

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

Planning, Transport, Regeneration Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **14 November 2017**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Barbara Rice (Chair), John Allen (Vice-Chair), Oliver Gerrish, Tom Kelly, Terry Piccolo and Peter Smith

Substitutes:

Councillors Tim Aker, Gary Collins, Clifford Holloway, David Potter, Joycelyn Redsell and Gerard Rice

Agenda

Open to Public and Press

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1. Apologies for Absence	
2. Minutes	5 - 10
To approve as a correct record the minutes of the Planning, Transport, Regeneration Overview and Scrutiny Committee meeting held on 12 September 2017.	
3. Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4. Declaration of Interests	
5. Fees & Charges Pricing Strategy 2018/19	11 - 28

6.	Aveley Community Hub Business Report and New Build	29 - 80
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Queries regarding this Agenda or notification of apologies:

Please contact Charlotte Raper, Senior Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **6 November 2017**

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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 Planning, Transport, Regeneration Overview and Scrutiny Committee held on 12 September 2017 at 7.00 pm

Present: Councillors Barbara Rice (Chair), John Allen (Vice-Chair), Oliver Gerrish, Tom Kelly, Terry Piccolo and Peter Smith

In attendance: Andrew Millard, Assistant Director Planning & Growth
Ann Osola, Assistant Director Highways & Transportation
Chris Atkinson, Head of Communications - c2c
Charlotte Raper, 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.

9. Minutes

Councillor Smith referred to Item 6 Grays Master Plan, in which Members were advised a planning application from JD Wetherspoon was expected over the summer and asked whether Officers could provide an update. No planning application had been received however the final drawings had been shared with Heritage England, as the building was listed, and the applicant was on course to submit their application soon.

The minutes of the Planning, Transport, Regeneration Overview and Scrutiny Committee meeting held on 4 July 2017 were approved as a correct record.

10. Items of Urgent Business

There were no items of urgent business.

11. Declaration of Interests

There were no declarations of interests.

12. c2c Update Report

The Head of Communications for c2c delivered a presentation which provided an update of the actions taken to date and planned for future regarding performance of c2c services.

The Vice-Chair felt that the introduction of information boards showing seating capacity was welcome. He asked whether passengers would be able to speak to someone directly from the secure zones and when they were likely to be implemented. The Head of Communications for c2c confirmed that the help points would be situated within the secure zones and passengers would speak to someone in the security office in Romford. The back office work for this had begun and they should be rolled out along the route across the next

12 months. The Vice-Chair welcomed the input towards personal safety and was keen to see these measures introduced.

Councillor Smith noted that there were problems across the borough with parking around rail stations and asked whether c2c had plans to increase parking facilities around stations where there was empty land nearby, such as Tilbury Town. c2c planned to increase their existing car park facilities in the first instance, by decking car parks and adding more spaces. Moving forward c2c hoped to do more with parking facilities for both cars and cycles.

Councillor Gerrish welcomed the progress that had been made. He asked how the improvements regarding crowding compared with the mainline. Growth in Thurrock had been higher than in Southend but figures were consistent with the overall pattern. High growth had been experienced throughout the route but the degrees varied from station to station. Thurrock and the East London stations along the Thurrock line were the fastest growing areas.

Councillor Gerrish asked when the next batch of carriages could be expected. Carriages would be rolled out in three waves, 2019, 2022 and 2024. This schedule would possibly be accelerated to match growth if possible. The contract was currently out to tender with manufacturers and would be finalised within the next three months, with an announcement made before Christmas.

The Chair noted that the main focus, rightly, was commuters but added that Thurrock residents appreciated the schemes ran by c2c during school holidays. She asked how well they were taken up by residents. These schemes were very well used. Tilbury Spirit Group for example had been very popular, with full trains, which was unusual in off peak times. There had been high growth within off peak seasons, but there was great capacity for growth. Members were advised that reverse commuting was also on the increase, especially with developments such as the Amazon site, and this would be mutually beneficial.

RESOLVED:

That the Committee comments on the c2c's action taken to date and planned for future to manage expectations of various stakeholder groups' demands.

13. Thurrock Local Plan Progress Update

The Assistant Director of Planning and Growth introduced the report which provided an update on the progress regarding preparation of a new Local Plan to guide the future development of Thurrock.

The Chair expressed concern regarding consultations. Thurrock could expect rapid expansion and she queried what impact the proposed Lower Thames Crossing would have on the Local Plan and how Officers hoped to plan around the upcoming decision to move forward. The Assistant Director of

Planning and Growth outlined that the Lower Thames Crossing would have a significant impact but reminded Members that at present debates were around a preferred route, the development would still need to go through the official process. Issues would revolve around if and where the route and relevant junctions would be. The Consultation would need to consider both with and without the Lower Thames Crossing, possible locations and what implications would follow.

The Chair asked whether it was known how much Green Belt would be opened up by the route and whether that was relevant to the Local Plan. The issue was relevant but not dependant. The figure of around 32,000 homes remained the same with or without the Lower Thames Crossing, the Crossing simply offered potentially different spatial distribution. Land which was not yet accessible could potentially be opened up but either outcome needn't affect the scale of growth.

The Chair asked if it was possible to meet the 32,000 target without developing within the Greenbelt. The Assistant Director of Planning and Growth confirmed that sequential tests had been undertaken. 6500 homes could be built within existing urban areas, which left around 26,000 to be developed elsewhere. Thurrock was a major regeneration area but also a 65% Green Belt Borough. Assuming 26,000 properties with a relatively low density of 40/hectare, the loss of Green Belt land would only equate to roughly 6% and Thurrock would remain a principally Green Belt Authority.

The Chair stressed the importance of Councillors having answers for their residents, including tangible guidelines to the scale of the development. The Committee heard that there was a need to be proactive as an Authority. A loss of 6% of the Green Belt would allow Thurrock to strongly protect the rest of it and it would be better to direct development and growth to preferable areas than have development forced upon Thurrock.

The Chair added that a key issue amongst residents was infrastructure and how important communication with residents would be. It would be essential to be honest, open and reassuring prior to development. The Assistant Director of Planning and Growth stressed the aims of integrated planning and place making, to avoid growth for growth's sake and ensure Thurrock benefitted from development opportunities, to help rid the borough of existing infrastructure deficits.

Councillor Smith asked whether it was envisaged that the distribution across the borough would be even or whether developments would be built onto existing growth hubs. The development would not be distributed evenly across the borough, but the distribution would be 'considered' and would meet a number of tests. Landscape and land-use issues would be factors and therefore areas of land would be identified as higher than others. The aim would be to minimise environmental impact and maximise regeneration. Councillor Smith sought confirmation that Brown Field sites would be identified above Green Belt. Members were assured that an urban capacity study had been undertaken, which had identified the approximately 6500

properties that could be built on brown field sites. Planning Departments could not look at developing their Green Belt land until these had been considered.

Councillor Piccolo queried whether it would be possible to influence the proposed Lower Thames Crossing route if the Local Plan were at an advanced stage with areas for development highlighted. This was the very reason that the Local Plan had been delayed to allow for updates regarding the proposals, as the Council could not plan in isolation. The relationship between growth and accessibility was intrinsic.

Councillor Piccolo referred to planning applications whereby the S106 responsibilities were only required to cover the impact of the proposed development. He asked whether, within the Local Plan, development could be used to cover any existing deficits. Members heard that it would be easier and more beneficial to look at integrated development frameworks to consider how new developments could provide benefits to the local area.

The Chair asked what the consequences would be, from the Government, should Thurrock fail to produce a sufficient plan. Any plan put forward which did not provide sufficient housing would be likely to be refused by the planning inspectorate. This would lead to reworking the process and might prevent the development industry working alongside the Council and simply making isolated applications. The consequences would be seriously negative for the borough.

The Vice-Chair expressed his view that prospects were scary. Some Green Belt would definitely be unlocked but he questioned at which point the Authority could say no more Green Belt land should be developed. The borough already faced issues of poor air quality. He asked whether NHS England would assist the borough. It was essential that necessary infrastructure was in place. The Committee heard that the 32,000 was a 20 year figure. Beyond that point no-one could reasonably tell what the needs of the borough would be. The Assistant Director of Planning and Growth stressed the need for integrated planning and advised that all interested parties, education, healthcare and similar would be involved in the process.

Councillor Piccolo noted that, in terms of explaining the figure to residents, it would be helpful to learn how much of the 32,000 would be simply to accommodate natural growth of Thurrock's existing population, with Children getting older and moving out. The exact figures were not available but would be circulated outside of the meeting; 75% of the figure was for local growth, but not specifically of the indigenous population.

Councillor Gerrish sought confirmation around Members ability to input and steer the process moving forward. The process would be partly technical however it would also be an exercise in local communities. Due to flood risk, land-use and similar issues there would be a limited range of options but there remained significant opportunity for Members and communities to be involved.

Councillor Piccolo referred to the consultation process and expressed concern that the majority of input had come from other Local Authorities and developers. Input from the general public had been negligible and it would be necessary to have their input. He suggested contacted local groups to help outline the importance of residents involving themselves in the consultation process.

The Chair summarised the issues. Councillors needed the right materials to be conduits of information to residents, the reality remained it would be necessary to build on the Green Belt. The Council had the ability to be proactive and make decisions around which sites to develop, rather than being dictated to. The Lower Thames Crossing and related development would be the biggest change Thurrock would see and it was essential to debate the matter fully, and fully engage residents, to obtain the best outcome

RESOLVED:

1. **That the Committee note the report and provide comment on the approach being adopted by the Council in preparing a new Local Plan.**
2. **That the Committee continues to receive regular progress reports on preparation of the Local Plan and provides oversight of the Plan making Process.**

14. Work Programme

The Committee agreed to hold an extraordinary meeting on 3 October 2017 to discuss the Purfleet Regeneration ahead of October Cabinet.

The Chair requested further debate regarding the Lower Thames Crossing proposals. The Committee was advised that the Lower Thames Crossing Task Force would be meeting monthly and the Chair requested regular updates from the Task Force to provide scrutiny.

Councillor Smith proposed an update be brought to the Committee in November regarding the resilience and readiness of grit lorries ahead of the winter, and the build-up of silt in drains in the borough, which led to flooding.

The meeting finished at 8.25 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

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14 November 2017	ITEM: 5
Planning, Transport, Regeneration Overview & Scrutiny Committee	
Fees & Charges Pricing Strategy 2018/19	
Wards and communities affected: All	Key Decision: Key
Accountable Assistant Directors: Andy Millard - Assistant Director - Planning and Growth Ann Osola - Assistant Director - Transportation and Highways Detlev Munster – Assistant Director – Property and Assets	
Accountable Directors: Steve Cox - Corporate Director of Environment and Place	
This report is public	

Executive Summary

Local Authorities are involved in a wide range of services and the ability to charge for some of these services has always been a key funding source to Councils.

This report specifically sets out the charges in relation to services within the remit of this Overview and Scrutiny Committee. Charges will take effect from the 1 April 2018 unless otherwise stated. In preparing the proposed fees and charges, Directorates have worked within the charging framework and commercial principles set out in the report.

Further director delegated authority will be sought via Cabinet to allow Fees and Charges to be varied within financial year in response to legal, regulatory or commercial requirements.

The full list of proposed charges is detailed in Appendix 1 to this report. The proposed deletion of current fees and charges are detailed in Appendix 2 to this report.

1 Recommendation(s)

- 1.1 **That Planning, Transport and Regeneration Overview and Scrutiny Committee note the revised fees, including those no longer applicable, and that Planning, Transport and Regeneration Overview and Scrutiny Committee comment on the proposals currently being considered within the remit of this committee**
- 1.2 **That Planning, Transport and Regeneration Overview and Scrutiny Committee note that director delegated authority will be sought via Cabinet to allow Fees & Charges to be varied within a financial year in response to legal, regulatory or commercial requirements.**

2 Background

2.1 The paper describes the fees and charges approach for the services within the Planning, Transport and Regeneration Overview and Scrutiny Committee remit for 2018/19 and will set a platform for certain pricing principles moving forward into future financial years.

2.2 The paper provides narrative for the Planning, Transport and Regeneration areas:

- Transportation and Highways
 - Parking & Passenger Transport
 - Highways Infrastructure
 - Network Management
 - Transport Development
- Planning and Growth
 - Development Control
 - Building Control
 - Land Charges
- Corporate Property and Assets
 - Property related lease, letting and licensing

2.3 The fees & charges that are proposed are underpinned in some instances by a detailed sales and marketing plans for each area. This will ensure delivery of the income targets for 2018/19, for ease these are summarised below

2.4 Planning, Transport and Regeneration Figures

Service	Last Year Outturn 16/17	Revised Budget 17/18	Forecast Outturn 17/18	Proposed Budget 18/19
Planning, Transport and Regeneration Services	(2,977,301)	(2,937,979)	(2,845,242)	(2,879,543)

2.5 Individual Service Streams

Service	Last Year Outturn 16/17	Revised Budget 17/18	Forecast Outturn FY17/18	Proposed Budget 18/19
Building Control	(300,479)	(273,355)	(273,355)	(273,355)
Development Control	(1,220,378)	(977,502)	(977,502)	(977,502)
Land Charges	(300,394)	(216,216)	(216,216)	(216,216)
Strategic Planning	(5,650)	(4,578)	(4,578)	(4,578)
Bus Subsidy	(4,370)	(2,000)	(2,000)	(2,000)
Highways Maintenance	(217,164)	(231,489)	(197,188)	(231,489)
Parking	(817,365)	(1,044,810)	(1,044,810)	(1,044,810)
Road Safety & Traffic Management	(4,568)	(11,889)	(11,889)	(11,889)
Land and Buildings	(22,187)	(50,809)	(50,809)	(50,809)
Village Halls	(21,539)	(22,566)	(22,566)	(22,566)
Facilities (Civic & Thameside)	(63,207)	(102,765)	(44,329)	(44,329)
Planning, Transport and Regeneration Services Total	(2,977,301)	(2,937,979)	(2,845,242)	(2,879,543)

3 Thurrock Charging Policy

- 3.1 The strategic ambition for Thurrock is to adopt a policy on fees and charges that is aligned to the wider commercial strategy and ensures that all discretionary services cost recover.
- 3.2 Furthermore, for future years, while reviewing charges, services will also consider the level of demand for the service, the market dynamics and how the charging policy helps to meet other service objectives.
- 3.3 Rather than a set increase across all service lines, when considering the pricing strategy for 2018/19 some key questions were considered.
- Where can we apply a tiered/premium pricing structure
 - How sensitive are customers to price (are there areas where a price freeze is relevant)
 - What new charges might we want to introduce for this financial year
 - How do our charges compare with neighbouring boroughs
 - How do our charges compare to neighbouring boroughs and private sector competitors (particularly in those instances where customers have choice)
 - How can we influence channel shift
 - Can we set charges to recover costs
 - What do our competitors charges
 - How sensitive is demand to price
 - Statutory services may have discretionary elements that we can influence
 - Do we take deposits, charge cancellation fees, charge an admin fee for duplicate services (e.g. lost certificates.)

4 Proposals and Issues

- 4.1 The fees and charges for each service area have been considered and the main considerations are set out below.
- 4.2 A council wide target of £6,835m has been proposed within the MTFS for additional income generation in respect of fees and charges income for 2018/19, this represents a 4% increase from 2017/18.
- 4.3 For Planning, Transport and Regeneration Services the increase equates to a target of £2.879m to be secured through increased fees and charges in 2018/19. The increased fees and charges are challenging and represent our commercial ambitions as a Council.
- 4.4 To allow the Council services to better respond to changes in legal, regulatory or commercial challenges; delegated authority will be sought through Cabinet to permit the Director of the Service Area jointly with the Director of Commercial Services to vary these charges within financial year to comply with:
- legally prescribed statutory fees and charges which may be subject to prescribed variation during the year, and that it may be necessary to adjust the relevant fees and charges during the year to reflect a change to their cost recoverability calculation; and that

- discretionary services provided on a traded basis for profit may be subject commercial operational considerations, and that it may be necessary to adjust the relevant fees and charges during the year to reflect a change to their cost recoverability calculation

5 Transport & Highways

5.1 Visitors Permits

- Resident Permit schemes were introduced in order to preserve the limited parking spaces available on-street for residents around towns and train stations and to protect residents from the incursion of commuter parking.
- All residents entitled to a Residents' Permit are entitled to purchase Visitor Permits. Charges have remained unchanged for a number of years, the cost of which does not offer a reasonable return.
- With the first book of Visitor Permits free annually to each household within a Permit area, they are provided in blocks of 20 which equates to 30 pence per day per visitor. The cost of Visitor Permits thereafter is currently £6.00.
- Comparisons made with other Council's show Southend charge £5.00 per sheet of 20 and Havering, £5.25 for a sheet of 10. It is proposed that Thurrock's charges remain unchanged for 2018/19 to support the Council's place-making agenda.

5.2 Residents Permits

- In line with the previous recommendations, Residents' first two permits will remain unchanged and will be issued free of charge. Neighbouring authorities charge fees for these. If Thurrock were to charge it would give an additional annual income of approximately £75k. This is based on the third permit remaining at £66.
- Operational Permits will also remain unchanged at £120 per annum as this is for internal employees and we are mindful of other department's financial constraints.
- Business Permits will only increase if not paid annually. The monthly fee will rise from £36 to £40 and bi annual fee will rise from £192 to £200 this will assist with the administration and additional permit dated accordingly.
- A number of residents, mainly commuters have enquired about Season (annual) Permits. Southend charge £1000 per annum for commuters and £400 for non commuters or seaside parking; charging a similar amount for commuter parking provides a user saving of over £300 on daily charge, and just over £200 saving on non-commuter car parking. This will reduce administration and will promote cashless payment into the borough as part of the service review.
- The Parking Services Team has also received enquiries from providers to the Council about implementing a contractor permit. A suggested annual fee for £150, in between an operational permit and a business permit is recommended to be offered to any contractor who may have a signed contract with this Council. The permit can be renewed in line with the contract. This will allow business to park in the vicinity of the work involved.
- NHS permits have a new fee of £120 per annum for 2017/18, the same as operational permits therefore it is suggested that there is no change for

2018/19 in order for an assessment to be reviewed. There were at least 100 permits last year which will equate to £12,000.

- All replacement permits will be liable to a £10 replacement fee for administration purposes except for charities and visitors permits.

5.3 Parking Bays

- The suspension of parking bays is a discretionary charge. The charge for this remains unchanged. The current fee is considered to cover the cost of any loss of income as a result of a suspension.

5.4 Parking Charges

- Parking charges remain unchanged for 2018/19 in order to continue to support local businesses and the Council's place-making agenda.

5.5 Penalty Charge Notices

- The charges for penalty charge notices are statutory charges and cannot be changed by the local authority.

5.6 Passenger Transport

- DBS Checks for education transport operators for PSV drivers and passenger assistants will remain unchanged for 2018/19. This is in line with Essex County Council (ECC) but will be reviewed annually as some of the operators are procured by both Thurrock Council and ECC.
- Any increases will also be reflected in the operators contract costs with the Council and as education transport is overspent we would not wish to put any further financial burden on another department.

5.7 Bus Passes

- Any resident that applies for their first bus pass under the government's entitlement criteria is to receive their pass free. This is a statutory requirement and no changes to this arrangement have been proposed.
- Any replacements for the loss of a pass will see a £10 admin fee remain. This is in line with other authorities' charges especially as the clientele are elderly. The same administration fee is liable for any pupil who is entitled to education transport and has an annual ticket.

5.8 Suspension of Bus Stops

- Current charges are £75 per day for up to 3 days with £50 per month liable thereafter. A flat rate of £75 per day is proposed in order to encourage road works to be completed expediently. This provides less inconvenience to not only the bus companies, but also to bus users.

5.9 Highways Infrastructure

- Highway Licences - The charge for a licence to erect scaffolding on the highway has been increased to cover the cost of monitoring sites for compliance etc. In addition the refundable deposit has been increased to

ensure sufficient funds would be available, should damage to the highway be caused upon removal of the scaffolding / completion of works.

- Clearance of debris – When clearance or works are required on the highway as a result of a road traffic crash, costs incurred are recovered. A £100 administration fee is charged, although this year an additional %age charge has been introduced to cover the additional time involved in arranging remedial works that exceed £4000. This usually includes works such as carriageway resurfacing following a spillage, or extensive safety barrier repairs. Costs will be recoverable from either the individual responsible or their Insurer.
- Traffic Regulation Orders – Should it be necessary to create or amend a permanent Traffic Regulation Order, a fairly lengthy process is involved, including a statutory 21 day consultation period and advertisements in a local newspaper. The charges for amending, varying or creating an Order requires the same process. Fees have been amended to bring consistency where Orders are required.
- Skips on the highway – A new fee has been introduced that will require all skip companies to register with the Council before they can apply for a licence to deposit a skip on the highway. This will help give more control to the Council and will assist with the management of skips on the highway. Similar fees are charged by other Councils. The licence fee for skips has been increased, again, in line with neighbouring Councils.

5.10 Network Management

- Permit Fees for Street Works were introduced into the 2017/18 Fees and Charges to enable the Permit Scheme to commence in October 2017.
- Legislation allows Permit Authorities to review their Permit Fees following 12 months of operation of the Scheme. Fees are therefore to remain unchanged for 2018/19 and will be reviewed in October 2018 in readiness for any amendments to be included in the 2019/20 Fees and Charges Schedule.

5.11 Transport Development

- Current fees for agreements pursuant to Sections 38 and 278 of the Highways act (adoption of road and highway licenses for developer works) have been bench-marked against neighbouring Authorities and is a consistent increase
- Neighbouring Authorities have increased fees over the last few years and Thurrock is still below the highest fee amount (Thurrock proposals is for 9% of build cost, London boroughs are at 10% build cost) Commuted Sums of Maintenance (CSM) has been changed so that the development works represent 25% of the total build cost, rather than an itemised account of assets. This will be a better process of calculation as currently the CSM does not include the road surface; whereas the new calculation will include it.
- Accident data provision is increased in line with Southend Council.

