support to Commissioners to determine how the scheme should look, help develop a service specification and assist in the selection of a Provider to run the scheme.

The Incubator will support the council to appoint a suitable Provider, thereafter, the Council's key relationship is with that Provider, who receives a Management Fee for each Shared Lives arrangement delivered, in place of residential care/supported living placement options.

Having invested in the Provider, the Shared Lives Incubator investment is repaid over time typically a five year period by the Provider who allocates a small proportion of the Management Fee, received from the Council, to pay back the Incubator.



2.5 Indicative modelling carried out by the Shared Lives Incubator with Thurrock Council suggests that the likely number of long-term referrals into a Shared Lives scheme in Thurrock over five years is approximately 75. This is based on demographic information and pressures within social care.

Management fees are paid to the Shared Lives Provider on a payment-per-placement basis, by either the Council or the person using the service via a direct payment or self-funded and are approximately £180 per week. Of this, around £30 per placement per week is then paid on to the Shared Lives Incubator to repay the initial investment into the scheme. In addition, a weekly fee from the Council is paid via the Shared Lives Provider to each Shared Lives carer dependent on the level of need. Typically schemes have low, medium and high bandings; these are yet to be determined for Thurrock however average payments are likely to be approximately £350 per week.

The above costs are indicative amounts and the final numbers of placements, management fee amount to the Provider and weekly fee amount for Shared Lives carers will be determined over the coming months prior to the tender being advertised. However by using the indicative modelling as above it can be determined that the likely full contract value of commissioning a Shared Lives scheme is approximately £5 million for the full 5 years.

2.6 Although the impetus behind Shared Lives is to develop more personalised care which helps people stay integrated into their local community, Shared Lives is also a cost-effective form of care and provides an alternative care option to long-term residential care suggesting that there are potentially significant savings to the Council.

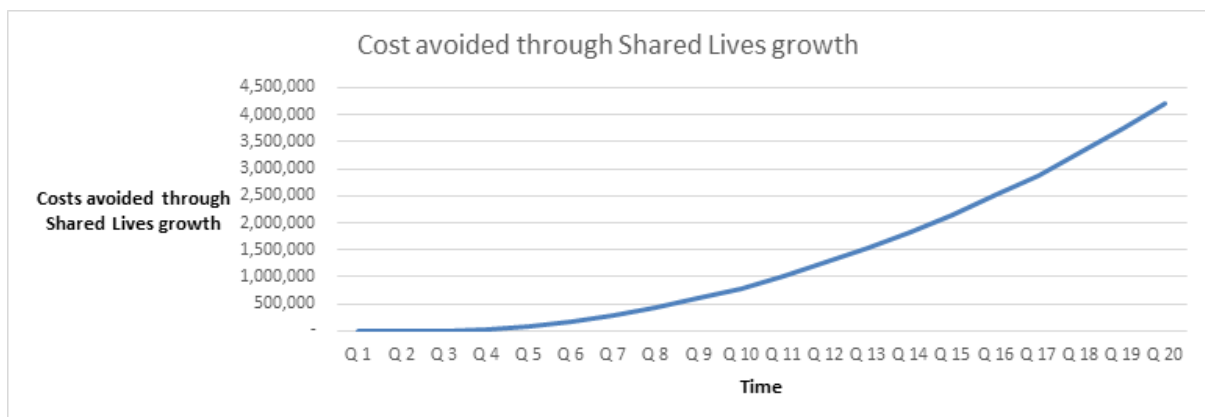
In a previous cost benefit analysis, conducted by Social Finance, they found potential annual savings per arrangement of about £26,000 for adults with learning disabilities and £8,000 per annum for those with mental health needs who access Shared Lives as an alternative to residential or supported living placements.

In Thurrock:

- The current average cost of a long term residential placement for someone with a learning disability in Thurrock is £55,000 per year
- The estimated cost of a long term Shared Lives arrangement for someone with a learning disabled with high support needs is £42,000 per year, therefore **potential savings are at least £13,000 per arrangement per year**
- For an adult with medium needs, the average cost of a shared lives placement would be £27,000 per year, **with savings of at least £28,000 per arrangement per year.**
- If 20% of placements are transferred to Shared Lives, achieving a growth of 75 arrangements over 5 years it can logically be concluded therefore that there would be an anticipated saving of at least £4 million over a five year contract period.

As Shared Lives is more cost-effective than other forms of care, the Council's savings accrue as more people are diverted from more expensive alternate residential care settings into Shared Lives.

The Council only pays if the scheme is successful; the more Shared Lives care that is delivered, the more on-going savings accrue to Thurrock Council.



This has three advantages for Thurrock:

- **Control over contract value.** Thurrock pays only for what it uses.
- **Paying for only what is delivered.** It is challenging to expand Shared Lives. In this model, the Council do not have to risk paying for expansion that does not deliver results. The Council pays only for success.
- **Incentivising growth for the provider.** It is a strategic aim to expand Shared Lives due to the positive care outcomes, savings potential and employment opportunities for local residents. As the Shared Lives provider will be paid more if it grows the scheme, it has an incentive to help the Council meet its strategic goal.

3. Issues, Options and Analysis of Options

There are three main risks, which may impact adversely on the development of the service:

1. Difficulty in recruiting suitable carers
2. Social workers and support planners do not refer enough suitable people to the scheme
3. Families are threatened by the model and resist referrals for Shared Lives arrangements

All three risks are recognised by the Shared Lives Incubator, in particular by Community Catalysts, who have helped to support over 30 schemes in the past seven years and are experienced in addressing these risks and challenges. The following draws on their knowledge and expertise.

3.1. Difficulty in recruiting suitable carers - mitigation

- Demographic profiling of existing Shared Lives carer populations has highlighted some key characteristics of Shared Lives carers. For example: Shared Lives carers are predominantly between the ages of 30 and 64
- the majority are owner-occupiers, although until recently a significant minority were social housing tenants, the 'bedroom tax' has reduced the number of people in social housing with a spare bedroom;
- they are settled and crucially have a spare room.
- Shared Lives carers are drawn from a range of backgrounds but the majority are already employed and work in the census category 'middle managerial, administrative and professions'.
- A significant proportion of Shared Lives carers have been employed as care professionals.
- A ward-by-ward demographic analysis of Thurrock against this Shared Lives carer profile found that ten of the twenty wards in Thurrock had

characteristics that suggested they would be likely areas to recruit Shared Lives carers. Of these, three areas Corringham and Fobbing, Orsett and The Homesteads were strongly indicated.

However the demographic makeup of the area is only one of the factors to be taken into account when deciding where to target Shared Lives carer recruitment. A second important factor is the vibrancy and health of the local community. Carer recruitment is most effective through local word-of-mouth which can be generated or amplified by working through community structures and the local people who make that community work well for people. In addition Shared Lives carers tend to be natural volunteers and so an area with lots of volunteers is likely to generate lots of carers. A ward with a favourable demographic analysis but weak community structure is unlikely to generate significant numbers of suitable Shared Lives carers.

Thurrock Council has invested in Local Area Co-ordinators who are embedded in local communities and are the first point of contact for people who need some support and help. The Local Area Co-ordinators concur that all three of the identified wards have positive community structures which will support the good levels of suitable Shared Lives carers. The knowledge and connections of the Local Area Co-ordinators will be a valuable asset to the development of the Shared Lives Scheme

3. 2. Social Workers and Support Planners do not refer enough suitable people to the scheme - mitigation

All Social Workers and Support Planners in Adult Social Care are already aware of Shared Lives and have a high level of enthusiasm for the model and a commitment to refer to the new service. The commissioning team will work with operational teams to ensure they are fully informed of progress and seek support from operational colleagues at different stages of the tender process and service development.

- 3.3. Families are threatened by the model and resist referrals for Shared Lives arrangements - mitigation

This is a common response nationally to a new Shared Lives service and we have already met with carer advocates. There is work to be done to win over the hearts as well as the minds of family carers and this will be a key element of the tender process and requirement from the successful Provider.

Social workers and Support Planners also recognise that they have a role in supporting families to understand and engage with the model

4 Reasons for Recommendation

- The Care Act 2014 introduces a duty to the local authority to promote diversity within the market and promote quality in the provision of services to supporting the market to develop affording an increase in

choice for those requiring services. Alternatives to residential care are underdeveloped and a Shared Lives Scheme increases options for the local communities of Thurrock.

- Pressures on social care budgets mean that local alternatives to high cost, long term residential care placements are needed.
- Shared Lives compliments our Building Positive Futures programme which is Thurrock Councils response to the national personalisation agenda, it builds upon our community development work and contributes to the development of resilient self-supporting communities

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

- 5.1 Engagement will be a key part of the development of a Shared Lives Scheme in Thurrock. Through our Engagement Group voluntary sector colleagues are aware of the proposals. As the work progresses commissioners will work with carers groups and service user representatives to ensure that those who may potentially use the scheme are part of the development and tender process. An engagement plan will be developed.

Engagement will also take place with wider communities, across the Council and with the market to raise the profile of the scheme.

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

- 6.1 As detailed in Item 4

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Management Accountant - Social Care and Commissioning

The financial implications are detailed in the body of the report.

7.2 Legal

Implications verified by: **Paul O'Reilly**
Projects Lawyer – Law and Governance

The procurement of the Provider will be undertaken using a competitive Open Procedure. It is anticipated that because of the specialist nature of the services, there is likely to be a limited number of suitable providers who would be available to tender. The final agreement between the Council and the Provider will need to reflect the complexity of the service model and the

mutual obligations on the parties. It is recommended that a form of agreement, or memorandum of understanding, should also be entered into between the Council and the Shared Lives Incubator to ensure that funding commitments and other objectives are achieved. The procurement process will take place with full involvement of legal and procurement officers.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

The provision of Shared Lives services in Thurrock will ensure that a range of people continue to be supported with dignity and respect, recognising their diversity needs and offered a significant increase in choice.

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

None

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

- http://www.socialfinance.org.uk/wp-content/uploads/2014/04/SF_Shared_Lives_Final.pdf

9. Appendices to the report

- Procurement Report Stage 1

Report Author:

Allison Hall
Commissioning Officer
Adults Health & Commissioning

PROCUREMENT STAGE 1 – APPROVAL TO PROCEED TO TENDER

This form must be completed for all procurements above the tender threshold (£75,000 - Services and Supplies and £500,000 – Works)

If contract value is over Cabinet approval threshold (£750,000) this form shall be attached with the request to tender report to Cabinet. This form will be “Open” for Publication.

Section A: ABOUT THIS PROCUREMENT	
Title	Shared Lives
Directorate	Adults, Health and Commissioning
Procurement Reference Number	PS/2015/103
Contract Cost (Maximum Spend)	£6,000,000
Budget code(s)	SL200/SM200/SP200
Introduction and Background	<p>Thurrock Council wishes to develop a Shared Lives service within Thurrock, to provide a new form of care for adults with support needs and an alternative to residential care and other forms of service. To support the development of the scheme and the tender process Thurrock Council has engaged an external partner organisation, Community Catalysts, experts in this area of work.</p> <p>To ensure the successful and sustainable development and growth of a Shared Lives scheme in Thurrock the Council intend to enter into partnership with the Shared Lives Incubator. The Incubator combines Shared Lives expertise with social investment, and is uniquely placed to both help the Council to secure an appropriate Provider and then support the Provider to be able to deliver and expand Shared Lives care in a way that meets the local context and need.</p> <p>Shared Lives will support the delivery of Thurrock Council's Market Position Statement, enabling people to be connected and contributing members of their community, to stay well and independent and increase choice and control by adding diversity to the market. It will provide lower cost, higher quality and personalised alternatives to residential care and supported living, enabling the council to make better use of its resources.</p>
Proposed Contract Term	5 years
Political Sensitivity	N/A

Section B: COMMISSIONING REPORT

Business Case	Please see attached Cabinet Report
Key Deliverables (Draft Specification)	Draft specification is currently being written Key deliverables are aimed at meeting Adult Social Care's requirements of the Care Act 2014 & Thurrock Councils Market Position Statement
Quality v Price evaluation	Likely to be set at 80:20
Social Value	The relevance of the Social Value Act for this procurement will be considered and applied throughout the contract as this tender is for Social Care provision and enhancing outcomes for service users and people living in the borough. As part of the quality evaluation, providers will be asked how they aim to meet the requirements of the Social Value Act.
Current / Previous Contract details	N/A

FINANCIAL IMPLICATIONS

Current / Previous Contract Cost	N/A					
Cost Breakdown	Breakdown of Estimated Cost	15/16 £000's	16/17 £000's	17/18 £000's	Later £000's	Total £000's
	Total Spend	£	£221	£551	£4823*	£5595
Confirm Funding Breakdown Identified	Revenue Budget	£	£221	£551	£4823	£5595
	Capital Budget	£	£	£	£	£
	Other (Please State)	£	£	£	£	£
	Other (Please State)	£	£	£	£	£
	Total Funding	£	£221	£551	£4823*	£5595
Budget Code(s)	SL200/SM200/SP200					
Unsupported borrowing?	N/A					
Other Financial Implications	*Total spend for the later years totalling £4,823m is as follows Financial year: 2019/20 - £1,158m, 2020/21 - £1,598m, 2021/22 - £2,067m					

PROCUREMENT ROUTE ABOVE TENDER THRESHOLD (Choose 1(of A, B, C or D) only)	
A. COMPETITIVE PROCUREMENT (complete B if a Framework)	
Procurement Route	EU Open Tender
Procurement Justification	Due to the specialist nature of this project, there is not an expectation that this will attract a large number of providers, therefore open procedure has been chosen
B. FRAMEWORK (Waiver in accordance with Rule 13.1 (c))	
Framework?	Is this a procurement from a Framework? No
Title & Reference of Framework	N/A
Framework Rationale	N/A
C. REQUEST FOR QUOTE FROM RESTRICTED MARKET (Waiver in accordance with Rule 13.1 (d))	
Restricted Market?	Is this a request for quotes from a restricted market? No
Rationale (only permitted below the EU threshold)	N/A
D. SINGLE SOURCE REASON (Waiver in accordance with Rule 13.1 (a, b or d))	
Single Source	Is this Procurement a Single Source – One Quote/Tender <i>(Exceptional circumstances only and select reason below)</i> No
Single Source justification below EU Threshold	Select reason and explain your rationale N/A
Single Source justification above EU Threshold	If you are seeking a single tender above the EU threshold – using the “Negotiated Procedure without Call for Competition” route, this is only available in very exceptional circumstances. You must select the reason below and explain your rationale. N/A
Single Source Rationale	N/A

PROCUREMENT TIMETABLE, RISK, CONSULTATION AND MANAGEMENT		
Milestones and target dates <i>(Draft)</i>	Key Event	Date
	Publication of Contract Notice or Advert	11 April 2016
	Return of PQQs (omit if not applicable)	N/A
	Issue of Invitation to Tender	11 April 2016
	Return of Tenders	12 May 2016
	Notification of Results	01 June 2016
	Standstill Period (omit if not applicable)	13 June 2016
	Leaseholder Consultation (omit if not applicable)	N/A
	Expected date of Award	13 June 2016
	Contract Commencement	01 September 2016

Risk Management – Set out Main Risks and Mitigating Actions

Risk	Likelihood (A – E) ¹	Impact (I – IV) ²	Level of Risk (High to Lower) ³	Potential Negative Impact	Management / Mitigation of Risk
Tender Process Risks					
Non- adherence to procurement timetable	C	III	CIII	Contract does not commence on time	Commissioning Lead will ensure timelines are adhered to. Procurement timetable has been developed to allow for any delays
Non compliance with procurement and legal regulations	D	II	DII	Council is open to challenge	Commissioning Lead will involve colleagues in Legal and Procurement to ensure compliance with Procurement regulations and the Councils Constitution
Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.	Click here to enter text.
Contract Performance Management Risks					
Contract is not appropriately managed	D	III	DIII	Provider fails to deliver against contract	There will be key measurements, outcomes and timescales detailed within the contract, with robust contract management arrangements. There will be designated staff within the Commissioning and Contract management Teams with responsibility for full oversight of this contract.
Financial viability of provider	D	II	DII	Provider is unable to operate	Financial viability of the provider will be tested through the procurement stage including a business plan for the full term of the contract
Enter Risk	L	I	Level	Impact	Mitigation
Contingency Arrangements	As this is a new service there is no requirement to put any contingency arrangements in place, the timetabling however has been set to ensure that this will be delivered as close to the estimated timescales provided . Adult Social Care has robust contract management processes already in place, these will be followed at the start of the contract This contract will also be managed closely by the lead commissioner to ensure that the service is developed and grown.				

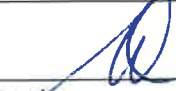

¹ **Risk Likelihood:** A = Very High, B = High, C = Significant, D = Low, E = Very Low

² **Risk Impact:** I = Critical, II = Significant, III = Marginal, IV = Negligible

³ **Risk Level:** High = AI, BI, All, BII, CI, CII, all others lower

Consultation	This project has already seen a wide range of consultation, including Local Area Co-ordinators, Social Care staff and Carer groups. Soft Market Testing will be taking place for potential and existing Shared Lives providers. Engagement will be crucial to the success of this scheme and will be a key priority of the provider once the contract has been awarded.
Project and Contract Management Proposals	There is a lead commissioner for this project, workshops are already timetabled to ensure that operational processes are in place by contract award. Key stakeholders will be invited to further workshops post contract award to meet with the provider to raise awareness and manage barriers.
Procurement Comments	<i>The value of the contract exceeds the EU tendering threshold for services that fall under the Light Touch Regime (£589,148). It is the Council's intention to run an Open OJEU tender process in compliance with EU regulations and the Council's constitution. As the contract falls within the Light Touch Regime there is flexibility in the how the procurement process can be run, however, it has been decided in this case that the Council will adhere to the timescales set out for standard EU service contracts.</i>

Section C: LEGAL, FINANCE AND PROCUREMENT APPROVAL

Procurement Services	Name	Kiri Mason
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date. 01/02/2016 .
Legal Services (Insofar as it relates to Legal implications)	Name	Name Paul O'Reilly
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date. 4.2.16
Finance (Insofar as it relates to Finance implications)	Name	Jo Freeman
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date. 3.2.16

Section D: APPROVAL TO PROCEED VALUE

The Responsible Officer must sign the form, together with the Head of Service as a minimum. Delegated Authority Limits below.

Approval Level	Over £750,000 - Cabinet
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Section E: SIGN OFF APPROVAL TO PROCEED

Confirmation by the Responsible Officer of Compliance with Contract Procedure Rules	The Responsible Officer Allison Hall confirms that the procurement of Shared Lives and PS/2015/103 has been carried out in accordance with Rule 5 of the Council's Contract Procedure Rules (Chapter 9, Part 2 of the Constitution) and in particular the following duties have been met by the Responsible Officer: <ul style="list-style-type: none"> • Compliance will occur with all regulatory or statutory provisions and the Council's decision making requirements • The Contract will be included on the Council's Contract Register • Value for Money will be achieved • Advice has or will be sought from the Director of Finance and Corporate governance as to an appropriate security bond or guarantee • Document Retention Policy has and will be complied with • Financial Evaluation will be made of all the proposed tenders including the recommended bidder • Advice has been and will be sought and followed from Procurement, Legal and Finance as necessary 	
	Signed	
	Date	Click here to enter a date. 1-2-16
Approval to Proceed	In accordance with the Contract Procedure Rules, I/we confirm the accuracy of the information contained within this form and authorise this request to Proceed to Tender including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13	
Head of Service	Name	Les Billingham
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date.
Corporate Director <i>I confirm that the Portfolio Holder has been consulted as required</i>	Name	Roger Harris
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date. 4/2/16
Head of Corporate Finance <i>If waiver required</i>	Name	Click here to enter text.
	Signed (Or obtain email of confirmation)	
	Date	Click here to enter a date.
Cabinet	Approval Minute Number	Enter minute reference
	Date	Click here to enter a date.
Now send complete form to Procurement Services signed and scanned (with emails if used)		

9 March 2016	ITEM: 18 (Decision 01104362)
Cabinet	
Lower Thames Crossing - Council Consultation Response	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Oliver Gerrish, Portfolio Holder, Highways and Transportation	
Accountable Head of Service: Ann Osola, Head of Service, Transportation and Highways	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is Public	

Executive Summary

This report sets out the Council's position in relation to Highways England's consultation on route options for a proposed Lower Thames Crossing, including representations made to Planning, Transportation, Regeneration Overview and Scrutiny Committee at its Evidence Gathering Session and Meeting of the 9th February. It seeks Cabinet endorsement of this, together with the emergent findings of the Council's technical experts, as the basis for the Council's formal response to the Consultation which will be agreed at Full Council on the 23rd March.

1. Recommendation(s)

That Cabinet:

- 1.1 Receives a report from Planning, Transportation, Regeneration Overview and Scrutiny Committee, following its meeting of 2nd March (to be tabled at the meeting).**
- 1.2 Endorses the points set out in paragraphs 3.1 to 3.6 as the basis for the Council's formal response to Highways England's Lower Thames Crossing (LTC) Consultation, setting out the Council's implacable opposition to all route options through Thurrock which will be presented to Full Council at its meeting of 23rd March.**

- 1.3 **Writes a letter to the Rt. Hon. George Osborne, the Chancellor of the Exchequer, requesting that funding for a Lower Thames Crossing be reviewed on the basis that available evidence fails to demonstrate that the economic and transport benefits outweigh harm to the environment.**
- 1.4 **Agrees that officers seek further expert opinion to investigate the implications of Highways England's proposals for a LTC: i) on pollution from vehicles and the effects on the health of residents, and ii) that any economic, social or transport benefits are not out-weighed by the environmental harm caused by the scheme; and that proposals for future work are brought back to Cabinet as appropriate.**

2. Introduction and Background

- 2.1 Highways England has published options for a Lower Thames Crossing with consultation taking place between 26 January and 24 March 2016.
- 2.2 Throughout the process of public consultations, Thurrock Council's policy towards another Lower Thames Crossing has been "opposed to government plans for a further river crossing in Thurrock and committed to continue campaigning, alongside residents, on this issue". This was agreed on 28 November 2012, unanimously reaffirmed on 25 November 2015 and again confirmed by all Councillors at Full Council on 27 January 2016.
- 2.3 Prior to the commencement of Highways England's consultation the Council organised a public meeting on 25 January. The consultation material had not been shared with the Council at this time.
- 2.4 Prior to the Planning, Transportation, Regeneration Overview and Scrutiny Committee (PTR O & S) meeting on the 9 February 2016, a Lower Thames Crossing Witness Session took place where representations from Thurrock residents, businesses and community groups, as well as political representatives, were heard. The questions raised by these groups included concerns about the health and environmental impacts, especially due to increased air pollution, noise levels and loss of the Green Belt, and the value for money achieved from the 14% traffic congestion reduction on the existing crossing.
- 2.5 PTR O & S at its formal session received a synopsis of the Witness Session, a presentation on the LTC Route Options from Highways England, and representations from Councillors and one of Thurrock's MPs. Appendix 1 provides Minutes of this meeting.
- 2.6 The resolutions of PTR O & S have been actioned as follows:
 - i. The Committee noted all representations from interested parties; which are included in the Minutes attached as Appendix 1 of this report.
 - ii. The Director of Planning and Transportation has liaised with Highways England to ensure that Lower Thames Crossing consultation materials

and maps are made available to Thurrock Council and members of the public. All Members were contacted to ascertain the needs of their wards and 22,000 questionnaires and 2,000 maps were requested, of which, at the point of writing this report, Highways England have supplied half of the requirement.

- iii. The Chair of the Committee in agreement with Group Leaders prepared the letter, contained in Appendix 2, to the Secretary of State for Transport. The letter challenges the evidence on which the case for a crossing is made and requests an extension to the consultation period due to concerns over the inadequate information and consultation resources. It also requests the names and addresses of the 300 Thurrock residents and property owners who have received letters from Highways England informing them that their properties may be required for the new Crossing. No response has yet been received from the Secretary of State. However, Highways England have advised that they are unable to supply this information as it is covered by the Data Protection Act.

- 2.7 A further public meeting was held at the Tilbury Cruise Terminal on the 25th of February 2016 which was attended by approximately 1000 people, the majority of whom were vociferously against any further river crossing in Thurrock. Presentations were received from the Council Leader, Thurrock's two MPs and Highways England, followed by questions from the public. A common theme in points raised by the audience was a desire to revisit Corridor Option D (a crossing to the east of Thurrock at Canvey Island).

3. Issues, Options and Analysis of Options

- 3.1 Based on evidence gathered to date, and the preliminary findings of Thurrock's expert advisors, it is proposed that the Council's response to the Lower Thames Crossing Consultation covers the following points:

Thurrock Council is implacably opposed to any Lower Thames Crossing through Thurrock for the following reasons:

- The strategic case tests have not been met, particularly regarding the rationale for the scheme;
- The preferred scheme is in conflict with Thurrock's strategic growth plan;
- The preferred scheme could prejudice the delivery of the much needed A13 upgrades that are already planned and essential to the growth plan;
- The route options A and C fulfil completely different strategic functions;
- Inadequate notice was taken, or weight attached to the information provided by Thurrock Council to Highways England;
- The environmental harm that would be caused by the scheme is not out-weighed by any economic, social or transport benefits;
- The public interest 'compelling case' required for CPO has not been met;

- There is no clear headway between the options considered and the preferred scheme in terms of the costs and benefits of each option;
 - The traffic movement data on which the appraisal relies is historic (2001 Census) and does not satisfy the Department for Transport's own requirements to base assessment on more recent data.
- 3.2 Highways England's assessment of the scheme uses two 'benefit to cost' ratios (BCRs) for each option – an Initial BCR, which excludes Wider Economic Benefits and Reliability impacts, and an Adjusted BCR, which includes Wider Economic Benefits and Reliability impacts. Routes 3 and 4 have an initial BCR of between 2.2 and 2.7 and an adjusted BCR of between 3.3 – 3.9. There is not much difference between them; Route 3 has the slightly higher BCR and there are differences for both routes depending on whether there are eastern or western links in Kent. The “benefits” in the BCR are substantially made of the journey time savings arising from traffic using the new route. Given there are significant questions over the accuracy of the traffic modelling and the likely level of benefits, then identifying a preference for a particular route is clearly premature, until more accurate data is available concerning contemporary journey patterns and tangible benefits that we can have confidence in.
- 3.3 Forecast traffic volumes on Routes 3 and 4 are broadly similar, at around 77,000 annual average daily traffic movements (AADT) in 2025 rising to 89,000 vehicles (AADT) in 2041. At the existing Dartford Crossing, traffic volumes in 2025 are predicted to be around 14% lower than a scenario without the new crossing. By 2041, traffic volumes at the Dartford Crossing are predicted to be 7% lower than the without scheme scenario, as any spare capacity on the existing crossing is utilised by previously suppressed traffic and new traffic growth.
- 3.4 The objectives of the scheme are to promote economic growth and reduce congestion at the existing crossing. Clearly the modelled 14% diversion of traffic from the existing Dartford Crossing is very low and is unlikely to make a significant difference to general traffic conditions at the existing crossing and more importantly the 14% will not address the existing problems at the Dartford Crossing. For example, closure due to high winds and delays on the approach to the tunnels due to oversized vehicles. The number of vehicles crossing the river with the new crossing is going to increase from around 140,000 vehicles to 240,000 vehicles in 2041. In the event of an incident at either crossing, the implications of that higher level of vehicles diverting has not been assessed and could significantly reduce any modest benefit arising from the 14% diversion in normal traffic conditions.
- 3.5 In addition to the concerns relating to the arguments allegedly underpinning the case for a Lower Thames Crossing through Thurrock, serious concerns have been expressed with regard to the manner in which the present consultation has been undertaken. Problems have arisen with regard to the capacity of consultation venues and the availability of 'hard copy' questionnaires and maps. Furthermore, in the course of the consultation,

following remarks by Andrew Jones MP, Route Option 1 appears to be up for consultation without like-for-like comparison data being available in order for consultees to express informed views.

- 3.6 The Corridor Option D was ruled out following the 2009 study on the basis that it appeared to bring very limited congestion relief to the existing Dartford Crossing and future traffic forecasts, coupled with the relatively high scheme costs meant that they would be unlikely to provide value for money. Since the time of the 2009 study, the Sadler's Farm junction has been constructed and flows on the A130 have increased significantly, with traffic levels beginning to exceed design capacity triggering the requirement to change sections of the A130 to 3 lanes in each direction. It can be argued that the original 2009 study may have significantly underestimated the traffic flows and the routes which drivers may wish to take, and hence the evidence should be re-examined.
- 3.7 In light of the concerns expressed in paragraph 3.6, and the concerns expressed at the public meeting of 25th February, the Leader of the Council, together with other Group Leaders and the PTR O & S Chair, have written again to the Secretary of State for Transport requesting that the present consultation be halted until such time as adequate and up-to-date consultation information is available. Arguably the environmental evidence base is insufficient to enable environmental assessment to support route selection. The validity of assumptions made in the environmental assessments relating to the traffic modelling and the resulting direct, indirect and cumulative environmental impacts is doubtful.

Recommendation to write to the Chancellor of the Exchequer

- 3.8 The flaws in the evidence presented in the consultation cast serious doubt as to whether the environmental harm that would be caused by the scheme outweighs any economic, social or transport benefits. It is proposed Cabinet writes to the Chancellor, George Osborne, drawing his attention to the questionable value for money of the scheme.

The Need for Further Evidence Gathering

- 3.9 Given the issues raised in the course of the consultation it is behoven on Thurrock Council to gather further information on the issues set out below :
- Potential pollution impacts and the potential impact on the health of Thurrock residents;
 - The quantum of environmental harm likely to be caused by the scheme in relation to any economic, social or transport benefits.