6 Planning and Growth

6.1 Development Control

- Fee income is dependant almost entirely on market forces and the majority of fees are nationally set. Whilst the market has been strong in the previous two years this cannot be a guarantee of future income levels. Even a small downturn in the market, could see a reduction in the number of planning applications.
- Aside from planning application fees we are also able to charge for pre application advice, these fees are locally set. Our offer of pre application advice has been very popular with developers and householder alike as it offers more certainty before entering into the formal application process. We have varied these fees in line with other Essex authorities and to maintain our competitiveness while ensuring that our costs are covered for provision of the service. Whilst this will assist in providing an improved and more efficient service, it is unlikely to yield any additional income.

6.2 Building Control

- Fee income is dependant entirely on market forces. The Building Control Account is governed by legislation that requires that the Council does not produce a profit or loss over a three year rolling period and that any increase in income has to be ring-fenced with the Building Control account.

6.3 Land Charges

- Local Land Charges (LLC) income is derived from charges associated with the sale and purchase of property in Thurrock. This account functions on a cost recovery basis, therefore any increase in income cannot be used outside of the LLC budget.

7 Corporate Property and Assets

7.1 Corporate property – charges for financial year 2018/19 will remain unchanged, as the current charges are comparatively aligned with neighbouring areas.

7.2 As such, charges will look to be reviewed as part of the business activities for financial year 2019/20 with the view to ensuring that they remain market competitive and to ensure a full cost recovery model.

8 Reasons for Recommendation

8.1 The setting of appropriate fees and charges will enable the Council to generate essential income for the funding of Council services. The approval of reviewed fees and charges will also ensure that the Council is competitive with other service providers and neighbouring councils. The ability to vary charges within financial year will enable services to more flexible adapt to changing economic conditions.

8.2 The granting of delegated authority to vary these charges within financial year will allow the Council to better respond to the needs of the communities, legal requirements, regulatory changes and commercial challenges.

9 Consultation (including Overview and Scrutiny, if applicable)

- 9.1 Consultations will be progressed where there is specific need. However, with regard all other items, the proposals in this report do not affect any specific parts of the borough. Fees and charges are known to customers before they make use of the services they are buying

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

- 10.1 The changes in these fees and charges may impact the community; however it must be taken into consideration that these price rises include inflation and no profit will be made on the running of these discretionary services.

11 Implications

11.1 Financial

Implications verified by: **Carl Tomlinson**

Finance Manager

Additional income will be generated from increases but this is variable as it is also dependent on demand for the services. Increases to income budgets have been built into the MTFS.

11.2 Legal

Implications verified by: **David Lawson**

Monitoring Officer

Fees and charges generally fall into three categories – Statutory, Regulatory and Discretionary. Statutory charges are set in statute and cannot be altered by law since the charges have been determined by Central government and all authorities will be applying the same charge.

Regulatory charges relate to services where, if the Council provides the service, it is obliged to set a fee which the Council can determine itself in accordance with a regulatory framework. Charges have to be reasonable and must be applied across the borough.

Discretionary charges relate to services which the Council can provide if they choose to do so. This is a local policy decision. The Local Government Act 2003 gives the Council power to charge for discretionary services, with some limited exceptions. This may include charges for new and innovative services utilising the power to promote environmental, social and economic well-being under section 2 of the Local Government Act 2000. The income from charges, taking one financial year with another, must not exceed the cost of provision. A clear and justifiable framework of principles should be followed in terms of deciding when to charge and how much, and the process for reviewing charges.

A service may wish to consider whether they may utilise this power to provide a

service that may benefit residents, businesses and other service users, meet the Council priorities and generate income.

Decisions on setting charges and fees are subject to the Council's decision making structures. Most charging decisions are the responsibility of Cabinet, where there are key decisions. Some fees are set by full Council.

11.3 Diversity and Equality

Implications verified by: **Becky Price**

Community Development Officer

The Council is responsible for promoting equality of opportunity in the provision of services and employment as set out in the Equality Act 2010 and Public Sector Equality Duty. Decisions on setting charges and fees are subject to Community Equality Impact Assessment process and the Council's wider decision making structures to determine impact on protected groups and related concessions that may be available.

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

None applicable

12 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

13 Appendices to the report

- Appendix 1 – Schedule of Proposed Fees and Charges for 2018/19
- Appendix 2 – Schedule of Fees and Charges no longer applicable

Report Author:

Andrew Austin

Commercial Manager

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Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charge incl. VAT 2017/18	VAT Status 18/19	Charge excl. VAT 2018/19	VAT Amount 2018/19	Charge incl. VAT 2018/19
Commercial Matters - Administration fee for processing Commercial & Other Applications	D	S	£ 30.00	£ 6.00	£ 36.00	S	£ 30.00	£ 6.00	£ 36.00
Commercial Matters - Assignment of Leases (Council owned premises) Minimum charge May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	S	£375 - £750	£ -	£375 - £750
Commercial Matters - Dilapidation Surveys and Schedules of Repair/Condition (Council Owned Premises) Minimum fee and hourly rate charge in preparing survey and supervising works	D	S	£ 385.00	£ 77.00	£ 462.00	S	£ 385.00	£ 77.00	£ 462.00
Commercial Matters - Licence to undertake alterations/building works May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	S	£375 - £750	£ -	£375 - £750
Commercial Matters - Licence to vary lease terms (Council owned premises) May rise to maximum of £670 if negotiations extended	D	S	£375 - £750	£75 - £150	£450 - £900	S	£375 - £750	£ -	£375 - £750
Commercial Matters - New Letting - Non Standard Commercial Shop Lease - Dependant upon complexity or extended negotiations	D	S	£640 - £1,300	£128 - £260	£768 - £1,560	S	£640 - £1,300	£ -	£640 - £1,300
Commercial Matters - New Letting - Standard Commercial Shop Lease	D	S	£ 385.00	£ 77.00	£ 462.00	S	£ 385.00	£ 77.00	£ 462.00
Commercial Matters - Other Processes and Consents	D	S	£ 385.00	£ 77.00	£ 462.00	S	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Area up to 25 Sqm - Land offering development potential either as a separate plot or if combined with other land	D	S	Negotiable	£ -	Negotiable	S	Negotiable	£ -	Negotiable
Non Commercial Matters - Area up to 25 Sqm - Sale of land at the end of the rear garden retained by the Council from a Right to Buy sale or amenity land adjoining a property sold under a Right to Buy	D	S	Negotiable	£ -	Negotiable	S	Negotiable	£ -	Negotiable
Non Commercial Matters - Other Processes and Consents	D	S	£ 385.00	£ 77.00	£ 462.00	S	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Request for an easement over Council Land Applicant would also need to pay for additional cost of works (e.g. drop kerb and crossover) and any additional legal costs affecting the title to the property.	D	S	£ 385.00	£ 77.00	£ 462.00	S	£ 385.00	£ 77.00	£ 462.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 1. Whole Hall hire Weekends per hour	D	E	£ 38.00	£ -	£ 38.00	E	£ 38.00	£ -	£ 38.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 2. Whole Hall hire Weekdays per hour	D	E	£ 18.00	£ -	£ 18.00	E	£ 18.00	£ -	£ 18.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 3. Hire of Small Meeting Room per hour	D	E	£ 8.00	£ -	£ 8.00	E	£ 8.00	£ -	£ 8.00
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 4. Senior Citizens / Charitable Organisations	D	E	£ -	£ -	£ -	E	£ -	£ -	£ -
Non Commercial Matters - Stanley Lazell Memorial Hall Dell Road - 5. Whole Hall hire Daytime/ Weekends per hour	D	E	£ 23.00	£ -	£ 23.00	E	£ 23.00	£ -	£ 23.00
Car parking - Discretionary suspension of the use of on-street parking places for waiting/loading - charge per parking space	S	O	£25 per day	£ -	£25 per day	O	£25 per day	£ -	£25 per day
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 1 hour under 2 hours	D	S	£ 1.08	£ 0.22	£ 1.30	S	£ 1.08	£ 0.22	£ 1.30
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 2 hours under 4 hours	D	S	£ 1.75	£ 0.35	£ 2.10	S	£ 1.75	£ 0.35	£ 2.10
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 4 hours under 6 hours	D	S	£ 3.08	£ 0.62	£ 3.70	S	£ 3.08	£ 0.62	£ 3.70
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Over 6 Hours	D	S	£ 4.83	£ 0.97	£ 5.80	S	£ 4.83	£ 0.97	£ 5.80
Car Parking - Off Street-Pay & Display Car Parking Grays Car Parks (excl. Grays Beach) - Under 1 hour	D	S	£ 0.58	£ 0.12	£ 0.70	S	£ 0.58	£ 0.12	£ 0.70
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - 1 to 2 hours	D	S	£ 0.50	£ 0.10	£ 0.60	S	£ 0.50	£ 0.10	£ 0.60
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - All day	D	S	£ 1.75	£ 0.35	£ 2.10	S	£ 1.75	£ 0.35	£ 2.10
Car Parking - Off-Street Pay & Display Car Parking Canterbury Parade, South Ockendon - Under 1 hour	D	S	£ -	£ -	£ -	S	£ -	£ -	£ -
Car Parking - Off-Street Pay & Display Car Parking Tamarisk Road, South Ockendon - 1 to 2 hours	D	S		£ -	£ -	S	£ 0.50	£ 0.10	£ 0.60
Car Parking - Off-Street Pay & Display Car Parking Tamarisk Road, South Ockendon - Over 2 hours	D	S		£ -	£ -	S	£ 1.75	£ 0.35	£ 2.10
Car Parking - Off-Street Pay & Display Car Parking Grays Beach - 0 to 2 hours	D	S	£ 0.58	£ 0.12	£ 0.70	S	£ 0.58	£ 0.12	£ 0.70
Car Parking - Off-Street Pay & Display Car Parking Grays Beach - All day	D	S	£ 2.67	£ 0.53	£ 3.20	S	£ 2.67	£ 0.53	£ 3.20
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - 0-2 hours	D	S	£ 0.58	£ 0.12	£ 0.70	S	£ 0.58	£ 0.12	£ 0.70
Car Parking - Off-Street Pay & Display Car Parking Purfleet in Cornwall House - All day	D	S	£ 2.67	£ 0.53	£ 3.20	S	£ 2.67	£ 0.53	£ 3.20
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 0 to 1 hour	D	O	£ 0.70	£ -	£ 0.70	O	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - 1 to 2 hours	D	O	£ 1.20	£ -	£ 1.20	O	£ 1.20	£ -	£ 1.20
Car Parking - On-Street Pay & Display - Long Stay Thames Road & Access Road to Yacht Club - over 2 hours	D	O	£ 3.20	£ -	£ 3.20	O	£ 3.20	£ -	£ 3.20
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 0 to 1 hour	D	O	£ 0.70	£ -	£ 0.70	O	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 1 to 2 hour	D	O	£ 1.40	£ -	£ 1.40	O	£ 1.40	£ -	£ 1.40
Car Parking - On-Street Pay & Display - Short Stay (excl. Thames Road & Access Road to Yacht Club) - 2 to 4 hour	D	O	£ 2.30	£ -	£ 2.30	O	£ 2.30	£ -	£ 2.30
Car Parking - On-Street Pay & Display Quick Stops - 0 to 30 mins	D	O	£ 0.70	£ -	£ 0.70	O	£ 0.70	£ -	£ 0.70
Car Parking - On-Street Pay & Display Quick Stops - 30 to 45 mins	D	O	£ 0.90	£ -	£ 0.90	O	£ 0.90	£ -	£ 0.90
Car Parking - On-Street Pay & Display Quick Stops - 45 mins to 1 hour	D	O	£ 1.40	£ -	£ 1.40	O	£ 1.40	£ -	£ 1.40
Car Parking - Penalty Charge Notices - Higher Level Contraventions - Penalty Charge	S	O	£ 70.00	£ -	£ 70.00	O	£ 70.00	£ -	£ 70.00
Car Parking - Penalty Charge Notices - Higher Level Contraventions - Penalty Charge paid within 14 days	S	O	£ 35.00	£ -	£ 35.00	O	£ 35.00	£ -	£ 35.00
Car Parking - Penalty Charge Notices - Lower Level Contraventions - Penalty Charge	S	O	£ 50.00	£ -	£ 50.00	O	£ 50.00	£ -	£ 50.00
Car Parking - Penalty Charge Notices - Lower Level Contraventions - Penalty Charge paid within 14 days	S	O	£ 25.00	£ -	£ 25.00	O	£ 25.00	£ -	£ 25.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - Per Month thereof	D	O	£ 36.00	£ -	£ 36.00	O	£ 40.00	£ -	£ 40.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - Per year	D	O	£ 360.00	£ -	£ 360.00	O	£ 360.00	£ -	£ 360.00
Car Parking - Penalty Permits - Controlled Parking Zones - Business Permits - for 6 months	D	O	£ 192.00	£ -	£ 192.00	O	£ 200.00	£ -	£ 200.00
Car Parking - Penalty Permits - Controlled Parking Zones - NHS Permits	D	O	£ 120.00	£ -	£ 120.00	O	£ 120.00	£ -	£ 120.00
Car Parking - Penalty Permits - Controlled Parking Zones - Annual Permit Commuter Car Parks Only	D	O		£ -	£ -	O	£ 1,000.00	£ -	£ 1,000.00
Car Parking - Penalty Permits - Controlled Parking Zones - Non Commuter Car Parks / On Street Long Stay Only	D	O		£ -	£ -	O	£ 500.00	£ -	£ 500.00
Car Parking - Penalty Permits - Controlled Parking Zones - Contractor Permits	D	O		£ -	£ -	O	£ 150.00	£ -	£ 150.00
Car Parking - Penalty Permits - Controlled Parking Zones - Operational Permits	D	O	£ 120.00	£ -	£ 120.00	O	£ 120.00	£ -	£ 120.00
Car Parking - Penalty Permits - Controlled Parking Zones - Replacement Permits	D	O	£ 10.00	£ -	£ 10.00	O	£ 10.00	£ -	£ 10.00
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 1st Permit per Household	D	O	£ -	£ -	£ -	O	£ -	£ -	£ -
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 2nd Permit per Household	D	O	£ -	£ -	£ -	O	£ -	£ -	£ -
Car Parking - Penalty Permits - Controlled Parking Zones - Residents Permits - Per year - 3rd Permit per Household	D	O	£ 66.00	£ -	£ 66.00	O	£ 66.00	£ -	£ 66.00
Car Parking - Penalty Permits - Controlled Parking Zones - Visitor Permits - Additional Sheets of 20 per Household	D	O	£ 6.00	£ -	£ 6.00	O	£ 6.00	£ -	£ 6.00

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charge incl. VAT 2017/18	VAT Status 18/19	Charge excl. VAT 2018/19	VAT Amount 2018/19	Charge incl. VAT 2018/19
Highways - Licences - Consideration of an application for a licence in writing to erect or retain on or over a highway any scaffolding or other structure, in connection with any building, or demolition or the alteration, repair, maintenance or cleaning of any building which obstructs the highway pursuant to Section 169(1) and (2) of the 1980 Act.	S	Z	£77 + returnable deposit (£100 min) on satisfactory completion	£ -	£77 + returnable deposit (£100 min) on satisfactory completion	Z	£200 + £400 returnable deposit on satisfactory completion	£ -	£200 + £400 returnable deposit on satisfactory completion
Highways - Anything done in connection with the clearance of accident debris pursuant to Section 41 and 130 of the 1980 Act in respect of accidents occurring on or after 1st April 1999	D	O	Actual costs + £100 admin	£ -	Actual costs + £100 admin	O	Actual Costs + £100; or 20% if cost exceeds £4000	£ -	Actual Costs + £100; or 20% if cost exceeds £4000
Highways - Consideration by a local authority of an application pursuant to any provision contained in an order under Section 1,6 9 or 14 of the 1984 Act for an exemption from any prohibition or restriction imposed by the order on the stopping, parking, waiting, loading or unloading of vehicles on a road	D	O	Actual costs + £100 admin	£ -	Actual costs + £100 admin	O	£ 1,500.00	£ -	£ 1,500.00
Highways - Consideration of a request in respect of a highway maintainable at the public expense to execute such works as are specified in the request for constructing a vehicle crossing over a footway or verge in that highway pursuant to Section 184 of the 1980 Act	D	O	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion	£ -	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion	O	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion	£ -	£375 upfront payment; if the crossing does not meet criteria £300 is refundable; £200 is refundable upon satisfactory completion
Highways - Licences - Anything done in connection with site inspections to monitor compliance with duties imposed by Section 172(3) and by Section 173(1) of the 1980 Act on a person who has erected a hoarding or fence.	S	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent to carry out any works in a street to provide means for the admission of light to premises situated under, or abutting on, the street pursuant to Section 180(2) of the 1980 Act	S	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent to make an opening in the footway of a street as an entrance to a cellar or vault there under pursuant to Section 180(1) of the 1980 Act.	S	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent under Section 179(1) of the 1980 Act to construct works to which that Section applies under any part of the street	S	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin	Z	Actual costs + £100 Admin	£ -	Actual costs + £100 Admin
Highways - Licences - Consideration of an application for consent for the obligation to erect a hoarding or fence in accordance with Section 172(1) of the 1980 Act to be dispensed with pursuant to sub-section (2) of that Section.	S	Z	£77 + returnable deposit (£100 min) on satisfactory completion	£ -	£77 + returnable deposit (£100 min) on satisfactory completion	Z	£200 + £400 returnable deposit on satisfactory completion	£ -	£200 + £400 returnable deposit on satisfactory completion
Highways - Licences - Consideration of an application for consent temporarily to deposit building materials, rubbish or other things in a street that is a highway maintainable at the public expense or to make a temporary excavation in it, and the undertaking of site inspections to monitor compliance with such consent pursuant to Section 171(1), (2) (4) and (5) of the 1980 Act.	S	Z	£77 to deposit building material	£ -	£77 to deposit building material	Z	£200 for up to 14 days, £50 for each additiional week thereafter, +£400 refundable deposite if no damage caused	£ -	£200 for up to 14 days, £50 for each additiional week thereafter, +£400 refundable deposite if no damage caused
Highways - License for table and chair arrangements on the public highway £250 per table (max 4 chairs per table) with a maximum of £2000 capped on application.	D	E	£ 250.00	£ -	£ 250.00	E	£ 250.00	£ -	£ 250.00
Highways - Provision of (or recovery of) white bar markings	D	O	£ 150.00	£ -	£ 150.00	O	£ 150.00	£ -	£ 150.00
Highways - Registration Fee for Skip Companies to operate in Thurrock	D	E				E	£ 60.00	£ -	£ 60.00
Highways - Skip License (to Skip Companies)	D	E	£31 per week plus £5 per day after the first week	£ -	£31 per week plus £5 per day after the first week	E	£35 for up to 7 days and up to every 7 days thereafter	£ -	£35 for up to 7 days and up to every 7 days thereafter
New Highways Information - Searches and Enquiries	D	O	£52 per hour	£ -	£52 per hour	O	£60 per hour	£ -	£60 per hour
Passenger Transport - DBS Check	D	Z	£ 55.00	£ -	£ 55.00	Z	£ 55.00	£ -	£ 55.00
Passenger Transport - The issue by a County Council, District Council, passenger transport authority or passenger transport executive in England, a County Council or County Borough Council in Wales, to a person eligible to receive travel concessions under a scheme established under Section 93 of the Transport Act 1985, of - (b) a duplicate by a London Borough Council or the Common Council of the City of London of a travel concession permit pursuant to section 52(4) of the London Regional Transport Act 1984 or pursuant to section 53(2)(b) of that Act in accordance with arrangements under section 50(1).	D	O	£ 10.00	£ -	£ 10.00	O	£ 10.00	£ -	£ 10.00
Passenger Transport - The issue by a County Council, District Council, passenger transport authority or passenger transport executive in England, a County Council or County Borough Council in Wales, to a person eligible to receive travel concessions under a scheme established under Section 93 of the Transport Act 1985, of - (a) any permit or other document as evidence of entitlement to receive travel concessions	S	O	£ -	£ -	£ -	O	£ -	£ -	£ -
Passenger Transport - Utilities request for bus stop to be suspended	D	Z	£75 per day + £50 per month thereafter	£ -	£75 per day + £50 per month thereafter	Z	£75 per day	£ -	£75 per day
Permit Fees - Road Category - Cat 0-2 & TS - Immediate	D	E	£ 55.00	£ -	£ 55.00	E	£ 55.00	£ -	£ 55.00
Permit Fees - Road Category - Cat 0-2 & TS - Major	D	E	£ 215.00	£ -	£ 215.00	E	£ 215.00	£ -	£ 215.00
Permit Fees - Road Category - Cat 0-2 & TS - Major (PAA)	D	E	£ 95.00	£ -	£ 95.00	E	£ 95.00	£ -	£ 95.00
Permit Fees - Road Category - Cat 0-2 & TS - Minor	D	E	£ 60.00	£ -	£ 60.00	E	£ 60.00	£ -	£ 60.00
Permit Fees - Road Category - Cat 0-2 & TS - Permit Variation	D	E	£ 45.00	£ -	£ 45.00	E	£ 45.00	£ -	£ 45.00
Permit Fees - Road Category - Cat 0-2 & TS - Standard	D	E	£ 120.00	£ -	£ 120.00	E	£ 120.00	£ -	£ 120.00
Permit Fees - Road Category - Cat 3&4 No TS - Immediate	D	E	£ 35.00	£ -	£ 35.00	E	£ 35.00	£ -	£ 35.00
Permit Fees - Road Category - Cat 3&4 No TS - Major	D	E	£ 140.00	£ -	£ 140.00	E	£ 140.00	£ -	£ 140.00
Permit Fees - Road Category - Cat 3&4 No TS - Major (PAA)	D	E	£ 70.00	£ -	£ 70.00	E	£ 70.00	£ -	£ 70.00
Permit Fees - Road Category - Cat 3&4 No TS - Minor	D	E	£ 40.00	£ -	£ 40.00	E	£ 40.00	£ -	£ 40.00
Permit Fees - Road Category - Cat 3&4 No TS - Permit Variation	D	E	£ 35.00	£ -	£ 35.00	E	£ 35.00	£ -	£ 35.00
Permit Fees - Road Category - Cat 3&4 No TS - Standard	D	E	£ 70.00	£ -	£ 70.00	E	£ 70.00	£ -	£ 70.00
Right of Way - Additional costs may be payable in the event of a public enquiry under the Highways Act 1980 Section 302 and / or Local Government Act 1972 Section 250	S	O	Actual costs of advertising and officers time	£ -	Actual costs of advertising and officers time	O	Actual costs of advertising and officers time	£ -	Actual costs of advertising and officers time