Cabinet is therefore asked to agree that officers investigate resources to better inform these lines of investigation, with proposals being brought back to a future Cabinet meeting.

4. Reasons for Recommendation

- 4.1 The recommendations support an effective and integrated Council response to Highways England's proposals for a Lower Thames Crossing.

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

- 5.1 This report has been informed by the feedback from: i) representatives of the local residents, businesses, community groups and local parties; ii) a special PTR O&S hearing; iii) dialogue with parties across a wider geography who have opinions on a Lower Thames Crossing through Thurrock; and iv) technical expert advice on the implications of the Highways England's options on the economy, growth and transport.

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

- 6.1 The Council's objections to Highways England's Lower Thames Crossing proposals are aligned with Council's corporate plan priorities of "improving health and well-being" and "promoting and protecting our clean and green environment".

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The Council has agreed a budget of £30k for 2015/16 and £50k for 2016/17. Any expenditure will need to be kept within these budget limits or met from other existing budgets.

7.2 Legal

Implications verified by: **Vivien Williams**
Planning and Regeneration Solicitor

The Local Government Act 1986, Code of Recommended Practice on Local Authority Publicity requires that the Council's consultation response 'provides a balanced and factually accurate view in a fair manner'.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

There are no direct equality implications resulting from this report. Any final decision regarding the Lower Thames Crossing will need to be informed by an equality impact assessment with due consideration to the health impact of the proposal on all people with protected characteristics.

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

The proposed scheme will have varying degrees of impact upon the Borough in terms of the environment, economic growth and the delivery of the Council's regeneration agenda.

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

- Planning, Transport, Regeneration Overview & Scrutiny 9 February 2016 report: Lower Thames Crossing – Highways England's Options
- Cabinet 10 February 2016 report: Lower Thames Crossing – Highways England's Options
- Highways England consultation documents are available at:
<https://highwaysengland.citizenspace.com/cip/lower-thames-crossing-consultation>
- The consultation is also available through Thurrock Council's website at:
<https://www.thurrock.gov.uk/thames-crossing/thames-crossing-campaign>

9. Appendices to the report

- Appendix 1 - Minutes of PTR O & S Committee 9th February 2016
- Appendix 2 – Letter to Secretary of State 11th February 2016

Report Author:

Ann Osola
Head of Service
Highways & Transportation

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Minutes of the Meeting of the Planning, Transport, Regeneration Overview and Scrutiny Committee held on 9 February 2016 at 6.30 pm

Present: Councillors Brian Little (Chair), Martin Kerin (Vice-Chair), Robert Gledhill, Steve Liddiard, Robert Ray and Peter Smith

In attendance: Councilor John Kent, Leader of the Council
Councilor Oliver Gerrish, Cabinet member for Highways and Transport
Councilor Gerard Rice, Cabinet member for Environment
Councilor Lynn Worrall, Cabinet member for Housing
Councilor Tim Aker,
Councilor Susan Little,
David Bull, Director of Planning and Transportation
Ann Osola, Head of Highways & Transportation
Jessica Feeney, Senior Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting may be filmed and was being recorded, with the audio recording to be made available on the Council's website.

29. Minutes

The minutes of the meeting held on the 20 January 2016 were approved as a correct record subject to amending Item 22 to read that Councillor Gledhill had a declaration of interest in respect of Agenda Item 5, C2C timetable changes as his partner was a C2C service user.

30. Items of Urgent Business

There were no items of urgent business.

31. Declaration of Interests

Councillor Smith declared a non-pecuniary interest in relation to all items on the agenda as he received payments from Councillor Aker for various duties relating to Cllr Aker's role as an MEP although these were not related or linked to the Lower Thames Crossing.

The Chair of the Committee declared a non-pecuniary interest in relation to all items on the agenda as most of the Lower Thames Crossing routes affected his ward, and various residents in his ward had received letters from Highways England.

32. Lower Thames Crossing Witness Session Update

The Director of Planning and Transportation updated the Committee regarding the Lower Thames Crossing Witness Session which was held prior to the Planning, Transport and Regeneration Overview and Scrutiny Committee. Members were informed that businesses, residents, community forums and charities were given an opportunity to share their views on the new proposals. The following questions were raised by these groups at the witness session:

- Why option D was ruled out and could it be relooked at?
- Why the outer ring option was not being considered.
- What was the problem that the crossing was aiming to resolve? It was felt that the problem was revised as the consultation continued.
- How Highways England and the Government would ensure that community severance would not have a major impact on the local people and that people would not be isolated.
- Would houses be built next to the new road in the green belt?
- Would a 14% traffic reduction on the existing crossing be value for money?
- Would the new crossing require Police escorted tankers?
- Was there evidence that work had already begun on both sides of the river?

All interested parties were concerned about the flood risks and air quality impact on Thurrock residents' health and wellbeing. It was felt that the current options were not long term sustainable solutions to traffic growth and that the new routes would not reach their full capacity in the near future.

Interested parties highlighted that statistics used by Highways England were out of date and they alternatively raised many positive aspects of option D. Residents and communities feared that the only wildlife hospital in the region based in Orsett would be affected including rare wildlife. It was also felt that the green belt required to be preserved along with Grade 2 listed buildings.

33. Highways England

The Chair of the Committee welcomed Highways England to make their presentation. The Highways England Group Leader opened the presentation to Members of the Committee highlighting the following key points:

- Development of the proposals were assessed through work with local authorities, environment bodies, commercial organisations and utility companies who were against the scheme objectives based on Economic, Transport, Community and Environment.
- Option C, route 3 was Highways England's proposed solution although routes 3 and 2 options south of the river were to be consulted on.

- It was explained that the new crossing would enable relief to the western end of A127 and A2 and significant relief to the existing Dartford Crossing Corridor, there would also be lesser relief to the M20.

The Committee were informed about the benefits of the proposed scheme, these included 5000 new jobs with £7billion contributed to the economy, unlocking the potential for investment in housing and regeneration. It was explained that the crossing would be a safer, faster and reliable route, which would offer value for money and provide a return on investment.

The Highways Group Manager informed Members that the 8 week consultation period was closing on the 24 March 2016. The Committee were informed that there were 24 information public events, digital and online consultations, public events and questionnaires.

Members were invited to ask questions to Highways England.

Councillor Kerin felt that the proposed Lower Thames Crossing options would not enable communities to flourish and would add significant pressures to the borough. It was stated that Highways England must have a full understanding of the impact. Councillor Rice explained how residents were upset that they had been issued with compulsory purchases. The Highways Group Manager explained that there was no correct time to share the unsettling news, but informed the Committee that 266,000 letters had been sent to make those that may have been affected aware of the consultation before it came to an end.

Councillor Smith shared that communities felt disappointed due to the lack of information specifically regarding air quality statistics. Highways England explained that air quality assessments had been carried out which demonstrated how the preferred options would reduce traffic and recover air quality levels at the QE2 Bridge. It was questioned further by Councillor Smith what was in place to manage the risk of two accidents occurring at both crossings at the same time. The Highways Group Manager explained that national safety improvement targets were incorporated into the plan.

Councillor Ray questioned why route 1 option A, a bridge adjacent to the current QE2 Bridge was discarded. The Highways Group Manager explained that the route was discarded due to the short life assessment which would not offer a substantial return on investment, it was added that the route would also require construction on live carriageways which would be dangerous for contractors. Councillor Ray queried if a tunnel had been considered instead of a bridge, it was confirmed that this was also discarded due to costs.

Councillor Gledhill questioned if the requested junctions for larger businesses such the Port of Tilbury would be included into the consultation. Highways England confirmed that there was a question in the consultation relating to this, Members were informed that this was a decision to be taken by Thurrock's Councillors. It was questioned further what had been put in place

to ensure that Thurrock benefited from the expected 5,000 jobs that were to be available from the Lower Thames Crossing nationally. Highways England informed the Committee that there had been discussion with contractors as to what they would do for local communities such as apprenticeships and training.

Councillor Gledhill queried if the 14% of traffic from the QE2 Bridge being deferred to the proposed Lower Thames Crossing would balance out traffic flow. Highways England explained that a second crossing would enable relief for the QE2 Bridge but would not equally balance out the traffic.

Councillor S Little explained that Orsett residents had received 300 letters from Highways England, it was felt that many other residents were still unaware of the proposals. Councillor Aker questioned if Highways England would post a letter with the consultation documents to every household in Thurrock with a free post return stamp. The Highways Group Manager agreed to look into this and informed the Committee that Highways had reached out to communities in other ways such as adverts, public consultations, and online consultations.

Councillor Snell queried how long it would be before the new Lower Thames Crossing would reach its full capacity. The Highways England Group Manager explained that route C would cope with traffic increases in the future however there was capacity to open a third lane.

Councillor Worrall stated that information regarding the consultation materials and crossings had not been publicised correctly, Councillor Worrall felt that Councillors were carrying out work for Highways England to ensure that their wards were provided with the correct information. The Committee requested that all consultation materials were provided to Thurrock Councillors and residents.

Councillor Gerrish questioned what consultation response was required to discard the Lower Thames Crossing Options. Highways England informed the Committee that an independent consultation analysis by Ipsos MORI would be carried out then a consultation report would be posted to the Government.

The Leader of the Council highlighted that the 300 letters had been sent to residents without any warnings or indication to the Council beforehand. Highways England explained that arrangements were shared as much as possible.

Councillor S Little stated that the out of date statistics used to form the proposals were a risk in relation to the cost and scale of the project.

34. Members Statements

The Chair of the Committee welcomed group representatives to make their statements. It was explain that the group opposed to any new crossings in the borough, The Leader of the Council felt that all options were an economical

and environmental problem. It was highlighted to the Committee that all routes relied on M25 traffic and that a solution away from the M25 must be considered. It was added that an 8 week consultation period for a £6 billion project was felt to be too short for many due to the lack of materials and statistics and outdated resources. The Leader explained that there was no evidence that traffic growth assumptions had been considered, economic data and job agreements. The Leader felt that a £1.2 million investment per job was not good value for money in context of the 5,000 jobs created for the £6 billion project.

Councillor S Little spoke on behalf of the Conservative Group. During the statement it was highlighted to the Committee that the group was firmly against any new crossing in Thurrock, it was added that the crossing to the east of Thurrock 'option D' would have facilitated the additional crossing capacity and would enable an additional route off to Canvey. It was added that a scheme of such tremendous cost and scale must be 100% certain of what it was intended to do. It was highlighted that the effects of the £100million improvements at J30/31 and the £80million widening of the A13 must be considered before proposing the project. It was stated that Highways England proceeding with full knowledge of the air quality issues already present in Thurrock was not good governance.

Councillor Aker spoke on behalf of the UKIP Group it was explained that UKIP opposed the new Thames Crossing and believed it would harm way of life in Thurrock. It was felt that there was no budgeting in the Treasury to fund the crossing and that the only alternative would be to find a foreign investment, meaning almost certain tolling and consequent congestion. Councillor Aker stated that Thurrock had some of the worst air pollution in Europe and that the Lower Thames Crossing would add to this as Thurrock would become the bottleneck of the county losing green belt and homes. The subject of a local referendum was raised to act as a definitive consultation on the matter. It was firmly believed by UKIP that Thurrock must use the options open to do everything in their power to stop the crossing. It was suggested that at the upcoming elections in May, Thurrock should have another ballot paper asking whether Thurrock support the Government's proposed Thames Crossing or not.

The Chair of the Committee welcomed Cabinet Members to make their statements all Cabinet Members were against the Lower Thames Crossing proposals and the following key points were made:

- The concerns over air quality issues and the effects on Thurrock residents' health and wellbeing.
- The loss of green belt throughout the borough
- Impact on communities and the segregation of towns and villages.
- The formation of the proposals on outdated statistics.
- Concerns were raised how some plans at junctions had been instigated although no crossing had been confirmed.
- The request for a longer consultation.

The Chair of the Committee invited Councillor S Little to speak as a ward Councillor on behalf of Orsett. Councillor S Little was against any new Crossing in Thurrock. With regards to option D she felt that Highways England, if they were to proceed, should consider building 3 lanes or more rather than dual carriageways because it anticipate further traffic growth. It was highlighted that option D would have delivered the crossing with ease due to the additional open space which would have prevented segregating communities. Councillor S Little urged that the Council and Members of Parliament insist that Highways England, if deciding to continue with option C, immediately set aside funds to pay for Compulsory Purchase Orders. It was also urged that Highways England visit the widening compensation packages along the route. Councillor Little summed up the three proposed routes explaining that all routes would destroy homes, cycle paths, bridleways, footpaths and other community pastimes and rural green belt. It was added that the crossings would have a major impact on the road network during construction and route 2 and 3 would cause flooding of the fens and the Mardyke Valley.

35. Additional Evidence

The Chair of the Committee read a written statement to Members which was produced by the South Basildon and East Thurrock Member of Parliament Stephen Metcalfe.

The statement highlighted that the objections in principle shared concerns over air quality, environment and the out of date evidence base for the proposals. The MP's statement specified that he remained firmly opposed to all the options, however if following the consultation Highways England were determined to press forward with a new crossing in Thurrock, it was stated that Thurrock must have confidence that this was a genuine consultation and not a public relations exercise.

The MP's statement explained that he remained committed to getting the best deal for Thurrock and promised to do the very best he could to work with all involved to make the best of a very difficult and unsettling situation. The Committee were informed that the MP would be holding a number of drop-in session events for residents to bring their concerns directly, Members were informed that the details for these would be made public in the near future.

36. Lower Thames Crossing Consultation Options

The Director of Planning and Transportation explained that questions raised from both the afternoon and evening session had been recorded and that all queries would be answered. The Committee agreed that the following points from the Witness Session and Overview and Scrutiny Committee would be used to form a report to Cabinet in March:

- The Committee notes the strength of feelings and concerns shown by all interested parties.
- Seeks better engagement and consultation with the public.

- Seeks improved availability of consultation material to all interested parties.
- Seeks an extension of the consultation period.
- Agrees that consultants specifically look at the effects of the 3 proposals on congestion within the borough and the impact on the Strategic Road Network, particularly in the east of borough. Notes concerns were raised regarding M25 congestion.
- That the Scrutiny report would investigate issues around air quality, noise, environment degradation, loss of green belt and impact on health in the borough.
- Issues in relation to the Business Case would be linked into a review of data and whether the proposals would be value for money.
- Consultants would investigate strategic issues in relation to the 14% of traffic rerouting from the Dartford Crossing that would use the Lower Thames Crossing and how quickly the former would reach its full capacity.
- Further details would be sought from Highways England as to local traffic generation and route allocation.
- Notes concern that no considerations had been given to the alternative modal options. The Minister at the Select Committee on Crossings specifically said that sustainable transport and integrated land use and multi module options would be considered. It was explained that Officers would be seeking through their consultants to see if this had taken place and how it would affect decision making when moving towards the preferred option in the future.

The Leader of the Council enlightened the Committee that all interested parties had been informed that there was a 15 working day delay before receiving any response regarding consultation materials from Highways England. The Highways Group Leader explained that all consultation materials were individually franked and had seal numbers. It was added that the service level agreement was 15 working days and that Highways England was unable to promise that papers would be distributed any sooner than that timeframe.

RESOLVED:

1. **That the Committee noted all representations from interested parties and reported their views which would be incorporated into a report to Cabinet in March as part of the development of the Council's response to the Lower Thames Crossing Consultation.**
2. **That the Director of Planning and Transportation would liaise with the Highways England to ensure that Lower Thames Crossing**

consultation materials and maps are made available to Thurrock Council, members of the public and Councillors.

3. That the Chair of the Committee in agreement with Group Leaders would write a letter to the Secretary of State for Transport. The letter would request that the 300 addresses of residents whom received letters regarding their property being lost/affected would be provided to the Council. The letter would also evidence and request an extension to the consultation period and raise concerns over the inadequate information.

37. Work Programme

RESOLVED:

That the Work Programme be noted.

The meeting finished at 9.00 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

Secretary of State for Transport
Rt Hon Patrick McLoughlin MP
Department for Transport
Great Minster House
33 Horseferry Road
London
SW1P 4DR

Dear Sir,

Lower Thames Crossing – Public Consultation

It is with regret that the senior members of all political parties within Thurrock Council are contacting you for a second time about the public consultation on the Lower Thames Crossing when it only commenced a few days ago.

The Council is unanimously opposed to the Lower Thames Crossing in Thurrock but we have made a big effort to ensure that residents, property owners and businesses in the Borough are aware of all the issues and the potential impact the proposed Tilbury Tunnel and the twelve miles of dual carriageway motorway will have on residents and the local environment.

On the 9th February we held a Scrutiny meeting into the proposals and sixteen local resident groups / forums or local people gave us their views and we also received evidence from businesses including Tilbury Port.

We were pleased that Martin Potts from Highways England attended and defended the proposals at length under pressure from Council Members. However, the Scrutiny meeting highlighted serious concerns regarding the effectiveness of Highways England's consultation approach in engaging with all those affected in the Borough.

Serious issues have been raised with regard to the adequacy of the comparative environmental data and the absence of traffic flow data for impacts on the local network.

Our Members have repeatedly asked Highways England for more hard copy supplies of maps, consultation brochures, questionnaires and pre-paid envelopes, but have been told that there is a lead time delay of 15 working days before these might be delivered.

Members are perplexed that Highways England saw no reason to provide advance notice of their intention to write out to 300 residents and property owners informing them that their property might be required for the scheme.

We are frustrated that, despite the acute distress of some of these recipients, Highways England has repeatedly refused to share names and addresses of those affected with the Council to enable democratically elected representatives to support their constituents.

We therefore ask you, in light of the above, to require Highways England to extend the consultation period for a further eight weeks to enable a full and fair public consultation to take place.

We also ask that the 300 names and addresses of those most affected by the proposals are sent to the Council.

Please could you also ensure that sufficient hard copy consultation materials are made available to the Council for all Members to properly support the consultation process?

We are holding a public meeting at the Tilbury Port Cruise Terminal on the 25th February which will be attended by local MPs and Highways England. We hope that these issues will be clarified before then. You or one of your Ministers would be most welcome to attend.

Yours sincerely



Cllr Brian Little
Planning, Transport, Regeneration Overview and Scrutiny Committee Chair



Cllr John Kent
Leader of the Council and Labour Group



Cllr Rob Gledhill
Leader of the Conservative Group



Cllr Graham Snell
Leader of the United Kingdom Independence Party (UKIP)

9 March 2016	ITEM: 19 (Decision 01104363)
Cabinet	
Public Health Commissioning and Contracting 2016/2017	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Barbara Rice, Portfolio Holder for Adults Social Care and Health	
Accountable Head of Service: Ian Wake, Director of Public Health	
Accountable Director: Roger Harris, Director of Adults, Health and Commissioning	
This report is Public	

Executive Summary

As part of the reforms contained within the Health and Social Care Act 2012, responsibility for commissioning certain public health functions is the responsibility of the council. This is currently our third year of commissioning public health services and we wish to continue to enter into the existing contracts as agreed by the cabinet for 2016/17.

From April 2014 we have entered into the standard NHS form of contract with all the providers with a formal commissioning agreement with the relevant CCGs across Essex.

During 2015/16, the Department of Health announced in-year cuts to the grant of 6.2% which are expected to be baselined in 2016/17. Further cuts to the Public Health Grant are anticipated but the allocations are yet to be published. It is expected that there will be further cuts of up to 3.9%, and further additional cuts year on year after this.

This report seeks approval from Cabinet to agree the commissioning and contracting arrangements that will operate from 1 April 2016, within the scope of the savings required to be made.

1. Recommendation(s)

- 1.1 **Agree for 2016/17, for those services listed in 2.1, enter into the standard NHS 2016/17 form of contract with the relevant provider, and a formal commissioning agreement with the relevant Clinical Commissioning Group (CCG) as follows:**

- **Thurrock CCG for North East London Foundation Trust (NELFT) services.**
- **Basildon and Brentwood CCG for Basildon and Thurrock University Hospital (BTUH) services.**

1.2 Agree to contract with GP practices and pharmacists in Thurrock for the delivery of sexual health services.

1.3 Agree that the final budget for these agreements is agreed by the Director of Adults, Health and Commissioning in consultation with the Portfolio Holder for Adult Social Care and Health provided that the final budget is contained within the Public Health Grant allocation for 2016/17.

2. Introduction and Background

2.1 There are a number of mandatory public health services that local authorities must commission or provide. These include:

- Appropriate access to sexual health services (excluding abortion services which is commissioned by clinical commissioning groups and Sexual Assault Referral Centres, which will be commissioned by the NHS England Midlands and East)
- The National Child Measurement Programme
- NHS Health Check Assessments
- The duty to ensure that there are plans in place to protect the health of the population
- Ensuring NHS Commissioners receive the public health advice they need (the public health 'core offer')

The more discretionary responsibilities of local authorities will include local activity on:

- Tobacco control and smoking cessation services
- Alcohol and drug misuse services
- Public health services for children and young people aged 5-19 (including Healthy Child Programme 5-19)
- Obesity and community nutrition initiatives
- Increasing levels of physical activity in the local population
- Public mental health services
- Dental public health services
- Accidental injury prevention
- Population level interventions to reduce and prevent birth defects
- Behavioural & lifestyle campaigns to prevent cancer and long term conditions
- Local initiatives on workplace health

- Supporting, reviewing and challenging delivery of key public health funded and NHS delivered services such as immunisation programmes
 - Local initiatives to reduce excess deaths as a result of seasonal mortality
 - Role in dealing with health protection incidents and emergencies
 - Promotion of community safety, violence prevention and response
 - Local initiatives to tackle social exclusion
 - Local initiatives that reduce public health impacts of environmental risks
- 2.2 Since 1 October 2015, local authorities through the public health team commission children's public health services from pregnancy to age 5. This service falls under the same NHS Contract with the provider in collaboration with the Thurrock CCG.
- 2.3 Local authorities are expected to work alongside Public Health England and our local Clinical Commissioning Group in securing the best possible health outcomes for the local population.
- 2.4 During 2015/16, the Department of Health announced in-year cuts to the grant of 6.2% which are expected to be baselined in 2016/17. Further cuts to the Public Health Grant are anticipated but the allocations are yet to be published. It is expected that there will be further cuts of up to 3.9%, and further additional cuts year on year after this.

3. Issues, Options and Analysis of Options

- 3.1 For 2016/17 we will continue with the arrangements agreed by the cabinet last year to become an associate commissioner alongside the lead CCG by entering into the standard NHS 2016/17 form of contract and also entering into a formal commissioning agreement with the lead CCG. This contract is due to expire on 31st March 2017.

This will ensure we have an integrated commissioning approach between ourselves and the CCG where we share a common interest and where there are significant links with services that the CCG is also commissioning.

- 3.2 The public health services commissioned are sexual health services, 5 – 19 (school nursing) service, and smoking and tobacco control services. These services are currently commissioned with North East London Foundation Trust, (NELFT). NELFT are also commissioned to operate a Primary Care Contract (previously known as a Local Enhanced Service) for GPs and pharmacists on smoking cessation, NHS Health Check services and some Sexual Health and Contraceptive Services.
- 3.3 There are also drugs and alcohol services commissioned with Addaction (novated from KCA Visions in 2015) and CRI (Crime Reduction Initiatives). A

range of smaller services are commissioned with South Essex Partnership Trust and Basildon Hospital.

3.4 For 2016/17 we will also continue with the arrangements agreed by the cabinet to commission Public Health Services from GPs and pharmacists these include:-

- Chlamydia – GP Practices
- IUCD, Implants and Injections – GP Practices
- Pharmacy Sexual Health – Chlamydia, EHC and C-Card

3.5 This year following consultation with stakeholders and local people we have a new model of service for the healthy child programme 5-19 years (School Nursing) from 1 September 2015.

3.6 Following a tender process during 2014/15 NHS Health Checks was commissioned under a one year contract with an optional one year extension. The one year period is due to come to an end on 31st May 2016 and we will be considering an extension to the end of March 2017, Public Health Grant permitting.

3.7 The Public Health Grant allocation for 2016/17 is expected to see a significant reduction, with the 6.2% in-year cut in 2015/16 being baselined and an expected additional cut of up to 3.9%. As a result, the Public Health Team will continue to seek value for money and efficiencies from contracts and decommissioning of services may need to be considered.

3.8 There are risks as a result of the significant cuts to the Public Health Grant, including:

- Efficiencies and significant reductions to frontline service delivery in the following areas: NHS Health Checks (Mandated), Tobacco Control and stop smoking services, 0-5 Healthy Child Programme (Health Visiting) Services (mandated), 5-19 Health Child Programme (School Nursing), Drug and Alcohol Services, Community Initiatives and Weight Management Services, Sexual Health Services (mandated).
- There is a financial risk that in 2016/17 the financial settlement for the Public Health Grant may not cover the value of the existing contracts.
- Efficiencies and reductions may need to be made to internal occupational health services and wider adult's services and prevention programmes.

4. Reasons for Recommendation

4.1 The recommendation to continue to use the standard NHS 2016/17 contract and the formal commissioning agreements with the relevant CCGs secures the twin objectives of strengthening our commissioning links with our CCG partners but also gives the local authority maximum flexibility. The agreement will continue for a further year and will be reviewed for 2017/18 when the

contract is due to end. Service modelling and public health procurement plans are being developed in preparation and to make further required savings into 2017/18.

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

5.1 We have had extensive consultations with our CCG colleagues and officers from provider Trusts.

5.2 The Public Health Grant allocation, savings, and service impact, along with commissioning and contracting arrangements for 2016/17 will be reported to the Health Overview and Scrutiny Committee and Health and Well-being Board.

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

6.1 This decision ensures the continuation of services which support the Council's priority of improving health and well-being and will ensure that the local community continue to receive public health and health improvement services.

6.2 This supports Strategic Priority 4 of the Thurrock Community Strategy to Improve health and well-being:

- Ensure people stay healthier longer, adding years to life and life to years
- Reduce inequalities in health and well-being
- Empower communities to take responsibility for their own health and well-being

6.3 The services are a major contributor to the five Health and Well-being goals for Thurrock:

- Have better educated children and residents who can access employment opportunities;
- Build and develop places and neighbourhoods that keep people well and independent;
- Strengthen mental health and emotional wellbeing;
- Join up health and social care so that it delivers person centred solutions at the right place and right time; and
- Reduce avoidable ill-health and death.

6.4 The services contribute to the performance of the Council against the Public Health Outcomes framework for England 2013-2016 (DOH, 2012).

6.5 The procurement exercises outlined meet the Council's Procurement Strategy (2010-2014) to look to the market to deliver best practice and value services.

7. Implications

7.1 Financial

Implications verified by: **Kay Goodacre**
Finance Manager – Children and Adults

The funding for the integration of Public Health Services is provided via a ring fenced grant to the Local Authority. This is to be used in order to meet the statutory requirements relating to the services which will be under the remit of Thurrock Council.

There is a financial implication that in 2016/17 the financial settlement for the Public Health Grant may not cover the value of the existing contracts.

7.2 Legal

Implications verified by: **Paul O'Reilly**
Projects Lawyer, Law and Governance

Public Health services transferred to Local authorities from 1st April 2013 pursuant to the Health and Social Care Act. The Council through the Cabinet has the authority to waive its existing standing orders and normal procurement routes and allow the use of NHS standard form of contract in contracting arrangements for Public Health Services. It also has the powers to delegate contracting arrangements for commissioning of Public Health Services to the Director of Adults, Health and Commissioning in consultation with the Portfolio Holder for Adult Social Care and Health.

The services described within this report relates to the Public Health function of the Council and are classified under the "Light Touch Regime" as set out in the Public Contracts Regulations 2015, at Regulation 74 and Schedule 3, and additionally under the National Health Service (Procurement, Patient Choice and Competition) (No. 2) Regulations 2013. . The EU principles and requirements regarding transparency, equal treatment, non-discrimination and proportionality apply and should be complied with by the Council. Cabinet or the officer with delegated authority may waive the requirements for full tendering under its Constitution. The Council will need to ensure that it complies with the Best Value Duty contained in section 3 of the Local Government Act 1999.

The Council has a statutory obligation to make arrangement for the continued provision of Public Health Services in Thurrock pursuant to the Health and Social Care Act 2012.

7.3 **Diversity and Equality**

Implications verified by: **Rebecca Price**
Community Development Officer

Some of the most significant improvements in health and life expectancy came about because of initiatives led by local government, particularly in the field of public health.

The Joint Strategic Needs Assessment and the Health and Well-being Strategy highlight some of the significant health challenges facing Thurrock where there are wide variations in life expectancy and the quality of health outcomes. The PHG should be used to minimise these variations, challenge some of the inequalities in health outcomes that exist and work with Thurrock's communities to improve health outcomes.

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

- None.

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

- None.

9. **Appendices to the report**

- None.

Report Author:

Helen Horrocks
Strategic Lead Commissioner for Public Health
Public Health

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9 March 2016		ITEM: 20 (Decision 01104364)
Cabinet		
Enterprise Units		
Wards and communities affected: West Thurrock and South Stifford Grays Riverside Tilbury Riverside and Thurrock Park		Key Decision: Key
Report of: Councillor Richard Speight, Portfolio Holder for Regeneration.		
Accountable Head of Service: Matthew Essex, Head of Regeneration.		
Accountable Director: Steve Cox, Assistant Chief Executive.		
This report is Public		

Executive Summary

In July 2014 Cabinet approved the development of an Enterprise Hubs programme which sought to bring forward a mix of revenue generating business units across the Borough as a response to savings targets and as a mechanism for addressing a clearly identified lack of high quality accommodation for new and small businesses in the Borough.