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charge incl. VAT 2017/18	VAT Status 18/19	Charge excl. VAT 2018/19	VAT Amount 2018/19	Charge incl. VAT 2018/19
Rights of Way - Application for Highways Deposits of Statement, Maps and Declarations (Section 31(6) of the Highways Act 1980)	S	O	£200 fee for the first parcel of land + £25 for each additional parcel	£ -	£200 fee for the first parcel of land + £25 for each additional parcel	O	£200 fee for the first parcel of land + £25 for each additional parcel	£ -	£200 fee for the first parcel of land + £25 for each additional parcel
Rights of Way - Costs for Public Path Orders Regulations 1993	S	O	Approx cost £1,200 includes non-refundable fee of £100.00	£ -	Approx cost £1,200 includes non-refundable fee of £100.00	O	£ 1,800.00	£ -	£ 1,800.00
Rights of Way - Public Path Creation Order (section 25 and 26 of the Highways Act 1980)	S	O	£500 admin fee +actual cost of advertisement	£ -	£500 admin fee +actual cost of advertisement	O	£ 1,000.00	£ -	£ 1,000.00
Street Naming and Numbering - Re-naming of individual properties (Per property charge)	D	O	£57 + £10 for every affected extra property	£ -	£57 + £10 for every affected extra property	O	£ 60.00	£ -	£ 60.00
Street Naming and Numbering - New Properties - 1-5 Properties 4 weeks administration	D	O	£ 154.50	£ -	£ 154.50	O	£ 154.50	£ -	£ 154.50
Street Naming and Numbering - New Properties - 26-75 Properties 8 weeks administration	D	O	£ 360.00	£ -	£ 360.00	O	£ 360.00	£ -	£ 360.00
Street Naming and Numbering - New Properties - 6-25 Properties 6 weeks administration	D	O	£ 164.80	£ -	£ 164.80	O	£ 250.00	£ -	£ 250.00
Street Naming and Numbering - New Properties - 76-100 Properties 10-12 weeks administration	D	O	£ 154.50	£ -	£ 154.50	O	£ 460.00	£ -	£ 460.00
Street Naming and Numbering - New Properties - Over & Above 100 Properties - for every additional property	D	O	£ 154.50	£ -	£ 154.50	O	£ 30.00	£ -	£ 30.00
Street Naming and Numbering - New Properties - Re-naming of a building/block flat/industrial estate	D	O	£ 135.00	£ -	£ 135.00	O	£ 135.00	£ -	£ 135.00
Street Naming and Numbering - Renaming of Street where requested by residents up to 50 properties	D	O	£205 for first + £345 for every extra property	£ -	£205 for first + £345 for every extra property	O	£ 250.00	£ -	£ 250.00
Street Naming and Numbering - Renaming of Street where requested by residents 51 and over properties	D	O				O	£ 450.00	£ -	£ 450.00
Traffic Management - or the giving of a notice under Section 14(2) of the 1984 Act for the reason mentioned in Section 14(1)(a).	S	O	£ 580.00	£ -	£ 580.00	O	£ 580.00	£ -	£ 580.00
Traffic Management - Anything done by a local authority in connection with or in consequence of a request to the Authority, the Chief Officer of Police or any other person specified by or under an order made under Section 49(4) of the 1984 Act to suspend the use of a parking place or any part of it.	S	O	£ 700.00	£ -	£ 700.00	O	£ 1,000.00	£ -	£ 1,000.00
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of a request to vary an order under Section 1,6,9 or 14 of the 1984 Act so as to create an exemption or exclusion from a prohibition or restriction imposed by the Order on the stopping, parking waiting, loading or unloading of vehicles on a road.	S	O	£ 1,060.00	£ -	£ 1,060.00	O	£ 1,500.00	£ -	£ 1,500.00
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of an event requiring traffic management measures	D	O	Actual costs + 20% admin	£ -	Actual costs + 20% admin	O	Actual costs + 20% admin	£ -	Actual costs + 20% admin
Traffic Management - Anything done by a local traffic authority in connection with or in consequence of the making of an order under Section 14(1)	S	O	£ 700.00	£ -	£ 700.00	O	£ 1,000.00	£ -	£ 1,000.00
Traffic Management - Anything done by a local traffic authority in consequence of a request to revoke or amend an order under Section 6,32(1) (b) or 45 of the 1984 Act so that a particular length of road may cease to be a place where vehicles may be parked in accordance with the order.	S	O	£ 1,060.00	£ -	£ 1,060.00	O	£ 1,500.00	£ -	£ 1,500.00
Traffic Management - Consideration by a local authority of a request that, under Section 65(1) of the 1984 Act, it cause or permit a traffic sign (not being a sign which fulfils the conditions specified in Section 65(3A)(i) and (ii) to be placed on or near a road to indicate the route to specified land or premises.	S	O	£ 155.00	£ -	£ 155.00	O	£ 155.00	£ -	£ 155.00
Traffic Management - Permitting - Fixed Penalty Notices (FPN) - Working in breach of a condition (This is the same as FPN penalties under the notice system, the Authority may extend the 36 day period at its discretion in any particular case)	S		£120 if paid within 36 days, discounted to £80 if paid within 29 days	£ -	£120 if paid within 36 days, discounted to £80 if paid within 29 days	£ -	£120 if paid within 36 days, discounted to £80 if paid within 29 days	£ -	£120 if paid within 36 days, discounted to £80 if paid within 29 days
Traffic Management - Permitting - Fixed Penalty Notices (FPN) - Working without a permit (The Authority may extend the 36 day period at its discretion in any particular case)	S		£500 if paid within 36 days, discounted to £300 if paid within 29 days	£ -	£500 if paid within 36 days, discounted to £300 if paid within 29 days	£ -	£500 if paid within 36 days, discounted to £300 if paid within 29 days	£ -	£500 if paid within 36 days, discounted to £300 if paid within 29 days
Traffic Management - The placing by a local traffic authority of a traffic sign pursuant to Section 65(1) of the 1984 Act in accordance with a request of the kind referred to in the preceding paragraph.	S	O	£ 155.00	£ -	£ 155.00	O	£ 155.00	£ -	£ 155.00
Traffic Management - Traffic Signal data information	D	S	Actual cost(Min £155)	£ -	Actual cost(Min £155)	S	Actual cost(Min £155)	£ -	Actual cost(Min £155)
Traffic Management - Wide load arrangements	S	O	Actual costs + 20% Admin	£ -	Actual costs + 20% Admin	O	Actual costs + 20% Admin	£ -	Actual costs + 20% Admin
Transport Development - Accident data provision	D	Z	£ 155.00	£ -	£ 155.00	Z	£ 170.00	£ -	£ 170.00
Transport Development - Commercial access; no adoptable road (fee is for checking drawing and supervision works)	S	O	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	O	min fee £5k 9% of cost. Hoarding - Deposit £200 per spm, fee 10% of deposite	£ -	min fee £5k 9% of cost. Hoarding - Deposit £200 per spm, fee 10% of deposite
Transport Development - Commercial access; with adoptable distributor road Section 278 agreement (Fee is for checking drawings and supervision of works)	S	O	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit	O	Miin Fee £5k 10% of cost; split over 4% for checking drawings and 6% supervision Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Miin Fee £5k 10% of cost; split over 4% for checking drawings and 6% supervision Hoarding - Deposit £120 per spm, fee 10% of deposit
Transport Development - Commuted sums for highway & ancillary works arising from development	D	Z	25% of actual costs	£ -	25% of actual costs	Z	25% of bond figure over a 60 year period - reduction factor 3.5% per annum	£ -	25% of bond figure over a 60 year period - reduction factor 3.5% per annum
Transport Development - Crane oversail licence (temporary during construction). Applicable when cranes operate over the public highway	S	O	£ 185.00	£ -	£ 185.00	O	£ 200.00	£ -	£ 200.00

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charge incl. VAT 2017/18	VAT Status 18/19	Charge excl. VAT 2018/19	VAT Amount 2018/19	Charge incl. VAT 2018/19
Transport Development - Crane oversail licence (temporary during construction). Applicable when cranes operate over the public highway - Deposit	S	O	£500-£5000	£ -	£500-£5000	O	£500-£5000	£ -	£500-£5000
Transport Development - Department Publications	D	Z	Purchase price set by Delegated Officer	£ -	Purchase price set by Delegated Officer	Z	Purchase price set by Delegated Officer	£ -	Purchase price set by Delegated Officer
Transport Development - Development Control Design guide for the constructions of adoptable works	D	Z	£ 52.00	£ -	£ 52.00	Z	£ 60.00	£ -	£ 60.00
Transport Development - Flat only development's; no adoptable road (fee is for checking drawing and supervision of works)	S	O	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	£ -	Min fee £3k 8.5% of cost Hoarding - Deposit £120 per spm, fee 10% of deposit	O	Min Fee £5k 10% of cost; split over 4% for checking drawings and 6% supervision Hoarding - deposit £120 per spm, fee 10% of deposit	£ -	Min Fee £5k 10% of cost; split over 4% for checking drawings and 6% supervision Hoarding - deposit £120 per spm, fee 10% of deposit
Transport Development - Incidental Technical Information	D	Z	Case by case basis	£ -	Case by case basis	Z	Case by case basis	£ -	Case by case basis
Transport Development - New Adoptable Residential Estate Road with standard Bellmouth Section 278 (Fee is for checking drawings and supervision of works)	S	O	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	O	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600
Transport Development - New Adoptable Residential Estate Road with standard Bellmouth Section 38 (Fee is for checking drawings and supervision of works)	S	O	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost	O	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600
Transport Development - Residential Estate Road Bellmouth to private drive, access to distributor roads or higher category by Section 278 agreement (Fee is for checking drawings and supervision of works) Lower category roads serving 5 units – Section 184 cross over application	S	O	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	Up to £30k min £3k Up to £1m, 8.5% of cost Over £1m, 5.5% of cost Hoarding Deposit £100 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	O	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600	£ -	UP to £30k min £5k Up to £1m, 10% of cost Over £1m, 6% pf cost Hording deposit £120 per sqm of highway enclosed Hoarding fee 10% of deposit, min £600
Transport Development - Temporary Construction Access Licence	S	O	£ 185.00	£ -	£ 185.00	O	£ 200.00	£ -	£ 200.00
Transport Development - Temporary Construction Access Licence - Deposit	S	O	£500-£5000	£ -	£500-£5000	O	£500-£5000	£ -	£500-£5000
Travel Plans - Monitoring Travel Plans - Large Developments	S	Z	£ 2,470.00	£ -	£ 2,470.00	Z	£ 2,470.00	£ -	£ 2,470.00
Travel Plans - Monitoring Travel Plans - Large developments where two or more land-uses on-site exceed the DfT thresholds, or the development in total is double the threshold	S	Z	£ 3,710.00	£ -	£ 3,710.00	Z	£ 3,710.00	£ -	£ 3,710.00
Travel Plans - Monitoring Travel Plans - Small Developments	S	Z	£ 865.20	£ -	£ 865.20	Z	£ 865.20	£ -	£ 865.20
Building Control Fees - Upon application with the Thurrock Council Building Control department	D	Z	POA	£ -	POA	Z	POA	£ -	POA
Local Land Charges - Additional parcel - commercial	S	O	£ 35.00	£ -	£ 35.00	O	£ 35.00	£ -	£ 35.00
Local Land Charges - Additional parcel - personal search	S	O	£ 2.00	£ -	£ 2.00	O	£ 2.00	£ -	£ 2.00
Local Land Charges - Additional parcel - residential	S	O	£ 28.00	£ -	£ 28.00	O	£ 28.00	£ -	£ 28.00
Local Land Charges - Cancellation fee for Con29 search	S	O	£ 75.00	£ -	£ 75.00	O	£ 75.00	£ -	£ 75.00
Local Land Charges - Charges for a copy of the local land charges search	S	O	£ 15.00	£ -	£ 15.00	O	£ 15.00	£ -	£ 15.00
Local Land Charges - Con290 - Per question	S	S	£ 22.00	£ 4.40	£ 26.40	S	£ 22.00	£ 4.40	£ 26.40
Local Land Charges - Con29R - Unrefined data search package	S	S	£ 40.00	£ 8.00	£ 48.00	S	£ 40.00	£ 8.00	£ 48.00
Local Land Charges - Copy of agreements and tree preservation orders	S	O	£ 30.00	£ -	£ 30.00	O	£ 30.00	£ -	£ 30.00
Local Land Charges - Copy of planning decision and enforcement notices	S	O	£ 15.00	£ -	£ 15.00	O	£ 15.00	£ -	£ 15.00
Local Land Charges - Copy of smoke control older	S	O	£ 7.00	£ -	£ 7.00	O	£ 7.00	£ -	£ 7.00
Local Land Charges - Electronic Format - Con29R Search - commercial	S	S	£ 135.83	£ 27.17	£ 163.00	S	£ 135.83	£ 27.17	£ 163.00
Local Land Charges - Electronic Format - Con29R Search - residential	S	S	£ 86.67	£ 17.33	£ 104.00	S	£ 86.67	£ 17.33	£ 104.00
Local Land Charges - Form LLC1 Only	S	O	£ 21.00	£ -	£ 21.00	O	£ 21.00	£ -	£ 21.00
Local Land Charges - Paper Format - Con29R Search - commercial	S	S	£ 140.00	£ 28.00	£ 168.00	S	£ 140.00	£ 28.00	£ 168.00
Local Land Charges - Paper Format - Con29R Search - residential	S	S	£ 90.00	£ 18.00	£ 108.00	S	£ 90.00	£ 18.00	£ 108.00
Local Land Charges - Personal search request and viewing of information	S	O	Free	Free	Free	O	Free	£ -	Free
Pre application fees - Householder - written only	D	S	£ 30.00	£ 6.00	£ 36.00	S	£ 50.00	£ 10.00	£ 60.00
Pre application fees - Householder - written with 1/2 hour meeting	D	S	£ 66.00	£ 13.20	£ 79.20	S	£ 80.00	£ 16.00	£ 96.00
Pre application fees - Householder - proposales in conservation areas/works to listed building inc. 1/2 hour meeting (with planning officer and conservation officer)	D	S	£ 66.00	£ 13.20	£ 79.20	S	£ 280.00	£ 56.00	£ 336.00
Pre application fees - Householder - single dwelling (replacement and residential annexe) inc. 1/2 hour meeting	D	S	£ 360.00	£ 72.00	£ 432.00	S	£ 150.00	£ 30.00	£ 180.00

Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge		2017/18			VAT Status 18/19	2018/19		
	Statutory/ Discretionary Charge	VAT Status 17/18	Charge excl. VAT 2017/18	VAT Amount 2017/18	Charge incl. VAT 2017/18		Charge excl. VAT 2018/19	VAT Amount 2018/19	Charge incl. VAT 2018/19
Pre application fees - Householder - single dwelling (replacement or residential annexe) in conservation are or listed building, inc. 1/2 hour meeting (with planning officer and conservation officer)	D	S	£ -	£ -	£ -	S	£ 350.00	£ 70.00	£ 420.00
Pre application fees - Householder - Alterations to listed building (whether residential or commercial) inc/ 1/2 hour meeting, (with planning officer and conservation officer)	D	S	£ -	£ -	£ -	S	£ 280.00	£ 56.00	£ 336.00
Pre application fees - Minor development inc. 1 hour meeting	D	S	£ 360.00	£ 72.00	£ 432.00	S	£ 430.00	£ 86.00	£ 516.00
Pre application fees - Major development inc. 1 hour meeting	D	S	£ 1,200.00	£ 240.00	£ 1,440.00	S	£ 1,440.00	£ 288.00	£ 1,728.00
Pre application fees - Strategic development	D	S	POA	£ -	POA	S	POA	£ -	POA
Pre application fees - Follow up meetings Minor	D	S	£120 per hour	£ -	£120 per hour	S	£120 per hour	£ -	£120 per hour
Pre application fees - Follow up meetings Major	D	S	£360 per hour	£ -	£360 per hour	S	£360 per hour	£ -	£360 per hour
Pre application fees - Follow up meetings Householder	D	S	No charge	£ -	No charge	S	50 per hour	£ -	50 per hour
Pre application fees - Additional attendance (ecology/listed building) in additon to follow up meeting cost	D	S	£300 per hour	£ -	£300 per hour	S	£200 per hour per specialist	£ -	£200 per hour per specialist
Advertising on bus stops timetable case - A4 SIZE - per 6 month perid	D	S	£ 100.00	£ 20.00	£ 120.00	S	£ 100.00	£ 20.00	£ 120.00
Advertising on bus stops timetable case - A3 SIZE - per 6 month perid	D	S	£ 200.00	£ 40.00	£ 240.00	S	£ 200.00	£ 40.00	£ 240.00

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Name of fee or Charge Planning, Transport & Regeneration	Statutory/ Discretionary Charge	VAT Status 17/18	2017/18			VAT Status 18/19	2018/19		
			Charge excl. VAT	VAT Amount	Charge incl. VAT		Charge excl. VAT	VAT Amount	Charge incl. VAT
Car Parking - Annual Administration Fee - Visitor Permits	D	O	£ 6.00	£ -	£ 6.00	O		£ -	£ -
Street Naming and Numbering - Naming of roads on new developments. New Street name per street	D	O	£ 205.00	£ -	£ 205.00	O		£ -	£ -
Transport Development - Assistance to individuals undertaking recognised qualifications or research	D	Z	Free in normal otherwise at the of the Head of Service	£ -	Free in normal otherwise at the of the Head of Service	Z		£ -	£ -
Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	S	O	Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	£ -	Transport Development - Commercial access; with adoptable distributor road (Fee is for checking drawings and supervision of works)	O		£ -	£ -
Planning fees - Section 106 monitoring fee	D	Z	£ -	£ -	£ -	Z		£ -	£ -
Planning fees - Section 106 monitoring fee	D	Z	£ -	£ -	£ -	Z		£ -	£ -

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14 November 2017		ITEM: 6
Planning, Transport, Regeneration Overview and Scrutiny Committee		
Aveley Community Hub Business Report and New Build		
Wards and communities affected: Aveley and Uplands		Key Decision: Key
Accountable Assistant Director: N/A		
Accountable Director: Steve Cox, Corporate Director of Environment and Place		
This report is Public		

Executive Summary

In March 2015 Cabinet considered a report on the Thurrock Library Service. The report outlined that the Council was working closely with Aveley Village Community Forum (AVCF) to progress plans for a new community building which would contain a library within a new Community Hub. Cabinet approved the approach outlined in the report, including the proposals for the Aveley scheme.

Since March 2015 good progress has been made, including the appointment of a professional team of architects and surveyors to work with the Council and AVCF to develop a design for the new building. The design process concluded with the planning application being submitted and approved 24th November 2016. Following approval of the planning application Benness (UK) Ltd were appointed to work with the steering group to conduct a further review of the business plan for operation of the new building to check that it is viable and that it meets community needs. The business plan is now complete and the next stages will be to complete technical design and to procure and appoint a building contractor to commence the construction of the new community centre.

This report updates the Committee on the project, seeks views on the new building and the business plan and support for request to Cabinet for approval to procure a building contractor for the scheme.

1. Recommendation(s)

To note progress made with the proposals for the Aveley Community Hub and to review and comment on:

- 1.1 a) the business plan for the Aveley Community Hub;
b) the proposals for the building;
c) the proposal to combine phases of the build programme to develop the whole hub using a combination of S106 funds held by the Council and additional capital funding from the Community Hubs capital programme;**
- 1.2 To support a report to Cabinet seeking approval to procure a building contractor.**

2. Introduction and Background

- 2.1 The Community Hubs programme aims to build and develop strong and sustainable partnerships between the voluntary sector and local communities in order to better meet the needs of local residents. The programme is overseen by the Community Hubs Strategic Board and a tailored approach to the development of hubs in each locality has been taken depending on existing arrangements, local groups and the dynamics of each situation.
- 2.2 In Aveley the development of the hub has been led by the Aveley Village Community Forum (AVCF) who have a long held aspiration to develop an intergenerational centre in Aveley. Approximately £1M of Section 106 (Developer's Contribution) is available to support the development of a new build facility and this, coupled with the aspirations of the AVCF and the conclusions of public consultations in the area combine to form the rationale for the identification of Aveley as the first purpose build hub facility.
- 2.3 The development of proposals has been informed by extensive public consultation. The most recent community engagement survey was conducted in January 2015 by ngage. Beside an overwhelming demand for health and GP services the report highlighted demand for a number of services that could be delivered from a community hub:
 - (57%) – GP Services
 - (35%) – Health Services.
 - (15%) – New joint adult social care, health and housing team which will work within the community to improve services before people hit severe problems.
 - (15%) – Housing and library services changed to provide a modern approach.
 - (15%) – Benefits advice
 - (8%) – Youth and children activities
 - (5%) – Community activities such as Arts and Crafts, Bingo, lunch clubs all ages, drop in for chats and more computer access (extract from ngage survey)

- 2.4 The overwhelming majority (71%) supported the suggestion that the car park and part of the recreational ground should be the location for a new hub building to deliver these services.
- 2.5 With growth in the population of Aveley there is recognition that good public facilities and services are required in the area. A number of public consultations have concluded that there is demand for a multi-functional building to act as a Community Hub and provide a modern flexible and digitally enabled space for health, wellbeing, youth services, family social activities and nursery provision. Feedback to date has also demonstrated support for the library to be part of the hub. The proposals also demonstrate the Council's ambition to strengthen the relationship between the hubs and libraries and to ensure there is coverage across the borough through modern, digitally enabled buildings for the future that support growing communities.

3. Issues, options and Analysis of Options

- 3.1 Two parallel workstreams have been developed to progress the project, development of design proposals and business planning to assess the long term viability of the building operation.