Through this programme the existing Tilbury Riverside Business Centre and the Old Post Office in Grays have been joined by the refurbished former Magistrates Court in Grays and approvals have already been given to the expansion of the Riverside Centre and the development of new business space within the planned National College building (NC) on High House Production Park, Purfleet.

Proposals for the new centres in Tilbury and Purfleet have been in development since the last report to Cabinet in September 2015 and both are expected to be submitted for planning consent in the coming months. Both projects have reached the point at which formal commitment is required and, alongside the approvals already given in respect of procurement activity, approval is now sought to enter into the legal agreements which will secure their delivery.

In the meantime a new proposal has come forward which, if approved, would see the Council funding the development of a new building for the Royal Academy of Arts (Royal Academy) on the High House Production Park site. This development would further continue the development of the Production Park and provide an income generation opportunity for the Council.

This report seeks to provide an update on the enterprise units programme, gain the approvals needed to enter into the necessary legal agreements for previously approved projects and gain approval to the principle of the Royal Academy of Arts (Royal Academy) project and its addition to the Council's capital programme.

1. Recommendation(s)

That Cabinet:

- 1.1 Notes progress made on the Enterprise Units programme and the positive impact this will have on supporting business growth and job creation in the borough as well as supporting the Council's savings programme.**
- 1.2 Delegate authority to the Assistant Chief Executive, in consultation with the Portfolio Holder for Regeneration, and Head of Legal and Democratic Services to finalise the terms of the development agreement and lease and to execute any other legal agreements and or documents necessary to secure the business accommodation within the National College building at High House Production Park.**
- 1.3 Grant formal approval to underwrite up to £150,000 of the funding target needed for the National College project and delegate authority to the Assistant Chief Executive, in consultation with the Section 151 Officer and Head of Legal and Democratic Services to negotiate, finalise and execute the terms of the underwriting facility.**
- 1.4 Approves an allocation of up to £7m be added to the Council's capital programme for investment in the Royal Academy of Arts project.**

2. Introduction and Background

- 2.1 The Enterprise Hubs programme was approved by Cabinet in July 2014. The provision of enterprise units; well-designed flexible workspace with flexible terms, is a key part of the Council's Regeneration Strategy which seeks to support economic growth and create employment opportunities. The lack of suitable accommodation for new and small businesses is recognised as one of the barriers to growth. As such, the Council is actively developing a broad range of enterprise units across the borough.
- 2.2 As well as strengthening the local economy, these enterprise units provide a revenue stream which is used to meet savings targets and support a range of regeneration activities across the Borough.
- 2.3 Historically, there has been strong demand for good quality small business accommodation in Thurrock. This is reflected in the consistently high occupancy levels in the Council held units such as the Riverside Business Centre in Tilbury and the old Post Office in Grays. In response to this demand, Cabinet has already approved the conversion of the former

Magistrates Court building in Grays to a business centre (2013), the expansion of Riverside Business Centre in Tilbury (2014) and the development of creative workspace within the National College building on High House Production Park, Purfleet (2015).

- 2.4 The ultimate aim is to secure a mix of accommodation (workshops, offices, industrial units and studios) across the Borough to ensure an appropriate geographical and sectoral spread. Further opportunities are being investigated across the Borough and a new opportunity has been identified to provide a facility on a pre-let basis to the Royal Academy of Arts on High House Production Park. Progress in respect of the already approved projects is outlined below and the terms of the Royal Academy opportunity are outlined for Cabinet's approval.

3. Issues, Options and Analysis of Options

Former Magistrate Court building, Grays

- 3.1 Works to refurbish the former Magistrates Court building were completed in December 2015 and have provided 29 units with a total lettable area of 12,700sqft. The operator procured by the Council to manage the facility, NWES, moved into the building on the 1st January 2016 and has already secured thirteen new tenants and reports strong interest in the building from further potential occupiers. The opening of the building was marked by an event at the end of January 2016.

Riverside Business Centre, Tilbury

- 3.2 Good progress has been made on the expansion of the Riverside Business Centre to provide 20 self-contained workshop units with a lettable area of c.14,000 sq.ft. Detailed design works are well progressed and it is anticipated that a planning application will be submitted before the end of the current financial year. Planning pre-application advice on the proposed expansion was sought in September 2015 and the response was generally positive however further work is needed in respect of flood risk. Subject to planning permission being granted, procurement of the building contractor will take place in summer 2016 and it is anticipated that building works will be completed in 2017.

National College (NC), High House Production Park, Purfleet

- 3.3 Following the announcement in the 2015 Autumn Statement, that the National College for Creative and Cultural Industries had been selected as one of five, industry-led National Colleges, the Council has been working with partners at High House Production Park and the Backstage Centre to develop the proposals for a new building to provide much needed support accommodation for the eventual College offer.

- 3.4 In September 2015 Cabinet received a detailed report on the potential for the Council to support the delivery of the National College building on the Production Park site by investing £1.5m in return for a long term lease on 10,000sqft of lettable business space. The Capital investment was subsequently considered and approved by the Full Council meeting convened later in September 2015 together with the principle of underwriting up to £150k of project costs through a grant to assist with the wider fundraising strategy.
- 3.5 The above business space would sit alongside residential accommodation and catering facilities supporting National College students using the world class facilities in the Backstage Centre. The students will be studying on an industry designed curriculum focussed on meeting the higher level skills requirements of the various technical trades associated with the music, performing arts, events, film, television and visual effects industries.
- 3.6 Since September 2015, the Council has continued to work with partners (High House Production Park and Creative and Cultural Skills) to develop the proposals and secure the necessary funding to allow the project to proceed. This has been hampered by significant delays in the Department for Business Innovation & Skills (BIS) and Skills Funding Agency (SFA) approval processes whereby a decision originally anticipated in July 2015 was only given in January 2016. In the interim, a mixture of design development and build cost inflation has seen the anticipated cost of the project rise from £8.9m to £9.9m. Through discussion it has been agreed that BIS/SFA will meet the majority of this increase but that project partners (Thurrock Council, High House Production Park and Creative and Cultural Skills) will have to make up the balance.
- 3.7 To this end Creative and Cultural Skills have secured further private sector match funding and have had confirmation that the funds they were seeking from third parties (including the Arts Council and Garfield Weston Foundation) have been secured. At the time of writing however there remains a £310k funding gap which the partners will need to evidence to BIS/SFA has been met before their funds can be drawn down. Whilst the partners continue to seek other funds it seems very likely that the underwriting facility previously agreed in principle is going to be required, at least in part. Approval is therefore sought to formally confirm the underwriting of up to £150k to support the project.
- 3.8 To progress the National College development, this report also seeks delegated authority for the Assistant Chief Executive, in consultation with the Portfolio Holder for Regeneration and Head of Legal and Democratic Services to finalise the terms of the development agreement and lease and to execute any other legal agreements necessary to secure the Council's investment in and use of the commercial units delivered through the project.

Royal Academy of Arts Collection Store, High House Production Park

- 3.9 The Royal Academy of Arts (Royal Academy) was established in 1768, with the support of King George III. It was, and still is, 'a society for promoting the Arts of Design' with an art school and an annual exhibition, that we know today as the Summer Exhibition. The Royal Academy's mission is to promote art and artists through exhibitions, education and debate. The Royal Academy is still led by many of the country's greatest artists and architects. Known as Royal Academicians, they are all practicing artists who help to steer the academy and support its activities.
- 3.10 The Royal Academy is an independent charity, it does not receive revenue funding from government and is reliant upon the support of visitors, donors and sponsors. The Royal Academy is home to Britain's first art school, its three-year postgraduate course is one of the most competitive in the country, and offers free tuition to all its students.
- 3.11 Following completion of the Royal Opera House's Costume Store and Production Workshop, the Royal Academy has expressed an interest in taking up space on the Production Park site to deliver a similar mix of storage, conservation and production activities. Their existing collection is currently housed in a commercial storage facility which is a viable option in the short-medium term, but does not meet the Royal Academy's long term aspiration for the collections to be easily accessible to the public.
- 3.12 Through a series of discussions a proposal has emerged whereby the Council could be granted a long term lease (125 years or longer) by High House Production Park, subject to the Council providing the funding for the construction of the new facility. On completion of the construction of the new facility the Council will then grant an under lease of the new facility to the Royal Academy on commercial terms for a period of 25 years. At the end of this term the head lease to the new facility shall be transferred to the Royal Academy.
- 3.13 The annual rental payment for the under lease will be calculated based on the capital costs of constructing the new facility plus cost of borrowing (Public Works Loan Board (PWL) Rate at the point of drawdown) plus an additional 1.5% premium on the interest charged by PWLB to the Council. The rental payment shall adequately compensate the Council for the capital funding of up to £7 million the new facility and provide an additional income source for the Council and ensures that the Council is supporting the project without breaching the principles of State Aid.
- 3.14 A preliminary feasibility study has presented several design options ranging from solutions that meet the Royal Academy's minimum requirements through to those providing for their maximum anticipated requirements. The options have varying capital costs with estimates ranging between £4.5m to £6.5m. The Royal Academy's preferred option is estimated at around £6m (including

fees and contingency) but the design work is at a very early stage and it is anticipated that the cost could grow as the design progresses.

- 3.15 Initial investment projections indicate a reasonable return for the Council over the 25-year lease period based on the Royal Academy's preferred solution of a 16,060sqft facility with an estimated development cost of £6.1m. The 1.5% premium balances the Council's desire to support the development of High House Production Park and secure further investment in the Borough with the requirements to ensure best value from any investments being made. The risk of the investment is considered low given the financial strength of the Royal Academy which would be secured through a pre-let agreement.
- 3.16 This report recommends that Cabinet approves an investment of up to £7m be added to the Council's capital programme under the enterprise hub programme. The income generated from Council's investment will contribute towards fulfilling the savings target for the Regeneration Service.

4. Reasons for Recommendation

- 4.1 This report outlines progress made with the programme to expand Council owned business accommodation in Thurrock. The programme will provide high quality accommodation to attract and retain businesses and employment opportunities in the borough while helping to address the savings target for Regeneration in the savings programme.

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

- 5.1 Previous reports to Cabinet in July 2014, December 2014, March and September 2015 have explained the development of the business units programme. Cabinet Members were supportive of proposals to address the Regeneration savings target through expanding the Council's business accommodation portfolio.

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

- 6.1 The proposals are consistent with the Council's strategic objective to 'encourage and promote job creation and economic prosperity'. The report supports the priorities set out in the Thurrock Regeneration Strategy and the Economic Development Strategy.

7. Implications

7.1 Financial

Implications verified by: **Jonathan Wilson**
Chief Accountant

As the report sets out, the Medium term Financial Strategy assumes income generation through the development of business units and supporting infrastructure.

The £1.5m contribution and £150,000 underwriting towards the National College development have been added the capital programme.

The £7m contribution towards the Royal Academy Collection Store development is not included within the capital programme.

7.2 Legal

Implications verified by: **Assaf Chaudry**
Major Projects Solicitor

The report sets out the strategy of the Council to develop the Enterprise Units programme which it purports to bring a mix of revenue generating business units across the Borough as a response to savings targets and as a mechanism for addressing a clearly identified lack of high quality accommodation for new and small businesses in the Borough.

The Council has the powers to do anything that individual generally may do under section 1 of the Localism Act 2011 which creates the “general power of competence” of local authorities. This gives wide powers to undertake the activities contemplated by this report. It states that:

“(1) A local authority has power to do anything that individuals generally may do.

(2) Subsection (1) applies to things that an individual may do even though they are in nature, extent or otherwise—

(a) unlike anything the authority may do apart from subsection (1), or

(b) unlike anything that other public bodies may do.

(3) In this section “individual” means an individual with full capacity.

(4) Where subsection (1) confers power on the authority to do something, it confers power (subject to sections 2 to 4) to do it in any way whatever, including—

- (a) power to do it anywhere in the United Kingdom or elsewhere,*
 - (b) power to do it for a commercial purpose or otherwise for a charge, or without charge, and*
 - (c) power to do it for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.*
- (5) *The generality of the power conferred by subsection (1) (“the general power”) is not limited by the existence of any other power of the authority which (to any extent) overlaps the general power.*
- (6) *Any such other power is not limited by the existence of the general power (but see section 5(2)).*
- (7) *Schedule 1 (consequential amendments) has effect.*

The Council may also rely upon other overlapping powers such as section 1 of the Local Government Act 2003 - power to borrow money. However the general power of competence is circumscribed in three ways as set out in Section 2.

- “(1) If exercise of a pre-commencement power of a local authority is subject to restrictions, those restrictions apply also to exercise of the general power so far as it is overlapped by the pre-commencement power.*
- (2) *The general power does not enable a local authority to do—*
- (a) anything which the authority is unable to do by virtue of a pre-commencement limitation, or*
 - (b) anything which the authority is unable to do by virtue of a post-commencement limitation which is expressed to apply—*
 - (i) to the general power,*
 - (ii) to all of the authority's powers, or*
 - (iii) to all of the authority's powers but with exceptions that do not include the general power.”*

The report also contemplates a procurement exercise which is being conducted on behalf of its partners to secure the new facilities. Although these partners are separate entities to which the public procurement rules do not apply. The Council has agreed to procure all the design/constructions providers in accordance with the Council’s constitution and EU procurement regulations. The Council needs to ensure that it has when acting as agents on behalf of any of its partner obtains written undertakings/Indemnities from its partners to ensure that the Council will be compensated for underwriting costs

and for any claims that are made against the Council on instructions made by the partners.

7.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

The Enterprise Units schemes create opportunities for small and medium sized enterprises to grow and strengthen their business base in the borough,

Occupiers will have access to business support; serviced meeting rooms; conference; training and breakout facilities. The centres offer a quality professional environment that focuses on supporting business growth, generating further employment opportunities and ultimately contributing towards the prosperity of the borough. Accessibility requirements are reflected in all of the schemes proposed by the Council.

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

There are no other significant implications arising from the report.

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

- None.

9. **Appendices to the report**

- None.

Report Author:

Bernice Lim
Capital Projects Manager
Regeneration

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9 March 2016	ITEM: 21 (Decision 01104365)
Cabinet	
2015/2016 Capital Monitoring Report – Quarter 3	
Report of: Councillor John Kent, Portfolio Holder for Finance and Education	
Wards and communities affected: All	Key Decision: Key
Accountable Head of Service: N/A	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

Cabinet last considered the 2015/16 Capital Programme at its meeting on 9 December 2015 (General Fund and Housing Revenue Account).

Since the last reported position, additional funding has been added to the programme, funded from prudential borrowing and other grants. In addition, a number of budgets have been re-profiled to realign them with expected spend.

This report reflects these changes and sets out the latest forecasted outturn position.

1. Recommendation(s)

That Cabinet agrees:

- 1.1 To agree that the General Fund capital programme is projected to have available resources of £10.167m as at 31 March 2016. This funding will be carried forward to 2016/17 to fund schemes currently under development;**
- 1.2 To approve the virements within the Children’s service, totalling £0.252m, which will realign project budgets with expected spend;**
- 1.3 To note that the Housing Revenue Account capital programme is projected to have no unused resources in 2015/16.**

2. Introduction and Background

2.1 This report provides an update to Cabinet on the financial position of the capital programme and highlights significant variances. It is the second monitoring report for 2015/16 and is based on expenditure to the end of month 9 (the period 1st April 2015 to 31st December 2015) and projected expenditure for the remainder of the year.

2.2 Capital schemes and resources are identified in two specific categories:

- Mainstream schemes – capital expenditure that is funded by supported or unsupported (prudential) borrowing, by capital receipts, from the revenue budget or from earmarked capital reserves.
- Specific schemes – capital expenditure that is funded by external funding sources, for example, government grants and Section 106 monies that can only be spent on specific projects.

3. General Fund Schemes

3.1 Appendix 1 sets out the capital programme at month 9 showing the movement since the start of the financial year and the resources that are available to finance the programme.

3.2 The current position for General Fund schemes for 2015/16 is summarised in Table 1.

Table 1: Capital Programme – Projected Outturn as at Month 9

	Latest Agreed Budget	Projected Outturn to 31/03/2016	Variance against budget
	£000's	£000's	£000's
Expenditure:			
Children's Service*	12,148	10,153	(1,995)
Adult Social Care	128	128	0
Environment	3,767	2,881	(886)
Planning and Transportation	8,284	8,182	(102)
Housing General Fund	1,402	1,010	(392)
Commercial Services	452	243	(209)
Transformation	8,502	3,615	(4,887)
Chief Executive Delivery Unit	11,021	9,325	(1,696)
Total Expenditure	45,704	35,537	(10,167)
Resources:			
Mainstream	(26,768)	(18,570)	8,198
Specific	(18,936)	(16,967)	1,969

	Latest Agreed Budget	Projected Outturn to 31/03/2016	Variance against budget
	£000's	£000's	£000's
Total Resources	(45,704)	(35,537)	10,167
Forecast Deficit in Resources	0	0	0

* The schools capital budget is designed around academic years and officers are confident that this will be defrayed in full within the current academic year.

3.3 Table 1 is showing that the projected outturn for the year is £35.537m which is £10.167m less than the latest agreed budget for the year. The forecast variance is further analysed in Table 2

Table 2: – Analysis of forecast variance

	Re-profiling of expenditure at Month 9	Capital schemes requiring additional funding	Completed Projects	Forecast variance against budget at Month 9
Expenditure:	£'000	£'000	£'000	£'000
Children's Service	(1,850)	0	(145)	(1,995)
Adult Social Care	0	0	0	0
Environment	(893)	7	0	(886)
Planning and Transportation	(273)	171	0	(102)
Housing General Fund	(572)	180	0	(392)
Commercial Services	(209)	0	0	(209)
Transformation	(4,735)	0	(152)	(4,887)
Chief Executive Delivery Unit	(1,696)	0	0	(1,696)
Total	(10,228)	376	(315)	(10,167)

3.4 Table 2 shows that the forecast underspend is principally due to slippage/budget reprofiling on current schemes (£10.228m) and a number of schemes which are either expected to complete below the budgeted amount or are now not proceeding (£0.315m).

3.5 Table 2 also shows that additional funding of £0.376m will need to be added to the 2015/16 capital programme to allow existing schemes to complete. This relates to:

- a) The cost of repairing the Hogg Lane Sinkhole is anticipated to be £0.171m and will be funded from scheme underspends in the Planning and Transportation capital programme.
- b) The works at the Pilgrims Lane traveller's site required an extra £0.18m for electrical and smart meter works. This will be funded by an increase in the schemes prudential borrowing allocation.

3.6 A list of schemes where the variance is greater than £0.5m is shown in Table 3.

Table 3: General Fund Capital Programme – Scheme Variances over £0.5m

Scheme	Variance £'000	Explanation
Community Hubs	(1,794)	Works are about to commence at the Tilbury hub to install shelving and improve staff areas. The remainder of the budget is to be reprofiled into 2016/17 to fund further works at the various hubs.
Riverside Business Centre	(1,635)	The scheme is due to be assessed by planning in March, with the tendering exercise being undertaken in April or May 2016. The projected start date on-site is estimated for September 2016 with completion projected to be in the following September 2017. The budget requires re-profiling to reflect the anticipated spend.
Woodside Academy Expansion	(1,150)	Works were due to commence in February 2016. The budget needs to be reprofiled to reflect the anticipated spend.
Civic Offices Refurbishment	(1,078)	Works have completed. The remaining funding is earmarked for the planned works to the ground floor.
Vehicle and Fleet Replacement Programme	(805)	The replacement programme is demand led. No new major purchases are anticipated this financial year. The remaining

Scheme	Variance £'000	Explanation
		budget is to be reprofiled into 2016/17.

4. Housing Revenue Account Schemes

- 4.1 The current position for Housing Revenue Account schemes for 2015/16 is summarised in Table 4.

Table 4: HRA Capital Programme – Projected Outturn

	Latest Agreed Budget	Projected Outturn to 31/03/2016
	£000's	£000's
Expenditure:		
Transforming Homes	17,700	17,700
Housing New Build	19,129	19,129
Total Expenditure	36,829	36,829
Resources:		
Mainstream	(35,807)	(35,807)
Specific	(1,022)	(1,022)
Total Resources	(36,829)	(36,829)
Forecast Deficit in Resources	0	0

- 4.2 Table 4 shows that the capital programme for the Housing Revenue Account is estimated to be in balance in respect of financing expenditure in 2015/16.

5. Issues, Options and Analysis of Options

- 5.1 Table 5 shows for each service area the percentage spend against the current projected outturn.

Table 5: Capital Programme – Percentage Spend

	Projected Outturn at 31/03/2016	Actual Spend at Month 9	% of Forecast Spent
	£000's	£000's	%
Expenditure:			
Children's Service	10,153	5,886	58
Adult Social Care	128	56	43
Environment	2,881	1,381	48
Planning and Transportation	8,182	3,401	42
Housing General Fund	1,010	700	69
Commercial Services	243	90	37
Transformation	3,615	2,100	58
Chief Executive Delivery Unit	9,325	5,145	55
Housing Revenue Account	36,829	29,693	81
Total	72,366	48,452	67

Performance Indicator Target for Month 9: 65%

5.2 The performance indicator for month 9 is 67 per cent however with the Housing Revenue Account payments excluded, the General Fund indicator is only 53 per cent. This is based on the value of works carried out. The table above only reflects payments made and so when considering the outstanding payments for works completed but not yet billed, the percentage spent will actually be much closer to the target level.

5.3 Within the Children's Services directorate, additional temporary classrooms will be required at Stifford Clays, Thameside and Somers Heath primaries. It is therefore proposed that the following budget virement is undertaken to realign budgets with expected spend:

a) £252,000 from the unallocated schools capital programme to the temporary classrooms project code

6. Reasons for Recommendation

6.1 The recommendations are to ensure that Cabinet and Members are aware of the current status of the Capital Programme.

6.2 The Local Authority is required to discharge its statutory duty, under the Education Act 2006, to ensure that suitable and sufficient places are available in Thurrock for every child of school age whose parents wish them to have one.

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

7.1 Officers and Directors' Board have been consulted on this report

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

- 8.1 The budget provides the finance to support capital projects that meet the corporate priorities. Any changes to the budgets may impact, positively or negatively, on the delivery of these priorities and the Council's performance, with a corresponding impact on the community.

9. Implications

9.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The General Fund Capital Programme is projected to have available resources of £10,167m at the end of the current financial year and these will be carried forward to fund schemes either in development or currently in progress.

Through the active management of the programme the Council continues to maximise the resources at its disposal.

9.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal & Deputy Monitoring Officer

There are no direct legal implications arising from this report. This report provides an update and allows Members to review the adequacy of existing budgets.

9.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

The report provides an update and allows Members to review the adequacy of existing budgets.

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

- There are various working papers within directorates and accountancy.

12. Appendices to the report

- Appendix 1 – General Fund Summary and Scheme Progress Detail

Report Author:

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Senior Financial Accountant

- Table 6 details the Capital Programme at Month 9 showing the budget movement since the last reported position.

Table 6 – Movement in the Capital Programme 2015/16		Mainstream £000's	Specific £000's	Overall £000's
Total Budget at 30th September 2015		46,410	18,649	65,059
<u>Additions to programme in year</u>				
a)	Car park security measures funding, funded from prudential borrowing.	31	0	31
b)	Funding for Lakeside sports ground, funded from section 106, football association grant and environmental trusts.	0	410	410
c)	Works to create the “Aveley Community Hub”, funded from section 106 (additional funding in 2016/17 and 2017/18)	0	150	150
d)	Refurbish the toddler area at Blackshots park, funded from environmental trusts	0	67	67
<u>Budget Re-Profiling</u>				
a)	Various school expansion schemes, expected to complete during 2016/17.	(713)	(342)	(1,055)
b)	Public building works to Thameside Complex, now scheduled for 2016/17.	(1,430)	0	(1,430)
c)	LED street lighting, replacements scheduled for 2016/17	(5,800)	0	(5,800)
d)	Purfleet regeneration	(6,999)	0	(6,999)
e)	Grays south regeneration	(3,315)	0	(3,315)
f)	Belhus leisure centre	(1,100)	0	(1,100)
g)	Various environment and regeneration schemes expected to complete 2016/17	(314)	0	(314)
Updated capital programme for year, as reported at Month 9.		26,770	18,934	45,704

- Table 7 shows how the current year’s capital programme is to be funded.

Table 7 –Capital Programme Resources - 2015/16		Mainstream £000's	Specific £000's	Overall £000's
	Government Supported Borrowing	31	0	31
	Prudential (Unsupported) Borrowing	24,991	0	24,991
	Capital Receipts – Non Ring Fenced	1,156	0	1,156
	Reserves	592	0	592
	Government Grants/Other Grants	0	16,479	16,479
	Developer Contributions (S106)	0	2,455	2,455
	Total resources available	26,770	18,934	45,704

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Service:	Children's Service								
Devolved Formula Capital (DFC)	Devolved to schools	106	0	86	106	0	106	0	To Be Devolved to Schools
Tudor Court Primary Remodelling/Extensions	Scheme completed	31	0	31	31	0	31	0	Scheme Completed
Priority; Stability & Condition Programme	Demand led	738	0	137	738	0	738	0	Schemes Identified.
Tilbury Manor Primary Amalgamation Works	On hold	0	974	0	0	970	970	(4)	Scheme now being managed by The Gateway Academy. Sponsors are looking to join up as a much larger scheme to expand by 1FE
Emergency Health and Safety Works	Demand led	129	0	0	129	0	129	0	Emergency Provision to be used as and when Health & Safety issues arise.

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Temporary Classrooms	Work commenced	495	80	332	771	57	828	253	Temporary Classroom at Stifford Clays Primary until Sept 19. Additional Classrooms at Thameside Primary & Somers Heath Primary (added for Sept 15) until Sept 16
Bonnygate Primary Expansion	Completed retention o/s	53	0	1	39	0	39	(14)	Final Account Agreed
Graham James Primary Expansion	Completed retention o/s	48	41	19	30	41	71	(18)	Final Account Agreed
Little Thurrock Primary Expansion	Completed retention o/s	178	0	91	116	48	164	(14)	Final Account Agreed
Purfleet Primary Expansion	Work commenced	1,914	45	0	1,899	45	1,944	(15)	Scheme now being managed by Reach2, the academy sponsors. LA to pay Contribution to the scheme as per agreed payment schedule
Quarry Hill Primary Expansion	Work commenced	159	15	2	94	15	109	(65)	Works Completed. Final Accounts Being Drawn Up.

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Harris Mayflower Primary	Work commenced	4,678	490	4,170	4,170	980	5,150	(18)	Scheme being managed by Harris Foundation. Targeted Basic Need Grant will be retained by EFA. LA to pay remaining budget to EFA as Contribution to the scheme as per agreed payment schedule
Arthur Bugler Amalgamation Works	Work commenced	541	0	500	506	10	516	(25)	Works Completed. Final Accounts Being Drawn Up.
Universal infant free school meals	Work commenced	191	200	5	191	200	391	0	Schemes being Identified
Woodside Expansion	Contract formation	1,500	1,000	19	350	2,150	2,500	0	Main contractor appointed. Due to start Feb 16
Thameside Expansion	Tender evaluation	250	2,750	89	250	2,750	3,000	0	Tender being evaluated
Somers Heath Expansion	Tender preparation	250	2,250	66	250	2,250	2,500	0	Due to go to tender Jan 16
Capital Maintenance Schemes (to be identified)	Demand led	0	1,120	0	0	1,120	1,120	0	Schemes to be identified.
Secondary and Primary Schemes (to be identified)	Demand led	404	4,100	0	0	4,252	4,252	(252)	Schemes to be identified for progression in 2016/17

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Early Years - 2 Year Old Funding Grants	Not applicable	136	100	36	136	100	236	0	Further Schemes to Be Identified
Grangewaters	Work commenced	327	0	302	327	0	327	0	Works Commenced.
Improvement to Library facilities	Quotations	20	0	0	20	0	20	0	New RFID's being purchased during year.
Total: Children's Service		12,148	13,165	5,886	10,153	14,988	25,141	(172)	

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Service:	Adult, Health and Commissioning								
Improvements to Collins House	Work commenced	51	0	43	51	0	51	0	Works to the upstairs and downstairs sluice rooms have been completed. We are in the process of replacing flooring throughout the home where it is worn, frayed and becoming an Health and Safety risk at a cost of £8469.00
Case and Support - Universal Information and Advice	Work commenced	77	0	13	77	0	77	0	
Total: Adult, Health and Commissioning		128	0	56	128	0	128	0	

Month 9 – General Fund

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Service:	Environment								
Corringham Town Park Environmental Improvements	Work commenced	4	0	3	4	0	4	0	
Langdon Hills Environmental Improvements	Not yet started	8	0	0	0	8	8	0	Works identified, but not likely to commence until the new financial year.
Additional seating and bins plus signage upgrade	Demand led	2	0	0	2	0	2	0	
Thurrock Park - Park Creation	Work commenced	0	0	1	4	0	4	4	Extra expenditure incurred due to item snagging and funded from commuted sums reserve.
Refurbish Toddler Area at Blackshots	Scheme completed	71	0	74	74	0	74	3	Overspend to be funded from revenue.
Purchase of Wheeled Bins	Demand led	195	0	80	195	0	195	0	
Vehicle and Plant Replacement Programme	Demand led	1,205	0	285	400	805	1,205	0	

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Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Curzon Drive Depot Move	Work commenced	1,111	0	764	1,111	0	1,111	0	Expected to move into the depot by March 2015. Some additional works have been identified, to be completed by UK Power Networks.
Local Depot Security Improvements	Not yet started	100	0	0	20	80	100	0	Linked to the Curzon Drive depot move, there may be some spend this financial year, with the remaining works completed during 2016/17.
Infrastructure Improvements to Parks & Burial Grounds & Open Spaces	Demand led	200	0	30	200	0	200	0	Works are expected to be undertaken in the latter part of the financial year.
Lakeside Sports Ground	Work commenced	510	0	109	510	0	510	0	Expected to be completed this financial year
Grays Riverside Park - Replace Sand Pit Play Facilities	Not yet started	21	0	0	21	0	21	0	Works have been identified and orders to be raised with play equipment manufacturer. Anticipated to be spent by yearend.
Grays Riverside Park - Replace Splash Pool & Water Features	On hold	0	322	0	0	322	322	0	On hold pending discussions with community interest organisations.