Design of the new Building

- 3.2 The Council (working with AVCF) appointed ECD architects to design a new building and since June 2015 all parties have worked with the professional team to design a functional and sustainable hub building. The building design was developed taking into account the public consultations that had taken place, available capital and the need to generate income to offset maintenance costs and staffing of the new building. Taking into consideration previous public consultations the final design included:
- Hall, Common room and Youth Centre
 - Hub Office
 - Reception with self-serve library facility
 - Ancillary facilities Kitchen, WC's, Plant and Storage
 - External works
 - Community Café – shared kitchen and terrace
 - Nursery
- 3.3 Whilst the community had indicated that health services are also required Aveley residents will be served in future by the Integrated Medical Centre to be built in Purfleet. However the building has been designed with flexible spaces to support community health provision for services to be delivered locally.
- 3.4 In November 2016 Thurrock's Planning Committee granted permission to build the new hub building in Aveley. The plans approved by the Planning Committee form Appendix 1 to this report.

- 3.5 Through the design process the cost of the new build was continually assessed and feedback was provided to the project group. The cost of the new building was estimated at approximately £2m which is in excess of the available S106 funding secured for the new building. As a result the project group decided to split the building into two phases with the potential to build only phase 1 if the additional funds required for phase 2 were not available.
- 3.6 The facilities for Phase 1 would consist of the hall, youth centre, reception, kitchen and ancillary facilities. Phase 2 would include a community café and potentially a nursery to generate rental income to support the ongoing operation of the building. Phase 2 would be funded from any underspend in Phase 1, external funding and support from the Community Hubs capital programme.
- 3.7 The Community Hubs Strategic Board have indicated that they are able to provide capital funding to fund Phase 2 of the building in order to secure accommodation that will generate an income for the sustainable operation of the hub in the long term. The financial viability of the hub is of critical importance and in order to secure the additional funds from the Hub Strategic Board the business plan has been reviewed and refreshed.
- 3.8 The next stage in the development of the building will be to complete technical design and any changes required by the Business Plan and then to procure a building contractor for the works.

Business Plan

- 3.9 It was recognised early in the design process that the proposed facility should be multi-functional - capable of accommodating different activities alongside each other. AVCF have historically focused on youth provision and community events such as St Georges day and Christmas markets. These and their existing programme of activity had informed and driven the development of the Business Plan proposed for the new building.
- 3.10 However the Community Hub will provide a broader range of services and activities than originally envisaged and the group have recognised the importance of being financially sustainable in the long term. Therefore the Council appointed Benesse UK Ltd to support a review and development of the Business Plan for the Aveley Community Hub.
- 3.11 Working with AVCF and Council Officers, Benesse UK Ltd developed a business plan which forms Appendix 2 to this report. The business plan considers options to generate income and recommends adjustments to the building design which could improve the centres financial prospects and viability in the long term.
- 3.12 The business plan recognises that whilst the floor plan is comprehensive a number of changes and improvements could be considered to enhance the

viability of the hub operation. These include:

- Enhanced provision for those with learning challenges and physical disabilities
- Integrated library
- Consultation booth/room(s) offering confidential areas

3.13 Benesse UK have made a number of assumptions in the refresh of the business case:

- The financial analysis in the business plan assumes that the recommended changes are made to the building design.
- That the building will cost approximately £2.3m including all professional fees and surveys;
- The new building can be paid for through a mixture of S106 funding and grant support from the Community Hubs budget;
- That the trustees will be able to raise 13% of revenue funding from fund raising activities.
- That no other grant income will be available
- That the Library Service contributes approximately £14,000 each year once the service moves into the Hub building. Further approvals will need to be sought to confirm this position

3.14 The Business Plan provides a detailed analysis of the first five years of operation with higher level predictions for years 6-20. Revenue will be generated by a broad range of activities including the opportunity to let contracts on commercial terms for catering and nursery facilities which have been market tested with initial positive feedback.

3.15 In the first three years it is not expected that revenue will be sufficient to offset costs. However, thereafter the building is expected to generate a small surplus which offsets the loss in the early years and can also be used to re-invest in the building and the services provided in the longer term.

3.16 Alongside the financial analysis the Business Plan also considered governance and operation of the building. The business plan has identified a lack of commercial and business expertise on AVCF Board and Benesse have offered invaluable advice on strengthening the skills mix. The Board are committed to the scheme and have a long track record of successfully securing external funding for community activity in the area. The Board expect to apply for external funds to support the capital build if opportunities arise which, if successful, could reduce the Council's financial contribution.

4. Reasons for Recommendation

- 4.1. Approximately 50% of the funding to secure the new building will be drawn from S106 contributions for provision of a new community facility in Aveley. These contributions are timebound and legal advice is that in order to comply with the relevant agreements a building contractor will need to be procured by February 2019 or funding could be at risk.
- 4.2. A new purpose built building in Aveley will enable the Community Hub programme to be rolled out to another part of the borough and will support the Council's aspirations for the Library service in Aveley set out in the 2015 Cabinet report. The building will enable the AVCF to continue to deliver some of the services that have been a focus in the past including provision for young people in a modern facility capable of generating some income to help offset costs.
- 4.3. A new purpose built Community Hub will meet the Council's Corporate Priorities:
 - Create a great place for learning and opportunity: The intergenerational centre provides accommodation for youth provision and other community activities as envisaged in the community hub programme and in the s106 agreement. The new multi-use hall will allow social activity whilst the library offer will provide self-study;
 - Encourage and promote job creation and economic prosperity: With the inclusion of a nursery and café the project would support an SME and create minimum of 3FTE jobs. This excludes the potential for 3 FTE post within the nursery. The number of jobs created within the nursery would depend upon the age of the children using the facility. The facility may also enable parents in Aveley to use a local nursery to look after their children and therefore find or remain in work;
 - Build pride and respect to create safer communities: a multi-functional building that provides a focus for the local community. The particular focus is on education through library provision.
 - Protect and enjoy our clean and green environments: the ethos of this project is to create a sustainable building. The intention is to build a highly energy efficient community centre therefore reducing its ecological footprint and reduce the overall costs of running the building. The building would be built on the site of an existing paved area in the playing fields currently used as car-parking by the local community and therefore the impact on the leisure facility would be minimised.

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

- 5.1 The building supports the Council's Community Hubs programme by developing a bespoke facility in Aveley which will provide the facilities required for the hub service to be delivered.
- 5.2 The provision of Nursery places is supported by the Council's Early Year's team.

6. Implications

6.1. Financial

Implications verified by: Mark Terry

Senior Financial Accountant

There is approved section 106 money of £1.061m which has been included in the capital programme. The s106 money will partially fund the build whilst the balance will be from the Community Hubs capital fund.

As outlined in the business plan there will be a variety of income generation sources these include nursery, hire hall and library.

6.2. Legal

Implications verified by: Vivien Williams

Planning and Regeneration Solicitor

The value of the proposed works is above the £750k threshold and therefore will require Cabinet approval. However the value at £2.2m is below European Thresholds. The procurement of the capital works will need to be carried out in line with the Council's procurement processes.

6.3. Diversity and Equality

Implications verified by: Natalie Warren

**Community Development and Equalities
Manager**

The proposed new Aveley Community Hub building is a modern, purpose built facility that reflects the aspirations of the local community. The final design will be subject to a community equality impact assessment.

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

None

7. 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 Application Reference 16/1330/TBC
- The Future Shape of the Thurrock Library Service 11 March 2015

8. Appendices to the report

- Appendix 1 - Extract of proposed Aveley Community Hub Building
- Appendix 2 – Aveley Community Hub Business Plan

Report Author:

**Jacqueline North
Senior Project Officer
Regeneration and Assets**

Appendix 1- Community Hub Building Aveley





Aveley Community Hub Business Plan (R1)

Recreation Ground, Aveley, Essex



Matthew Roberts

October 2017

www.benesseuk.com



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Introduction

Benesse (UK) Ltd. was invited by Thurrock Council to assist the Aveley Village Community Forum review and submit a robust business, sales and marketing plan to support their proposition to run the proposed new Aveley Community Hub.

The aim is to ensure that the Hub will become an environmentally friendly, iconic, sustainable building, at the centre of the village and forefront of the Council's hub initiative; relevant to the demands of the local community supported by a range of suitable, discretionary services.

The plan has been created using a template provided by the Council and information available at the time.

It is not possible for Benesse (UK) to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time. Neither Benesse (UK) Limited as a company nor the authors will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report.

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1. Executive Summary

This business plan represents the culmination of eleven years of consultation and planning to deliver a desperately needed, landmark facility at the heart of Aveley Village. The plan demonstrates how the public, voluntary and commercial sectors can work together to deliver effective local services to enhance the neighbourhood improving social cohesion, public health and community wellbeing. The plan covers the period to 31st March 2024, assuming completion of the new hub by spring 2019.

The Community Hub initiative is one of Thurrock's flagship programmes that will help shape local services for the foreseeable future and provide a financial model that integrates the services for those with most social need with the commercial opportunities presented in the community.

The new facilities will provide Aveley with a modern, youth and community, intergenerational facility, managed by the community through the Aveley Hub Steering Group and Aveley Village Community Forum. Together, delivering an inclusive, cohesive programme of activities and services.

This iconic, modern, fully digitalised, environmentally sensitive, accessible facility is well positioned at the heart of the community and village with good parking and good access to open spaces.

This business plan, developed by the AVCF, builds on the five ["Stronger Together"](#) principles at the heart of the management of all Thurrock's Hubs. To be neighbourhood based, focus on strengths, citizen-led, contribute to relationship building and based on Social Justice

The AVCF vision is to ensure the use of the Hub by the whole community, led by a vibrant and active youth offering, integrating with other intergenerational programmes that serve to bring the community together in one location. In doing so, to provide the footfall and opportunity through commercial activity and support programmes to generate sufficient revenue to cover its operating and investment costs.

The Hub will provide the Village with a central point from which to access key local services including housing, registrations, community support and local information without incurring significant and unnecessary overheads. In addition, the inclusion of a modern community library service based out of the hub pools resources and consolidates community services under one roof. This collaboration between the Village and the Council will also help facilitate increased access to digitally based services in line with the Council's Digital Strategy.

The Plan has identified that there is a significant, local demand for these facilities. While local residents and the community forum have been patient in their approach to ensure that suitable facilities and consultation can take place. The AVCF adopts a collaborative approach involving and engaging other members of the village to ensure views, suggestions and ideas are acted on. As a result it has engaged the support of other representative groups such as Thurrock Lifestyle Services.



The Plan also demonstrates how the AVCF will work closely with a range of other local stakeholders through the Community Hub Charity, The Aveley Hub Steering Group and Council Officers taking advantage of the networks this provides for increasing awareness and engagement such as the Stronger Together web site.

The Plan identifies in Appendix B an action plan to be undertaken during the initial pre construction and go live stage of the development programme which will then form the foundations for future actions. The plan also sets out, in Section 10, a process for identifying key risks and opportunities in the process alongside the steps to be taken to realise or mitigate against them.

The need to adopt a more commercially focused management of the site, proactively exploring opportunities for sustainable new business, investment and operational strategies whilst maintaining its focus on being a facility capable of hosting youth and community activities is recognised in Sections 6 and 7 where the marketing and operational frameworks are set out.

Over the period of the plan revenues grow from an initial £80,485 in year one to £99,141 by 2024. With costs, including the loan repayment on the full capital investment, estimated to raise from £94,602 to £98,362 the site aims to become sustainable by year five delivering net surplus of around £1,000 per annum. Thereafter the site will enter a steady state of sustainability as investment and costs are maintained in-line with income and funding relevant to that period. While the project team are committed to finding ways to reduce capital costs and identify funding support it may be necessary to approach the Council for a small amount of support or rephrasing of the loan to accommodate cashflow and working capital requirements.

Agreeing the business objectives for Aveley Hub has been relatively straightforward. Ensuring that the plan's objectives are met is more complex. The AVCF team recognise that the focus of the next 18 months is to secure and put in place the agreements and resources to meet the plans aspirations.

To generate income to this level will require a galvanizing of the local community to provide more human resource, new delivery structures, a renewed focus on the governance arrangement and the drawing on available grants plus a new approach to engaging local commercial partners.

This business plan has been developed by the AVCF Trustees who have good experience in running community programmes and at times have directly employed up to seven staff. Over the past five years, the Trust has seen its income reduce from in excess of £300k to £10k but it has managed its finances and liabilities in a way to reflect the cash flow implications. As a result the charity remains sustainable with suitable cash balances and a commitment to increase those balances in line with the demands of the new Hub.

At the heart of this business plan is the shared ethos of wanting to make a difference to the lives of young people and adults in Aveley and the plans for the Aveley Hub are seen as a way of directly and indirectly delivering additional resource to further this aspiration

For ease of reference a high level summary of the Plan has also been provided in Appendix I



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2. Overview of the Service

The facilities

The Aveley Community Hub forms the sixth in a network of local Hubs across Thurrock. Aveley will be the first purpose built hub, designed around the demands and needs of the community, delivering highly valuable, versatile services, relevant to the local community in the Aveley neighbourhood. The design plans, are included in Appendix A and formed part of a successful planning application (16/1330/TC) in November 2016.

The Hub is designed by architects ECD to the highest environmental standards using modern building techniques adding to and improving the range and stock of public amenities in the area.

The facilities currently include

- Versatile public hall and meeting rooms
- Open plan reception and public space including workstations.
- Children's nursery, play and day care area
- Activity and recreational spaces
- Health and wellbeing areas
- Public café serving internal areas, overlooking & potentially serving into the park
- Catering prep facilities to accommodate functions and events
- Ancillary toilets, storage
- Parking for 38 cars (on environmentally friendly grass-crete surface)

The AVCF continues to consult over the final designs to ensure that the final construction brief is relevant and room specifications relevant to the final programme of use. As a consequence, there are a number of changes and improvements that are anticipated including

- Enhanced provision for those special needs including those facing learning challenges and physical disabilities.
- Integrated library
- Consultation booth/room(s) offering confidential areas
- General access and security arrangements

In addition to the internal spaces, the direct access to the park and recreational ground provides programmers access to other facilities including a MUGA (multi use games area), recently refurbished tennis courts, outdoor gym, skate ramps and play park.



Operation and services

The Aveley Community Hub will be managed by the Aveley Village Community Forum working closely with the overarching Community Hub Charity (CHC) and the Aveley Hub Steering Group (AHSF). Through the AVCF open meetings, the CHC and AHSF it will be possible to engage a wide range of voluntary and community groups operating throughout Aveley and Thurrock.

The AVCF is an energetic, high profile, local registered Charity (Charity No 1126883) and Company Limited by Guarantee (Company registration no 6695847). The charity will take over the management and coordination of services delivered through the new Aveley Hub expanding its existing services and supporting the development of new services and commercial activities.

The Charity has four Members and a Board of six Trustees with one vacancy. Trustees stand for re-election at regular intervals and the Charity has sound governance processes in place with documented Policy and procedures covering key issues such as safeguarding, equality and diversity and health and safety.

The AVCF will work to deliver a basket of commercial and free to use services which will ensure the sustainability of the Hub.

The AVCF vision and business plan is in line with the Charities Objects including

- The advancement of education, training and retraining and work experience
The advancement of training and employment opportunities by the provision of workspace on favorable terms
- The provision of recreational facilities for the public at large and those with specific health and wellbeing needs
- The provision of public health facilities and childcare
- The promotion of public safety and prevention of crime

The relocation of the library services to the hub, creating a bookshop café style environment and flexible meeting space, will also bring programming opportunities (book clubs, author signings, heritage and poetry recitals etc.) to both services offering customers access to cultural and heritage benefits alongside education, skills training, literacy, numeracy and recreational library services for the young, families and older people alike.

The Aveley Hub Steering Group consists of representatives from local voluntary and charitable groups, faith groups, residents, statutory services and Ward Councillors. A Memorandum of Understanding (Appendix F) has been established between AVCF and members of the Steering Group to demonstrate the commitment of all parties with an involvement in the community to the aims of the Hub.



Considering the above this business plan reviews the internal (strengths and weaknesses) and external factors (opportunities and threats) that drive this plan with a summary of corresponding actions set out in Appendix B.

2.1 Strengths

Although numerous, those considered being of prime relevance for this Plan are:

- **Design** – Range of facilities, layout, visual and environmental impact. Although, well-rehearsed and extensively consulted against, there remains a further and final opportunity during the construction procurement stage to ensure plans are brought up to date to reflect the potential service delivery partners (E.g. Library, catering arrangements, commercial spaces, requirements of young people and those with special needs).
- **Experience** – The multi award winning charity established in 2002 has brought over £1.25m of funding into the Aveley community and extensive experience in delivering and maintaining a dynamic programme and facilities capable of engaging all members of the local community
- **Networks and stakeholder involvement**- The strength of the combined support networks already offered to AVCF through the Aveley Hub Steering group, Thurrock CVS, Thurrock Ngage, Thurrock Inspire Youth Services, the Youth Cabinet, Thurrock Lifestyle Services and others.
- **Sustainability** - The Hub has been created and developed on the principles of a strong, sustainable management proposition.

2.2 Weaknesses

In contrast, the partnership has to overcome the following

- **Lack of awareness** – The local community has become distant from the project having been closely involved in a number of consultations previously there is a risk they have become weary and disengaged.

ACTION: Reinvalidate the community and engage through marketing plan over next eighteen months.

- **Lacks of resources** – The resources available to the AVCF have been weakened in recent years as funding has expired in the time lapse between project conception and planning.

ACTION: Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter.



- **Access to current market information** - Much of the consultation and research on housing and usage demand is historical and risks being out of date.

ACTION: Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group.

- **Lack of commercial and business expertise on AVFC Board** – The requirement for the project to be financially sustainable to access the full capital funding will require the AVCF to adopt a commercial outlook to balance its social ethos.

ACTION: Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise).

2.3 Opportunities

- **Economies and efficiencies in accessing support and funding** – Services are spread around the community and difficult to identify and resource.

ACTION: Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits.

- **Design facilities to suit requirements** – The flexibility provided through this early development and agreement of the business plan allows potential commercial and voluntary partners to influence the internal design of the building and to bring additional funding and resources to the project so as to maximise effectiveness and efficiency.

ACTION: Coordinate design group to finalise any design and construction requirements identifying potential resources.

- **Targeted funding** - There is an opportunity to initiate a number of social action projects linked to the sales plan, which may attract third party resources either in funding posts or infrastructure. Examples include funding for crime reduction initiatives; special education and health needs, big potential and big lottery funding, plastic bag, sugar and land fill tax funds. There is also regional funding opportunities through Local Enterprise Partnership, Skills Funding Agency, Health Trust funding, the Lower Thames Link and the Thames Gateway.

ACTION: Identify management resource to apply for grants and social impact funds.



- **Changing demographics** - The growing population and anticipated new houses to the north of the village will provide both commercial opportunities as well as social needs in health and wellbeing, catering and hospitality, exercise and childcare

ACTION: Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements

- **Commercial Partners** – The 15-18 month window from Cabinet approval to go live provides the AVCS with a window to explore the best commercial arrangements from commercial delivery partners.

ACTION: Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial arrangements

2.4 Threats

- **Changing priorities.** Council delay, defer or reduce funding
- **Resident engagement.** Local residents fail to embrace the project
- **Increasing Capital Costs.** Construction costs are currently increasing by approximately 6% which may reduce the scale and scope of facilities if there are any unforeseen delays

2.5 Key success factors

A review of the competition, environment and market suggests success will come from;

- ❖ **Raising and maintaining profile** - Create a positive reputation for the facilities and services provided at the Hub whether commercial or free at the point of access.
- ❖ **Delivering social value** and community relevance for young people and the Aveley community.
- ❖ **Investing in facilities** that add value and deliver a measurable return including digital infrastructure
- ❖ **Being insight and data led** - Monitoring market and customer behaviour, demands and profiles using updated CRM, usage and financial reporting systems delivering relevant and valid data. Develop a proactive programme to ensure high occupancy high regardless of season.
- ❖ **Being customer focused and customer led** through the effective use of technologies including social media.



- ❖ **Being agile.** Be prepared to flex the operation, systems and if appropriate the pricing policy up and down to reflect customer demand taking advantage of market opportunities or customer need
- ❖ **Be financially astute.** Where appropriate, maximising opportunities to increase numbers, frequency of visit, spend per head and profit margins.

2.6 Business proposition and perceived unique selling point

The Aveley Hub will be fully accessible. A modern community facility run by volunteers and representatives of the local community providing a social hub that offers value for money and a vision for youth and intergenerational partners.

2.7 Current financial performance

The accounts for the AVCF are available on line via the charity commission and demonstrate that the charity has been operating within its cash flows and funding arrangements successfully for in excess of five years. When reviewed against the annual reports, these show that the charity has adopted a prudent, well managed approach to its finances responding to changes in circumstances and funding ensuring that the charity remains in funds whilst continuing to deliver a reduced programme.

As at March 2016 the charity had reserves of £10,226 of which £8,598 were unreserved, well within Charity Commission guidelines based on the very significantly reduced portfolio of services offered in 2016/17. The charity has also acquired and maintains a minibus.

An impending review of Policy will commit the charity to ensuring it maintains reserves at levels equivalent to four months operating costs recognising the anticipated increase in revenue from the Hub, again in line with Charity Commission guidelines.

The charity generally relies on grant funding or volunteer fundraising to initiate and maintain programmes. For example in 2015/16 using a grant from Awards for All, AVCF ran an Active Aveley project which aimed at helping people of all ages find healthier lifestyles. This includes healthy eating programmes for our young people and fitness programmes, including Tai Chi, for those a bit older. Since its inception in 2002 the charity has raised in excess of £1.25m.

As part of the business plan the Charity is also committed to commence on a fundraising drive over the next 18 months to strengthen reserves and prepare for the increased programme of activities delivered through the Hub. This will be strengthened during the initial period by a small support grant from the Council to underwrite the staffing and working capital required by the charity at the launch.

As the Hub is made up from a constituent range of facilities and services yet to be constructed there is no relevant or trading history to draw on. The future financial forecasts are set out in section 8.



3. Service Sector and Market Analysis

3.1 Market Profile

According to the Local Plan update, there continues to be significant development and construction of starter and family houses in Aveley as the population continues to increase at a steady rate from its 2011 Census level of 8,912 up 11% on 2001. As a consequence the market and demand for good facilities and services (public and commercial) continues to grow. In response, we have seen other local organisations such as the Aveley Football Club and the Aveley secondary school invest in new, enlarged facilities. With the well documented increasing demand and need for preventative and rehabilitative health and wellbeing related services it will also drive demand for leisure, health and wellbeing, youth services, childcare and nursery provision and family social activities. While a reported lack of youth provision and community based special needs infrastructure has been identified through the current providers.

3.1.1 Sport, Leisure and recreation

The demand for sports, leisure and recreational facilities and programmes within the community continue to grow organically as more people are encouraged to participate under the Government and Sport England's strategy further fuelled through the inspiration driven by The Lottery investment manifested in the success of Olympic athletes, female sports teams, para sports and high profile new sporting facilities.

3.1.2 Health and wellbeing

The growing demand for public and commercial health and preventative wellbeing services is well documented and includes education classes in "how to...", yoga, beauty, massage, Yoga and Tai Ch through to screening programmes and community based clinics.

3.1.3 Social and events

Social activities generally take three forms

1. Anniversaries and parties where families and friends come together to recognise special occasions (birthdays, anniversaries, wakes). These often form the basis of private, commercial hire and are often coordinated through catering companies and outlets.
2. Ad hoc social intercourse provided through youth clubs, coffee mornings, book clubs, poetry and other cultural and heritage interests.
3. Major events which can act to bring the community together through common interest (collectors, pet shows, model toy fayres etc.), seasonal celebrations (Christmas, Halloween, summer). These are usually coordinated by individuals or groups in the local community and are often free or subsidised to attendees, only covering a basic hire cost.

3.1.4 Education, learning and skills

Educational attainment in Aveley and Thurrock is low in certain areas giving rise to the need for education and skills training. This is complimented by the fact that the demand for nursery places, linked to the new housing and the demographic profile is expected to expand significantly.



Competition amongst education providers complimented by funding from European Funding or the Skills Funding Agency has resulted in a growing market in providing private tuition and training providers supported by careers, information advice and guidance services by Thurrock's Inspire Youth Hub, local schools and colleges. Often these providers are looking for facilities based in the work place or at the heart of communities.

3.1.5 Business and enterprise

Increasingly, businesses are operating remotely but looking for flexible, well presented, accessible spaces with good access to internet and catering services. The growth of business hubs, Regus and Space Box have identified how desk hire by the hour has become a lucrative and high demand product. This is also an approach being welcomed by Council's as they seek to reduce burdensome and inflexible overheads replacing them with day/desk space rental

3.2 Customers

There are three target customer groups. Namely

- Children, schools and youth groups
- Families and adults
- Clubs, corporate and organisations

3.2.1 Children, schools and youth groups

AVCF see the Youth offering as being at the heart of what is being provided at the new Aveley Hub and recognise the demand and shortage of provision in the area for children and young people.

Engaging with providers of children's services, local schools and academies parents and special needs providers AVCF will develop programmes that reflect the demand in the area as well as strengthening their own youth engagement and links with youth leaders in the area including involvement of the Thurrock Youth Cabinet.

Whether supporting youth programmes (e.g. Duke of Edinburgh, Youth Sports Trust, National Citizen Service) or alternative education formats such childcare, nurseries, special educational AVCF recognise that the needs young people services are continually developing and adapting to their needs and requirements and services and programmes will also need to reflect this.

3.2.2 Families and adults

With effective marketing and programming sales in this area are likely to be strong as the new housing will bring new families and adults into the area and the provision of a new well equipped hub will have a positive influence in accelerating this influx.

Supported by Government initiative to increase in the percentage of adults utilising outdoor space for exercise/ health reasons the Aveley Hub, in the park setting, will attract customers who want to combine a park experience with indoor community and social provision.



3.2.3 Corporate and organisations

Information from the Chamber of Commerce demonstrates how Aveley and the surrounding area is benefitting from a growth in businesses. Notably through the growth in the Ports at Tilbury and new businesses hubs and innovation centres in the area.

The Aveley Hub provides opportunities for local companies and enterprises to take up new commercial opportunities as well as use facilities for sporting and social reasons.

The range of Council services will also want to take advantage of this community facility which brings together a number of community services through the focal pot of the library.

Secondary spend

All of these markets are also defined by their willingness to spend on secondary activities, in particular around catering, however, the success of any catering service whether in vending, counter and table service or events and functions can be fickle and is best left to specialists if all parties are to realise the best returns.

4. Competitor Analysis

The new Aveley Community Hub is likely to have competition across the five previously identified markets identified

4.1 Sport, Leisure and recreation

Aveley is serviced for its growing sports, leisure and recreational requirements at a formal level by the leisure facilities at Belhus Park, Ockendon Leisure Centre, Aveley Football Club, Aveley Bowls Club and Grangewaters Outdoor Education Centre and the park at Aveley, however, informal, social and low level participation, in particular for those with special needs, is limited to those activities hosted at the myriad of aging, poorly specified community facilities. The local community based facilities are shown in appendix C. There is no central sports and fitness operation based in the central village area providing opportunities to develop a strong exercise and fitness class offering including dance and martial arts where there appears to be an overspill requirement from local providers.

4.2 Health and wellbeing

The NHS health clinic and local surgeries are accessible and available, however it is well recorded that they are struggling to meet local demand.

4.3 Social and events

There are a number of venues offering social events such as parties, events and functions. These include the network of local facilities identified above, the local leisure centre and golf course at Belhus, the new Aveley Football Club, various pubs and hotels.



However, there is a lack of modern facilities within Aveley centre capable of hosting affordably the special interest community based groups and events that the relocation of the library and engagement with new clubs and associations in Aveley village is likely to bring. This might include the local U3A group, residents associations etc.

4.4 Education, learning and skills

Aveley is served by a local secondary school at Belhus, the Aveley and Kenningtons Primary School.

Both the Council's Inspire youth offering and Thurrock Lifestyle Services have identified a lack of provision or facilities for providing independent education, skills and work training in Aveley

4.5 Business and enterprise

There are no purpose built facilities in the Aveley area other than the adjacent hotels and business centres serving the M25 J30. In all cases these charge a premium at either for their refreshment offering or their space rental. The local high street coffee shop does offer a meeting place but is not community based and struggles to provide accessible parking

4.5 Price comparison

The pricing schedule below shows the core charges anticipated and comparison across a range of competitors.

	Thurrock Hotel	Belhus Golf & Leisure Centre	Aveley Village Hall	Aveley Hub
Hall hire	£32 (large room)	£45	£25/hr	£29/hr
Meeting room hire	£25/hr	£25	n/A	£15/hr
Function/event hire (commercial)	On request	On request	£25/hr	On request
Exercise classes	N/A	£6-£12 (or membership)	£4-£8 (class dependant)	£4-£8 (class dependant)

Charges will be affordable and represent excellent value, allowing target groups to access facilities regularly. A detailed price list across the full range of facilities and activities being drawn up once the final programme and facilities have been confirmed.

Reduced rates and subsidised activities will also be offered in line with the ethos and principles of the AVCF and AHSG

Commercial hire and lets will be competitive to the market and subject to the nature of the booking.

Commercial lets, regular block bookings and sub-lets will be subject to the appropriate procurement processes to allow all groups the opportunity to access facilities. During the formulation of the Business Plan the levels of expressions of interest from a range of hirers has been very positive.



4.6 Product Positioning

The aim is to position the Aveley Hub as a quality local facility offering an extensive range of modern, digital supported, relevant facilities, equipment with well-maintained and managed support services.

5. Sales Strategy

The primary focus of the sales strategy will be to encourage as wide a section of the community to visit and to increase visits and where appropriate commercial opportunities arise, spend per visit. This will be achieved by increasing awareness and creating brand recognition, extending dwell time, packaging activities and facilities and encouraging customer loyalty (Promoting referrals and affiliation through membership and volunteering).

The plan focuses on creating strategies for positioning services to the four customer groups (young people, children and families, adults, companies and organisations).

Sales targets and marketing activity will be established and reported on across each of these areas, and where trends are identified either exploited to drive revenue, increase social impact and value or reported on the risk register with a view to establishing an action plan and management strategy to address a declining trend before it can have a material impact on the Plan.

The current and historical financial information referred to demonstrate that significant revenues could be realised but to deliver sales in a commercially focused manor requires a commercial oversight and drive. The sales strategy is underpinned by the principle that AVCF will look to strengthen their Board of Trustees by recruiting individuals with the commercial and sales skills to complement those with strengths in delivering community engagement and social impact, all working closely with the Steering Group.

5.1 Pricing Strategy

The Hub's pricing strategy as set out in 4.1 is considered to represent good value based on the quality and range of facilities available. It will promote repeat attendance and encourage repeat bookings whilst providing increased support and value for individuals and groups based in Aveley.

So that the AVCF can focus on getting the site set up and focus on community engagement, it intends to seek commercial partners to operate and run a range of services including catering, nursery, exercises classes etc. Whilst this also levers additional resource in marketing and skills it will secure guaranteed income through rents with individual prices being market driven.

Going forward the pricing may need to be more flexible so as to maximise overall revenues. This will include premium pricing where investment and quality are demonstrable, packaging and discounting where there is an opportunity to raise overall spends per head of reward loyalty.



Increasing repeat visits means rewarding loyalty. The introduction of a membership/registration system would also provide useful marketing and monitoring tool for the AVCF and AHSG.

The free car parking represents a tool that could be marketed and can add value to the membership proposition. Many parks now charge for privilege of parking. Whilst initially free, charging in future or for occasional commercial hires may be appropriate and remain an open option.

Cash handling and bookings procedures will be enhanced by introducing on line/real time booking and cashless payments at site through digital technologies. This would allow customers to check for availability when it suits them and also at a time that's convenient for them.

Policies for cancellation, late payment charges and administration fees on bookings will be developed over the next 15 months in consultation with the AHSG.

6. Marketing and Campaign Planning

There are three aspects to the business plans marketing and campaigns

1. Raising awareness and interest in the new hub
2. Preparing for and the launch of the new Aveley Hub facility
3. The on-gong marketing of the Hub

Phase 1

After eleven years in the making and both the Steering Group and the AVCF having to kick off the marketing of the new hub, with what will eventually be a wide range of facilities servicing a large part of the community, there is a huge amount of consolidating and preparatory work to do in consolidating and coordinating marketing activities and resources.

The need to recruit new volunteers, the need to procure new services and to consult with the community over the aspirations and expectations of what the hub has to offer will be the priority during this phase.

Similarly, with the need to strengthen its financial base in preparation for significant operational liabilities a great deal of focus will be on marketing and campaigns associated with fundraising for resources (equipment, people and events).

The principle of awareness is to constantly repeat the message. Therefore the AVCF, with the support of steering group members will look to create a positive approach to use of activities to generate editorial at every opportunity. Establish a positive relationship with press identifying the local story, the children or young people who are raising money, the achievement of an individual or group of people; the good causes. This will also be tracked by making available through public outlets such as the Library and village hall visual displays and notices to update o plans and progress.

Phase 2

This is possibly the most exciting but most demanding period of the plan as it involves the planning and delivery of activities and marketing that will lead up to the launch and successful opening of the



new facilities. By this time the groundwork will have been completed in establishing brand, name, reporting processes design and programme. The phase requires the further strengthening of digital and social media but also the harder media associated with a press launch, signage, leaflets and public publicity.

Phase 3

An ongoing, costed marketing, sales and campaign plan for the new centre will need to be prepared three months prior to the new facility going live to reflect the final mix and specification of facilities and confirmed programme of activities. An example of the plan is shown in Appendix D

This plan will reflect both the investment required to sustain the various marketing and communication channels as well recognising any seasonal or demand led peaks and troughs identified in use.

Communication channels and customer engagement has always been a strength of the AVCF and there is an opportunity to build on existing customer forums and youth engagement panels as a means of both promoting and improving the offer.

The majority of the direct marketing budget is likely to be focused on digital and social media, concentrating efforts in terms of £'s spent, presenting information as a % of targeted revenue.

6.1 A diversified approach to marketing

The AVCF recognise the need to adopt a diversified approach to marketing and communications, consequently it will continue to build on the regular open forums and informal feedback that it gets from its current approach. This will include formal customer comments and customer surveys relating to the range of facilities and programmes provided. These, along with feedback from social media on level of contact and nature of messaging, trip advisor, google reviews, net-mums and other relevant social channels will be reported at regular meetings and formally on an annual basis.

Developing digital and social marketing in line with and supported by the Council's digital strategy and digitalised library service is critical but needs to be led by customers and user groups with the forum monitoring traffic and responding to trends and ideas that emerge from these diverse social networks. Over the next six months AVCF will be looking to work with the CVS, Thurrock Council and the Library Services through the Steering Group to ensure that all parties are developing consistent and linked messaging across their shared "stronger together" networks.



Keeping local press, including newspapers and radio channels in touch with activities and events remains an important source of public information and as these have also strengthened their digital offering provides continued



Finally, the use of on-site marketing, leaflets and posters will continue an important communicator of the marketing messages the Hub is delivering and these will ensure

6.2 Developing the right marketing messages

Although professional and well-coordinated across the different media, soft and hard, the marketing messages will try to genuinely represent the interests of the village community and all those represented on the Steering Group and at the AVCF open forums.

A consistent messaging but one that transcends across the different sector and sections of the community regardless of age, special needs or cultural background

6.3 Project the right image

The Aveley Hub represents a landmark facility in the Village and the first impressions count so a great deal of effort will go in to ensuring that the site projects a positive first impression internally and externally and any associated branding, material or publicity should present a similarly positive impression and be applied consistently across all media forms. This includes all the signage leading to the site, web sites and notice displays around within the Hub.

The more customers and clients see the Hub brand, the more they will identify with it and recognise the value offered through its programmes, activities and the site. This can be reinforced through digital, traditional, soft and hard marketing used.



Figure 2 Positive branding at the Inspire Hub Grays

6.4 Marketing Budget

The AVFC anticipates setting aside a target marketing budget of £1,000 per annum from its contingency budget (see section 8) with an initial £4,000 for the initial launch and preopening marketing activities. This will be enhanced by the low cost impact marketing that a strong ongoing digital marketing strategy can provide.

6.5 Marketing Milestones

A number of marketing milestones have been identified including:

- Appointment of business development, sales and marketing manager.



- Monthly review of marketing planner and delivery to ensure activity planner and campaigns are being delivered effectiveness.
- Quarterly review of financial performance to assess impact of marketing activity on performance of centre.

7. Operations

The proposed governance structure being developed for the new Hub is set out in Appendix F and a Memorandum of Understanding (Appendix G) has been drawn up to reflect this collaborative approach. Further discussions and legal agreements will need to be drawn up, once funding has been approved, to ensure the Primary Lease and Sub Lease arrangements are considered robust and clear lines of responsibilities understood between parties.

On a day to day basis AVCF anticipate gearing up human resources through the timely recruitment of both volunteers and direct employees.

The operation will be governed by the following key principles

7.1 Opening times

Aveley Hub will have the capacity to operate flexible hours to meet the demands of the community and commercial arrangements. It is anticipated that there will be a core service delivered between 8am and 8pm (potentially to 11pm at weekends) based on the current expressions of interest, operating model and programme of use.

For example the nursery facility will potentially need access from 8am, with a core service through until 6pm, the core day time hirers are anticipated to operate between 10am and 6pm, with evening hirers through till 8pm. A flexible library service, using a combination of trained librarians, remote telephone support and volunteers could similarly ensure library services could be available from 8am to 8pm subject to demand. The catering services will inevitably be based around seasonal and day time demand cycles and the commercial lets will potentially mean hirers could access the facilities at times to suit between 8pm and 8am.

7.2 Staffing

To reflect the growth in responsibility and activity the AVCF anticipates expanding its human resources engaging additional trustees, direct employees and volunteers.

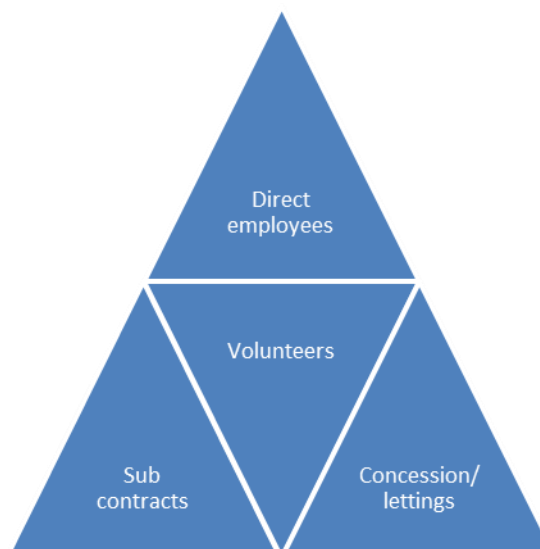
In addition the AVCF hopes to work closely and with the support of the network of agencies represented through the Aveley Hub Steering Group (e.g. Thurrock Ngage and Thurrock Community Voluntary Services) to provide access to additional resource in the form of other supporting local charities and voluntary groups.





Finally, it is anticipated that commercial operators and providers will serve as a fourth level of resourcing, assisting in the day to day control and management of the facilities and services.

To grow quickly and affordably the site needs to develop a number of third party collaborations where specialisms and commercial acumen will facilitate greater and faster returns. Relying on the recruitment and training of in house staff can be expensive and time consuming. This process has already been started with third party providers, clubs and organisations being approached and invited to come and set up, coordinate and deliver activities or services. This includes a market testing exercise to seek expressions of interest from potential concessions, lettings and hirers.



This blended approach to delivering services encourages engagement and ownership of facilities and services.

Hub fundraiser, programmer and supervisor

This post will be critical to act in an overview capacity to ensure the quality of delivery, breadth of programme is maintained, coordinating the flow of information between the site, customers and the governance structures whilst identifying new sources of revenue and helping to promote the Hub.

The supervisor will also be able to access support from the wider Hub network and through the supplier chain to create economies of scale on marketing, training, IT and other core costs.

Support workers

With a combination of public services being offered through the Hub, it is anticipated that there will be a number of Council employees visiting and basing themselves at the Hub from time to time. For example: library, housing, community policing officers and registrar services.

Cleaning & Janitorial

Much of the day to day cleaning and facility monitoring will fall to the users of the facility (chargeable on commercial lets) with a nominal (15-18hrs/week) allocated to independent cleaning service.

Community Services – through voluntary workers

The provision of many community based services is often facilitated by local volunteers as already seen in the provision of the time bank service currently offered by AVFC. Under the current structure a number of roles are anticipated to be filled through this mechanism. It is





anticipated that capacity for a volunteer co-ordinator function will be supported through the Hubs Programme in the period leading up to the opening of the new hub Thereafter the AVCF will work closely with Ngage and the CVS to maintain a steady stream of well trained and supported volunteer workers.

Youth Worker

AVCF see the engagement of young people at the new Hub as a key driver for its development and success. While much of the delivery may be coordinated by volunteers, it is the intention to seek funding for a youth worker to be based out of the Hub.

Supported by Thurrock's Inspire Youth offering that can provide training and access to a number of local networks and funded programmes, the youth worker would look to develop a programme of structured and unstructured youth activities which are factored in to the business plan

A second strand of the resourcing plan will be to build a strong volunteering contingent made up of individuals and groups with varying interests and skills,

Finally, the specialist skills required across a range of the facilities are to be provided by a small group of specialist contractors with skills across ground management, M&E, health and safety, security etc.

7.3 Catering

Expressions of interest have been sought and received from potential operators from a number of local providers of catering services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the catering facility.

The combined rents and income generated across day to day vending, seasonal licencing (ice cream etc.), events and function catering are anticipated to generate a net surplus. These have been factored into the business plan.

In addition to numerous local commercial operators there are a number of examples of community parks and catering services in the area which have proven commercially successful whilst also providing employment, skills and work experience for young people, volunteers, and those with special educational needs (E.g. South Essex College, Thameside Theatre, the Lighthouse Café and Hardie Park Café).

7.4 Library

Positive discussions have taken place with the Council's Public Library Services to recognise the public benefit of relocating the Aveley Library Service to the Aveley hub allowing the creation of a modern service and facility where visitors to the Hub and visitors to the library have mutual opportunities to increase exposure and access to the wider Village community as well as good access to Council services.





The current library service is well used despite the move towards a more digitalised service. A relocation to the new Hub, retaining its affiliation to Thurrock libraries for back of house services and the Essex Consortium of libraries automation service would likely increase use and footfall to the library service whilst also providing the Hub with a visitor stream able and interested in becoming involved in activities and services of the Hub with secondary spend potential.

This modern integrated, flexible public reception, café, enterprise and library zone has

been proven successful elsewhere (Bromley, Ashford) and will be incorporated into the final design with the resources currently allocated to providing the library service redirected to help resource the specific and overall facilities at the Hub.



These resources, including training of volunteers and on site staff funding for direct library facing staff and the provision of a digital infrastructure to support the various technological aspects of library service (book return, heritage and research, conferencing etc.) have been incorporated into the business plan.

7.5 Nursery

Expressions of interest have been sought for potential operators from six local providers of an on-site nursery including the Aveley Primary School, Little Angels nursery that is already located in the village but looking to expand their services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.

As a specialist service, delivered by a third party, the business plan has assumed net revenue from an outsourced nursery estimated at £20,321, broadly in line with market rates elsewhere for a fully serviced facility.

7.6 Programming and commercial use

Expressions of interest have been sought for potential providers across a range of commercial and third party hirers including exercise class and holiday activity providers, extra tuition after school clubs, dance, music, wellness and wellbeing services.

In addition to the above, the availability of office space and desk hire by the hour through a compact but bespoke enterprise and business zone for use by Council service providers and local businesses will generate revenues on a desk hire by the hour or day.

Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.



Based on initial response it is anticipated commercial services will generate a net surplus. These have been factored into the business plan.

Sport, Leisure and recreation

The facilities in and surrounding the new Hub provides an ideal environment to provide a range of formal and informal sporting activities and events.

The Hub will provide facilities and with support from local governing bodies and clubs formal and informal sessions for table tennis indoor football, short mat bowls, short tennis, unihoc, basketball, Korfbal and netball, dance, martial arts, fitness training and exercise classes including boot camps, billiards and pool. With the increasing sophistication. Taking advantage of the external areas the Hub will also look to support short tennis, social tennis and other outdoor activities facilitated by the recently refurbished tennis court, MUGA (multi-use games area) and outdoor trim trail.

Linking in with support from local sports governing bodies', local voluntary clubs and the Community development and exercise referral teams there is an opportunity to grow use and participation.