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Leisure Trust Landlord Responsibility	Demand led	15	450	0	15	450	465	0	Budget is expected to be spent this financial year.
Refurbishment of Belhus Leisure Centre	Design stage	100	1,100	0	100	1,100	1,200	0	Refurbishment works are likely to start within the next financial year.
Pitches and Changing Rooms at Worssett Heath	Work commenced	225	0	35	225	0	225	0	Works to the pitches has been completed. Works to the changing rooms is to be tendered as part of the Belhus Leisure Centre contract works.
Improvements to Leisure Buildings (Budget Only!)	Not yet started	0	980	0	0	980	980	0	A number of projects have been identified and are being progressed, with works expected to start in 15/16.
Total: Environment		3,767	2,852	1,381	2,881	3,745	6,626	7	

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Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Service:	Planning and Transportation								
LSTF - Sustainable Travel to School	Work commenced	20	0	(33)	20	0	20	0	All funding will be spent by yearend, or it will have to be returned to Government.
LSTF - Lift sharing	Work commenced	0	0	0	0	0	0	0	All funding will be spent by yearend, or it will have to be returned to Government.
LSTF - Walking and Cycling Infrastructure	Work commenced	1	0	22	1	0	1	0	All funding will be spent by yearend, or it will have to be returned to Government.
LSTF - Public Transport Improvements	Work commenced	5	0	(16)	5	0	5	0	All funding will be spent by yearend, or it will have to be returned to Government.
Mardyke Bridge Works	Work commenced	171	0	59	60	111	171	0	
Tank Lane	Work commenced	43	0	20	40	0	40	(3)	
Traffic Management Signals Upgrade	Work commenced	73	0	22	73	0	73	0	
Borough wide Drop Kerbs	Scheme completed	30	0	20	30	0	30	0	

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Sandy Lane Chadwell St Mary	Not applicable	0	0	(11)	(11)	0	(11)	(11)	Funds to be spent on FP 147 New Bridge
Footpath 51 and 145 Princess Margaret Road	Work commenced	0	0	(4)	10	0	10	10	
Footpath 36 Victoria Road SLH	Scheme completed	0	0	(2)	(2)	0	(2)	(2)	
Rainbow Lane Getting Order / Bridleway Creation	Work commenced	15	0	0	15	0	15	0	
Spinghouse Lane and High Road	Work commenced	15	0	0	15	0	15	0	
Manorway Bridleway Connection	Work commenced	20	0	0	30	0	30	10	
Structural Maintenance A Class Roads	Work commenced	511	0	443	511	0	511	0	
Structural Maintenance B & C Class Roads	Work commenced	582	600	229	582	600	1,182	0	

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Bridge Repair & Strengthening	Work commenced	797	1,000	458	660	1,150	1,810	13	Some funding likely to be transferred for the Hogg Lane tunnel collapse. Derby Road bridge cost has increased
Safety Fencing	Work commenced	50	150	28	50	150	200	0	
White Lining	Work commenced	75	175	38	75	175	250	0	
Traffic Signals	Not yet started	100	650	0	100	650	750	0	Order placed for design work
Structural Maintenance Unclassified Roads	Work commenced	130	0	133	130	0	130	0	
Footway Maintenance	Work commenced	412	240	128	412	240	652	0	
Street Lighting	Work commenced	212	0	67	212	0	212	0	
Other Infrastructure	Work commenced	626	410	239	626	410	1,036	0	
Winter Damage	Work commenced	6	0	7	6	0	6	0	
A13 Widening	Design stage	0	0	9	9	0	9	9	
Local Growth Fund Measures	Not yet started	750	0	0	750	0	750	0	

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Hogg Lane Sink Hole	Scheme completed	0	0	117	170	0	170	170	Currently funded from Bridges (E2828) and other under-spends elsewhere in the programme.
Community Requests	Demand led	14	0	1	1	13	14	0	
Traffic Management	Work commenced	106	0	90	106	0	106	0	
CCV at Treadclemine - Link to ETCC	Design stage	40	0	0	40	0	40	0	With Essex CC control
CCV at Stifford Interschange - link to ETCC	Not yet started	40	0	0	40	0	40	0	Reliant on Signal Scheme being implemented
Askews Farm Bus Gate	Design stage	50	0	1	50	0	50	0	
Road Safety Engineering	Design stage	236	0	120	236	0	236	0	
B186 South Road (Stifford Road to West Road)	Scheme completed	1	0	0	1	0	1	0	Final invoices to be submitted
Node 4 - North Stifford Int	Not yet started	167	0	115	167	0	167	0	Highways England to provide additional funding and undertake slip road widening works before signal scheme can progress

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Treaclemine	Work commenced	50	0	0	50	0	50	0	
Junction St Chads Road and Calcutta Road	Not yet started	94	0	0	94	0	94	0	With Essex CC Traffic Signal Team
Laindon Road	Not yet started	36	0	0	36	0	36	0	Due to be delivered by the end of March 2016.
Safer Routes to Schools	Scheme completed	3	0	0	0	0	0	(3)	
Bulphan Primary School	Scheme completed	15	0	4	15	0	15	0	Completed November 2015. Awaiting final invoices.
Bonnygate Primary School	Not yet started	15	0	0	15	0	15	0	Should be completed this financial year.
Arthur Bugler Infant and Junior School	Work commenced	10	0	0	10	0	10	0	Currently on site.
Chadwell St Mary Primary	Scheme completed	10	0	1	1	0	1	(9)	
Scheme to be determined	Not yet started	83	0	0	83	0	83	0	
Crown Road Off Road Shared Cycle Link	Design stage	50	0	0	50	0	50	0	
Derby Road Bridge Shared Cycle Link	Design stage	10	0	0	10	0	10	0	

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State Lane Link	Not yet started	2	0	0	2	0	2	0	
Derby Road Cycle Link	Design stage	25	0	0	25	0	25	0	
South Stifford Improvements Package	Scheme completed	8	0	0	8	0	8	0	
Air Quality Management Areas	Not yet started	75	0	0	75	0	75	0	
Highway Improvements on London Road West Thurrock (Schoolfield Road)	Work commenced	44	0	55	44	0	44	0	
Highways works to Purfleet Bypass	Scheme completed	45	0	0	45	0	45	0	Awaiting final invoices
Highways Improvements in Oliver Road	Tender preparation	600	408	266	600	408	1,008	0	
South Road Width Restriction	Out for Consultation	64	0	0	64	0	64	0	
Walton Hall Road Kerbing and Drainage Works	Work commenced	15	0	14	15	0	15	0	

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Bus Link between Tesco's Lakeside and Intu Lakeside	Work commenced	459	0	393	459	0	459	0	
Traffic Improvements between Highview Gardens and East Thurrock Road	Tender preparation	26	0	1	26	0	26	0	
Improvement works between Thurrock Park Way and Manor Road	Design stage	425	250	2	425	250	675	0	
Congestion	Design stage	370	0	237	370	0	370	0	With Essex CC to determine signal schemes
Grays Town Centre Improvements	Design stage	52	0	0	52	0	52	0	
Borough wide Disabled Bays	Demand led	32	0	7	20	12	32	0	
Requests for new parking restrictions	Demand led	60	0	9	60	0	60	0	

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Implementation of CPZ in South Ockendon	Scheme completed	20	0	3	20	0	20	0	
Parking Review - Calcutta Road	Out for Consultation	15	0	0	15	0	15	0	Should be completed this financial year.
London Road Purfleet PPA	Out for Consultation	12	0	0	12	0	12	0	
Real Time / Automatic Vehicle Location	Not applicable	0	0	0	0	0	0	0	
Street Lighting LED Replacement	Contract formation	200	5,800	108	200	5,800	6,000	0	<p>At present, Salix funding has been used to deliver LED replacements at zebra crossing, roundabouts and signage.</p> <p>Further LED replacements will be carried out after the tender process is carried out.</p> <p>In the meantime, the electrical and structural testing, and column replacement is carried out with 2015-16 capital funding allocation.</p>

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Local Bus Infrastructure	Demand led	20	0	0	20	0	20	0	Annual capital spend is expected to stay the same each year in order to carry out residents and Cllr Requests. These figures are approximate but rarely do we overspend. We genuinely have no actual cost information and therefore these costings seem to be fair
Bus Shelters / Stops	Demand led	15	0	0	15	0	15	0	Annual capital spend is expected to stay the same each year in order to carry out residents and Cllr Requests. These figures are approximate but rarely do we overspend. We genuinely have no actual cost information and therefore these costings seem to be fair

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Flags and Timetable Cases	Demand led	15	0	1	15	0	15	0	Annual capital spend is expected to stay the same each year in order to carry out residents and Cllr Requests. These figures are approximate but rarely do we overspend. We genuinely have no actual cost information and therefore these costings seem to be fair
Lower Mardyke Improvements	Demand led	11	0	0	11	0	11	0	Some additional works may be required.
Total: Planning and Transportation		8,284	9,683	3,401	8,182	9,969	18,151	184	

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Service:	Housing								
Health and Safety Works at Traveller Sites	Scheme completed	38	0	218	218	0	218	180	Overspend to be funded from prudential borrowing
Disabled Facilities Grant	Demand led	880	0	345	640	240	880	0	
Well Homes Offers	Demand led	329	92	85	100	317	417	(4)	
Healthy Homes Loans (G0602/G0605 to G0613)	Demand led	22	0	26	26	0	26	4	Fund the overspend from G0600
Empty Property Grants	Demand led	133	0	26	26	107	133	0	
Total: Housing		1,402	92	700	1,010	664	1,674	180	

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Service:	Commercial Services								
Thameside - Remedial works to Floors 5-7	On hold	0	24	0	0	24	24	0	On hold subject to Thameside cabinet paper September 15
Thameside Complex - 4th Floor - replace AHU's	Scheme completed	0	0	(1)	(1)	0	(1)	(1)	Scheme Completed - Invoice received for retention payment of £3.8k in July-15 - passed for payment. Balance can be released.
Civic Offices 2 - 4th floor Reconfiguration	Scheme completed	0	0	4	4	0	4	4	Scheme Completed - retention invoiced in Oct/Nov-15 by company dealing with liquidation of provider who ceased trading
Replace fire sprinkler system: basement car park in Civic Offices	Scheme completed	0	0	(3)	(3)	0	(3)	(3)	Scheme completed
Thameside-secure access system for staff and restricted areas	On hold	0	35	0	0	35	35	0	On hold subject to Thameside cabinet paper September 15

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Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Civic Offices - Ventilation Hygiene Clean	Tender preparation	93	0	3	3	90	93	0	At Tender preparation stage with target Completion start of FY16/17
Civic Offices - Roof Renewal	Work commenced	34	0	0	34	0	34	0	Contract Awarded - activities in progress with target 3rd Feb 16 completion date; invoicing expected within FY15/16 period
Civic Offices - HWS Boiler replacement	Scheme completed	25	0	3	25	0	25	0	Scheme Completed - invoicing due within FY15/16 period
Civic Offices - Fire Smoke Head Replacement	Scheme completed	87	0	10	87	0	87	0	Scheme completed - invoicing due within FY15/16 period
Civic Offices - Lift lobbies Refurbishment	Scheme completed	25	0	11	25	0	25	0	Scheme completed - invoicing due within FY15/16 period
Civic Offices - Stairwells Refurbishment	Scheme completed	63	0	63	63	0	63	0	Scheme completed - invoicing due within FY15/16 period
CO 1 Emergency Lighting Upgrade	Tender preparation	40	0	0	0	40	40	0	at Tender preparation stage - completion & invoicing expected to fall in FY16/17

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
CO 1 & 2 Replace/Upgrade Access Control System	Design stage	38	100	0	0	138	138	0	at Design stage - completion & invoicing expected to fall in FY16/17
CO 1 & 2 BMS Upgrade of Johnson Controls and PC	Design stage	41	0	0	0	41	41	0	at Design stage - completion & invoicing expected to fall in FY16/17
Mechanical	Scheme completed	6	0	0	6	0	6	0	M&E and Condition Surveys completed - informed FY16/17 capital bids
Thameside Complex - Renewal of auditorium ventilation ducting	On hold	0	80	0	0	80	80	0	On hold subject to Thameside cabinet paper September 15
Thameside Complex - Replacement of theatre house lighting	On hold	0	62	0	0	62	62	0	On hold subject to Thameside cabinet paper September 15
Total: Commercial Services		452	301	90	243	510	753	0	

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Service:	Transformation								
ERP Systems Thurrock	Scheme completed	0	0	(142)	(142)	0	(142)	(142)	
IT Connects	Work commenced	196	0	408	408	0	408	212	IT Connects and Civic Offices refurbishment are closely linked projects. Overspend to be funded from underspend on refurbishment project.
Document and Information Management - Phase 1	Work commenced	387	0	94	393	0	393	6	
External Sites Upgrade to Windows 7	On hold	101	0	0	40	0	40	(61)	On hold pending further business case.
Information and Advice Portal	Scheme Cancelled	300	164	0	0	464	464	0	Scheme subject to further business case.
E-Marketplace	Scheme Cancelled	165	85	0	0	250	250	0	Scheme subject to further business case.
Service Analytics Children Safeguarding	Work commenced	39	0	31	39	0	39	0	

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Windows 2003 Upgrade Project	Not yet started	0	0	7	61	0	61	61	
Document and Information Management - Phase 2	Not yet started	224	441	0	0	665	665	0	Underspend to be used as part of 2016/17 capital programme.
Service Analytics Phase 2	Scheme Cancelled	208	0	0	0	208	208	0	Scheme subject to further business case.
Oracle Improvement	On hold	50	0	0	0	50	50	0	Subject to 2016/17 capital bid
I.C.T. Undetermined Budget (schemes to be identified)	Not yet started	10	580	10	10	0	10	(580)	Underspend to be used as part of 2016/17 capital programme.
Thurrock On-Line Project Phase 1	Work commenced	1,185	0	685	687	498	1,185	0	Underspend to be used as part of 2016/17 capital programme.
Thurrock On-Line Project Phase 2	Not yet started	418	500	0	0	918	918	0	Scheme subject to further business case.
Online Assessment and Decisions - Adults	Work commenced	138	0	103	122	0	122	(16)	

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Civic Offices - Space Optimisation	Scheme completed	2,290	0	903	1,000	1,078	2,078	(212)	Part of the funding is also earmarked for works to the ground floor. The scheme is also closely linked to the IT Connects project
Transformation Programme Management Support	Not yet started	497	0	0	497	0	497	0	Likely to be spent by yearend.
Community Hubs	Work commenced	2,294	1000	1	500	2,794	3,294	0	Works about to commence on staff areas and shelving at Tilbury Hub.
Total: Transformation		8,502	2,770	2,100	3,615	6,925	10,450	(732)	

2015/16
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Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Service:	Chief Executive Delivery Unit								
Greengrid Strategy - Improvements to sites	Demand led	61	0	0	0	61	61	0	
Energy Saving Projects - Salix	Demand led	17	0	0	17	0	17	0	
Improvements to Village Halls	Work commenced	50	150	8	50	150	200	0	No updated information provided by lead officer
Pupil Referral Unit Relocation	Design stage	3,188	1,000	259	3,188	1,000	4,188	0	No updated information provided by lead officer
The Rock Park Way	Work commenced	76	81	9	76	81	157	0	
Purfleet Centre	Work commenced	3,000	13,600	2,240	3,000	13,600	16,600	0	A number of residential properties are being purchased, with spend on these expected to be around £3m this year. There is an allocation of £9M for 2FE school this is schedule for 2017-19

Month 9 – General Fund

Appendix 1

Project Name	Procurement Status	Approved Budget 2015/16 (1) £000's	Future Year Budget (2) £000's	Spend to Month 6 2015/16 (3) £000's	Latest Forecast 2015/16 (4) £000's	Future Year(s) Forecast (5) £000's	Total Forecast Spend (6) £000's	Forecast Variance (7) £000's (6)-(1)-(2)	Comments
Magistrates Court	Scheme completed	1,949	100	1,837	1,949	100	2,049	0	Completion of refurbishment in Oct 2015. Retention of 3% to be held for one year after completion
ROH Costume House	Scheme completed	225	0	225	225	0	225	0	This project is now complete
Grays South and Rail Station Regeneration	Design stage	0	9,080	0	0	9,080	9,080	0	Dependant on network rail.
Improvements to Coalhouse Fort Facilities	Scheme completed	520	0	507	520	0	520	0	This project is not part of the Council's capital budget as this has been funded by Heritage Lottery Fund
Riverside Business Centre	Design stage	1,785	1,215	42	150	2,850	3,000	0	Due to go to planning in March, with the tendering exercise being undertaken in April/May. Start on site is estimated for September 2016 with completion the following September.
Aveley Community Hub	Design stage	150	950	18	150	950	1,100	0	
Total: Chief Executive Delivery Unit		11,021	26,176	5,145	9,325	27,872	37,197	0	

Total: All Directorates	45,704	55,039	18,759	35,537	64,673	100,210	(533)	
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9 March 2016		ITEM: 22 (Decision 01104366)
Cabinet		
Thurrock Better Care Fund Section 75 Agreement		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Barbara Rice, Portfolio Holder Adult Social Care and Health		
Accountable Head of Service: n/a		
Accountable Director: Roger Harris, Director of Adults, Housing and Health		
This report is Public		

Executive Summary

In March 2015, Cabinet approved Thurrock's Better Care Fund Section 75 Agreement between the Council and NHS Thurrock Clinical Commissioning Group. The Agreement allowed the creation of a pooled fund, operated in line with the conditions set within it, to promote the integration of care and support services.

The Council is the 'host' organisation for the pooled fund, which means that once the Section 75 Agreement is agreed, providers of community health care services to be provided under the Better Care Fund can be paid.

The pooled fund is overseen by an Integrated Commissioning Executive made up of officers from the Council and CCG which receive regular reports on expenditure, quality and activity. The Executive reports on the performance of the Fund to the Health and Wellbeing Board, as well as Cabinet and the Board of the CCG.

This report concerns arrangements for 2016/2017.

1. Recommendation(s)

- 1.1 **That Cabinet agree to the Council entering in to the Better Care Fund Section 75 Agreement with NHS Thurrock Clinical Commissioning Group for 2016/17 based on the terms set out in the 2015/16 Agreement.**
- 1.2 **That Cabinet agree to delegate agreement for changes to the Better Care Fund Section 75 Agreement to the Director of Adults, Housing and Health and Director of Finance and ICT in conjunction with the Portfolio Holder for Adult Social Care and Health.**

2. Introduction and Background

- 2.1 The Better Care Fund requires Clinical Commissioning Groups and local authorities in every single area to pool budgets and to agree an integrated spending plan for how they will use their Better Care Fund allocation.
- 2.2 Section 75 of the NHS Act 2006 gives powers to local authorities and clinical commissioning groups to establish and maintain pooled funds out of which payment may be made towards expenditure incurred in the exercise of prescribed local authority functions and prescribed NHS functions.
- 2.3 The purpose of the section 75 Agreement is to set out the terms on which the Partners (Thurrock Council and Thurrock NHS Clinical Commissioning Group) have agreed to collaborate and to establish a framework through which the Partners can secure the future provision of health and social care services. It is also the means through which the Partners will pool funds.
- 2.4 The Agreement to support Thurrock's 2015/16 Better Care Fund was agreed by Cabinet at its meeting in March 2015. Whilst the Agreement supported the 2015/16 Better Care Fund Plan, the intention was that it could be rolled over in to subsequent years with changes made to reflect the updated Better Care Fund for 2016/17.
- 2.5 Guidance for 2016/17 Better Care Fund Plans was originally expected before the end of December 2015. The publication of the Guidance has been delayed and at the writing of this report, had still not been received. Thurrock Better Care Fund Plan and pooled fund amount will not therefore be finalised until a later date and upon receipt of the Guidance.
- 2.6 Whilst the Plan and therefore Section 75 agreement for 2016/17 have not been finalised, Better Care Fund allocations by area have very recently been published. On this basis, Cabinet are asked to agree to the Council entering in to the Section 75 agreement for 2016/17, and to delegate changes and final sign off to the Director of Adults, Housing and Health and Director of Finance and ICT in conjunction with the Portfolio Holder for Adult Social Care and Health.

3. Issues, Options and Analysis of Options

Value of the Better Care Fund

- 3.1 The value of Thurrock's Better Care Fund for 2015/16 was £18,019,336. This was made up of a £14,766,142 contribution from the CCG and a £3,253,194 contribution from the Council. The Fund consisted of a mandatory amount, and an additional contribution agreed locally by the Council and CCG. The mandated amount for Thurrock's Better Care Fund in 2015/16 was £10,565,000.

- 3.2 Allocations for 2016/17 were published on the 9th February 2016. For Thurrock, the mandated Better Care Fund amount is £10,770,000. This consists of a contribution from the CCG of £9,871,000 and a contribution from the Council of £899,000. As part of preparations for the 2016/17 Better Care Fund, the Council and CCG will need to agree how much they are adding to the Fund over and above the mandated amount. This is unlikely to be less than the amount added to the Fund in 2015/16.

Focus of the Fund

- 3.3 Whilst the Council is still waiting for Better Care Fund Guidance, it has received the Better Care Fund 2016/17 Policy Framework. This outlines changes for 2016/17. This includes:
- Increased Fund of £3.9 billion compared to £3.8 billion in 2015/16;
 - £1 billion payment for performance element to be removed; and
 - The addition of two new national conditions which replace the performance fund – requirement for local areas to fund NHS commissioned out-of-hospital services; and to develop a clear, focused action plan for managing delayed transfers of care (DTC).
- 3.4 The focus of Thurrock's Better Care Fund in 2015/16 was on adults aged 65 and over who are most at risk of hospital admission or residential home admission. The schemes chosen for the Fund reflected this focus. The schemes contained within the 2015/16 Plan will be reviewed to reflect the latest position, but it is likely that the 2016/17 Plan will retain the same focus.

Overspends and Underspends in the Better Care Fund

- 3.5 The March 2015 Cabinet report and Section 75 Agreement set out arrangements for overspends and underspends to the Fund. The arrangements will continue and consist of any expenditure over and above the value of the Fund falling to the Council or CCG depending on whether the expenditure is incurred on social care functions or health functions. Arrangements for monitoring expenditure and managing any overspend in an individual scheme are set out in detail within the Section 75 Agreement. Underspends will stay within the Pooled Fund unless otherwise agreed by both parties.

Governance

- 3.6 Similar to the majority of areas, the Council is the host for the pooled Fund. The management of the pooled Fund has regular oversight by both the Council and CCG including through the established Integrated Commissioning Executive. The Executive reports to the Health and Wellbeing Board. A Pooled Fund Manager exists to provide regular reports.

Contracting arrangements

- 3.7 The Council as host of the Fund enters into contracts with third party providers – namely NHS providers. The standard NHS contract is used for these services with the Council becoming an equal commissioning partner. This arrangement will continue in to 2016/17 with the majority of the Fund relating to existing NHS contracts.

4. Reasons for Recommendation

- 4.1 The Section 75 Agreement must be agreed for the Council to be able to pay providers of services contained within the Better Care Fund. In the absence of guidance for 2016/17, Cabinet are asked to agree to the Council entering in to the Agreement against terms set out in the 2015/16 Agreement.
- 4.2 As Thurrock's Better Care Fund Plan will be developed and finalised once Guidance has been received and after March Cabinet, Cabinet are asked to agree that any final changes are delegated to the Director of Adults, Housing and Health and Director of Finance in conjunction with the Portfolio Holder for Adult Social Care and Health for sign-off. A report detailing the final Agreement and detailing changes made can be brought back to Cabinet as requested.

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

- 5.1 A specific consultation on the establishment of the pooled fund to drive through the integration of health and social care services, as required under the terms of the Health and Social Care Act 2012, was held in September and October 2014.

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

- 6.1 A key aim of the Better Care Fund is to reduce emergency admissions, which brings with it the potential to invest in services closer to home to prevent, reduce or delay the need for health and social care services or from the deterioration of health conditions requiring intensive health and care services. This will contribute to the priority of 'Improve Health and Wellbeing' and the vision set out within the refreshed Health and Wellbeing Strategy 2016-2021.
- 6.2 Achieving closer integration and improved outcomes for patients, service users and carers is also seen to being a significant way of managing demand for health and social care services, and so manage financial pressures on both the CCG and the Council.

7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Management Accountant

The Better Care Fund is made up of contributions from the Council and Thurrock CCG. The mandated amount as published on the 9th February 2016 is £9,871,000 for Thurrock CCG and £899,000 for Thurrock Council. Additional contributions for 2016/17 have not yet been confirmed, but are unlikely to be less than 2015/16 amounts which are £5,046,142 for Thurrock CCG and £2,408,194 for Thurrock Council.

The nature of the expenditure is an agreed ring-fenced fund. Financial risk is therefore minimised and governed by the terms set out in the Agreement. Paragraph 3.5 refers.

The Fund will be accounted for in accordance with the relevant legislation and regulations, and the agreement between the Local Authority and CCG.

Financial monitoring arrangements are in place, ensuring that auditing requirements are met, as well as disclosure in the financial statements.

7.2 Legal

Implications verified by: **Paul O'Reilly**
Projects Lawyer

Legal Services can advise that the entry of the Council into the Better Care Fund Agreement is governed by S75 of the NHS Act 2006. The procurement of specific services by the Council utilising the Better Care Fund is a separate process for consideration and will be the subject of a further report. Legal Services will ensure its continuing availability to support the Director of Adult Social Care and appropriate colleagues during the further procurement exercise.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

The vision of the Better Care Fund is improved outcomes for patients, service users and carers through the provision of better co-ordinated health and social care services. The commissioning plans developed to realise this vision will be developed with due regard to the equality and diversity considerations.

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

None

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

- Cabinet Report March 2015

9. **Appendices to the report**

- None

Report Author:

Ceri Armstrong

Directorate Strategy Officer

Adults Housing and Health

9 March 2016	ITEM: 23 (Decision 01104367)
Cabinet	
Tilbury Regeneration Programme and Health Hubs	
Wards and communities affected: Tilbury Riverside and Thurrock Park Tilbury St Chads	Key Decision: Non-key
Report of: Councillor Richard Speight, Cabinet Member for Regeneration	
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets	
Accountable Director: Steve Cox, Assistant Chief Executive	
This report is public	

Executive Summary

Tilbury is identified as one of the Council’s six Growth Hubs. A number of planned and proposed housing schemes being brought forward by both the Council and the private sector are set to increase the local population over the coming years. The development of the London Distribution Park and Tilbury Port’s broader expansion aspirations are increasing employment opportunities in the locality whilst Tilbury’s good rail connections to London and beyond give access to a wider employment market.

However, the area remains one of the most deprived in the Borough and it faces a series of challenges to its successful regeneration. The Gateway Academy has transformed secondary level educational attainment but the number of Tilbury residents with no qualifications remains higher than the Thurrock average. Access to local services, in particular to health services, is poor and indicators around the health of the local population raise many concerns. The town has a prominent position on the river but access to the river front is restricted by the railway line and Port activity.

In December 2013 Cabinet approved a ‘Vision for Tilbury’ which set a framework for the ongoing regeneration of the Town. A key project aiming to realise part of this vision is the revitalisation of the Town Centre. Work to progress this revitalisation includes the development of a Masterplan for the Civic Square which is recognised as a critical, but underperforming, part of the local infrastructure. This report details the results of a consultation exercise undertaken as part of the development of the masterplan and describes the uses and principles contained with the ultimately selected option. It then highlights the urgent need for improved health provision in the area and outlines the potential for the Council to play the lead role in the

development of a Health Hub which would serve to improve Health Outcomes and act as the catalyst for the physical regeneration of the Town Centre. Whilst the main focus of this report is on Tilbury, the proposed model of Health Hub delivery could be applied elsewhere in the borough. The opportunity to replicate this model in Purfleet is therefore also covered in this report.

The report concludes by briefly highlighting other projects within the emerging programme of regeneration activity in Tilbury.

1. Recommendation(s)

- 1.1. That cabinet note the support for the Civic Square Masterplan achieved from the public consultation exercise and agree Option 1 as the preferred option to guide the Council's ongoing approach to regeneration in this area.**
- 1.2. That Cabinet give in principle approval to the Council leading the development of Health Hubs in Tilbury and potentially Purfleet and note the potential for this model to be used to deliver Health Hubs elsewhere in the Borough.**
- 1.3. That Cabinet note the work undertaken to date on the development of the wider programme of regeneration activity in Tilbury.**

2. Introduction and Background

- 2.1. Tilbury is made up of two wards which are amongst the most deprived areas in the borough. The town is typified by a lack of good quality amenities and a poor housing stock. However, employment opportunities related to the port and wider logistics sector are expanding and the town is earmarked for housing growth in the emerging Local Plan.
- 2.2. Health provision in the locality is already under severe pressure and the health outcomes and life expectancy of Tilbury residents are some of the lowest in the Borough.
- 2.3. In December 2013 Cabinet approved a 'Vision for Tilbury' which set a framework for the ongoing regeneration of the Town.

We want Tilbury to

- » be an attractive location for residents, businesses and visitors;*
- » be a place where people can achieve their potential;*
- » be a place where people can have fun;*
- » be a place where people are healthy;*
- » have a vibrant economy; and*
- » feel safe.*

- 2.4. The Council has worked with partners and local stakeholders to develop a programme of activity which seeks to realise this vision. Due to the multi-faceted challenges in the area this programme is a long term endeavour and projects must be brought forward in a coordinated way to build momentum from a relatively low base.
- 2.5. It is clear that a range of projects are needed in Tilbury to improve local amenities, provide accommodation where local services can be accessed, improve connections to key locations within the town and create a viable town centre to act as a focal point for community activity. The Civic Square currently fulfils the Town Centre role but the space is underutilised, it lacks a defined purpose and the public realm is generally unattractive. Previous studies, most recently that commissioned by Thurrock Thames Gateway Development Corporation in 2007, have provided masterplans that outline a range of potential measures that seek to address these challenges. Whilst these studies provide some useful context the political and economic climates have changed significantly and refreshed proposals are therefore needed that more appropriately respond to the current market conditions and drivers.
- 2.6. The Council therefore commissioned AR Urbanism to develop a Masterplan and supporting Implementation Plan looking at the wider context of Tilbury before providing more detailed proposals for the Civic Square and its surrounding area. Section three introduces the outcome of this work before considering how the development of a Health Hub could deliver the first phase of physical improvements within the Civic Square.

3. Issues, Options and Analysis of Options

Drivers for the development of a Masterplan

- 3.1. The development of the masterplan has been driven by a number of factors:
- Connections between key locations in Tilbury (could be strengthened).
 - The existing community infrastructure and public realm is of poor quality.
 - Proposed housing growth in the area will put pressure on existing services.
 - Employment opportunities are expanding but the area needs to be seen as attractive to ensure that a large enough workforce is available to meet the employer's requirements.
 - Council owned land and property is not currently being optimised.
 - The town centre lacks a focus for community and commercial activity.
- 3.2. Early on in the process colleagues in Public Health and Thurrock CCG highlighted the urgent need to improve health provision in Tilbury. The aspiration to develop a new, flagship facility in the centre of Tilbury emerged and the Civic Square was defined as the preferred location. This aspiration was fed into the development of the masterplan as a key priority.

Development of Options

- 3.3. The consultant team developed design principles for the island site (centre of Civic Square) and the edges of the square along with three masterplan layouts for accommodation on the island site. See appendix 1 for plans of each Option.
- 3.4. The principles guiding development in the centre of the Civic Square are as follows:
- All uses to be community, commercial, retail or food and beverage (no residential or take-away food);
 - All ground floor frontages to be active uses;
 - Improve pedestrian connections and remove barriers across streets;
 - All public space and functions to be fully accessible;
 - Attractive landscape treatment to public realm; and
 - New public space to act as link between all activities.
- 3.5. The design principles aim to reinforce the Square's role as a civic centre with its function defined by service provision rather than residential accommodation. Proposed, new accommodation will allow services to be located on the Square in high quality buildings set in attractive surroundings. The range of uses will bring people into the Square providing sufficient footfall to support the proposed new retail and commercial uses as well as further supporting the existing retail uses in the near vicinity.
- 3.6. Each option proposed a new health facility with additional accommodation for retail, commercial and community use alongside a new public square which could accommodate events and informal activities. Changes to the road layout were proposed to create a two way flow increasing the parking capacity and slowing traffic speeds. Whilst the three options all followed the design principles and contained the same uses the on-site configuration changed in each option.
- 3.7. The principles for the edges of the Square had a different focus and are as follows:
- All ground floor uses to be community, high quality retail or local business;
 - All ground floor uses to have active frontages;
 - New residential over ground floor uses;
 - Heights to be generally up to four storeys with possibly higher corners;
 - All new residential parking to be located on sites;
 - Retail and visitor parking on streets in improved layouts; and
 - All new projects to include street trees and landscaping where possible.
- 3.8. The Council does not own any of the land on the edges of the Square, however, it is thought that at least two sites may be available for redevelopment in the coming few years. It is therefore important to set a

vision for the quality and appropriate uses for these sites as part of the masterplan process.

Consultation

- 3.9. Two phases of consultation informed the development of the proposals and the selection of the preferred option. The initial phase invited key community stakeholders to an interactive session which sought to establish what the local community felt were the main issues that the Masterplan should address and what types of uses they felt would be appropriate for inclusion on and around the Square. 12 Community members, all representing wider groups of people, attended the session and contributed very constructively giving the consultant team valuable ideas and insights which were subsequently incorporated into the options.
- 3.10. The second phase of consultation presented the three options in briefings to Ward Councillors and to the wider community via an exhibition at Tilbury Library (with two staffed drop in sessions), a session at Tilbury Youth Centre and an online feature on the Council's Consultation Portal. 96 completed questionnaires were received.
- 3.11. The consultation demonstrated good support for the uses proposed within all the masterplan options with respondents calling for new café's and restaurants (58%), a new health facility (50%) and new community facilities (50%).
- 3.12. Only 9% of respondents supported new residential accommodation in the Civic Square. The proposals do not include any residential development on Council owned land in the Civic Square but do highlight a number of potential sites which could be appropriate for residential development in the future.
- 3.13. The speed of traffic around the one way system and parking provision were recognised as particular issues in the stakeholder consultation session. Proposals to reduce vehicle speed highlighted in all the options received overwhelming support (74.7%) as did proposals to improve the layout and capacity of car parking (71.9%).
- 3.14. The questionnaire asked respondents to choose a preferred option. Option 1 (shown in Appendix 1) emerged as the clear preference with 78% of community respondents selecting this option. Option 1 was therefore taken forward for more detailed consideration in an implementation plan.

Implementation Plan

- 3.15. As the centre of the Square is primarily in Council ownership the Implementation Plan focussed on the steps required to secure the delivery of these elements of the Masterplan.

- 3.16. Discussions between the Council and the CCG have continued to progress constructively and it was recognised that delivery of the proposed new health facility could kick start the wider regeneration of the area. Further details on the Health need supporting this development and a proposed delivery mechanism are outlined below.
- 3.17. Two other buildings aiming to bring retail, commercial and community uses into the Civic Square would need to be viability tested before being brought forward. It is clear that the footfall associated with developing the Health Facility would assist with the commercial viability of these uses.
- 3.18. The implementation plan defines further changes required to the public realm and highways infrastructure resulting from an intensified use of the Civic Square. It also highlights a number of public realm improvements designed to improve connections to Calcutta Road, raise the overall quality of the environment and provide some quick win projects to act as a visible commitment from the Council to making improvements in the area. A public realm scheme running from Quebec Road to the Peace Memorial has been highlighted as a key 'quick win'. The scheme envisages replacing existing poor quality landscaping with street trees and better quality paving to enhance the setting of the memorial and improve the environment around Commonwealth House and the shopping parade. These improvements are anticipated to cost in the region of £190k and, subject to funding, could be taken forward ahead of the Civic Square development.

Funding Options

- 3.19. The range of projects identified in the masterplan and implementation plan will require funding to come from a number of sources. It is envisaged that the main sources will be Council budgets (potentially including capital borrowing linked to wider commercial development), s.106 contributions and third party grant funders such as Veolia. Individual interventions will be subject to further reports as required.

Delivering the Health Hub Concept

- 3.20. It is clear that prioritising the delivery of the mixed use health facility would support the wider regeneration aims in Tilbury as well as the Council's Corporate Priorities. However, any proposed health facility must address the local health need and must be supported by partners from across the Health Sector.
- 3.21. The Council has done a significant amount of work through the Public Health team to define the current health needs of the Tilbury community. Clear evidence suggests that the area experiences health inequalities in terms of access to services and has an urgent need for new facilities to address existing deficiencies as well as to provide additional capacity to accommodate the future growth in population that is expected.

- 3.22. The poor access to services in the local community manifests itself in a range of indicators which have impacts across the Health Sector such as :
- High levels of admissions to Accident and Emergency departments for conditions that could have been more effectively treated in a community setting.
 - High levels of conditions requiring long term treatment.
 - Higher than average rates of unplanned care admissions.
 - Low levels of referral to community based, social care services.
 - Low levels of referral to preventative support.
- 3.23. To provide modern and effective health services, partners are advocating the development of a new model of integrated Health Hubs which co-locate a range of services and providers within one building. Hubs are expected to include services which not only address a primary care need by providing access to traditional health services such as GP's and nurse practitioners but also have a positive impact on the wider determinants of health by providing services related to areas such as education, employment and housing. This ambitious vision could transform health and social care provision but will need a range of diverse partners to work together to ensure that appropriate facilities can be developed and then effective services delivered from them.
- 3.24. To explore how this opportunity could be incorporated into the Tilbury regeneration programme discussions have been ongoing with a number of Council departments, partners in the CCG and NHS England and a range of health service providers. From these discussions it is clear that to deliver the Health Hub concept a lead partner needs to be identified who can drive the development of the capital facility and support the service providers in jointly working together to realise the Hub vision.
- 3.25. Whilst there is significant interest in the model from service providers, and a clear understanding of the potential benefits that could be derived from working together more closely, health services are normally delivered in relative isolation from other providers. This new model will require a significant shift in the way that partners work together to plan current and future activity. Furthermore, funding for service provision is usually tied to the delivery of a discrete service and is primarily revenue based. This creates a revenue rich sector which has limited capacity to fund a large scale capital development particularly one which is genuinely cross sector and therefore runs contra to the normal model of service based funding. Service providers are therefore not in the position to take on the lead role but could act as a lead tenant in any facility developed.
- 3.26. Whilst the Council has limited experience in delivering Health facilities it does have significant experience in project management, capital developments and working with multi-disciplinary stakeholders. Coupled with a potential income stream from a service provider(s) the Council can borrow against this revenue stream to relatively quickly secure the capital needed for the development thereby allowing it to take on the role of lead developer and subsequently landlord.

- 3.27. As well as being an instrumental player in driving improved health provision there is clear regeneration benefits associated with the Council playing such a proactive role. In Tilbury the wider regeneration programme aims to improve the quality of the environment and create a greater sense of place and local identity. By acting as developer the Council can ensure that the design quality of the buildings (on a key site within the Town Centre) is high and successfully contributes to the place making agenda. In addition, the Council can have control over the other services to be included within the building. This offers the opportunity to deliver complementary Council services (such as social care or community hubs) from key sites.
- 3.28. Should the Council not be minded to take on the lead role it could dispose of the land to the CCG/NHS Property Services (or a third party) who could commission the development directly. The Health Hub concept could still be realised but the Council would have a much lower ability to influence the design, build quality or complementary uses included on a key site within the Square. The regeneration impact achieved would therefore be lessened. however, this could present an alternative opportunity to progress regeneration activity by reinvesting the capital receipt from the land sale.
- 3.29. Before full approval for a Health Hub in the Civic Square can be requested the health need and aspiration needs to be translated into a defined accommodation specification which can be costed in terms of both capital and revenue implications. If other complementary uses (commercial/community) are to be included within the building the viability of these uses also needs to be tested. It is proposed that discussions with partners continue to inform the development of a full business case and recommended delivery route for sign off by the appropriate organisations. Further reports for full approval will therefore be presented to Cabinet at the appropriate times.

Health Hubs in Other Locations

- 3.30. Whilst Tilbury is the focus of this report the model of Health Hubs is very much the preferred service delivery mechanism for other new developments in the Health Sector and partners are keen to explore using the same model to deliver similar facilities in other locations.
- 3.31. Linked to the signing of the development agreement for the Purfleet Centre project a Health Hub in Purfleet has been discussed at length with the same health partners. The next phase of Council led regeneration activity in Purfleet focuses on masterplanning and will define where new housing and associated infrastructure is located, look at appropriate phasing of development and consider delivery models. In Purfleet the potential regeneration benefits echo those that could be achieved in Tilbury and once again the Council is considered to be well placed to take on a lead role.
- 3.32. If a Health Hub is to be included in Purfleet details of the scale and type of accommodation required needs to be fed into the process by Summer 2016.

At this stage Cabinet is asked to give in principle approval to the Purfleet Health Hub to ensure that the opportunity of including it within the Purfleet Centre scheme is not missed. As with the Tilbury Health Hub, a full business case will be presented to Cabinet for approval at a later date.

Wider Regeneration Programme

- 3.33. As has been highlighted throughout this report, the regeneration challenges in Tilbury are multi-faceted. A comprehensive programme of activity is therefore being developed and some of the key projects are reviewed in this section to give Cabinet Members a flavour of the emerging programme.
- 3.34. It should be noted that the Tilbury Community are aware of previous regeneration initiatives (notably the SRB funded PORT scheme) which, whilst beneficial at the time, have not brought about demonstrable, lasting improvements in the area. There is therefore a level of cynicism that new proposals will have limited impact or will not be delivered. To counter this, the programme includes opportunities for community input to help shape projects and consideration will be given to including 'quick wins' where possible to provide visual markers that the Council is committed to creating positive changes in the area.
- 3.35. The Council is currently leading on the development of 128 new homes on St Chad's Road and is considering options for another new housing scheme on Calcutta Road as well as the potential to bring forward an estate regeneration programme on the Broadway Estate. These developments, alongside some private sector led housing schemes, will improve the quality and range of housing on offer in the locality.
- 3.36. An application has recently been submitted for c £20k ESF and ERDF funding to develop a programme of Community Led Local Development (CLLD) in Tilbury. Should this application be successful a further application for c. £2m will be submitted to enable the Council to work with local community stakeholders to deliver a bespoke range of interventions designed to help Tilbury residents enter or re-enter the labour market. An announcement on the funding decision is expected in early 2016 and if successful the programme is envisaged to run for 3 – 5 years.
- 3.37. A Community Hub, supported by Council funding, has recently been established in Tilbury Library. This seeks to provide an alternative way for local residents to access services and advice. The Hub opened in late 2015 and is already valued by the local community. The group is currently developing its business plan to ensure that it can become financially sustainable without Council support in the future.

4. Reasons for Recommendation

- 4.1. Three recommendations have been put to the Cabinet. Firstly, Cabinet is asked to note the support for the Civic Square Masterplan achieved from the public consultation exercise and agree Option 1 as the preferred option to

guide the Council's ongoing approach to regeneration in this area. This will enable Officers to develop further projects in line with these principles thereby realising the full benefit from this piece of work.

- 4.2. The second recommendation asks Cabinet Members to give in principle approval to the Council taking on the lead role in the delivery of Health Hubs in Tilbury and potentially Purfleet acknowledging that further reports with full business cases will be brought forward for both projects at appropriate times for full approval. This will provide the framework for ongoing discussions with partners and colleagues in the Health sector ensuring that opportunities are not missed.
- 4.3. The final recommendation asks Cabinet to note the work undertaken to date on a programme of regeneration activity in Tilbury. This will ensure that Cabinet is clear on the direction that the regeneration agenda in Tilbury is taking and acknowledge that successful regeneration will be part of a long term plan for the area.

5. Consultation

- 5.1. The Masterplan options have been subject to consultation in the following forums:
 - Ward Member Briefings
 - Public Consultation sessions at Tilbury Library
 - Officer led session at Tilbury Youth Centre
 - Online Consultation Portal

Feedback was collected at each forum and inputted into the Masterplan development. After final sign off of the Masterplan and Implementation Plan a communications exercise will be launched to report how community consultation influenced the proposals.

Colleagues in the Health Sector have led on consultation relating to the type of services required in each area, they will continue to take the lead on this element of the Health Hub agenda.

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

- 6.1. If fully or partially developed the Civic Square Implementation plan and the Health Hubs concept support all five of Thurrock's community priorities.
 - Create a great place for learning and opportunity – Proposals will improve the perception of Tilbury Civic Square and create accommodation for a range of commercial and community activity to take place.
 - Encourage and promote job creation and economic prosperity - Proposals will improve the perception of Tilbury making it more attractive as a location of choice for people entering the local labour

market. Intensification of activity in the Civic Square will contribute to the viability of the existing and proposed commercial uses.

- Build pride, responsibility and respect – Improving the public realm will create an area which Tilbury residents can be proud of.
- Improve health and well-being – the Health Hub concepts have the potential to transform health provision available locally.
- Promote and protect our clean and green environment – Proposals include landscaping which will improve the environment in Tilbury and promote sustainable drainage.

6.2 The impact of delivering the Civic Square Implementation Plan would be very positive. Feedback from the community consultations have highlighted that there is a strong community spirit in Tilbury but that local residents feel let down by the quality and choice of services available to them locally. These proposals would bring new uses into the centre of Tilbury creating a viable centre for community activity and giving local residents a place to be proud of.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer

This report does not request any financial support at this stage. It is appropriate to use existing staff time to continue to develop the Tilbury proposals coming out of the Implementation Plan and the Purfleet proposals linked to the Purfleet Centre project. Further reports will be submitted detailing full financial implications as and when business cases are developed for each project.

7.2 Legal

Implications verified by: **Vivien Williams**
Planning & Regeneration Solicitor

There are no legal implications arising out of this report.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

The consultation process was designed to be as inclusive as possible. Diversity monitoring information was collected and the results will be contained within the Implementation Plan report.

As projects from the Implementation Plan and wider regeneration programme come forward further equalities assessments will be undertaken as appropriate.

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

The proposals for a Health Hubs have the potential to dramatically reduce health inequalities faced in Tilbury and Purfleet in particular but will also improve health outcomes for residents from across the borough. These positive impacts will be described more fully in future reports as business cases are confirmed.

8. **Background papers used in preparing the report**

- The Vision for Tilbury, Report to Cabinet, 11 December 2013
<http://democracy.thurrock.gov.uk/Data/Cabinet/201312111900/Agenda/14179%20-%2020146.pdf>

9. **Appendices to the report**

- Appendix 1 – Plans of the Masterplan Options

Report Author:

Rebecca Ellsmore
Regeneration Programme Manager
Regeneration

Tilbury Regeneration Programme – Report to Cabinet

Appendix 1 – Plans of the Masterplan Options

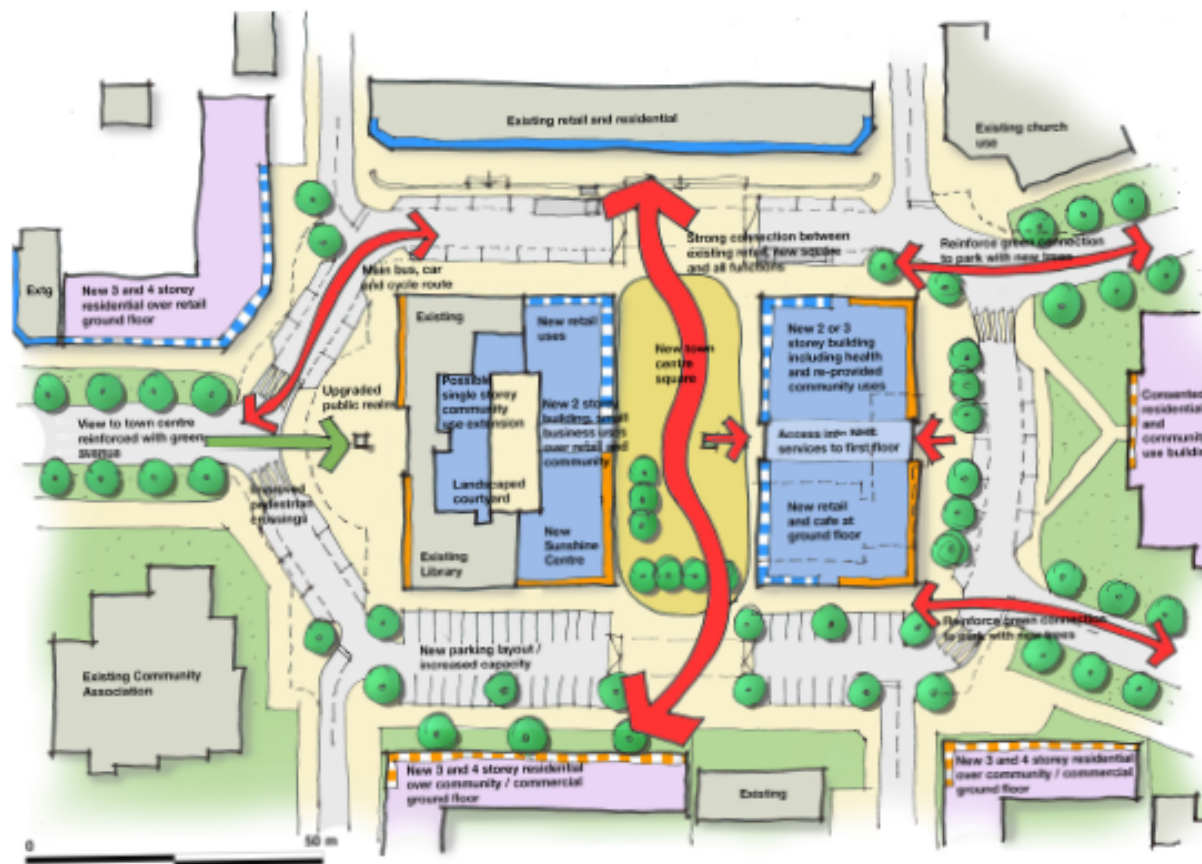
Option 1 - Central Square

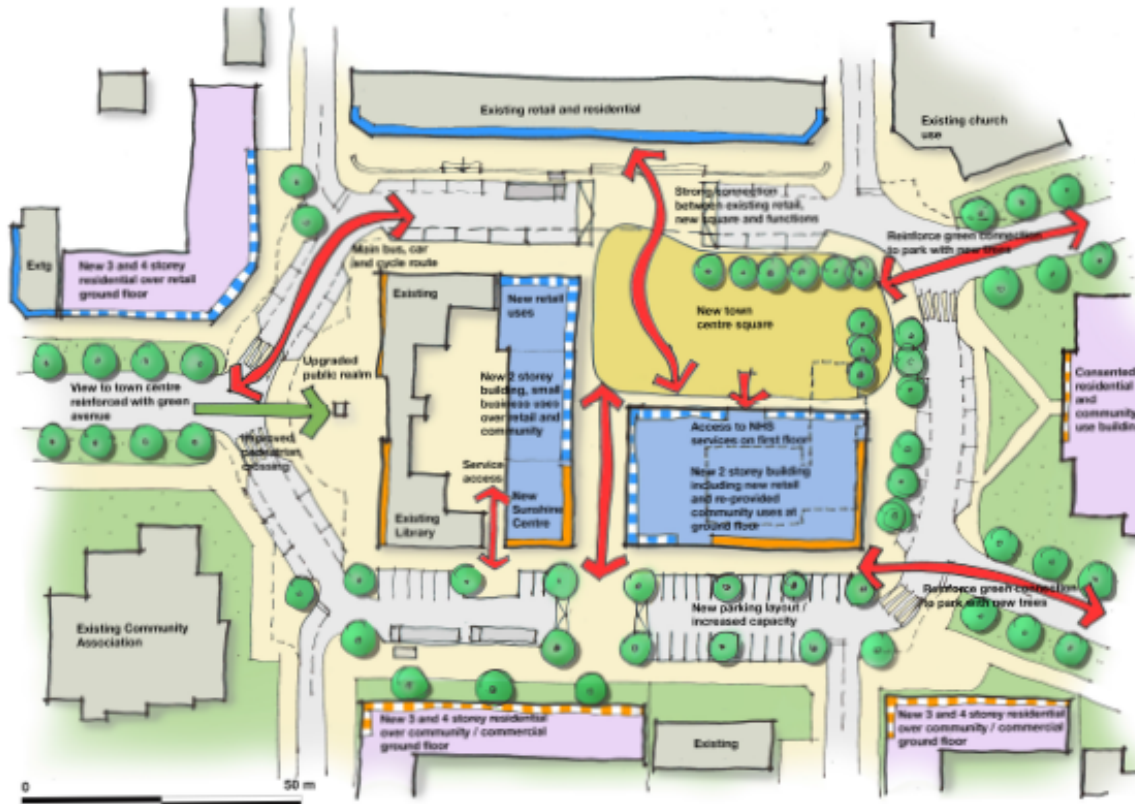
Design Elements:

- Square in central location provides good connections between new and existing retail;
- Space well-enclosed by buildings - active edges, shelter from traffic, good sun access;
- Retail, cafe, community uses to all ground floors on the square;
- Flexible space to allow for markets, event space, activities etc;
- Space for large scale paving pattern across whole area;
- Street calming provided with shared surface street crossings north and south;
- Improved parking layout and capacity to south;
- Possible use of fire tower for art projects, lighting;
- Space for seating, cycle parking and planting.

Considerations:

- Square area is stretched to north and south;
- Requires the incorporation of non-council-owned properties and collaboration with owners and tenants;
- Re-provision of Sunshine Centre required;
- Visual connection to Anchor Fields less strong than options 2 and 3.





Option 2 - Northern Square

Design Elements:

- Stronger visual/green connection towards Anchor Fields;
- Good morning sun;
- Flexible space to allow for markets, event space, activities;
- Space for large scale paving pattern across whole area;
- Street calming provided with shared surface street crossings north and south, improved parking layout;
- Space for seating, cycle parking, trees and planting.

Considerations:

- Space more open to traffic on NE corner;
- Shadow effect of building on south of square, less sheltered;
- Weaker connection to southern area;
- Requires the incorporation of non-council-owned properties and collaboration with owners and tenants;
- Retail connection not very strong to existing shops;
- Less retail frontage compared to Option 1

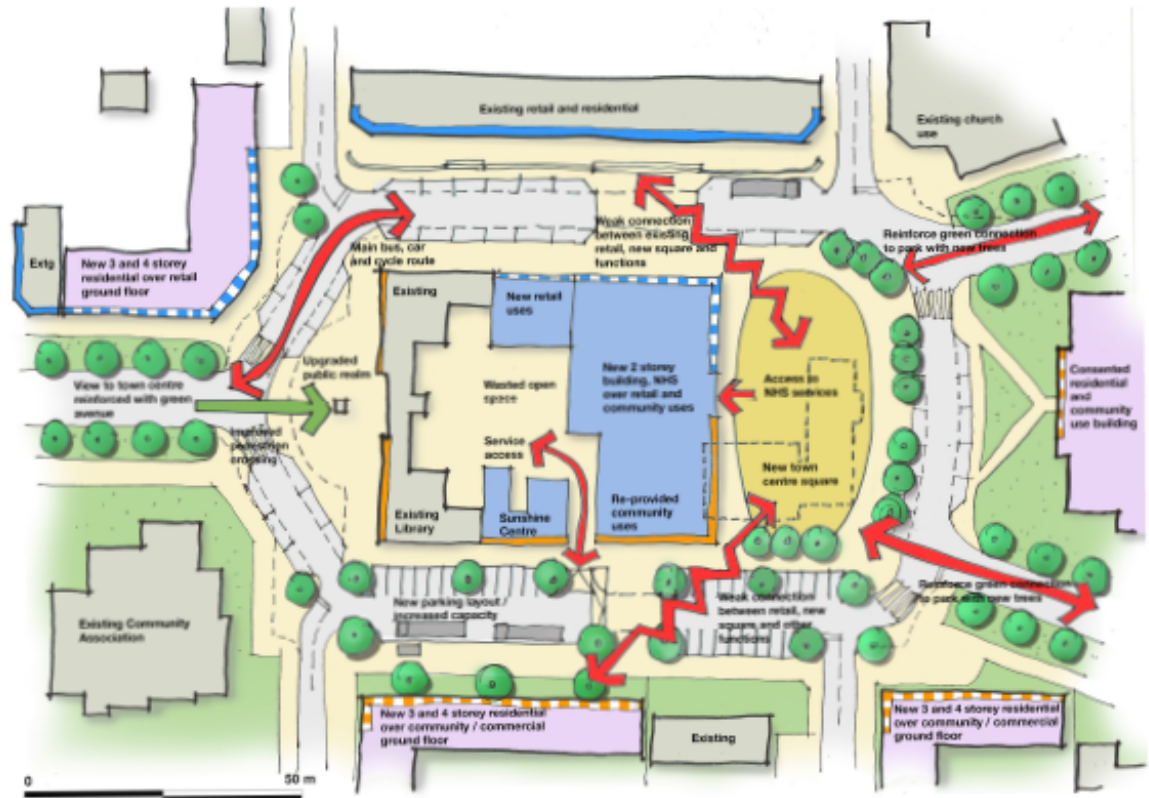
Option 3 - Eastern Square

Design Elements:

- Square opens towards east, strong green connection towards Anchor Fields;
- Good morning and midday sun;
- Flexible space to allow for markets, event space, activities;
- Space for large scale paving pattern across whole area;
- Street calming provided with shared surface street crossings north and south, improved parking layout;
- Space for seating, cycle parking, trees and planting.

Considerations:

- Exposed to traffic on three sides;
- Poor connections to northern retail and future development to south;
- Requires the incorporation of non-council-owned properties and collaboration with owners and tenants;
- Shared surface crossings less integrated into square;
- Less retail/community frontage than Options 1 or 2.



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9 March 2016	ITEM: 24 (Decision 01104368)
Cabinet	
Grays Development Framework	
Wards and communities affected: Grays Riverside and Grays Thurrock	Key Decision: Key
Report of: Councillor Richard Speight, Portfolio Holder for Regeneration	
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets	
Accountable Director: Steve Cox, Assistant Chief Executive	
This report is Public	

Executive Summary

Grays is one of six Growth Hubs identified by the Council as the focus for regeneration and the development of new homes and jobs. A vision for the regeneration of Grays was developed in July 2013 following an extensive public consultation exercise. Since the adoption of the vision Grays has seen a number of significant developments including the opening of the South Essex College campus in the town centre, new housing and a new community centre nearing completion on Seabrooke Rise, the refurbishment of the former Magistrates Court to create small business accommodation, a package of schemes to improve accessibility in to and around the town centre, dedicated town centre management and changes to licenses that allow more frequent and more varied markets.