There is a mixed provision of Young Person services in the area, some with a commercial base e.g. (Sarah) Lea dance school to the more charitable services offered by AVCF at the Christian Centre, and the St Michaels family sessions. Ongoing discussions are currently in play to engage the Council's Inspire Youth team to assist with training, volunteer support and programme development once the new building starts to take shape.

Although the youth and adult service provision is generally considered as inclusive, there are a number of other sessions arranged in the village for those with Special Educational Needs (SEN). In some cases there is an overlap of service in areas such as dementia where the disability results in the need for specialist services.

The AVCF liaises closely with the Sunshine Centre in Aveley. This residential site caters for children aged up to 19 years with a range of behavioral and physical needs. Other providers of services for those with disabilities, young and old include Thurrock Lifestyle Services and the local Health Trust. All service providers spoken to during the pulling together of the Plan have indicated a need for improved facilities and an increase in programmed activities.

Similar increasing demand can be seen for musical activities and the Hub will look to provide space and facilities to allow young people who want to develop music through bands or groups access to hire or subsidised use of facilities. Close links with the Thurrock Inspire Youth network and access to potential funding through the arts council or other funders will also help to underwrite any income identified in the Plan.



Health and wellbeing

The Plan assumes a going revenue stream associated with the demand for public and commercial health and wellbeing services which have been well documented and includes education classes in “how to...”, yoga, beauty, massage, Yoga and Tai Chi.

AVCF have previously been in discussions with the Thurrock NHS Trust and local Clinical Commissioning Group over the opportunity to support and accommodate the delivery of clinics, surgeries and drop in services. Further discussions are to be had and no direct income has been built into the Plan. However, it is anticipated that the Hub will form part of the network used by the health services to provide tier 1 and tier 2 preventative and diagnostic services (e.g. health checks, blood donating etc.).

Social and events

Providing young people looking for a social outlet the AVCF will proactively seek to identify funding for a funded youth worker to coordinate a programme of structured social activities for young people.

As well as a social area for small groups to gather over a coffee for social activities the new hub has a range of flexible spaces available at different times of the day. These range from those capable of hosting small meetings and committees of 10-15 to workshops, training, conferences, parties and buffets ranging from 25 to 100 and parties and meetings

As well as having a strong reputation in delivering youth events, the AVCF also support and encourage wider activities for the community and will look to directly coordinate a series of events and activities throughout the week and year, whilst also supporting those wishing to hire the facilities on a commercial basis.

Examples of planned commercial and fundraising activities built in to the business plan includes season events such as Christmas fete, Spring festival, summer Party/Picnic in the Park and autumn barn dance; themed events such as concerts, recitals, pantomime and tribute performers. The charity has also submitted small grant bids to the Co-Op, Santander and other supportive organisations.

Adults and Older people services such as those sessions organised by AVCF include tea dances, coffee mornings and occasional fetes.

Areas where other complimentary charitable or free at point of access services are provided include training courses, library service, heritage service, registrar services, housing and council support services.

The plan has assumed that the demand for dance classes for young and older people will continue to grow due to its accessibility and high profile coverage on national media networks from to Strictly, Britain’s Got Talent



Education, learning and skills

A number of expressions of interest have already been received from potential commercial and third party providers of education and training services including South Essex College, Extra Tuition Company and Education Learning Centres. These have been incorporated in the plan.

Additional resource in training and support has also been offered up by the Inspire Youth offer which will also help in establishing consistency in offering across Thurrock.

Business and enterprise

Businesses and organisations will be engaged by the marketing supervisor and it is hoped to engage the support of the local chambers of commerce in the early stages to raise awareness. Thereafter, with the facility for on line bookings businesses and organisations will be able to hire by the day or hour meeting rooms or work stations/desks, registering on arrival. These businesses will also be offered preferential rates on facilities and opportunities to support fundraising initiatives.

7.7 Community Use

The AHSG and AVCF will ensure that sufficient designated space is provided for free at point of access services such as chill and chat, knit and Natter, High Tees etc. It is expected that this subsidised use will be underwritten by charitable donations and grant funding and this is reflected in the business plan.

7.8 Maintenance and repairs

Cleaning and janitorial duties will be undertaken as described above. Day to day maintenance will lie with the supervisor and AVCF calling on ad hoc specialist contractors where required. A planned, preventative maintenance programme will be established for other larger items of plant and equipment, with any major faults anticipated to be covered under relevant guarantees and warranties of the new building.

7.9 Performance measures

The Hub Steering Group will look to measure the Hub's performance across a balanced scorecard across five primary indicators



Figure 1 Indicative primary performance indicators



To assess progress and identify trends across the range of primary measures AVFC will collate data and insight in a timely and accurate manner each month, quarter and year to permit management assessment and feedback for reporting, planning and decision making purposes. For example

Table 1 Proposed Performance Indicators

Primary	Secondary
Customer satisfaction	<ol style="list-style-type: none"> 1. Promote feedback via Trip Advisor or Google Review ratings scores. 2. Monthly survey monkey on target areas and to key stakeholders (suppliers, hirers, contractors etc.) 3. Health & safety, safeguarding and operational indicators
Employee/volunteer engagement	<ol style="list-style-type: none"> 1. 2yr Employee engagement survey across all staff and volunteers 2. Annual survey monkey of volunteers 3. Absenteeism
Social impact/ value	<ol style="list-style-type: none"> 1. Total visits by visitor category 2. Socio-Demographic breakdown of customers using survey results 3. Awareness survey 4. Health and wellbeing of local community 5. £1 reduction in demand for restorative services
Environmental value	<ol style="list-style-type: none"> 1. Energy management and DEC scores 2. Environmental awareness of customers 3. Engaged in Environmental skills
Commercial performance	<ol style="list-style-type: none"> 1. Monthly review of management accounts 2. Financial indicators <ul style="list-style-type: none"> • Gross profit targets • Average spend per head • Cost/surplus per customer 3. Sales targets

ACTION: AVFC and AHSG to agree operating performance measures three months prior to commencement.



8. Financial implications

A summary of income and sales for the period of the business plan is shown below.

Table 2 Summary of revenue and capital forecasts

	Yr. 1	Yr 2	Yr3	Yr. 4	Yr. 5	Yr 6-10	Yr 11-20	Comment
Overall Total Income	130,485	138,314	146,613	153,080	162,265	811,326	1,622,653	
	-							
Expenditure								
Operational costs	-£114,161	-£115,059	-£115,985	-£116,939	-£117,921	-£589,603	-£1,179,206	
Loan repayment	-£30,441	-£30,441	-£30,441	-£30,441	-£30,441	-£152,205	-£304,410	
Net contribution to funds/loan/head lease	-14,117	-7,186	187	5,701	13,904	69,518	139,036	Once loan repaid any benefit to be accrued by charities for lifecycle repairs & investment

The model demonstrates how expenditure and income are set to rise during the first five years with an estimated annual growth in income of around 6% and costs rising at 3% above indexation.

Predictions of programme demand trends and investment beyond year 5 become unreliable. Consequently, there is an assumption that the site reaches steady state thereafter, with the management and reporting mechanisms explained within the wider plan, supported with updates of the plan at regular intervals, ensuring sustainable performance levels.

The financial plan is limited only to activities driven through the facility. Wider activities and fundraising events coordinated by the Aveley Hub have not been taken into account. These may generate additional revenue and efficiencies or result in operational and financial drain on facility resources.

The revenue sources are spread across a range of income generating activities and not specifically reliant on either one major contributor or one major facility activity, reducing the financial dependency risk.

The costs have been reviewed base on the operating model explained and facility design currently proposed. These have then been benchmarked against a number of other facilities and operating models adjusting for context, increasing levels of reliability.



8.1 Revenue summary

8.1.1 Income

Table 3 Summary of revenue forecasts

		Yr. 1	% overall	Yr 2	Yr3	Yr. 4	Yr. 5	Yr 6-10	Yr 11-20	Comment
Hall 1			income							Steady state after yr 5
	SEN use (e.g. Thurrock Lifestyle Service)	15,000	11%	15,900	16,854	16,854	17,865	89,326	178,652	
	Village Hall booking overspill	5,000	4%	5,300	5,618	5,618	5,955	29,775	59,551	
	Dance and exercise school/classes	3,780	3%	4,007	4,247	4,247	4,502	22,510	45,020	
	Other activities plus weekend events	3,780	3%	4,007	4,247	4,247	4,502	22,510	45,020	
	Hall Sub Total	27,560	21%	29,214	30,966	30,966	32,824	164,122	328,244	Dance classes and add hoc at 3/wk. each standard hire rates. Occupancy rising from 50% to 90%
Youth Club/Meeting room 1										
	1 Morning use (Edtn/careers etc.)	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Breakfast clubs, education & training programmes potentially grant funded or private hire
	2 Afternoon use	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Clinics, mixed generation programming. Private hire or grant funded
	3 Eve Use (Youth club)	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Breakfast clubs, education & training programmes potentially grant funded or private hire
	4 Weekend use	2,400	2%	2,544	2,697	2,858	3,030	15,150	30,299	
	Meeting Rm Sub Total	6,000	5%	6,360	6,742	7,146	7,575	37,874	75,749	Occupancy rising from 25% to 50%
Nursery										
	Sub let rent	20,321	16%	21,541	22,833	24,203	25,655	128,276	256,551	
	Eve Use	1,008	1%	1,068	1,133	1,201	1,273	6,363	12,726	
	Weekend use	2,400	2%	2,544	2,697	2,858	3,030	15,150	30,299	
	Nursery Sub Total	23,729	18%	25,153	26,662	28,262	29,958	149,788	299,577	
Catering										
	Café sub let incl Vend	5,796	4%	6,144	6,512	6,512	6,903	34,516	69,031	
	Other (charity cakes etc.)	1,200	1%	1,272	1,348	1,348	1,429	7,146	14,292	
	Catering Sub Total	6,996	5%	7,416	7,861	7,861	8,332	41,662	83,323	
Other										
	Enterprise zone/desk hire	6,000	5%	6,360	6,742	7,146	7,575	37,874	75,749	Average daily use of EZ 4hr (3hrs council 1hr public) rising to 8 in yr. 5. Education & training
	Charity funding/grants/LA support	59,600	46%	63,176	66,967	70,985	75,244	376,218	752,436	Community grant funding to fund initiatives such as youth worker, volunteer coordinator etc.
	Other misc.	600	0%	636	674	715	757	3,787	7,575	
	Other Sub Total	66,200	51%	70,172	74,382	78,845	83,576	417,880	835,760	
	Overall Total Income	130,485		138,314	146,613	153,080	162,265	811,326	1,622,653	
Expenditure										
	Operational costs	-£114,161		-£115,059	-£115,985	-£116,939	-£117,921	-£589,603	-£1,179,206	
	Loan repayment	-£30,441		-£30,441	-£30,441	-£30,441	-£30,441	-£152,205	-£304,410	
	Net contribution to funds/loan/head lease	-14,117		-7,186	187	5,701	13,904	69,518	139,036	Once loan repaid any benefit to be accrued by charities for lifecycle repairs

Despite its commercial intent there is still an expectation from the Charity Commission that a proportion of any charities activities will be around fundraising. The Plan assumes that 13% of its core revenue stream will come from fundraising activities (donations, events etc.). Additional grant funding is anticipated during the life of the Plan but has not been incorporated as this would be offset by corresponding costs associated with delivering the grant objectives. On a positive these grants would inevitably create a greater economy and efficiency of scale, particularly in creating additional human resource and contribution to overheads.



8.1.2 Expenditure

Table 4 Summary of forecast expenditure

Operational Costs - Aveley Hub			3%	3%	3%	3%	
	Year 1		Year 2	Year 3	Year 4	Year 5	Comment
General Overheads							
Accountancy	£500	0%	-£ 515	-£ 530	-£ 546	-£ 563	Based on previous accounts.
Advertising	£1,200	1%	-£ 1,236	-£ 1,273	-£ 1,311	-£ 1,351	In year 1 the majority of advertising would be directed to launch. Thereafter to promote programme and more generic material as hirers produce own and use of free to access sources via the web/CVS etc.
Cleaning (Outsource)	£9,360	8%	-£ 9,641	-£ 9,930	-£ 10,228	-£ 10,535	15hrs @£12 (includes equipment). 2016 accounts for current building £9063
Insurance	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	Contents, PE, PL, PI, Contents (Excludes building)
IT Expenditure	£2,500	2%	-£ 2,575	-£ 2,652	-£ 2,732	-£ 2,814	Reflecting move to digital strategy
Printing, Postage Stationery	£900	1%	-£ 927	-£ 955	-£ 983	-£ 1,013	Reduced to reflect move to digital strategy in line with TC and library policy
Repairs and Maintenance	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	Low in year 1 rising annually over period to reflect levels of use. Includes external areas
Telephone	£1,000	1%	-£ 1,030	-£ 1,061	-£ 1,093	-£ 1,126	Within digital
Training	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	H&S, Compliance, finance, CPD
TV & Entertainment	£504.00	0%	-£ 519	-£ 535	-£ 551	-£ 567	TV, PRS, VPL & PPL licence
Utilities & waste	£4,500	4%	-£ 4,635	-£ 4,774	-£ 4,917	-£ 5,065	Targeted reduction in line with environmental policy and design review associated with Passivehaus offset by rise in utility costs
Rates	£0	0%	£ -	£ -	£ -	£ -	Assume continued 100% relief
Contingency	£4,993	4%	-£ 5,143	-£ 5,297	-£ 5,456	-£ 5,619	5-10% margin
Contribution from library (credit)	£14,000		£14,000	£14,000	£14,000	£14,000	As per discussions with Service
Sub Total	£15,957		£16,856	£17,781	£18,735	£19,717	
Staffing - General	£50,000	44%	-£ 50,000	-£ 50,000	-£ 50,000	-£ 50,000	Staffing created from TC & other grant funding
Full Time Centre Supervisor	£23,000	20%	-£ 23,000	-£ 23,000	-£ 23,000	-£ 23,000	Unless additional funding sourced this would be supervisory level reporting to Operational Sub Committee from Board of Trustees
Full Time Caretaker	£17,250	15%	-£ 17,250	-£ 17,250	-£ 17,250	-£ 17,250	Cost includes all on costs
Youth worker co-ordinator (part-time)	£7,954	7%	-£ 7,954	-£ 7,954	-£ 7,954	-£ 7,954	Potential to source grant funding supported by CVS/TC
Volunteer coordinator (Hub/CVS shared)							Additional 20-30hrs/wk support available
Support workers (library)							Additional 15-18hrs/wk support available
Sub Total	£98,204		£98,204	£98,204	£98,204	£98,204	
Total Expenditure	£114,161		-£ 115,059	-£ 115,985	-£ 116,939	-£ 117,921	

While AVCF is attempting to create a suitable reserves fund, without additional funding to reduce loan requirements or fundraising to increase reserves it is a requirement of the plan that the local authority underwrite the working capital requirements and to ensure that the facility gets off to the strongest and most positive start.

8.2 Capital investment schedule

A detailed estimate (£2.3m) for constructing the enlarged Hub was obtained in October 2015 by the approved design architects ECD. Since this time construction costs have fluctuated although in recent times have shown signs of starting to creep upward again. This plan assumes that there has been no net increase in costs since 2015. Any increases will need to be accommodated through any design re-engineering or access to additional capital grant funding. £1.1m of capital is being sourced from an S106 planning gain realised in 2015.



The AVCF have been successful in previous years in securing additional grant funding for community capital projects and anticipated making similar approaches once the core capital and business plan have been approved. Examples of possible funding sources to upgrade facilities or add capital equipment include Sport England and various governing bodies of sport, the CCG, the NHS Trust and Thurrock Lifestyle Services.

In summary, based on this level of investment and the projected revenues the site will become self-financing and capable of generating revenues to meet the Council's loan repayment terms.

9. Development and milestones

The project timeline set out in Appendix G clarifies the process timescales and key milestones that need to be monitored to ensure the plan remains on course. Notably

- Cabinet approval for full capital programme – December 2017
- Successful procurement – June 2018
- Establishment of operating team – Spring 2019
- Building completion – Summer 2019

Combined with the key actions highlighted in Appendix B, these milestones represent a roadmap which will deliver follow up activities to ensure the plan is delivered.

10. Risks and contingencies

The Forum have been maintaining a risk register throughout this process and the top risks associated with this plan and the mitigation actions designed to address these risks are clarified below. The risk register is reviewed at monthly Forum Directors meeting and the Hub Steering group. A copy of the current live risk register is in Appendix H

11. References

- (1) [Aveley Village Community Centre –feasibility report](#) ECD Architects Oct 2015
- (2) [Census](#) data 2011
- (3) [Digital Strategy 2016](#) - Thurrock Council
- (4) [Health and wellbeing strategy](#) Thurrock Council 2015
- (5) [Joint Strategic Needs Assessment](#) Thurrock Council 2016
- (6) [Local Plan update 2016](#) - Thurrock Council
- (7) [The Future Shape of the Thurrock Library Service](#) Thurrock Council. Cabinet-Consultation Report - (March 2015)
- (8) [The government strategy for a Sporting Future: A New Strategy for an Active Nation](#) HM Government (Dec 2015)
- (9) [Towards and Active Nation](#) Sport England May 2016
- (10) [State of the UK Leisure industry: a driver for Growth](#) Oliver Wyman report, commissioned by Business in Sport and Leisure (BISL) in 2012



- (11) [Work, health and disability: improving lives](#) Department of Work and Pensions and Department of Health. Green Paper (updated 2 Nov 2016)

12. Appendices

Appendix A - Aveley Hub – Approved Design Plans





Visual impression of Aveley Hub



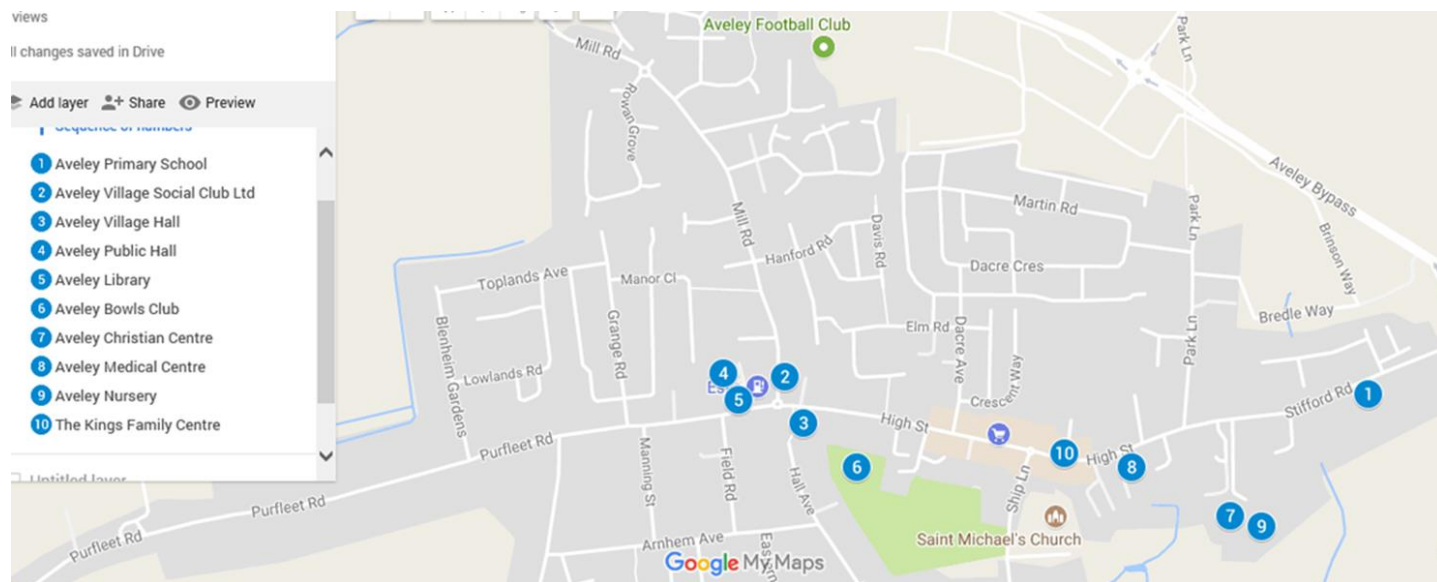


Appendix B –Action Plan (Phase 1)

	Action	Area	Target date
1	Reinvigorate the community and engage through marketing plan over next eighteen months.	Marketing	Spring 2019
2	Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter.	Finance	Dec-17
3	Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group.	Marketing	Mar-18
4	Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise), Policy & procedures etc.	Governance	Dec-17
5	Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits.	Marketing	Mar-18
6	Coordinate design group to finalise any design and construction requirements identifying	Operations	Dec-17
7	Identify management resource to apply for grants and social impact funds.	Operational	Sep-17
8	Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements	Operational/ Finance	Dec-17
9	Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial	Operations/ Marketing	Dec-17
10	AVFC and AHSG to agree operating performance measures three months prior to commencement.	Operations/ Finance	Dec-18