The increasing number of visitors has improved the profile of the town centre and national brands are now taking an interest and investing. Wetherspoons have acquired The State Cinema and propose to refurbish the building and open a venue within two years, while Costa Coffee now have the benefit of planning permission to open an outlet in the town centre. The recent Christmas event organised by the Grays Town Partnership with South Essex College, Grays Shopping Centre, and the Council was very successful and gives a flavour of the future of the town centre.

However, this is only the start and much still needs to be done to secure the future of the town centre. A number of opportunities have been identified to bring forward development of Council owned sites to deliver elements of the vision and provide the funds to enable delivery of key projects such as a new theatre complex, the creation of a new underpass and improvements to the public realm and the highways and transportation network.

These projects have been encapsulated in a development framework which will provide a coordinated context for their delivery. Developed for the Council by Urban Initiatives Studios, the Framework can ultimately form part of the new Local Plan and, as such, will be subject to more detailed consultation in due course. In the meantime however consulting on the Framework and agreeing a direction of travel will enable the Council and partners to focus on delivery and can provide some certainty for private and public investment in the town centre. The consultation started on the 21 January and ran through to the 9 February 2016.

The consultation began by asking respondents to the consultation in 2013 whether the vision was still relevant. Then the framework was presented to the Planning, Transportation and Regeneration Overview and Scrutiny Committee in January. The consultation has been published on the Council's consultation portal with a questionnaire. A roving exhibition has been located in the library, the Grays Shopping Centre, Civic Offices and South Essex College and has been staffed on 5 days. The responses received show a broad level of support for the proposals in the framework.

1. Recommendation(s)

- 1.1 Cabinet note the consultation process and outcomes detailed in this report, in particular the strong levels of support for proposals contained in the Framework.**
- 1.2 Cabinet approve the Framework as a basis for the Council's regeneration activities in Grays and delegate authority to the Assistant Chief Executive, in consultation with the Portfolio Holder for Regeneration, to make appropriate minor amendments to the Framework to address issues raised during the consultation and summarised in paragraphs 3.7 and 3.8.**
- 1.3 Cabinet note that the Framework will inform the emerging Local Plan and that it will be subject to further statutory consultation required by the planning acts.**
- 1.4 Cabinet note that, based upon the strong public support, land acquisition in support of the provision of an underpass to replace the rail level crossing in High Street will commence under the delegated authority provided by Cabinet in July 2015.**
- 1.5 Cabinet approve the implementation of immediate priorities set out in paragraph 3.11;**
 - a) Design and viability testing of proposals for a residential led, mixed-use development at Hogg Lane which could conceivably come forward as a Gloriana scheme;**
 - b) Design, viability testing and financial modelling of proposals for a new theatre building; and**

- c) **Appointment of consultants to advise the Council on the phasing, design, viability, appropriate delivery models and financial modelling of development sites identified in the Framework.**

2. Introduction and Background

- 2.1 In July 2013 Cabinet agreed a vision for Grays that was the product of extensive public engagement with over 1,500 respondents to surveys followed by 12 workshops and discussion groups. The adopted vision is;

Building on its strengths as a Chartered Market Town, Grays will be an exciting, high quality destination for people to live, work, learn, shop and socialise. Reconnected to the River Thames, Grays will support growing resident, student and business communities throughout the day and entertain a diverse and vibrant population through the evening.

Cafés, bars, restaurants, shops and markets will combine with culture, entertainment and events in unique venues to provide a safe and attractive place for communities to meet and businesses to thrive.

The strategy will revitalise the town centre by:

- 1) Building a local economy based on retail and leisure, entertainment, residential and commercial development;*
- 2) Making it easier to travel in to and move around the town centre;*
- 3) Enhancing the quality of the public realm;*
- 4) Supporting Thurrock's communities;*

- 2.2 Grays town centre has subsequently seen a number of projects delivered, resulting in a range of positive outcomes. These include capital projects including the opening of South Essex College and the Magistrates Court as a business centre but have also seen the return of dedicated town centre management which is provided through a partnership arrangement with Southend Borough Council. There are signs of growing confidence in the town centre with Wetherspoons buying the State Cinema, Costa Coffee moving in to the Grays Shopping Centre, investment in extensive improvement works to the shopping centre, together with the success of the Village Beach Festival and the Christmas Light switch on event that attracted large numbers of people in to the town centre.
- 2.3 While a lot has happened there are still significant challenges that need to be addressed. Key projects such as the underpass and construction of a new theatre and cultural hub to replace the Thameside Complex need to be progressed. The town centre is also facing new challenges; Mecca Bingo and HSBC have both closed their facilities recently and following changes within the health service, the walk in health centre will also be closing.

- 2.4 Securing delivery of the vision requires the coordinated development of land and buildings together with improvements to the public realm and the highways/public transport network. The Council commissioned Urban Initiative Studios to establish a clear Development Framework to provide a common context to guide the Council's own work, inform planning decisions and to coordinate the approach to design and layout of developments.
- 2.5 **Consultation process**
- 2.6 As a first step in the consultation process about 300 respondents to the 2013 consultation on the Grays vision were contacted to check whether the principles and the adopted vision for Grays remained relevant. Whilst respondents confirmed that the broad principles remained valid and appropriate, they did take the opportunity to raise a number of specific issues including the view that there is a need to address car parking, safety, cleanliness, the need to clean up and make better use of the riverfront including provision of moorings and providing access to the proposed Paramount Studios site in Kent. These points were all part of the thinking around the vision which remains relevant and provides a current context for the Development Framework. The draft framework has been deposited in the member's reading room and a copy of the exhibition boards and online information is attached at Appendix One.
- 2.7 The consultation started on the 21st January and has been publicised through press releases, on-line through the internet and social media and emails to participants in the 2013 consultation and to members of the Grays Town Partnership. The consultation has included:
- a) Online information and questionnaire using the Council's consultation portal, which has some 8,000 registered users;
 - b) A roving exhibition that has been located at Grays Library, Civic Offices, Grays Shopping Centre and South Essex College throughout the consultation period and staff have been available at each venue to provide details and answer questions;
 - c) Discussion with the Grays Town Partnership, Grays Programme Board, Network Rail, C2C and South Essex College; and
 - d) A workshop with a range of key stakeholders.
- 2.8 The Framework is intended to provide context for the Council's regeneration activities. For the time being it would carry little weight in planning decisions however in due course it will be included in the consultation for the new Local Plan to provide an inset in the Local Plan.
3. **Issues, Options and Analysis of Options**
- 3.1 The Framework aims to attract people to use the town centre and to increase footfall. It promotes a holistic approach and provides a strategy for land uses to promote the day time and evening use of the town centre. It identifies improvements to movement in to and around the town and for parking. New

public open spaces are proposed along with improvements to the wider public realm. The strategy also identifies the importance of complimentary strategies such as Town Centre Management. A more detailed summary is attached at Appendix Two.

3.2 Response to the consultation

3.3 The responses show a very high level of support for the approach set out in the draft Framework, for key projects and for the use of Council owned land to facilitate delivery.

3.4 In total 69% of responses received stated that they either 'support' or 'strongly support' the overall approach set out in the Framework. There was support for the proposed approach to each of the five main areas as well: the approach to the town centre and station (85%), Orsett Road (80%); Grays Riverside (83%); London Road/Hogg Lane (72%); and Clarence Road (75%).

3.5 Respondents were asked about their level of support for key projects proposed in the Framework. Support was again strong:

- a) Underpass: 72% support or strongly support the proposals;
- b) Removal of the one way system: 69% support or strongly support this;
- c) Re-provision of the theatre at the riverfront: 65% support or strongly support the proposal; and
- d) Aspirations for a pier: 75% support or strongly support the proposal.

3.6 Respondents were also asked for their views about using Council owned land to support delivery of regeneration projects, 70% of respondents support or strongly support the use of the Council's land for this purpose.

3.7 Responses to the survey show strong support for the overall approach set out in the framework. This was also reflected in the feedback received at the stakeholder workshop. A number of points were raised which can be summarised as:

- a) Design of the riverside needs to properly reflect the needs of the yacht club for car parking, land area, access for crane to move large boats. A pier could reduce the number of moorings available to the club. These are detailed issues that will need to be fully addressed as the ideas for the riverside area are developed in more detail;
- b) Need to improve the bus station and the link between the bus station and the rail station. This is the intention of the framework;
- c) Need to ensure sufficient accessible parking;
- d) Need to improve accessibility and include accessible spaces in new development. There are too many changes in levels, poor surfaces, and obstacles particularly for people with less mobility;
- e) Getting the basics right-dealing with litter, vermin, pot holes etc.;
- f) Doubt that changes to the road network will reduce congestion; and

- g) Doubt that there would be sufficient demand for new retail units. The Council will need to address this issue. However there are positive indicators with companies such as Wetherspoons and Costa Coffee proposing to open outlets in the town centre and an increase in inward investment enquiries.
- h) Building heights do not make sense when higher buildings have been built.

3.8 Further responses received were;

- a) Anglian Water: Should be consulted to ensure sufficient capacity to support new development and that existing services are not disrupted.
Comment: This will be addressed in later detailed planning stages including incorporation of the framework in to the local plan and consideration of individual planning applications.
- b) Essex Chambers of Commerce: Impressed with the proposals and believe they form an excellent basis for transforming Grays for the future
- c) Grays Yacht Club: Provided more detail about the needs of the club.
Comment: This is intended as a high level framework rather than definitive designs. Therefore these issues can be addressed as proposals for Grays Beach are developed in detail.
- d) Industrial Chemicals Group: As owners of the Pier Lodge and Titan Works site, they object to the framework on the grounds that there was insufficient time given for consultation and the framework does not properly reflect the extant planning permission for the Pier Lodge site and the company's aspirations for redevelopment of the Titan Works site. The Framework does not meet the regulatory requirement for planning policy to be based on clear evidence.
Comment: The Framework is intended to provide high level context for regeneration activity. At this stage it is not a planning document. It will form part of the Local Plan process which will then need to address these issues. The land uses identified in the Framework are consistent with the company's aspirations. As a high level framework it is not intended to identify detailed approaches to site development therefore the Framework does not preclude design and access options for the Titan Works site.
- e) Northfleet Harbour Restoration Trust: The building of a Pier is a visionary idea and is much needed to bring the Thames back to life, every effort should be made to ensure the pier is truly multifunctional so that all types of vessels can visit.

Next Steps

- 3.9 With the level of support for the Framework it is recommended that Cabinet adopt the draft, with appropriate minor amendments to address issues raised during the consultation and summarised in paragraphs 3.7 and 3.8, to provide context for the Council's regeneration activities. The longer term aim is to include the Framework as an inset plan in to the new Local Plan, there will

therefore be further consultation on the Framework as part of the wider local plan consultation process.

- 3.10 The Framework sets the principles for larger projects and future development and provides context for further project development and for coordination of projects including the use of Gloriana and other delivery models to generate income and potentially cross subsidise larger projects including the underpass and theatre.
- 3.11 Immediate priorities will include;
- a) Design and viability testing of the proposals to bring forward a residential led, mixed-use scheme on the Hogg Lane South site, potentially including the existing roundabout;
 - b) Design, viability testing and financial modelling for proposals for the new theatre building;
 - c) Appointment of consultants to advise the Council on the phasing, design, viability and financial modelling of the Council owned potential development sites identified in the Framework; and
 - d) Implementation of the land acquisition strategy in support of the underpass previously agreed by Cabinet in July 2015.

4. Reasons for Recommendation

- 4.1 The delivery of the Council's Vision and the programme for regeneration in Grays Town Centre includes a number of significant development projects. The Framework provides an essential context for coordinating the approach to delivering these projects and to the way the Council's land is used to support delivery. The Framework was commissioned by the Council's Strategic Planning Department and will inform the emerging Local Plan to provide coordination of the Council's regeneration activities and planning policy.

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

- 5.1 The Development Framework has been subject to stakeholder engagement throughout its development as detailed in this report. The Framework was considered by Planning, Transportation and Regeneration Overview and Scrutiny Committee in January 2016 who expressed support for the approach set out in the document and the approach to this latest stage of consultation.

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

- 6.1 The Council's Community Regeneration Strategy, the Thurrock Economic Development Strategy and the Local Development Framework identify Grays as one of the Borough's Growth Hubs where growth in housing and employment are to be focussed. In July 2013 Cabinet agreed a vision for Grays; the Development Framework will provide a coordinated context for

delivery of the development, public realm and transportation improvements identified in the vision.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer

Development of the Framework has been funded from existing budgets. The consultation has also been funded from current departmental budgets. The funding of any subsequent project development and implementation will be subject to specific consideration as they progress.

7.2 Legal

Implications verified by: **Vivien Williams**
Planning and Regeneration Solicitor

The Development Framework will provide a policy context for the Council's activities in regenerating Grays town centre. The Framework is intended to be included as an inset to the Local Plan and will therefore need to be included in processes required under planning legislation before it can have significant weight in planning decisions

7.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development Officer

The delivery of the Council's Vision and the programme for regeneration in Grays Town Centre includes a number of development projects with the ability to deliver a significant level of change to Grays, with the introduction of employment opportunities together with community facilities which will provide substantial growth to the area.

Consultation with a wide cross section of the community, using a variety of methods has ensured that all individuals and groups have had a fair opportunity to feedback on the proposals outlined in the development framework.

The improvements proposed should benefit all protected groups with upgrades to the environment, cultural offer, functionality of the town and shopping facilities in Grays Town Centre for all local residents who currently use the town centre, whilst also encouraging visitors from further afield.

Impact analysis to mitigate negative outcomes for protected groups will be considered before each phase of the development framework is implemented. Projects identified in the framework will be subject to further consultation as they progress

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

None

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

- Grays Town Centre Framework Draft Report deposited in Members rooms

9. **Appendices to the report**

- Appendix 1: Public Consultation Boards
- Appendix 2: Summary of Draft Framework

Report Author:

Brian Priestley

Regeneration Programme Manager

Regeneration

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1 Introduction



WHAT IS THIS CONSULTATION ABOUT?

We are consulting on the draft of the Grays Town Centre Framework. This is a plan for the enhancement and improvement of Grays town centre over the next 15 - 20 years.

After discussions with residents and businesses, the Council adopted a regeneration vision for Grays. The Grays Town Centre Framework sets out how this vision can be realised.

WHAT HAPPENS NEXT

The feedback that we receive will inform the revision of the Grays Town Centre Framework. When complete, the Framework will be recommended for adoption by the elected members of Thurrock Council. This is scheduled for Spring 2016.

The document will then be used to guide the Council's work to implement the vision. It will also be used as a material consideration when determining planning applications.

CONSULTATION PROGRAMME

The consultation takes place from 21 January until 9 February. In this period, an exhibition will be displayed at the following locations around Grays town centre during public opening hours:

- Grays Library, 21 January to 26 January
- Civic Offices, 27 January to 4 February
- Grays Shopping Centre, 5 February to 6 February
- South Essex College, 8 February to 9 February

Come and talk to us about the proposals at:

- Grays Library, 21 January, 10am to 2pm
- Civic Offices, 28 January, 2pm to 5pm
- Grays Shopping Centre, 5 February, midday to 4pm
- Grays Shopping Centre, 6 February, midday to 4pm
- South Essex College, 8 February, midday to 4pm

During the consultation we will also be speaking with landowners, businesses and community representatives.

WE WANT TO HEAR YOUR VIEWS!

We want to hear your views on our proposals for the Town Centre and Grays Riverside and obtain feedback from you on our draft Grays Town Centre Framework.

Please let us have your feedback today.

PLEASE LEAVE YOUR COMMENTS

Please fill in the comment form, which is available at today's exhibition. You can post it in the feedback box or send it to the address on the questionnaire.

You can also submit your comments online.

The boards together with the questions are available online on the website:

<https://thurrock.gov.uk/graysfuture>



1. Grays Shopping Centre
2. Morrisons Supermarket
3. State Cinema
4. Railway Station
5. Bus Station
6. Orsett Road
7. Thameside Centre
8. Grays Town Park
9. Titan Works
10. Hogg Lane
11. London Road
12. Former gasworks
13. Crown Road
14. Grays Parish Church
15. South Essex College
16. Civic Centre
17. Grays Town Wharf
18. Seabrook Rise Estate
19. Kilverts Field
20. Thurrock Yacht Club
21. Nursery
22. Grays Beach Riverside Park
23. Argent Street
24. Curzon Drive Industrial Estate
25. Tilbury Docks
26. River Thames

LOCATION PLAN & FRAMEWORK AREA

IMAGERY©2015 GOOGLE

2 Opportunities



An under exploited waterfront



A thriving market town



An expanding South Essex College



Heritage assets

Constraints



Traffic dominated walking environment



Flood risk



Orsett Road one way system



The level crossing



Poor arrival experience



Over-engineered infrastructure

The Vision

The Council worked with residents and businesses to develop a vision for Grays:

“Building on its strengths as a Chartered Market Town, Grays will be an exciting, high quality destination for people to live, work, learn, shop and socialise. Reconnected to the River Thames, Grays will support growing resident, student and business communities throughout the day

and entertain a diverse and vibrant population through the evening.

Cafés, bars, restaurants, shops and markets will combine with culture, entertainment and events in unique venues to provide a safe and attractive place for communities to meet and businesses to thrive.”

1. BUILDING A LOCAL ECONOMY

2. MAKE IT EASIER TO TRAVEL INTO AND MOVE AROUND THE TOWN CENTRE

3. ENHANCING THE QUALITY OF THE PUBLIC REALM

4. SUPPORTING THURROCK'S COMMUNITIES



3 Overall Framework

FRAMEWORK

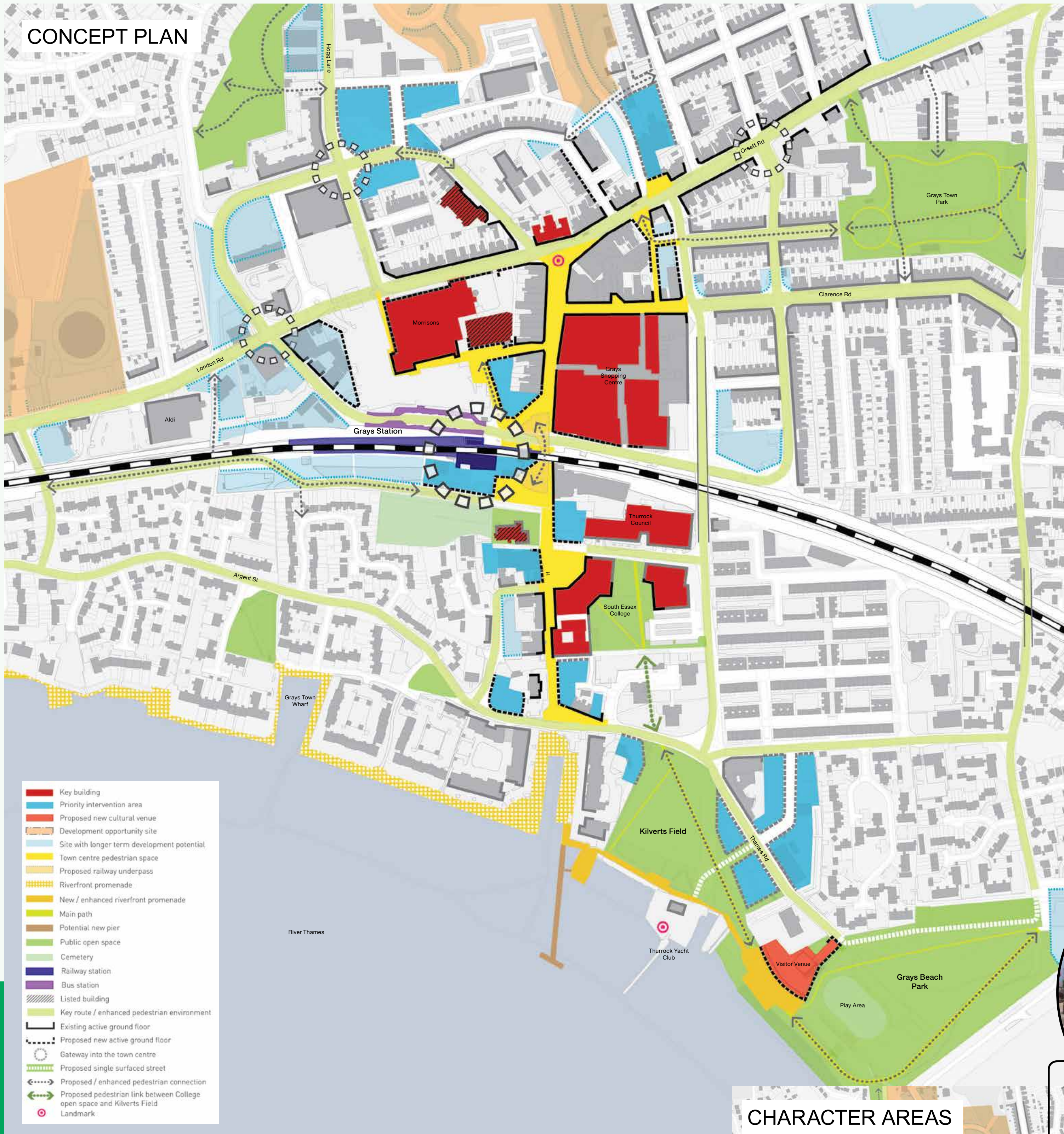
The Framework is based on a thorough understanding of the town centre, its issues and opportunities and the vision established with residents and businesses in 2013.

The Framework sets out how Grays town centre can be enhanced and improved. It identifies opportunities for new development, the improvement of the public realm, and the establishment of new connections, public spaces and gateways.

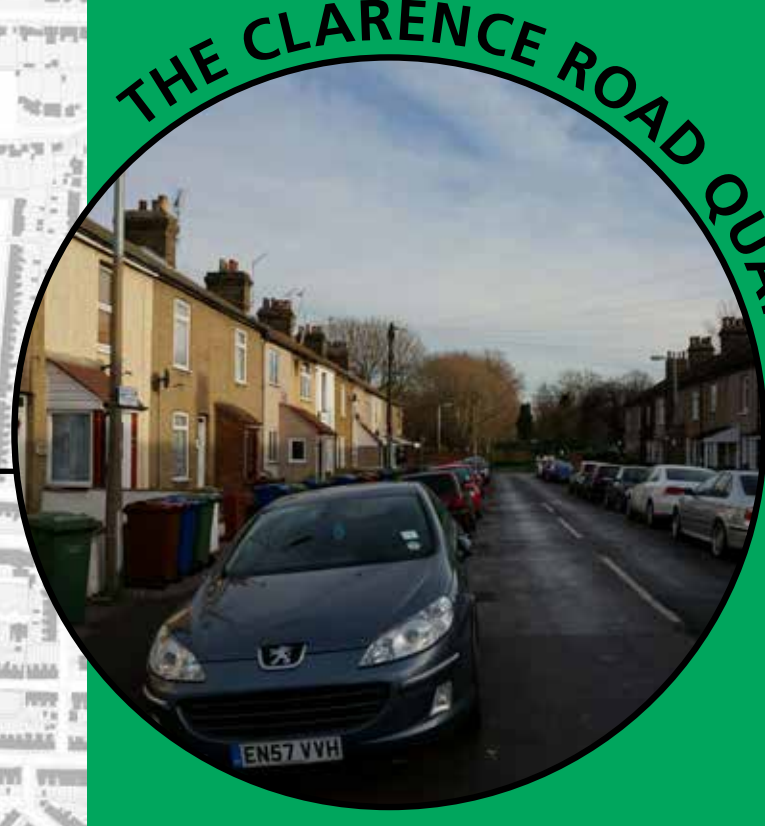
The Framework will provide guidance for private developers. It will further set the context for the use of Council assets (such as development sites) to support more expensive projects such as the underpass and a new theatre.

Development in Grays town centre has the potential to deliver the following:

- New homes;
- New shops and restaurants;
- Employment opportunities;
- Evening economy;
- Enhanced railway station;
- Re-establishing the connection between the town and the riverfront;
- A new visitor destination at the riverfront;
- Extension of South East College;
- Potential for student accommodation; and
- An attractive new riverside for Grays.



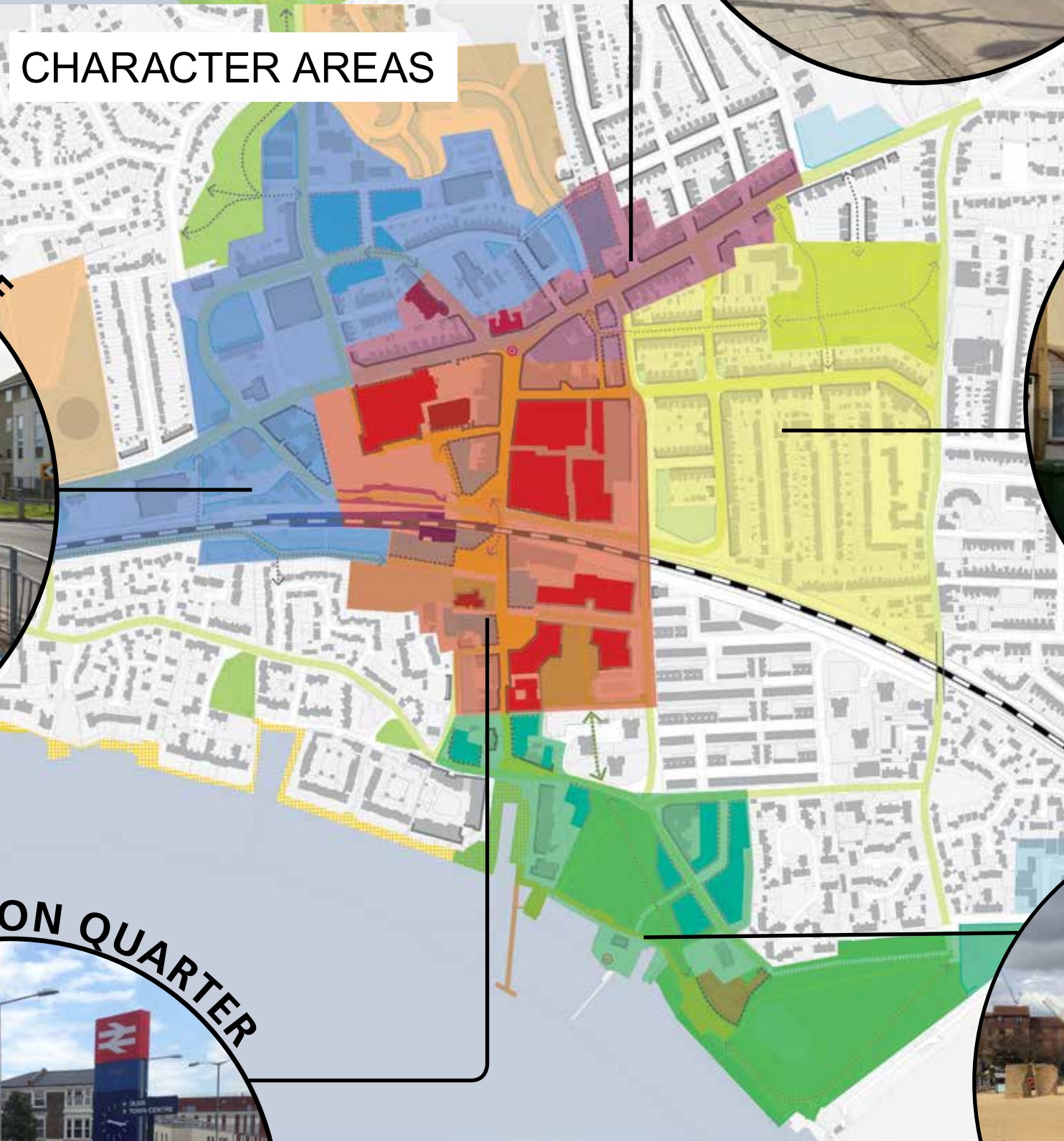
ORSETT ROAD



THE CLARENCE ROAD QUARTER



GRAYS RIVERSIDE



LONDON ROAD & HOGG LANE



TOWN CENTRE & STATION QUARTER

FIVE CHARACTER AREAS

The Framework identifies five distinct areas:

TOWN CENTRE & STATION QUARTER

The urban heart of Grays Town Centre, which will provide its main leisure and retail focus.

GRAYS RIVERSIDE

A major opportunity to establish an attractive and lively riverfront for Grays.

ORSETT ROAD

An enhanced location for smaller, independent and specialist retailers, local convenience shops, cafes and restaurants.

LONDON ROAD & HOGG LANE

A lively residential hinterland to the town centre, that reconnects the centre with existing neighbourhoods to the west.

THE CLARENCE ROAD QUARTER

Repairing and enhancing the historic fabric to create an attractive inner residential neighbourhood.

4 Town Centre & Station Quarter



NEW RESTAURANTS AND CAFES



UNDERPASS TO REPLACE LEVEL CROSSING

“The urban heart of Grays town centre, which will provide its main leisure and retail focus”



QUALITY PUBLIC REALM



ENHANCED MARKET



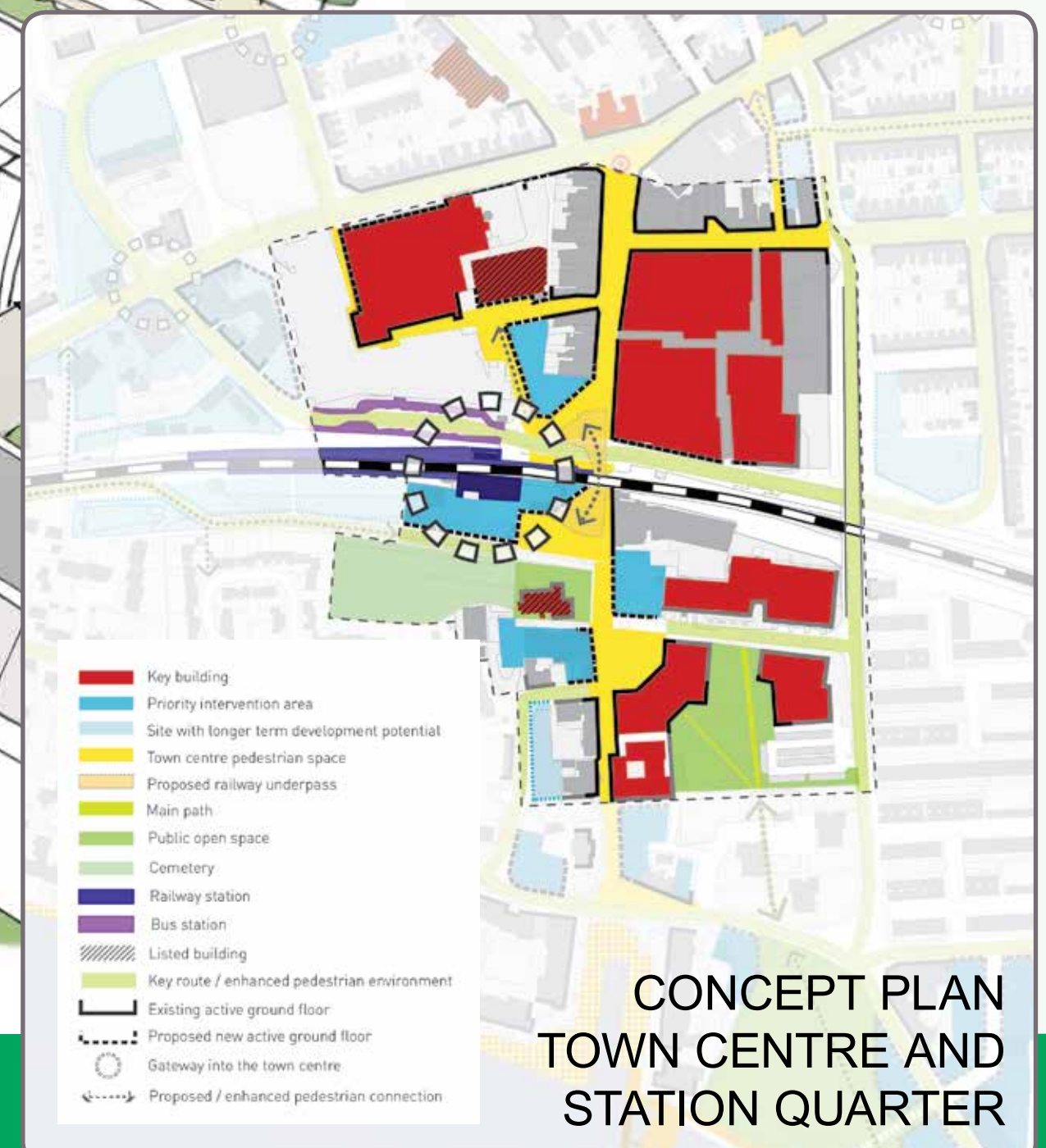
NEW PUBLIC SPACES



NEW TOWN CENTRE RESIDENTIAL



ARTIST ILLUSTRATION OF THE NEW STATION QUARTER



CONCEPT PLAN TOWN CENTRE AND STATION QUARTER

SUMMARY

The opening of the South Essex College and the proposed development around the station and underpass will shift the centre of gravity in Grays town centre to the south.

The town centre core contains the Grays Shopping Centre, the Morrisons Supermarket, a planned new Wetherspoons Pub in the State Cinema, the railway and bus stations, the South Essex College and the Civic Offices.

The proposed underpass at the station and associated mixed use developments offer a major opportunity for Grays. Two new gateway spaces at the station will establish a welcoming arrival experience and help enhance the image of Grays.

The underpass creates a seamless connection and overcomes the severance of the railway line. New shops, cafes and restaurants will create an attractive focus around the station for residents, commuters, visitors and students.

KEY PRINCIPLES

Uses

- Core shopping area;
- Convenience shops and services around the station;
- Higher quality food store;
- Restaurants overlooking Grays Parish Church;
- Revival of the State Cinema as a Wetherspoon Pub;
- Encourage longer opening times; and
- Enhanced street market with an expanded offer.

Heights, layout and built form

- Heights of 4-5 storeys overlooking the public spaces;
- Development should respond sensitively to listed buildings and their setting, most notably to the Grade II listed Grays Parish Church and the State Cinema.

Transport and Movement

- Creation of new underpass to conveniently link both parts of the High Street;
- Better bus rail interchange;

- Better cycling facilities; and
- Improved access to town centre car parks.

Public realm and open spaces

- A series of linked public spaces from the War Memorial, two squares with the underpass, the square at the College, and the space at Grays Wharf;
- Enhancement to the public realm throughout the town centre.

Development Opportunities

- Mixed use developments on either side of the station to facilitate the development of the underpass and associated public spaces;
- Potential to redevelop the former Post Office building on George Street;
- Mixed use development at the corner of the High Street and New Road; and
- Mixed use development on the site to the south of Grays Parish Church.

Other Town 5 Centre Areas

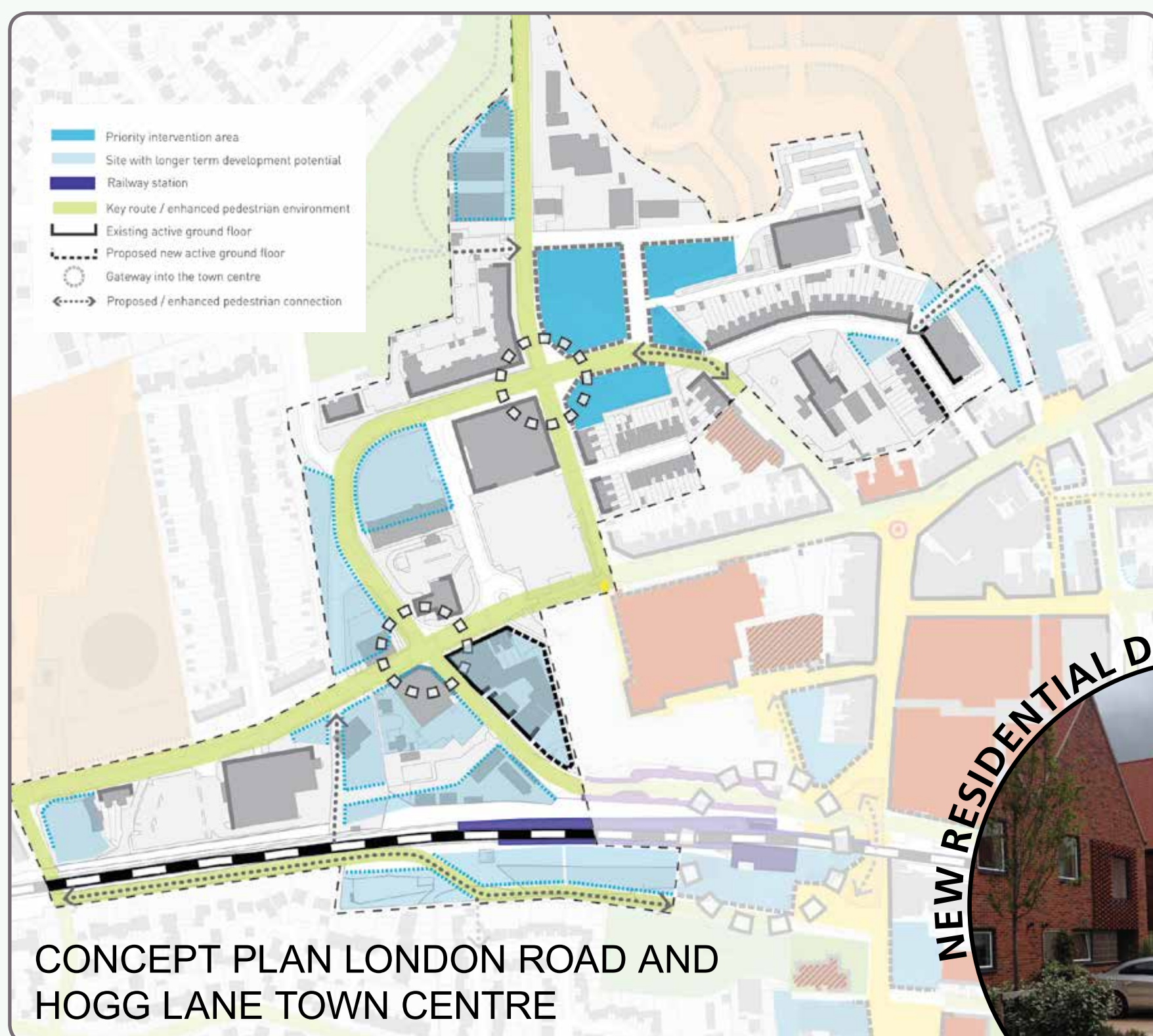
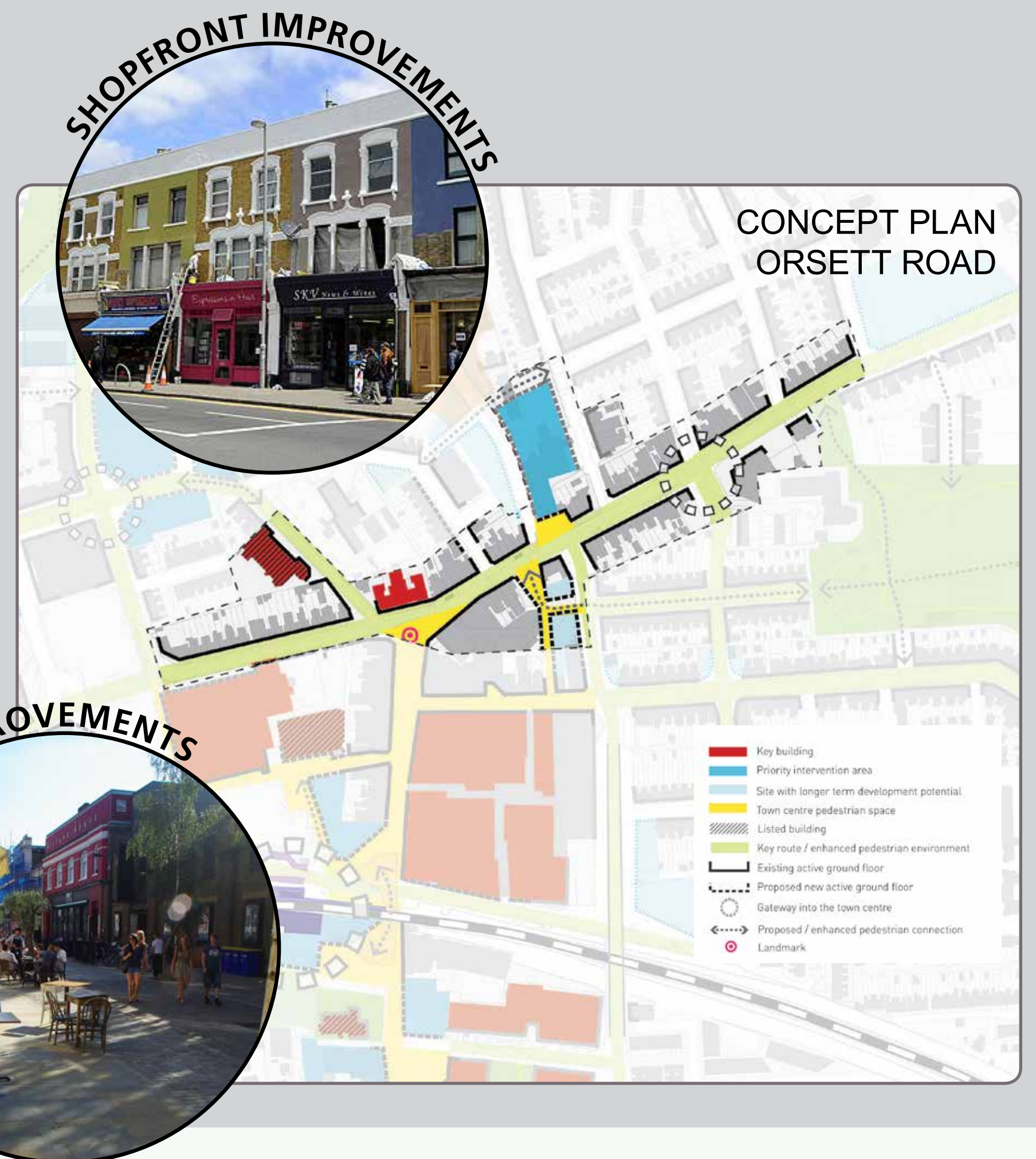
ORSETT ROAD

Orsett Road is an important affordable location for smaller and independent businesses in the town centre. It provides convenience stores, specialist shops and services, but also cafes, restaurants and takeaways. A combination of traffic changes, public realm and shopfront improvements should transform Orsett Road into a pleasant street that is attractive and safe for pedestrian and cyclists, yet also provides short term parking to support passing trade.

In December 2015 the Council's Cabinet Meeting approved a long term aspiration to develop a new theatre in Grays with flexible space suited to a range of uses. It was agreed that the existing facilitates in the Thameside would be retained until an alternative was available, if a new theatre is built on an alternative site

KEY PRINCIPLES

- Shopfront improvements are proposed to uncover the charm of the historic parade of shops and deliver a coherent design approach to the street scene;
- Reintroducing two way working, the provision of short term parking and an improved pedestrian environment should enhance visibility and passing trade and support the continuing vitality of this street.



LONDON ROAD AND HOGG LANE

The area to the west of Grays town centre is very fragmented and dominated by road infrastructure. It includes a number of sites that could be developed with housing. New development should help to reconnect the town centre with residential areas along London Road and in Badgers Dene and establish a street based environment that feels friendly and safe. Two welcoming gateways should be established at the London Road and Hogg Lane entrances into the town centre.

KEY PRINCIPLES

- Resist the loss of employment unless reprovided as part of development;
- Simplify and reduce footprint of junctions at London Road and Hogg Lane to release land for development and establish attractive gateways into the town centre;
- Enhancement of the pedestrian and cycling routes on London Road, Maidstone Road and Hogg Lane; and
- Establishment of a better pedestrian connection between Quarry Hill and Hogg Lane.

THE CLARENCE ROAD QUARTER

The traditional housing area to the east of the town centre has suffered from the impact of road infrastructure and the one-way system. The opening of Orsett Road for two-way traffic and other public realm interventions will provide major improvements to the environment within this area and strengthen its character. Grays Town Park will be better connected in the town centre.

KEY PRINCIPLES

- Better pedestrian and cycling facilities on Derby Road, Clarence Road and Stanley Road and other junctions;
- Better signage and easier access into Grays Town Park;
- Re-development of vacant corner plots on Clarence Road, as well as on Stanley Road and Derby Road, these plots could potentially be attractive for self-build housing; and
- Potential to develop the Crown Road car park for housing if it becomes surplus to requirement.



6 Grays Riverside



ARTIST ILLUSTRATION OF GRAYS RIVERSIDE

SUMMARY

Grays Riverside offers a major opportunity to establish an attractive and lively riverfront for Grays.

Kilverts Field and Grays Beach Park should be joined together to form a new riverside park. An attractive riverfront promenade should be established that offers fantastic views and provides access to the water where possible and safe.

A new visitor destination should be established that attracts people to the riverside and brings life and animation to Grays riverfront. This could be the reprovided Thameside theatre, together with a restaurant, cafe and community facilities. The building should be truly special and become a new landmark for Grays.

New housing developments around the park should overlook and animate the open space and help create an attractive waterfront for Grays.

The proposed new pier supports the establishment of river bus services with the Paramount Entertainment Park on the Swanscombe Peninsula and could become a significant new waterfront attraction.

KEY PRINCIPLES

Uses

- Thameside theatre with a restaurant and cafe;
- Apartments overlooking the Riverside Park and Grays Town Wharf;
- Extension to the South Essex College; and
- Retention and enhancement of the Yacht Club.

Heights, layout and built form

- 4-6 storeys;
- Development at the bottom end of the High Street should be a maximum of 4 storeys.

“A major opportunity to establish an attractive and lively riverfront for Grays.”

Transport and Movement

- New lane to link Thames Road with Manor Way;
- Shorter and more discreet access lane to the Yacht Club;
- Potential new pier on the riverfront to enable waterside access to Grays by ferries, river taxis and pleasure boats.

Public Realm and Open Spaces

- Creation of a riverside promenade and waterfront space;
- Establishment of a connected Riverside Park; and
- Enhancement to the Town Wharf Square at the bottom of the High Street.

Appendix 2: Summary of Draft Framework

The Framework aims to attract people to use the town centre and to increase footfall. It promotes a holistic approach and provides a strategy for:

- a) Land Uses: The need to promote a range of community, cultural and leisure uses, offices, retail and services, and housing with the town centre and rail station area providing a focus for the development of the evening economy;
- b) Movement and Parking: Providing high levels of accessibility by improving the road network and removing barriers to movement by pedestrians and cyclists, enhancing the transport interchange at the rail station and improving the links between Grays south and the town centre;
- c) Public spaces and the public realm: Providing attractive active frontages, removing clutter, enhancing the town's appearance and providing attractive active spaces that support a range of activities in the street (street cafes, events, markets); and
- d) Complementary non-spatial strategies such as the approach to Town Centre Management and maintenance, public realm and environmental improvements, festivals, events and community activities as well as branding and promotion.

The Framework provides clear context for specific elements of delivering the vision including:

- a) Reconnecting the town with the River Thames;
- b) Developing Council and privately owned sites (potentially as facilitators of other investments) to increase residential density within and around the town;
- c) Active re-use of key buildings such as the former Magistrates Court and The State Cinema;
- d) The potential for a new theatre and cultural hub to replace the Thameside Complex, providing better accommodation in Grays;
- e) Replacement of the level crossing with an underpass and associated redevelopment of adjoining land around the rail station;
- f) Possible expansion of South Essex College;
- g) Enhancement of Grays Beach; and
- h) Implementation of transport and public realm improvements.
- i) Guidance on the design approach to each part of the town centre with storey heights between 2 and 6 storey and taller buildings being located at key points adjacent to the rail station and to open spaces.

The Framework concept plan sets out an approach for five main areas within and around the town centre:

- a) Town Centre and Rail Station:
 - i. Replace level crossing with underpass
 - ii. Redevelopment of sites around the underpass with new shop/restaurant/café units.
 - iii. Rail station relocated closer to the High Street.
 - iv. Improved public realm including a series of linked open spaces from the war memorial to the riverside

- v. Enhanced transport interchange at the rail station.
- b) Grays Riverside
- i. Improve open space areas and improve the access and links to the riverfront
 - ii. Relocate the entire yacht club.
 - iii. Residential development on Council and privately owned land
 - iv. Provision of a major attractor, possibly relocating and increasing the size of theatre at the riverfront
 - v. Aspiration for a pier
- c) Orsett Road
- i. Review of Thameside Complex
 - ii. Removal of one way system
 - iii. Improved pedestrian environment with reduced street clutter and level surfaces.
- d) London Road and Hogg Lane
- i. Simplify and reduce the footprint of road junctions at London Road and Hogg Lane
 - ii. Better pedestrian and cycle access to the town centre
 - iii. Development of Hogg lane South and Hogg Lane Roundabout area
 - iv. Development of privately owned sites to facilitate a more pedestrian friendly environment.
- e) Clarence Road
- i. Better cycling and pedestrian links to town centre
 - ii. Clearer signage
 - iii. Potential to develop the Darnley Road car park

9 March 2016		ITEM: 25 (Decision 01104369)
Cabinet		
European Funding Programmes		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Richard Speight, Cabinet Member for Regeneration		
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets		
Accountable Director: Steve Cox, Assistant Chief Executive		
This report is Public		

Executive Summary

The European Union is expected to distribute some €350bn over the course of the current structural funding programme (2014-2020) through a number of strategic funding programmes including European Regional Development Fund (ERDF) and European Social Fund (ESF). Around €186.89m of these funds are expected to be spent within the South East Local Enterprise Partnership (SELEP) area which spans Thurrock, Southend, Essex, Kent, Medway and East Sussex. EU funding has become an increasingly important part of the Borough's approach to Economic Development activity and can potentially support many of the non-capital priority areas identified within the Economic Growth Strategy.

Thurrock has a strong track record in securing and utilising EU funds having previously led the ERDF funded Low Carbon Business Programme and supported the Culture Change programme, which between them secured €7.55m in EU funding, supported 1,640 business and created 825. Outside of these programmes, Thurrock has also participated in successful projects combating youth unemployment, building social cohesion and increasing innovation rates in local businesses through closer connections with HE institutions.

The new EU funded programmes are just becoming established and already, through the first rounds, Thurrock has secured a €11.5m cross LEP ERDF programme which succeeds the Low Carbon Business Programme and a €1.9m youth Employment programme and has just secured outline approval for a €3m ESF/ERDF funded Community Development programme focussed on Tilbury.

Work continues across South Essex and SELEP to secure further support from the EU for projects which aim to bolster the business support offer available through the South Essex Growth Hub, succeed the Culture Change Programme – further

enhancing the Borough's profile in the Creative and Cultural sector – and to increase rates of productivity and exports.

This report briefly outlines the range of projects and programmes which the Borough has benefitted from in the past, highlights the opportunities which have already been realised or which are being targeted and seeks specific approval for the Council's support for the LOCASE project as a continuance of the excellent work conducted under the Low Carbon Business Programme.

1. Recommendation(s)

Cabinet is asked to:

- 1.1 Note the contents of the report and the important part that European Structural Investment Funds play in supporting the work of the Council; and**
- 1.2 Approve the Council's role in the delivery of the LOCASE project, in particular the provision of 'in-kind' match funding, to provide targeted support to small and medium enterprises across SELEP.**

2. Introduction and Background

- 2.1 Within the current round of spending programmes (2014-2020) it is anticipated that the European Union (EU) will distribute around €350bn for a broad range of projects and programmes through five main funds known as European Structural and Investment Funds (ESIF):
 - European Regional Development Fund (ERDF) – regional and urban development
 - European Social Fund (ESF) – social inclusion and good governance
 - European Agricultural Fund for Rural Development (EAFRD)
 - Cohesion Fund (CF) – economic convergence by less-developed regions
 - European Maritime and Fisheries Fund (EMFF)
- 2.2 These funds are targeted at securing the delivery of the Europe 2020 strategy; the EU's ten year growth strategy which seeks to create the conditions for smart, sustainable and inclusive growth. Five headline targets have been agreed for the EU to achieve in this period covering; employment, innovation, education, social inclusion and climate/energy.
- 2.3 Over 76% of the EU budget is managed in partnership with national and regional authorities. EU member states are instrumental in ensuring the success of the strategy and all play their part in implementing the necessary reforms at national level to boost growth whilst also shaping, promoting and facilitating the national programmes which are supported through the ESIF.

- 2.4 More than €11.8bn is allocated to the United Kingdom over the current spending round. The UK's national programme for ESIF aims to support investment in innovation, businesses, skills and job creation through three funds each of which have been developed by a UK Managing Authority and signed off by the European Commission. The three funds and their respective managing agents are as follows:
- ERDF – Department of Communities and Local Government (DCLG);
 - ESF – Department of Work and Pensions (DWP); and
 - EAFRD – Department for Environment, Food and Rural Affairs (DEFRA).
- 2.5 In addition to the UK national programme a number of EU funded programmes are open for applications from eligible member states to support projects which deliver outputs in line with the Europe 2020 strategy, such as Interreg, URBACT, and Erasmus+.
- 2.6 EU funds have become an integral part of the Council's approach to Economic Development and have been used to fund a range of business support, employment and skills projects - all of which are reviewed below. As other national funding streams have been reduced, the Council has targeted EU funds to continue to support highly valued local business support programmes but also to meet elements of the recently updated Economic Growth Strategy around skills, productivity and community development.
- 2.7 Following the abolition of regional Government Offices, which used to administer EU funds, Thurrock now has to work through South East Local Enterprise Partnership (SELEP), including all of its constituent members from across Kent, Essex and East Sussex together with Southend and Medway, to shape and agree local programmes. It is anticipated that SELEP will continue to have a direct strategic and administrative role in respect of EU funds and, as such is a critical partner going forward.

3. Issues, Options and Analysis of Options

- 3.1 The Council has worked with a range of local, regional and national partners and delivery agents over the past eight years to secure EU funds in support of businesses and communities in Thurrock through a range of projects typically drawn from the ERDF and ESF programmes. Each of these has secured tangible benefits in areas including business support and engagement, skills development and regional/national knowledge transfer.
- 3.2 Through these efforts, Thurrock has developed a strong reputation in the development and delivery of EU funded projects and has routinely seen successful programmes extended by the Government and initially small projects unlock larger funds. Each of the recent programmes is briefly reviewed below.

Low Carbon Business Programme

- 3.2.1 The best known of Thurrock's EU funded schemes is the Low Carbon Business Programme. In September 2009 Thurrock successfully led a bid to secure €3.2m ERDF funding to deliver a €8m project supporting businesses across South Essex to reduce their carbon footprint, increase their competitiveness and create local employment opportunities. The project was subsequently extended in November 2012, receiving a further €1.66m to extend the reach of the project into Mid Essex. The total project value ultimately increased to €11.9m and the scheme ran through to December 2014.
- 3.2.2 The programme originally aimed to assist 1,190 businesses through a range of business support activities and grants but by the end of the programme had actually supported 1,368 businesses and created over 800 jobs (estimated impact to 2018). More detail relating to the key targets and achievements for the programme are provided in the Low Carbon Business Programme infographic (Appendix 1).

Culture Change

- 3.2.3 In 2013 the Council supported the Royal Opera House (ROH) and High House Production Park (HHPP) in securing €2.69m from ERDF in support of the delivery of the ROH Costume Centre on the Production Park site. This was a critical element of the €6.78m funding package for the new building, without which the scheme would not have been able to proceed.
- 3.2.4 Linked to the capital project, the Council was a delivery partner in the broader programme providing support to businesses in the creative and cultural sector across the East of England. The business support element of the project supported 272 creative businesses through workshops and networking opportunities and created 25 jobs. The programme helped to cement Thurrock's increasingly prominent role within the creative and cultural sector.
- 3.2.6 The project was successfully completed in March 2015 and the Costume Centre officially opened in October 2015. The first cohort of students started the University of the Arts London accredited costume construction degree course in September 2015.

Knowledge Thurrock Innovation Associates

- 3.2.5 In October 2008 the Council, working with FE and HE partners, secured €243,200 of ERDF to deliver a knowledge transfer project which assisted over 100 businesses with innovation projects and provided work placements for over 40 students who completed assignments on specific business challenges.

- 3.2.6 The project developed strong links between HE and the business community and provided Thurrock students with business experience as part of their coursework.

Jobtown

- 3.2.7 From 2012 to 2015 the Council was a delivery partner on a €509,307 URBACT (ERDF) funded scheme supporting trans-national learning on mechanisms to address youth unemployment. 11 partners from nine European countries took part and developed action plans to address local issues related to youth employment.
- 3.2.8 While this programme only carried a small financial benefit it put Thurrock on the EU and national maps in terms of youth unemployment and was instrumental in the subsequent award, in January 2016, of €2.3m of ESF to the borough for the Youth Employment Initiative.

Animate

- 3.2.9 In April 2014 the Council was a partner in a successful bid to the Active and Assisted Living Programme (AAL) for €1,990,862 to support a 3 year project focussing on a cross-generation, community based service exchange system, where qualified older adults offer workshops and learning experiences to younger professionals allowing a transfer of skills and knowledge.
- 3.2.10 The project is split between five partners from four European countries each leading on different aspects of the programme. The element of the project that Thurrock is leading uses the older generations as mentors to share their experiences and encourage people to think about careers in three key sectors; professional carers, informal carers and logistics (ports).

Additional benefits of EU funding

- 3.2.11 Although the majority of EU funded projects are delivered by public/private sector partnerships, normally led by a local authority, some are driven by private sector businesses. In 2012 the Ports of Tilbury and Bilbao were awarded €7,299,307 'Motorways of the sea' grant, through the TEN-T Programme, for the IBUK-Intermodal Corridor project. With a total budget of €31,989,000, the project aimed to reduce congestion between the Iberian Peninsula and the UK by moving trucks off the road and onto a more efficient multi-modal logistics corridor. The Port of Tilbury was the first port in the UK to be awarded funding from the programme, and used it to improve the ports infrastructure and efficient handling of containers.

Future EU Funding Opportunities

- 3.3 As is noted above, in the UK ESIF funds are notionally allocated to Local Enterprise Partnerships (LEPs) who then prepare an ESIF Strategy which sets out the priority themes/projects that funds will be allocated to. Over the

lifetime of the ESIF programme it is anticipated that some €186.89m will be available to support schemes across the SELEP area. This allocation comes equally from ERDF and ESF. Normally EU funding will only cover 50% of project costs and project sponsors working with other delivery partners need to find the other 50% as 'match funding' either in cash or in kind. In terms of ERDF SELEP has identified four thematic objectives, from the national priorities, as the focus for investment:

- Innovation - €18,329,755 (19%)
- SME Competitiveness - €49,177,280 (52%)
- Low Carbon - €21,615,077 (23%)
- Community Led Local Development - €5,945,107 (6%)

3.4 In terms of ESF there are again four thematic objectives:

- Employment and Labour mobility - €41.65m (45%)
- Youth Employment Initiative - €3.6m (all allocated to Thurrock) (4%)
- Skills and Lifelong Learning - €28,261,672m (31%)
- Social inclusion - €18,302,816m (20%)

3.5 For the ESF funding the Government suggested that LEPs should 'opt in' to services provided by the Skills Funding Agency, DWP and Big Lottery to help find the match funding contribution required. Around £60m of the ESF allocation has therefore been committed to 'opt ins' by SELEP and, working through SELEP, officers are seeking to ensure that Thurrock and South Essex get maximum benefit from these projects. Around £22m of ESF remains uncommitted and the Council will be looking to develop programmes which support employment in key sectors and tackle issues of both unemployment and underemployment.