Appendix C – Existing community facility locations



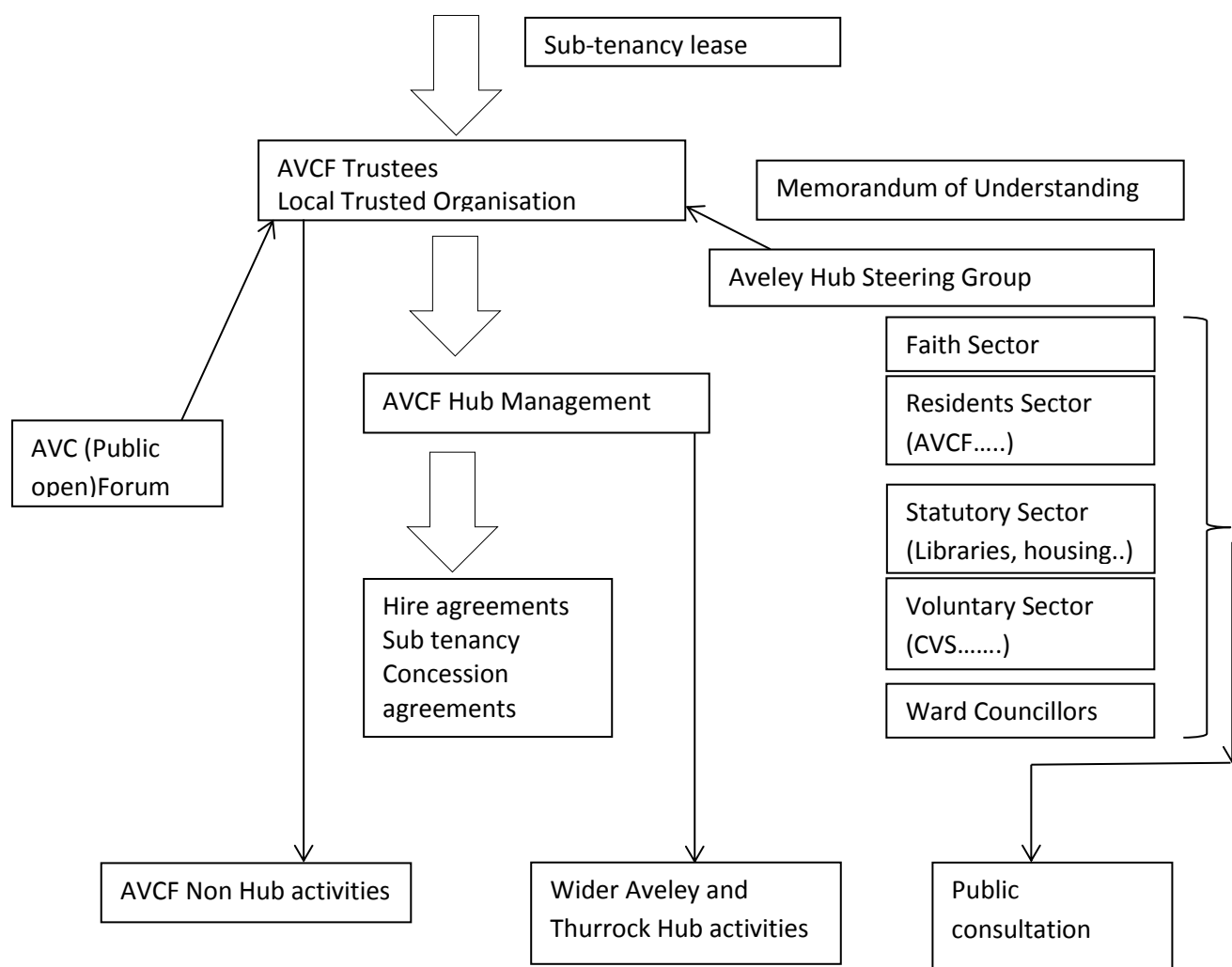


Appendix D – Indicative Marketing Plan

Indicative annual marketing plan and promotional planner 2017/18																				
Target market			Chanel		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total			
Schools and youth groups		Church and commuity groups, Scouts/Guides, schools, colleges																		
	Stakeholder events	On site presentations to coordinators and youth leaders	Social Media (SM), Web, Direct e-Mail					200				200			200		600			
	Referral campaign	Incentive for young people to come and try	SM, Web, Direct e-Mail							200							200			
	Term time programmes	Spring promotion (Artwork)	SM, Web, Direct e-Mail									50		50			100			
		Summer promotion (Artwork)	SM, Web, Direct e-Mail		50											50	100			
		Autumn promotion (Artwork)	SM, Web, Direct e-Mail				50										50			
		Winter promotion (Artwork)	SM, Web, Direct e-Mail							50							50			
	Special Events Programme	Jamboree, concerts, promotions	SM, Web, Direct e-Mail 1/4 updates				50					50			50		150			
Families and young people																				
		Seasonal activities (activity based)	SM, Web, Direct e-Mail 1/4 updates			25			25		25			25			100			
		Seasonal activities (environmentall focus)	SM, Web, Direct e-Mail			25			25		25			25			100			
	Holiday programmes	May Bank Hol & Half term	SM, Web, Direct e-Mail & leaflet via sch		50												50			
		Summer holiday peiod	SM, Web, Direct e-Mail & leaflet via school			50				500							550			
		Promote Oct half term & Halloween opportunities	SM, Web, Direct e-Mail & leaflet via school						50								50			
		Promote Feb half term & Easter opportunities	SM, Web, Direct e-Mail & leaflet via school									50		50			100			
		Courses & classes (activity based)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Courses & classes (environmentally based)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Accomodation options	SM, Web, Direct e-Mail			25					25						50			
		membership	SM, Web, Direct e-Mail (Leaflet at site)		50											50	100			
	Special Events Programme	Jamboree, concerts, promotions	SM, Web, Direct e-Mail				50					50			50		150			
Older people																				
	Outreach	Seasonal activities (activity based)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Seasonal activities (environmentall focus)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Courses & classes (activity based)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Courses & classes (environmentally based)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Accomodation options	SM, Web, Direct e-Mail			25			25		25			25			100			
		membership	SM, Web, Direct e-Mail (Leaflet at site)		40											40	80			
	Special Events Programme	Jamboree, concerts, promotions	SM, Web, Direct e-Mail				50					50			50		150			
Companies and organisations																				
	Outreach	On site presentations to coordinators and leaders	SM, Web, Direct e-Mail			25			25		25			25			100			
		Seasonal activities (education, companies)	SM, Web, Direct e-Mail			25			25		25			25			100			
		Sub let and commercial opportunities at site	SM, Web, Direct e-Mail			25			25		25			25			100			
		Clubs and association	SM, Web, Direct e-Mail			25			25		25			25			100			
		Courses & classes (environmentally based)	SM, Web, Direct e-Mail			40			40		40			40			160			
		Volunteering programmes	SM, Web, Direct e-Mail (Leaflet at site)		40											40	80			
General awareness & branding																				
	Sales & business developm	Outreach & sales activity	Banners and flyers plus digital		40		40		40		40		40		40		240			
	User group forums		SM, Web, e-mail				50					50					100			
	Minibus wrap around	High impact full imagery of AVCH															0			
	Signage refresh		Non marketing budget														0			
	Broshures/web site refresh		Digital investment		750								750				1500			
					1020	440	290	200	455	750	430	500	790	465	520	50	5910			



Appendix E – Indicative legal structures and governance for the Aveley Hub





Appendix F – Aveley Community Hub Steering Group - Memorandum of Understanding

(Commercially sensitive. Available on request only)



Appendix G – Project timeline

Task	Date(s)	Comment/Lead
Consultation	June 2017	Benesse (UK)/AVCF/TC
Demand/Need analysis	July	Benesse (UK)/AVCF/TC
Operational mode	July	Benesse (UK)/AVCF/TC
Sales and marketing plan	July	Benesse (UK)/AVCF/TC
Review first draft with AVCF committee	w/c 8 Aug	Benesse (UK)/AVCF/TC
First draft business plan	w/c 13 Aug	Benesse (UK)/AVCF/TC
Business plan finalised (Benesse UK)	w/c 28 Aug	Benesse (UK)/AVCF/TC
Design review based on business plan (RIBA stage 4a)	Sept/Oct	Arrangements to be confirmed
Papers for Directors Board	8 Sept	TC
Directors Board	12 Sept	TC
Scrutiny (draft papers)	7 Nov	TC
Scrutiny meeting	21 Nov	TC
Cabinet draft papers	10 Nov	TC
Cabinet	13 Dec	TC
Procurement/tender drawn up	Jan 2018	Arrangements to be confirmed
Procurement process including evaluation	Feb & March	Arrangements to be confirmed
Appointment/mobilisation/design & planning review (RIBA Stage 4b)	May	Contractor to lead
Commence work on site (RIBA stage 5)	June	Contractor
Complete (RIBA Stage 6)	Dec 2018	Handover/snagging
Long stop date for s106 funding	Feb 2019	
Contingency long stop date for completion/official opening	August 2019	

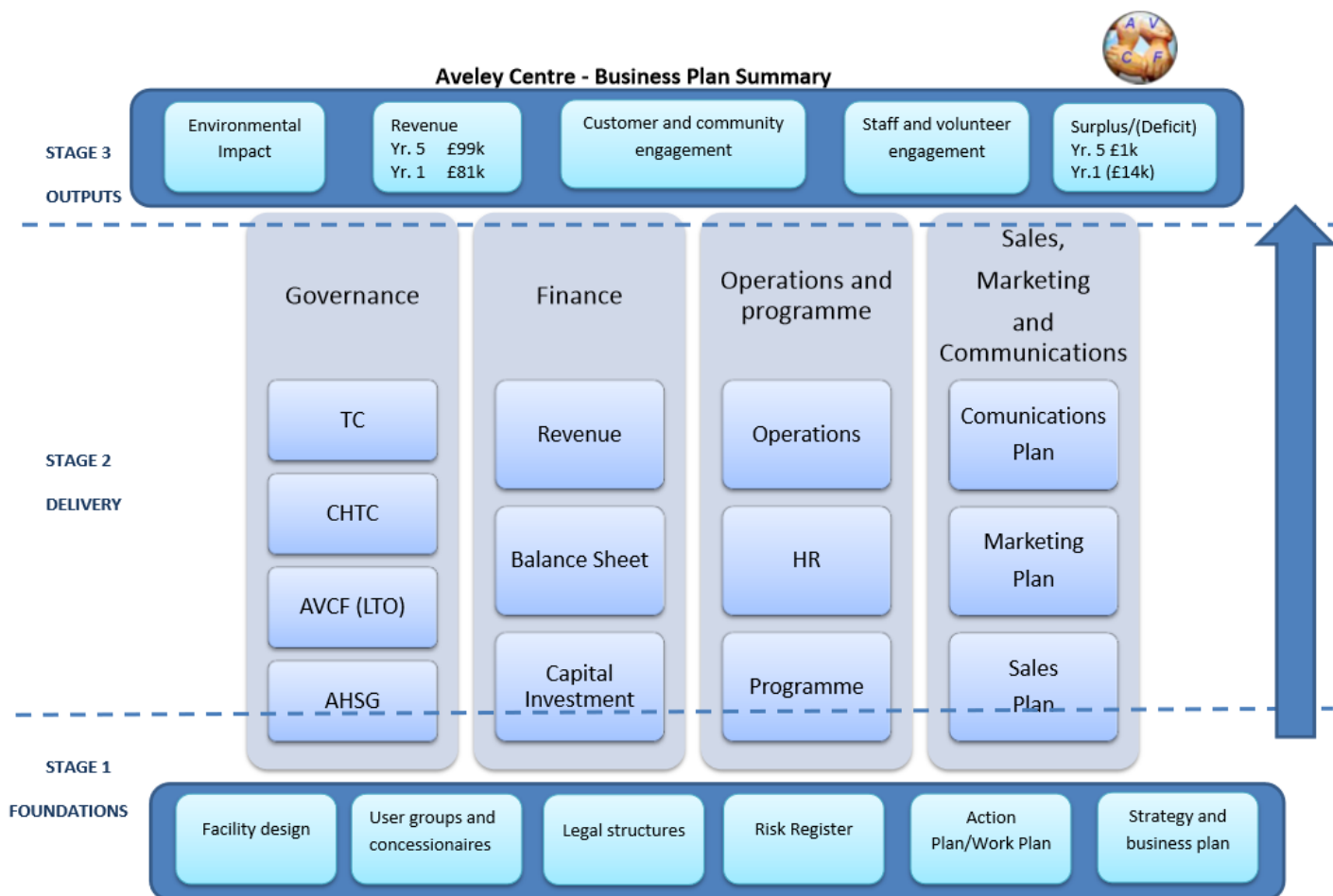


Appendix H – Risk Register

Risk Register										
Aveley Village Community Hub										
Note score 1-5 (under 8=low, 8- 14 medium, 15+=High)										
Ref	Category	Risk	Likelihood (a)	Impact (b)	Score c = a x b	Mitigating actions	Likelihood (a)	Impact (b)	Score c = a x b	Responsible
1	Governance	Clearly understood legal structure - leading to unintended liabilities	4	5	20	Identify legal structure and clarify resource within AVCF to provide legal guidance on consequence of any final structure agreed with the Council.	3	4	12	
2		Is the Charitable governance of AVCF robust?	3	4	12	Demonstrate compliance of requirements of Charity Commission and Company House. Regular reporting of accounts for scrutiny. Council to underwrite working capital	3	3	9	
3	Financial	Insufficient funds to support working capital requirements and worse case scenarios	3	4	12	Maintain sufficient reserves and have access to borrowing and grants for period of business plan. Council to underwrite	3	3	9	
4		Failure to secure advance bookings and revenue	4	5	20	Provide well researched, well structured business case with strong social and commercial ROI. Fully engage, market and communicate with potential hirers, community groups and commercial operators.	4	4	16	
5		Failure to secure full £2.2m investment, results in all funding being withdrawn	4	5	20	Create sustainable operating model	3	4	12	
6	Operational	Technology - Poor management information systems impacting on customer interface, financial record keeping and ability to recover insight and data for developing services	3	4	12	Identify requirements, expectations and resource to provide.	3	3	9	
7		Staffing - Limited experience and HR resource as portfolio and level of commercialism and complexity increases	3	5	15	Continue to review skill base training and succession plans in areas of high importance, (finance, business development, change management). Recruit commercial (marketing, sales and business development) skills into department. Bring in specialist external support where appropriate	3	4	12	
8		Maintenance - Poor maintenance leads to warranties becoming void, inefficient building operation and increased costs	4	4	16	Clarify roles and responsibilities around maintenance and resources to deliver adequate reactive and preventative maintenance	3	3	9	
9		Programme - The facilities do not meet the ongoing requirements of its customers	3	4	12	Clarify requirements of customers during process of formulating business plan.	3	3	9	
10		Marketing and communications - failure to engage community, customers, concessionaire and hirers	3	5	15	Identify marketing plan for ongoing communications, forums, communication networks etc.	3	4	12	
11	Environmental	Negative impacts resulting in increased costs, lack of access to funding and grants	4	4	16	Establish sound Policy of Environmental Management and work with architects and construction partners to reduce impact of building	3	4	12	
12		Failure to consider impact on neighbours results in significant delays at planning and construction stages	4	5	20	Create communications plan to engage and address neighbors of proposed scheme	4	4	16	
13	Compliance	Failure to deliver evidence of compliance across health and safety, safeguard and prevent agenda	4	3	12	Maintain well documented and accessible Policy and procedural statements and records	3	4	12	
14		Failure to deliver compliance through the building design to meet requirements of hirers to maximise revenues	4	5	20	Clarify requirements and building specification through architects prior to construction contract being let	4	4	16	



Appendix I – Summary Business Plan



14 November 2017		ITEM: 7
Planning, Transport and Regeneration Overview and Scrutiny Committee		
Coalhouse Fort Conservation Management Plan		
Wards and communities affected: East Tilbury		Key Decision: Non-key
Report of: Matthew Brown, Regeneration Programme Manager		
Accountable Assistant Director: Andy Millard, Assistant Director of Planning and Growth		
Accountable Director: Steve Cox, Corporate Director of Place		
This report is Public		

Executive Summary

Coalhouse Fort and Park in East Tilbury is a key heritage and environmental asset in the east of the Borough. The 1860's built Fort is currently in a very poor physical condition; however the Council has plans for its restoration and development as a key heritage and cultural destination, and local community resource.

In March 2016 the Council as the owner of the site was awarded funding from Historic England, focussing initially on surveying the Fort to establish its detailed condition, designing a prioritised programme of emergency repairs as a first step towards halting the buildings deterioration, and then undertaking business planning and commercial feasibility analysis with a view to establishing a range of new income generating uses sympathetic to its historical significance. These, together with further external funding and investment to be attracted, will enable ongoing restorations and repairs on a phased and planned basis; ultimately ensuring the Fort's sustainability and realising its potential.

As part of the initial surveying phase a Conservation Management Plan was developed for the Fort. This is presented in three volumes which 1) set out the historic significance of the Fort; 2) describe in detail the spaces in the Fort and their original uses, and; 3) set out the risks, opportunities, vision and policy drivers that apply to its conservation and further development.

This report reviews the progress that has already been made in developing and consulting on the Conservation Management Plan, and sets out the actions that will follow once the Conservation Management Plan has been adopted by the Council.

1. Recommendation(s)

1.1 Planning Transport and Regeneration Overview and Scrutiny Committee are asked to comment on the suite of policies and principles in the Conservation Management Plan for Coalhouse Fort presented at 3.1 in this report.

2. Introduction and Background

- 2.1 In 1962 the Ministry of Defence decommissioned Coalhouse Fort and it was handed to the council on a 1000-year leasehold. From the early 1980's a local charity; The Coalhouse Fort Project was established to run activities at the site including open days and tours, and undertake repairs and restorations to the building, under a lease from the Council.
- 2.2 In 2013 the Council secured funding from Heritage Lottery Fund and Veolia North Thames Trust which enabled the restoration of the Fort's generator block to provide a new café, toilets and information office. Interpretation in the Park and Fort was enhanced, and an education and events programme was established linking with the existing activities delivered by the Coalhouse Fort project.
- 2.3 Through developing the Heritage Lottery Fund programme, the Council strengthened its engagement with Historic England, who recognised the opportunity to access further funding to fully assess the building's condition and make emergency repairs, in recognition of the building's inclusion in Historic England's 'Buildings at Risk' register.
- 2.4 The historic significance of the Fort is extensive; the site being used for defence since the early 15th century when the first simple earthwork fortifications were built. These were replaced by the stone & brick blockhouse built in 1539 during the reign of Henry VIII and disarmed in 1553 before being demolished in the late 16th century. A small gun battery was built in 1799 close to where the current Fort is, with similar batteries constructed on the Kent side at Shornemead & the Lower Hope once again making East Tilbury the front line of Essex based Thames defences. The first Fort completed in 1855 was based on the site of the 1799 battery and effectively enclosed and enlarged it. Like the earlier defences this Fort was also short lived and the 1859 Royal Commission survey recommended a new Fort should be built.
- 2.5 The current Coalhouse Fort was built during between 1861 and 1874 and formed a key part of the Thames Defences, until the Second World War when it was developed further. The artillery was upgraded with new Anti-Aircraft gun batteries installed on the roof, a radar tower constructed, a degaussing station established and a minefield control building erected. Further anti-aircraft guns were erected at the adjacent Bowaters Farm.

3. Issues, Options and Analysis of Options

- 3.1 The Conservation Management Plan sets out a broad series of principles which will guide restorations, repairs, community engagement, and future uses of the Fort. In particular the following policies are to be noted. These form part of the suite of policies to be adopted by the Council (full details can be found in volume 3 of the Conservation Management Plan):
- CM2: All conservation works will be guided by an understanding of best conservation practice and philosophy.
 - CM3: All legislation and statutory designations under the various planning acts will be observed, and the necessary Scheduled Monument consents will be sought as appropriate. Future development at the site will be undertaken in accordance with the policies set out in the National Planning Policy Framework 2012 (NPPF).
 - MM2: The general condition of the site will be maintained to a high standard to reduce the need for substantial repairs in the future.
 - MM4: The ongoing management of the wider Coalhouse Fort Park will be undertaken to ensure that both the nature conservation values and heritage values of the place are protected.
 - DP1: Coalhouse Fort will be repaired, developed and refurbished to achieve its sustainable re-use, including the conservation of any affected heritage assets so their heritage value or significance can be enjoyed by current and future generations. Future possible uses will be carefully planned for and managed so that they do not degrade the significance of the site as set out in the Conservation Management Plan and by relevant authorities and expert advisors (such as Historic England, Natural England or others). Significance would be subject to revision in the light of new information or changes in condition.
 - DP2: All site development works at Coalhouse Fort, including the provision of visitor facilities, must be guided by the ability of the historic structures to sustain the changes, and must conform to a design appropriate to the fabric, aesthetics and significance of the site.
 - DP3: Where feasible and desirable, parts of the historic layout of the site should be considered for restoration to their original known configuration and form. Restoration needs to be carefully considered for its appropriateness in relation to the heritage values and significances of individual elements, and of site as a whole.
 - DP4: Opportunities to improve the setting and visibility of the Fort should be explored whenever possible. The legibility of the Fort buildings and spaces within them, the open character of the parade ground, and the wider parkland setting, should be preserved and enhanced.

- DP7: Any development at Coalhouse Fort should be undertaken in a manner that is sensitive to the wider landscape and heritage, and should not negatively impact the significance of heritage assets in the surrounding area.
- AF1: The provision of facilities and level of access for visitors should be regularly reviewed, balanced against the need to prevent erosion to the site and its significance.
- AF3: Parking provision at the site will be reviewed, and every effort made to ensure that car parking has a minimal impact on the site and its significance.
- SS1: Thurrock Council will undertake or commission regular security reviews and will incorporate the results in the management of the site. The installation of safety measures will take into account the need to protect the physical and visual integrity and significance of the place, and non-intrusive methods should be explored before any physical installations, if deemed necessary, are considered.
- TE1: The interpretation plan for the site, drawing on a variety of media, will be regularly reviewed. This will seek to provide clear interpretation of the history and significance of the site, setting the Fort buildings and structures within the context of British history.
- TE3: The potential to increase the number of visitors to the site through promotion with partners and other heritage attractions will be explored.
- TE4: The site will provide educational materials and facilities, taking into account the requirements of the National Curriculum, and the unique opportunity the Fort presents for formal and informal education for local and visiting communities.
- ES1: The environmental impact of current and future activities will be assessed and monitored, and strategies devised to minimise and mitigate any environmental damage.

Longer-term planning and business development

- 3.2 As part of the Historic England funded programme, an income feasibility study has been developed, benchmarking other similar and relevant sites throughout the UK which have successfully achieved and implemented a range of commercial uses, sympathetic to their historic significance. This study is being developed further to include a financial options appraisal, which will guide further exploration including potentially significant changes of use.
- 3.3 The regeneration team and environment teams are implementing small-scale, practical income generating initiatives which can be launched independently of repairs and restorations, using the parts of the site which are already in a safe and usable condition. These could include simple venue hire, weddings, re-launch of the Fort's 'paranormal' programme, further events and education activities, and increased use of the Fort and park as a filming location. These

will fund small-scale works to maintain and manage the site, contribute to the cost of engaging volunteers, and help promote the site and its assets.