3.6 Whilst SELEP, in partnership with local authorities and stakeholders, has shaped a prospectus (the ESIF strategy) outlining the range of projects and programmes that it wants to see delivered, it will not take a formal role in their delivery. Instead, through a series of 'calls', project sponsors can submit proposals for projects which SELEP considers and, if they are supported, recommends to Government (DCLG). In time, it is hoped that this recommendation stage will fall away, leaving LEPs to approve all projects within their area.

3.7 Despite the programme having notionally been open since 2014, a series of delays in gaining EC approval of various strategic documents have meant that the programme is yet to start in earnest. To date, there have been two calls for ERDF applications, and whilst a number of bids have progressed to full business case stage, none have yet been formally approved, although approval of the first round of projects is expected imminently.

3.8 In terms of ESF the 'opt ins' with Big Lottery and DWP have been approved and within the past week Thurrock has had the YEI project detail confirmed. No calls for projects have yet been made against the remaining £22m.

- 3.9 Given the success that Thurrock has had in accessing EU funds in the past and the prominent role that these funds have played in delivering large elements of the Borough's Economic Development programme, the Council has been an active participant in the process to date. As the programmes are open to all potential delivery agencies, the Council has worked with partners to try and influence bids as they are being developed so that they support delivery of our strategic objectives.
- 3.10 This includes programmes being developed by Anglia Ruskin University (innovation and collaboration between universities and businesses), NWES (business support for new starts), National Institute for Agricultural Botany (targeted support for the food industry) and the Manufacturing Advice Service (targeted support to manufacturing businesses).
- 3.11 In addition to these bids the Council has also been proactively involved in writing bids and developing proposals that specifically target priority areas identified within the Economic Growth Strategy – particularly around business starts, business growth and sector specific support packages. A number of clear priority areas have already emerged (covered below) and work is underway to develop proposals for measures to address continuing high rates of business failure, increase innovation and exports and boost inward investment.

Low Carbon across the South East (LOCASE)

- 3.12.1 The Council is a key delivery partner for the LOCASE project which has successfully bid for £9m (€11.5m) ERDF to deliver a programme of business support, grants and knowledge transfer placements across the South East LEP region. The total value of the project is £18.7m (€24m) and aims to support 1,050 small and medium sized enterprises (SMEs) across the lifetime of the 3 year programme, creating 270 jobs.
- 3.12.2 Thurrock will be responsible for the delivery of a package of support across SELEP on behalf of the project partners, including grants, workshops and events to improve the energy efficiency of businesses in the project area, thus reducing their carbon emissions. The ERDF funding will support the costs of the delivery of the project (i.e. staffing) together with the grants and workshop programme. Funding agreements are expected imminently with the programme likely to start formally in April 2016.
- 3.12.3 To secure this funding the Council will be required to provide £98,732 of match funding. This funding is an 'in-kind' contribution and as such is made up of staff time to be contributed to running the programme rather than a cash contribution. The bulk of the 'in kind' contribution will come from the Council's Economic Development Team and clearly the return on this investment, in terms of ERDF funding, is very significant. As we are a key delivery partner we will also play host to eight new posts which will assist with programme management, ensure programme compliance, secure business engagement

and undertake efficiency audits in businesses. All of these new roles will be funded through the programme.

South East Business Boost (SEBB)

3.12.4 Building on the pilot phase of the South East Business Growth Hub, SEBB will provide SMEs in the SELEP area with an enhanced Growth Hub service, operating a fully integrated EU, national and local business support offer. Through the €7.8m of ERDF businesses will be able to access the SELEP level, central Growth Hub or through sub-hubs embedded within their local communities. SEBB will offer an enhanced support service by providing local 'Growth Grants', business start-up and sector specific advice. It will meet a wide range of outputs including intensive support for 837 businesses, 211 new jobs created and €7.1m private investment.

Creative and Cultural Industries

3.12.5 Recognising the priority afforded to the creative and cultural sector in the Thurrock Economic Growth Strategy the Council is working with HHPP and Creative and Cultural Skills to develop a bid for a €7.5m, SELEP wide business support programme for the sector. As well as providing a range of support services the project will encourage business starts, strengthen links with the HE sector, provide a focus on creative hubs and provide a grants pot for businesses in the sector.

Community Led Local Development (CLLD)

3.12.6 The Thurrock Economic Growth Strategy recognises that the growth agenda should benefit local communities. With this in mind the Council has been successful in a bid for CLLD through both ESF and ERDF. The successful bid provides over €24,000 to work with the community in Tilbury to establish a Local Action Group and produce a Local Development Strategy which tackles local issues including skills and employability. Production of the strategy opens the door to the possibility of a much larger bid which would help to implement the strategy. The minimum bid under the full programme is €3m.

Youth Employment Initiative – OnTrack Thurrock

3.12.7 OnTrack is an employment project that will engage and support 1,100 young people aged 15-29 in Thurrock who are not in Employment, Education or Training (NEET). Total programme value is €4.8m with an ESF contribution of €2.3m. It will reduce youth unemployment in the borough and support the South East LEP (SELEP) ESIF strategy. Specifically OnTrack will achieve:

- 1,100 NEET young people engaged/supported;
- 658 young people entering employment, education and training (EET);
- 223 young people in EET for 6 months;
- 296 gaining a qualification (additional to those in EET);

- Increased engagement of young people in priority sectors.

4. Reasons for Recommendation

- 4.1 European funds have become increasingly important in supporting the work of the Council; particularly in respect of Economic Development activity. Through a series of previous projects, the Council has developed an excellent reputation in the development and delivery of EU funded schemes and is keen to use this reputation to secure further opportunities. The Economic Growth Strategy (2016-2021), approved by Cabinet in February 2016, highlights a range of challenges which EU funded projects could potentially address. Members are asked to support these efforts and, in the case of LOCASE, specifically approve the Council's role in the delivery of the programme including the provision of match funding.

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

- 5.1 The Economic Growth Strategy was the subject of two dedicated discussions at Planning, Transport and Regeneration Overview and Scrutiny Committee with EU funds being specifically identified as one route through which the resources required to address the identified priorities could be secured.

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

- 6.1 The programmes identified within the report specifically support the Council's efforts to encourage and promote job creation and economic prosperity and contribute to efforts to create a great place for learning and opportunity.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Senior Finance Officer – Management
Accounts

EU funding has greatly bolstered the resources available to support economic development activity in the past and, given the reduction in Revenue Support Grant and other funding streams, efforts should continue to maximise the amount of EU funding available to the Council.

In respect of the LOCASE programme, the match funding requirements can be met from existing departmental budgets.

The UK will vote on whether to remain in the EU on 23rd June 2016. If the vote is to leave the EU, there may be some substantial financial implications for Thurrock. Clarity regarding this issue has been requested from the

Department of Communities and Local Government and their response will be reported at the Cabinet meeting.

7.2 Legal

Implications verified by: **Daniel Toohey**
**Principal Corporate Solicitor and Deputy
Monitoring Officer**

This report sets out the details of a programme of sourced funding and on-funding by the Council and which involves a matched funding requirement. Legal Services is available to provide ongoing advice in relation to any issues arising going forward, including compliance with procurement regulations (if relevant) and State Aid regulations.

7.3 Diversity and Equality

Implications verified by: **Rebecca Price**
Community Development Officer

EU funding streams specifically prioritise community cohesion and capacity building alongside more overt economic programmes. The CLLD programme offers an excellent opportunity to work with local people to develop a long term programme to address some of the significant challenges which exist within the community as part of a broader Council led regeneration programme.

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

None.

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

- None

9. Appendices to the report

- Appendix One – Low Carbon Business Programme Infographic.

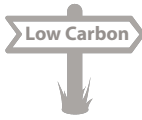
Report Author:

Lisa Ricketts

Economic Development Officer

Economic Development, Regeneration and Assets

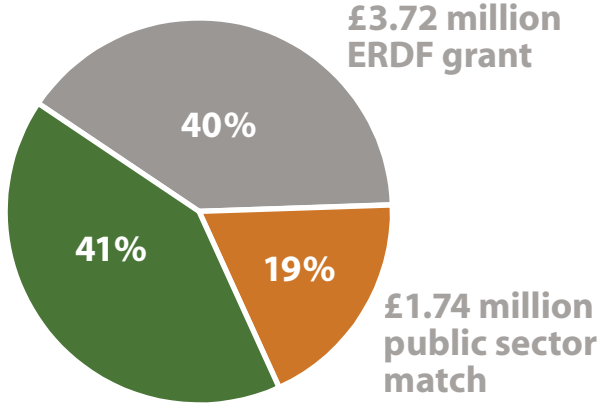
Low Carbon Business Programme



"to increase the competitiveness of the South Essex economy and the economic prosperity of SMEs by co-ordinated interventions to address high levels of carbon emissions through a significant reduction in their carbon footprint"

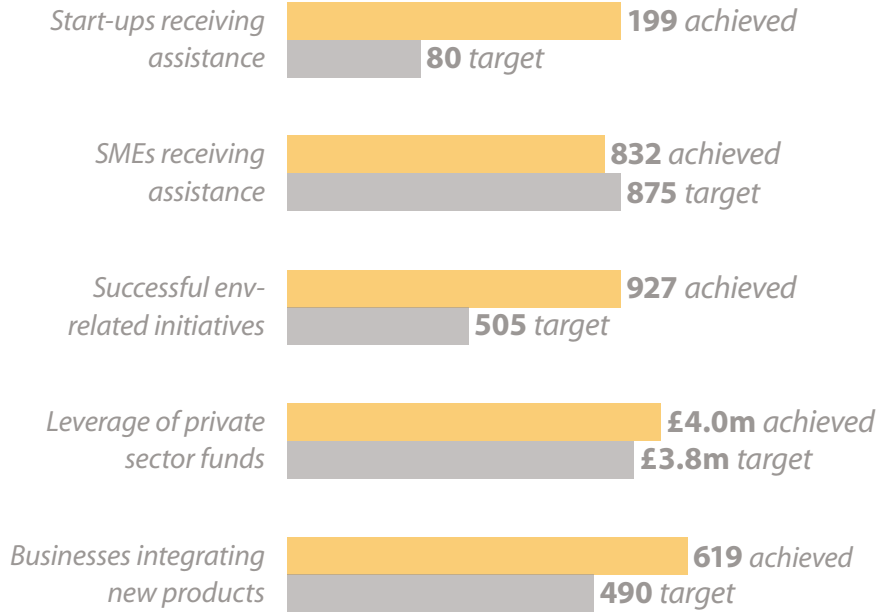
£9.29 million

total spend on the Low Carbon Business Programme



£3.83 million private sector match

Low Carbon Business Programme: ERDF Outputs & Outcomes



Low Carbon Grants Programme

£2.3 million

awarded to 560 SMEs assisted through the Grants Programme

£4.0 million

of private sector investment leveraged by the Grants Programme

£6.3 million

of total low carbon investment in the East of England

Other Impacts ...

£2.6 million

of annual cost savings by SMEs

150 tonnes

of waste diverted from landfills

400 m³

of water saved

4,900 tonnes

of CO₂ emissions cut

Economic Impacts of the Low Carbon Business Programme

JOBS



382 jobs to date

431 jobs expected 2015-18

GVA



£13.4 million to date

£14.9 million expected 2015-18

based on impacts achieved to date the project's return on investment is **£1.68 GVA** for every £1.00 invested



this is expected to increase to **£3.28 GVA** for every £1.00 invested when expected impacts are included

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9 March 2016		ITEM: 26 (Decision 01104370)
Cabinet		
Thameside Fees and Charges		
Wards and communities affected: Grays	Key Decision: Non-key	
Report of: Councillor John Kent, Leader of the Council		
Accountable Head of Service: Matthew Essex, Head of Regeneration and Assets		
Accountable Director: Steve Cox, Assistant Chief Executive		
This report is public		

Executive Summary

The Thameside has been a focal point of Thurrock's arts, culture and heritage scene since it opened in 1972. In recent years the future of the building has been bought into sharp focus by the austerity programme and the restrictions the design of the building places on the services it contains. For these reasons a comprehensive review of the building was completed and reported to Cabinet in December 2015. The review set out a long term aspiration to build a new theatre in Grays with accommodation more suited to meeting modern needs. Recognising that a new theatre will take time to deliver the report recommended that, in the short and medium term, the Thameside Complex will remain and efforts should be made to maximise income generation from effective use of the building.

The Theatre is an important part of the Thameside Complex and productions take place throughout the year. The operating model for the Theatre assumes income generation from hire of the auditorium and for front of house services on performance days as well as additional charges for technical services and equipment and from profits generated through the bar, kiosk, sales of tickets and merchandising. The charges for hire of the auditorium and front of house staff vary depending on the type of organisation, where it is based, the day of the week and time of day.

In February 2016 Cabinet considered the Council's fees and charges schedule including those relating to the hire of the Theatre. Concerns were raised about a fixed price charging regime which doesn't give the theatre manager the flexibility to vary rates to attract more performances, reduce the number of days the theatre isn't in use and grow the audience with a view to supporting the existing theatre offer and preparing for the opening of a new theatre complex in due course. Cabinet

concluded by asking for an in-year review of the fees and charges to be reported back at the next meeting.

This report sets out the current fees and charges associated with the hire of the theatre and front of house services and seeks to benchmark them against other theatres in the area. It concludes with recommendations for changes to the charging regime and seeks approval for the Theatre Manager to be able to vary the charges at his discretion and give concessions as required to maximise the use of the venue, provided the theatre operation is delivered within its existing budget envelope.

1. Recommendation(s)

That Cabinet:

- 1.1 Note that a full review of the charges will be carried out alongside production of a sales and marketing plan for the Thameside Theatre as part of the Commercial Transformation work in progress;**
- 1.2 Delegate authority to the Director of Finance and ICT to agree new charges for the Thameside Theatre which move to a two tier charging regime for community and for commercial use, that include charges for all services beyond auditorium hire and that normalise the costs against the rates for other local theatres;**
- 1.3 Note that VAT charges will be added to all hire charges in line with recent clarification from HMRC;**
- 1.4 Delegate authority to the Theatre Manager, in consultation with the Head of Regeneration and Assets and the Director of Finance and ICT, to vary the fees charged for hire of the venue and front of house staff with a view to increasing the number of performances and growing the audience, provided the theatre remains within its existing budget envelope.**

2. Introduction and Background

- 2.1 The Thameside Complex has accommodated Thurrock's main library, museum and theatre since it opened in 1972. The complex is a well-loved part of the cultural landscape in Thurrock, partly for the services it contains and partly for what it represents; a commitment to arts, culture and heritage in Grays – reinforcing its role as the civic centre of the borough.
- 2.2 The future of the Thameside Complex was considered by Cabinet in December 2015 following a comprehensive options appraisal which recognised the impact of the austerity programme and that the building is over 40 years old and presents real challenges to the services it contains. The options appraisal considered the wider context in which the building operates, the business plans for each service, the operating costs, repairs backlog and the implications of a number of options ranging from closure of the building

through to provision of a new theatre. The review was also informed by a cross-party Task and Finish Group which reported its findings to Cabinet in November 2015.

- 2.3 The final options appraisal was reported to Cabinet in December 2015 and recommended provision of a new build theatre in Grays with flexible, adaptable accommodation more suited to modern needs and with the potential to generate higher income. It recognised that design and development of a new theatre would be a long term aspiration and that, while further work to develop costed proposals for the new theatre continues, the Thameside Complex should remain open and efforts be made to maximise income generation from effective use of the building.
- 2.4 The current operating model for the theatre includes a number of fees and charges for hire of the auditorium, front of house and optional extras including technical services and equipment. The theatre also generates an income from the bar and kiosk and commission for tickets and merchandise sold.
- 2.5 In February 2016 Cabinet received a report on Council Fees and Charges for 2016/17 which included recommendations for charging rates for the theatre auditorium and front of house staff. Cabinet considered the fees in the light of the conclusions from the Thameside Complex review and in particular the aspiration to maximise effective use of the building, build audiences and generate income. Cabinet also recognised that the Thameside Theatre needs to take account of prevailing market conditions in its charging regime.
- 2.6 Cabinet asked for a further report on fees and charges which takes into account the recommendations of the Thameside Complex Options Appraisal. In particular Cabinet asked that the Theatre Manager should be given some flexibility to raise or lower fees to support delivery of the aspirations for the service, to help attract new productions and to grow the audience for theatre in the borough while proposals for a new theatre are developed.

3. Issues, Options and Analysis of Options

Fees and Charges 2016/2017 Cabinet Report

- 3.1 The charges for hire of the Theatre auditorium and for front of house staff were set out in an appendix to the Fees and Charges 2016/2017 Cabinet Report received by Cabinet in February 2016. The theatre uses three different tariff rates: -
 - Tariff One – for Thurrock based non-profit organisations, members of Thurrock Arts Council and Thurrock Schools and Colleges;
 - Tariff Two – Thurrock based commercial organisations;
 - Tariff Three – Commercial organisations from outside Thurrock.

The cost of hire also depends on the day of the week and time of day. Details of venue hire rates at the Thameside Theatre are included as Appendix A to this report.

- 3.2 The report also outlines an ambition for all services generating earned income to develop detailed sales and marketing plans in the coming year as part of the commercial transformation work. Furthermore it anticipates that services such as the Thameside Theatre will consider the level of demand for services, market dynamics and how charging policy helps to meet other service objectives.
- 3.3 In addition to hire charges the Theatre generates income from additional technical services and equipment charges, the profits from the bar and kiosk and from a percentage of ticket and merchandising sales associated with productions. The hire charges and all these other sources of earned income will need to be considered and reflected in the sales and marketing plan in due course.

Benchmarking Exercise

- 3.4 To inform this review the charging regimes of other theatres have been considered and in particular the charges quoted by three neighbouring theatres have been used to inform a simple benchmarking exercise which is included as Appendix B to this report. The benchmarking exercise seeks to compare the Thameside Theatre with the Towngate Theatre in Basildon, the Broadway in Barking and the Queen's Theatre in Hornchurch.
- 3.5 There is no standard approach to pricing in theatres and the cost figures used have been calculated based on the information available. A hire could also include many additional charges depending on the technical specification, additional staffing and other variables. As the range and type of charges levied by each theatre varies so widely the benchmarking exercise has focussed on four 'basic' scenarios:
- Hire by a community organisation for a performance on a Wednesday afternoon;
 - Hire by a community organisation for a performance on a Saturday evening;
 - Hire by a commercial organisation from outside Thurrock for a performance on a Wednesday afternoon;
 - Hire by a commercial organisation from outside Thurrock for a performance on a Saturday evening.

For each scenario the costs have been broken down to the cost per seat per hour to take account of the different capacity in each theatre and to enable comparisons to be made. However, in essence, the figures should be treated with some caution as it is difficult to compare 'like with like'.

3.6 Nevertheless there are some general points that can be drawn from the review and the benchmarking exercise:

- The Thameside uses three tariff rates whereas most other theatres offer two – one for community groups and the other for commercial organisations, regardless of where they are based;
- In three of the scenarios the Thameside charges are higher per seat per hour than the other three theatres;
- The Thameside costs vary most widely - a commercial organisation hiring on a Saturday night will pay approximately three times the cost of a community organisation hiring on a Wednesday afternoon. The other three theatres do not vary charges as much;
- The charges made by the other theatres appear to be broadly in line with each other while the Thameside charges appear to be an anomaly;
- There are a whole range of services and equipment charges made by most theatres in addition to the basic hire rate. The Thameside Theatre also makes charges for other services however these should be reviewed to ensure they cover the actual cost of providing the service and the prevailing market rates.

Demand for the Theatre

3.7 In the 2015/16 financial year the theatre is expected to be used on 277 days. There are expected to be 88 'dark days' when the theatre is unused. Typically the programme consists of a variety of different productions such as:

- Professional 'one nighter' productions
- Pantomime
- Amateur productions
- Schools / individual hire
- Arts development events
- Commercial hire by dance and drama schools

3.8 The existing charging regime does not take account of the time of year however demand for the auditorium does vary. Typically there is higher demand for the theatre between March and July and then October to January, with quieter times in late January, February, August and September. Demand is also dependent on other factors such as school holidays.

3.9 To support the Thameside Options Appraisal the Council commissioned a report from specialist theatre design consultancy Charcoal Blue. Their commission included an assessment of the potential audience for theatre provision in Thurrock. It concluded that there is the potential to grow the theatre audience if new and different productions are staged with a larger

capacity and with flexible studio and dance space. While design and development work for a new theatre is underway it is important that the existing theatre maintains its existing audience base and has the opportunity to try new types of productions and generate new audiences ready for the opening of a new facility.

Recent Changes to VAT

- 3.10 Traditionally theatres (including the Thameside) have separated out charges for the hire of the theatre from the additional services that can be provided because the hire could be treated as VAT exempt. However, recent judgements have led to a clarification of the rules and HMRC now state that the hire of a Local Authority venue is only exempt from VAT where no other services have been used. If any of these services are used then the transaction is no longer regarded as exempt and VAT should be applied. Given that the Thameside Theatre is not a self-contained building and in almost every case some additional services are provided for anyone hiring the venue, it is considered highly likely that VAT should be added to the hire charge of the auditorium.
- 3.11 The other local theatres benchmarked against are all clear that their charges are exclusive of VAT. This report recommends that the Thameside Theatre follows suit and makes clear that its revised charges are exclusive of VAT which will be added where applicable.

Conclusions

- 3.12 A number of conclusions can be drawn from this report:
- The three-tier charging structure used by the Thameside Theatre is unusual. To simplify the charging regime it is recommended that there should be two tiers – one for community groups and another for commercial organisations;
 - The benchmarking exercise carried out has highlighted the need to be able to adjust hire charges and to ensure they reflect actual costs associated with the theatre, market conditions and the Council's aspiration to grow audience and reduce the number of days when the theatre is unused;
 - Similarly there are a whole host of other costs and charges associated with theatre productions ranging from hire of technical equipment to the percentage fee for selling merchandise. These charges should also be reviewed and adjusted in the light of the actual cost of services provided, market conditions and the Council's ambitions for the service;
 - Demand for the Thameside Theatre varies according to the time of year and the theatre needs to be able to offer concessions to attract productions particularly at quiet times. Conversely charges at peak

times should also be considered to see if there is scope to increase income and offset losses at other times;

- A more fundamental review of costs should be carried out over the course of the year as described in the Fees and Charges 2016/17 Cabinet report and in line with the proposals from the Commercial Transformation Programme;
- VAT charges should be levied on hire charges where appropriate to comply with guidance from HMRC. The costs of VAT should be considered when re-shaping hire charges at the theatre.

4. Reasons for Recommendation

- 4.1 Since Cabinet approved plans to keep the Thameside Theatre operating while a new theatre can be designed and built, the importance of retaining and building on the existing audience base has become even more important. Cabinet considered the fees and charges proposed for the next financial year and considered that the Theatre Manager needs to be offered some flexibility to maximise the number of productions and audience members as well as income to support the Council's objectives for culture and the arts in Thurrock.
- 4.2 While a thorough review of all the fees and charges will be carried out as part of the commercial transformation of the Council in the coming year, the desktop review and benchmarking exercise carried out to inform this report has highlighted some areas where changes and flexibilities can be introduced in 2016/17 to maximise income and audience numbers.

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

- 5.1 The conclusions in this report are based on the Fees and Charges report received by Cabinet in February 2016. The recommendations reflect the comments made by Cabinet members at that meeting.
- 5.2 Fees and charges are made known to customers before they make use of the services they are buying.

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

- 6.1 The recommendations in this paper propose some changes to the charging regime for the Thameside Theatre which may impact on the local community. However, overall the changes are designed to improve access to performances at the theatre and the impact on audience figures and the number and type of productions will be carefully monitored. Any changes required will be brought forward to Cabinet as part of a wider report on all fees

and charges through the Commercial Transformation of the Council programme.

7. Implications

7.1 Financial

Implications verified by: **Laura Last, Senior Finance Officer**
Chris Buckley, Senior Financial Accountant

Given the proposed changes to the charging regime at Thameside; the figures will need to be closely monitored to ensure that it stays within budget.

Traditionally theatres (including the Thameside) have separated out charges for the hire of the theatre from the additional services that can be provided because the hire could be treated as VAT exempt. However, recent judgements have led to a clarification of the rules and HMRC now state that the hire of a Local Authority venue is only exempt from VAT where no other services have been used. If any of these services are used then the transaction is no longer regarded as exempt and VAT should be applied.

7.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Law and Governance

There are no direct legal implications arising from the report – it appears sensible to confirm a delegation to the theatre manager of an operational discretion to vary charges dependant on the market being addressed.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manger

The Thameside Theatre is an important resource for some local community groups and voluntary organisations. The new pricing policy will continue to recognise the value of these groups by offering concessions when compared to commercial rates.

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

There are no other significant implications arising from this report

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

- 9th December 2015 Cabinet Report – *Thameside Complex Stage 2 Report*
- 10th February 2016 Cabinet Report – *Fees and Charges 2016/2017*

9. Appendices to the report

- Appendix A – Thameside Theatre Charging Schedule for 2015/16
- Appendix B – Benchmarking Exercise

Report Author:

Stephen Taylor

Programmes and Projects Manager

Regeneration and Assets

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Appendix A - Thameside Theatre Charging Schedule for 2015/16

Venue	Thameside Theatre
Capacity	315
Thameside Tariff 1 - per hour	
Daytime hour	
Monday to Thursday	£55.00
Friday	£71.00
Saturday	£90.00
Sunday	£115.00
Evening (6-11pm)	
Monday to Thursday	£242.00
Friday	£443.00
Saturday	£583.00
Additional Hours (charged after 23.00)	
Monday to Thursday	£128.00
Friday	£160.00
Saturday	£232.00
Sunday	£263.00
Thameside Tariff 2	
Daytime hour	
Monday to Thursday	£122.00
Friday	£129.00
Saturday	£132.00
Sunday	£214.00
Evening (6-11 pm)	
Monday to Thursday	£400.00
Friday	£675.00
Saturday	£890.00
Additional Hours (charged after 23.00)	
Monday to Thursday	£173.00
Friday	£195.00
Saturday	£255.00
Sunday	£343.00
Thameside Tariff 3	
Daytime hour	
Monday to Thursday	£136.00
Friday	£143.00
Saturday	£155.00
Sunday	£228.00
Evening	
Monday to Thursday	£500.00

Friday	£800.00
Saturday	£1,085.00
Additional Hours (charged after 23.00)	
Monday to Thursday	£185.00
Friday	£205.00
Saturday	£345.00
Sunday	£380.00
Performance Surcharge	£77.00 plus VAT
Additional Charges	Insurance at 9%. Technical expertise and equipment (varying rates). Percentage of earnings from ticket and merchandising sales.

Appendix B - Benchmarking Exercise

Community Hire					
Wednesday Afternoon					
Venue	Thameside Theatre	Towngate Theatre (Basildon)	Queen's Theatre (Hornchurch)	Broadway (Barking)	
Capacity	315	548	505	341	
Hire Cost per hour	£55.00	£112.50	£141.25	£95.00	
	£19.25	£7.50			
Total	£74.25	£120.00	£141.25	£95.00	
Total per seat	£0.24	£0.22	£0.28	£0.28	
VAT included	N	N	N	N	
Saturday Evening					
Venue	Thameside Theatre	Towngate Theatre (Basildon)	Queen's Theatre (Hornchurch)	Broadway (Barking)	
Capacity	315	548	505	341	
Hire Cost per hour	£116.60	£110.00	£141.25	£115.00	
Duty Manager / Front of house	£15.40	£7.50			
Total	£132.00	£117.50	£141.25	£115.00	
Total per seat	£0.42	£0.21	£0.28	£0.34	
VAT included	N	N	N	N	
Commercial Hire					
Wednesday Afternoon					
Venue	Thameside Theatre	Towngate Theatre (Basildon)	Queen's Theatre (Hornchurch)	Broadway (Barking)	
Capacity	315	548	505	341	
Hire Cost per hour	£136.00	£150.00	£141.25	£115.00	
Duty Manager / Front of house	£19.25	£7.50			
Total	£155.25	£157.50	£141.25	£115.00	
Total per seat	£0.49	£0.29	£0.28	£0.34	
VAT included	N	N	N	N	
Saturday Evening					
Venue	Thameside Theatre	Towngate Theatre (Basildon)	Queen's Theatre (Hornchurch)	Broadway (Barking)	
Capacity	315	548	505	341	
Hire Cost per hour	£217.00	£140.00	£141.25	£135.00	
Duty Manager / Front of house	£15.40	£7.50			
Total	£232.40	£147.50	£141.25	£135.00	
Total per seat	£0.74	£0.27	£0.28	£0.40	
VAT included	N	N	N	N	
Notes:	Cost includes front of house staff; two technicians and basic sound and lighting.	For comparison charge includes compulsory cost of duty manager for performances. Technical provision is not known.	Cost includes technical staff and front of house staff. There is a higher charge for the first night performance while non-performance time is charged at a lower rate	Cost includes the hire of front of house staff and one technician. To hire a second (and have the same number as provided at the Thameside Theatre costs an additional £20 per hour)	

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