- 3.4 The relationship between the Council and the Coalhouse Fort Project is being formalised in a new Licence and Operating Agreement, which will provide the foundations for making best use of volunteers in historic conservation, and the broader range of uses of the site.
- 3.5 Further funding bids are being developed that will 'package' the site into a series of elements which can be progressed on a stand-alone basis, and are attractive to funders with benefits to communities, people and heritage conservation. The site is included in the Infrastructure Requirements List and will draw down developer contributions as part of the funding mix wherever possible, noting a number of emerging Nationally Significant Infrastructure Projects in or adjacent to the East Tilbury ward.

The delivery of the actions in the Conservation Management Plan and the investment needed to deliver the broader commercialisation and sustainability of the site will thus be funded through a combination of further funding bids to Heritage Lottery Fund, Historic England and other funding bodies, supplemented by income generating uses of the Fort which will be launched as soon as practicable, underpinned by development of a new business strategy.

Proposed Approach:

- 3.6 It is proposed that the Council endorse and formally adopt the Conservation Management Plan outlined at 3.1. The plan and its policies will then form a key reference point to guide further enhancement at the site.

4. Reasons for Recommendation

- 4.1 The Conservation Management Plan has been developed through consultation and has been endorsed by Historic England. It delivers a good balance between preserving the historic fabric of the Fort, and enabling the development of new, income generating uses that will sustain its future.

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

- 5.1 Consultation has taken place with key stakeholders including the local community in East Tilbury, volunteers and third sector organisations engaged in current activities at the site, and Historic England. The ongoing and emerging programme outlined in this report would include further stakeholder engagement to guide development of the Conservation Management, and realising the opportunities offered by the site as these are developed.

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

- 6.1 The National Planning Policy Framework (NPPF) provides the main planning policy guidance governing any changes to the Fort including its conservation and development. Thurrock Local Development Framework (Core Strategy) includes policies for Sustainable Greenbelt and commits to their maintenance, increasing public access, leisure and biodiversity. The Core Strategy also identifies the promotion of heritage assets, including their fabric and their settings. The Fort plays a key role in the 'story' of Thurrock, its defences, and the role of the river Thames. It is crucial that any proposals for the Fort consider the impacts of developments such as Lower Thames Crossing, Port of Tilbury expansion and future housing growth, and wherever possible capitalise on the opportunities these may bring. The site is subject to a number of designations including Scheduled Monument Consent, SSSI, RAMSAR, Green Flag Award, and Flood Risk area.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Management Accountant

This report outlines the approach that will be taken in respect of undertaking further conservation management and sensitive development of Coalhouse Fort in East Tilbury. The cost of delivering ambitions for the Fort will be subject to further business planning including financial analysis. Wherever possible, external funding and income generation will be pursued as enablers to achieving the sustainability of the Fort. There are no financial implications implicit in the adoption of the Conservation Management plan itself.

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer

This report sets out the key current issues and opportunities affecting Coalhouse for in East Tilbury and the approach that will be taken to undertaking further conservation and development of this Fort. The arrangements with Coalhouse Fort Project are currently being reviewed and a new Licence to Occupy and Operating Agreement will be formalised shortly setting out how the charity and Council will work together. The legal implications of any proposals developed will be considered fully as they emerge, taking into account Scheduled Monument Consent and other formal designations applicable to the site.

7.3 Diversity and Equality

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

Diversity and Equalities issues of all future uses of the Fort and Park will be addressed through a Community and Equality Impact Assessment informed and developed by appropriate Stakeholder Engagement. The Conservation Management Plan has been developed through engagement with the local community.

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**

Conservation Management Plan

Report Author:

Matthew Brown
Regeneration Programme Manager
Regeneration

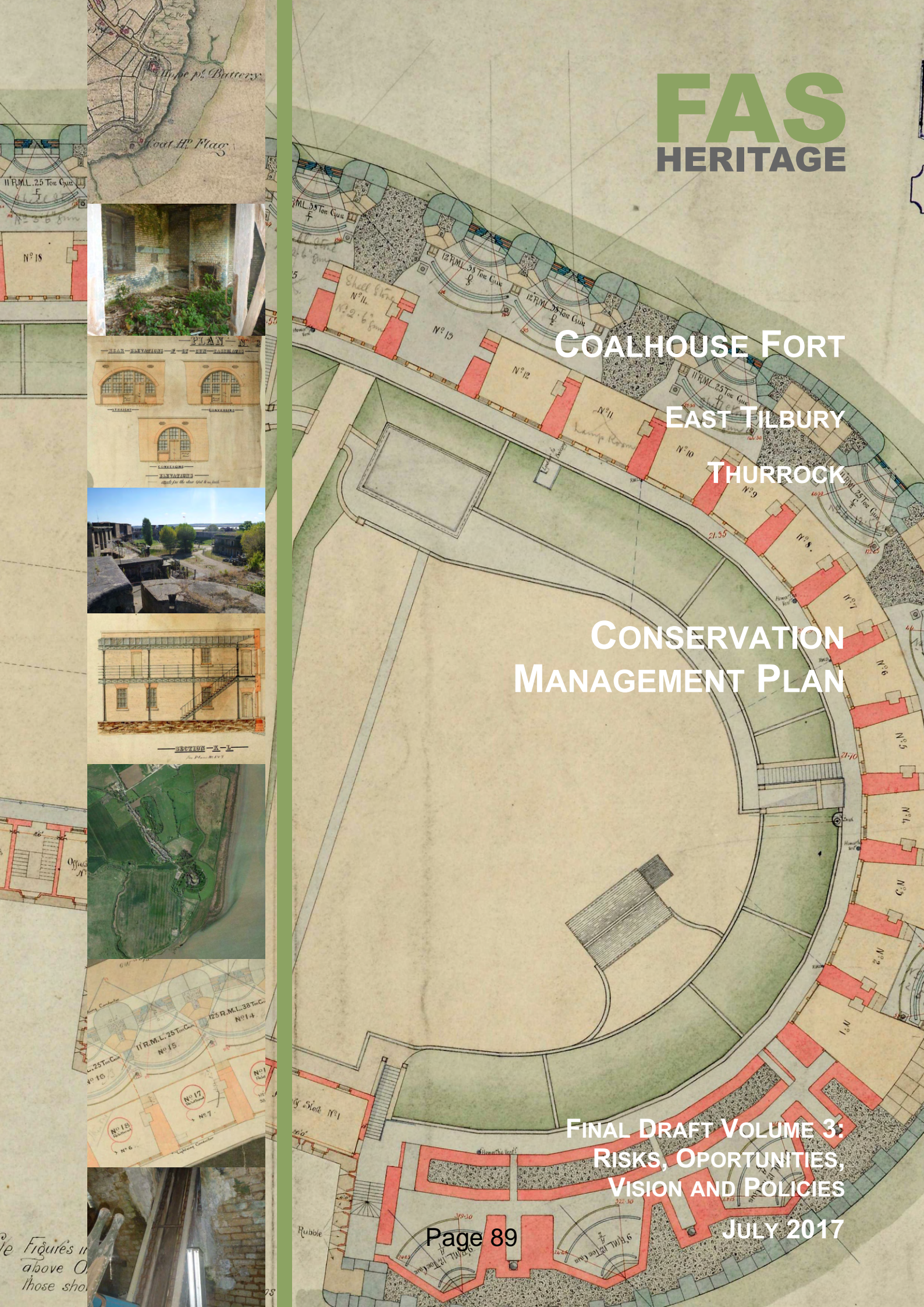
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**COALHOUSE FORT
EAST TILBURY
THURROCK**

**CONSERVATION
MANAGEMENT PLAN**

**FINAL DRAFT VOLUME 3:
RISKS, OPPORTUNITIES,
VISION AND POLICIES**

JULY 2017



CONSERVATION MANAGEMENT PLAN

COALHOUSE FORT
EAST TILBURY
THURROCK

SITE CODE: CHF16
REPORT CODE: FAS2016 671 CHF628
NGR: TQ 69069 76653

FINAL DRAFT VOLUME 3
RISKS, OPPORTUNITIES, VISION AND POLICIES
v.1.0
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6.0 INTRODUCTION TO VOLUME 3

This CMP has been prepared as a tool for understanding and managing the cultural significance of Coalhouse Fort and Park. The current understanding of the site is presented in Volume 1 and has been used to assess the significance of the site. Volume 2 has set out each of the individual elements at the site, and assessed the significance of each.

Volume 3 presents the key principles of the CMP, before providing an assessment of the Risks and Opportunities presented by site and the elements within it. The following policies have been formulated to address these risks and opportunities, guided by the key principles underpinning the CMP. The management guidelines provided for each policy are intended to be a practical tool for those involved in the management and development of the site.

6.1 VISION STATEMENT

To secure a sustainable future for Coalhouse Fort and Park, which will allow the site to be passed on to future generations with its historic significance intact. As much of the site as possible will be open and accessible to the public, to allow its significance to be appreciated and understood, balanced against the need to find practical and sympathetic uses for the buildings to ensure a viable and sustainable future.

6.2 KEY PRINCIPLES

The CMP and the policies contained within it have been prepared with reference to a set of key principles. These provide broad guidelines for the conservation management of the Coalhouse Fort site, and are intended to endure through subsequent policy development and review. The key principles are set out below:

- conservation and sustainability will be placed at the heart of future planning, development and site management in order to secure the heritage significance of Coalhouse Fort and Park, and its component heritage assets for present and future generations;
- the preservation of the integrity of the historic site and its component heritage assets, which is key to the significance of the place, will be central to future plans for development;
- the significance and integrity of the site and its components will be protected through the implementation of suitable and effective regimes of repair, maintenance and security, in line with conservation best practice;
- the heritage assets and value of Coalhouse Fort and its components will be enhanced for public benefit;
- understanding of the significance of the site and its components will be enhanced through continued research on the history and development of the site;
- opportunities to increase awareness and understanding of will be explored, through interpretation, education, recreation and working in partnership with other organisations;
- the site and its components will be managed sustainably, and all uses, activities and developments within the site will be carried out such as way as to enable a sustainable future for the site.

6.3 LEGISLATIVE FRAMEWORK

The following legal frameworks and planning guidance apply to the Coalhouse Fort site and its setting:

National and Regional Planning Framework

- Ancient Monuments and Archaeological Areas Act, 1979
- Planning (Listed Buildings and Conservation Areas) Act, 1990
- National Planning Policy Framework, 2012

6.3.1 Heritage designations

Coalhouse Fort is designated as a Scheduled Monument.

Scheduled Monuments (SMs) are nationally important archaeological features (including buildings, earthworks and isolated structures), which are protected by the state through the auspices of the Ancient Monuments and Archaeological Areas Act 1979. Scheduled Monument Consent (SMC) is required if work or alteration is to take place within the boundary of the area that has been scheduled. Buildings designated as SMs, or buildings within areas designated as SMs, may also be Listed Buildings, but it should be noted that in such instances, legislation relating to SMs (Ancient Monuments and Archaeological Areas Act 1979) takes precedence over that relating to Listed Buildings.

6.3.2 Natural conservation designations

Area of grassland to the northeast of the fort, and area of saltmarsh to the southeast, both within the site boundary for the purposes of the CMP, form part of the Mucking Flats and Marshes Site of Special Scientific Interest (SSSI) with the area of saltmarsh also forming part of the Thames Estuary and Marshes Special Protection Area (SPA) and Ramsar site.

6.4 MUSEUMS AND ARCHIVES

The two museums at Coalhouse Fort have no formal museum accreditation.

The CMP does not cover the collections held at the site. Nevertheless, during research undertaken for Understanding the Heritage, photographic archives relating to the fort stored at Thurrock Museum were consulted. This archive clearly contains a wealth of information about Coalhouse Fort, but is not currently archived to modern standards which diminishes its value; this issue is outwith the scope of the CMP, but should be considered in future planning for the site.

7.0 RISKS AND OPPORTUNITIES

Volume 3 outlines risks to the significance of the site, and has defined opportunities to preserve and enhance and the significance of the structures and buildings and to improve their condition, interpretation and general awareness about them.

The fort and associated structures represent a purpose-built defensive military complex which, following decommissioning from its original purpose, has been used for a variety of purposes. Most of the buildings have now been empty for several decades and are in drastic need of both repair and reuse. The CMP recognises that a balance should be found between the preservation of the significance of the heritage assets of Coalhouse Fort and the need to secure a sustainable future use for the site through conservation work and appropriate development, including public access and interpretation. The following risks and opportunities have therefore been outlined with the understanding that Coalhouse Fort will require varying levels of intervention to sustain it for the foreseeable future.

7.1 CONDITION AND SURVIVAL

The condition of upstanding buildings at Coalhouse Fort is in decline, due to lack of maintenance and also problems with water ingress. Further details on the condition of individual elements are provided in the Condition Survey and are not reiterated in full here (Purcell 2017). The following specific issues have been identified at the site:

- Failure of roof structures, particularly in the gorge buildings, has caused ongoing deterioration within the building, including the collapse of timber flooring, loss of plaster and paintwork, poor condition of doors and windows, and has thus rendered the area inaccessible;
- There is extensive water penetration in the magazines, the gun surrounds and shields are allowing damp penetration, and deterioration of the concrete roofs of the casemates are causing leaks;
- Roof level structures are in poor condition, requiring temporary support in places;
- There may be conflicts between the maintenance of the historically significant 1903 structures and rooftop drainage, and the water ingress from the infilled ditch. These elements form historically significant elements of the site, but are causing issues with condition.
- The Fox and Barrett roofing is of historical significance, but is in a very poor state of repair, which means that conservation *in situ* would be difficult, and present future problems with conservation.
- There is a complex interplay between the historic interest of the WWII gun houses, their current condition, national context and rarity, and their intrusive nature in terms of 19th-century legibility.
- One of the key significances of the site is the survival of 19th-century layout and individual elements; the site has suffered few or no major losses. There have been some losses to ironwork, including the gantry of the 1890s. Most lost elements pertain to WWII activity in the parade ground, or to the pre-1860s phases of the fort.

- The condition and survival of interior fixtures and fittings, including fireplaces, paintwork, insignia *etc* is an issue at the site; many of these are vulnerable to rapid deterioration.

7.2 SETTING

Although not a reflection of military use or appearance, the amenity parkland setting of the site contributes to visual and aesthetic value, and allows the building to be appreciated and understood in its landscape context.

- Significance is vulnerable to inappropriate development in the immediate area, especially if it encroaches in views of the fort itself;
- Current uses and amenity function contributes to communal value and works with the fort; this is to be maintained and enhanced;
- Car park and entrance appearance currently detracts from visitor experience and aesthetic value;
- The wider context of the fort, including designated and non-designated historic structures on the shore and in the surrounding park, needs to be drawn out and managed appropriately.

7.3 UNDERSTANDING AND AWARENESS

The current state of understanding of the site has been set out in Volume 1. Issues relating to understanding and awareness fall into a number of broad areas: what is known about the site, in terms of its history and development; how well this information is disseminated to the wider public that use and know the site; whether members of the wider community are aware of the site at all. Specific issues include:

- there is currently no overarching Research Agenda for the site although research is being undertaken by a number of groups. Historic England has commissioned Oxford Archaeology to undertake a 'National Planning review of 19th century fortifications and associated fortifications' which is due to be completed in 2017;
- understanding of archaeological remains in the park (upstanding earthworks and below ground) is limited; these are possible avenues for further investigation;
- the Coalhouse Fort Project archives contain a wealth of information that is underexploited. The photographic archive relating to the project and the work done is comprehensive but needs archiving/digitising to make it more accessible;
- awareness of the site is hindered by its 'cul-de-sac' location and inadequate signage, which means that there is little or no passing traffic;

7.4 INTERPRETATION AND EDUCATION

The historic significance and survival of the site affords considerable opportunities for interpretation to the public, and education. Coalhouse Fort currently has an education room and education officer, and is used by school groups. Specific issues include:

- the current interpretation scheme requires updating as the boards are showing their age; a new scheme is in preparation, but this needs to integrate a plan for the interior of the fort with the wider parkland;
- there is currently no interpretation of ancillary structures and features (spigot mortar bases, mine control tower);
- the interpretation of the interior and casemates is problematic due to current conditions and use as storage areas; the Gorge buildings are inaccessible for safety reasons;
- in some places, the museum exhibits hinder legibility of the fort structure and how it functioned – eg masking of the cartridge lifts.

7.5 ACCESS AND FACILITIES

Currently, limited areas of the site are accessible to the public on an occasional basis. Facilities for the public include a café within the fort, and a café and toilet facilities in the park. The following apply:

- there is currently no running water to the casemates, and no toilet facilities inside the fort, issue which will have to be overcome for sustainable use;
- access is limited by safety and current uses;
- the café facility in the Engine House is well-used, but functions outside the fort, so needs to be linked into the ultimate plan for the site;
- access to the fort is provided by bus, foot and car; train station is some distance away;
- the design of the fort, and the need to bring artillery/shells into the casemates and magazines means that disabled/less-abled access to these areas should be possible to facilitate at least in part. The rooftop area and upper storeys of the Gorge buildings may require sympathetic adaptation;
- visitors to the fort would like to see improved access to the fort, in particular to the magazines and barracks.

7.6 CONFLICTS

As with all historic sites, there may be conflicts between different uses of the site, different values attributed to different periods. The following apply:

- Coalhouse Fort preserves evidence from several phases of use and serves to demonstrate the continuity of military significance of this location. All periods have historic significance, but there may be practical conflicts between preservation of remains relating to different periods, particularly where rapid military adaptation has caused harm to the existing fabric;
- there have been some alterations and additions to the site that are not necessarily in keeping with the historic significance of the place;
- there is the potential for conflict to arise regarding governance of the site, and the differing interests of special interest groups;
- a balance is needed between preserving the legibility and integrity of the fort and all its surviving elements, with finding a sustainable use for the site.
- the fort and surrounding areas supports a range of protected and notable species, and

conflict may arise when proposed change to the building or surroundings would make conditions less favourable.

7.7 ENVIRONMENT AND SUSTAINABILITY

A sustainable function needs to be sought for the fort without compromising its integrity and legibility. Current issues include:

- problems of location;
- lack of surrounding attractions in the immediate vicinity.

8.0 CONSERVATION POLICIES AND MANAGEMENT STRATEGY

The policies of the CMP have been designed to address the issues and opportunities outlined above, and have been formulated with reference to the *key principles* of the CMP and a set of *aims*, set out below.

8.1 AIMS OF THE POLICIES

The *aims* of the policies for Coalhouse Fort are to:

- provide a framework within which its conservation, repair and reuse can be implemented without unjustified harm to its significance;
- inform potential uses which would enhance rather than erode the significance of the heritage asset, including adaptations and new works which are compatible with the retention of significance;
- retain and make clear its heritage value through appropriate conservation management;
- enable further understanding of the place;
- maximise physical and intellectual access for all.

Risks and opportunities facing the Coalhouse Fort, have been addressed in the formulation of conservation policies which have been grouped into the following categories:

- Conservation management (CM)
- Management and maintenance (MM)
- New work, development and planning (DP)
- Understanding and research (UR)
- Interpretation, access and facilities (IA)
- Safety and Security (SS)
- Tourism and Education (TE)
- Environment and sustainability (ES)
- Research and publication (RP)

8.2 DEFINITIONS

The following terms are according to the definitions below:

Adaptation is modification to suit proposed compatible uses. It does not imply a return to a known earlier state;

Compatible use is a use that involves changes to culturally significant fabric or archaeological deposits which are substantially reversible, or changes which result in a minimal physical or visual impact;

Conservation is all the processes of managing change in ways that will best sustain the significance of the place in its context, and which recognises opportunities to reveal and reinforce that significance. It includes maintenance and may include preservation, restoration, reconstruction and adaptation;

Heritage values: evidential, historical, aesthetic and communal, as defined in Conservation Principles (English Heritage 2008)

Interpretation is the communication of an understanding of the historic and significance of the place and its occupants and the enhancement of visitors' understanding and enjoyment of the place;

Maintenance is the continuous protective care of the fabric, contents and setting of a place and should be distinguished from repair which is a reactive process;

The place means the entirety of the site, building or monument under consideration;

Presentation means making the place look its best, generally through maintenance, landscaping and tidiness as appropriate, and the ease of access, such as signage;

Reconstruction means returning the site to a known earlier state, often by introducing new or re-used materials. It is not to be confused with conjectural reconstruction which involves alteration of the site to conform to a supposed but archaeologically or historically unproven earlier state;

Restoration means returning existing fabric to a known earlier state by removing accretions or by reassembling existing components without the introduction of new components;

Significance: the sum of the cultural and natural heritage values of a place, often set out in a statement of significance;

Stabilisation is the undertaking of works additional to maintenance which significantly slow down the processes of decay and collapse in a structure. They may include such works as underpinning which have no precedent in the history of the structure;

Sustainability means ensuring that what actions taken today to meet current needs can continue in the long-term without destroying, over-exploiting or causing irreversible damage to the environment or its assets, or stopping future generations from meeting their needs.

8.3 CONSERVATION MANAGEMENT

CM1 All legislation and statutory designations under the various planning acts will be observed, and the necessary Scheduled Monument consents will be sought as appropriate. Future development at the site will be undertaken in accordance with the policies set out in the National Planning Policy Framework 2012 (NPPF).

Justification

Coalhouse Fort is protected as a Scheduled Monument, and observing the relevant statutory designations is a legal requirement.

Management

- Pre-application discussions with Historic England should be undertaken as early as possible, to ensure that the correct consents can be obtained for proposed works.
- Any work that would affect the standing fabric or below ground remains of the Scheduled Monument will require Scheduled Monument Consent.
- Undertaking work in accordance with NPPF will ensure that the significance of the heritage asset is not harmed unjustifiably.

CM2 The CMP is the principal strategic framework for guiding the future of the site, and will be regularly reviewed.

Justification

Thurrock Council recognises the importance of adopting the CMP as the primary document guiding the future development of the site. This will ensure that the conservation of the significance of the site is placed at the heart of all actions conducted at the site, while also ensuring that all agencies, individuals and groups involved with the management of the site are working within an integrated approach. Endorsement of the CMP does not affect the statutory obligations of the place.

Management

- The CMP provides the starting point for any ensuing development, and the aims, principles and policies can be referred to in the development of any future proposals, plans, policies, decisions and actions.
- Copies (electronic or paper as appropriate) are to be made accessible to all those involved in the management and use of the place.
- It is intended that the CMP (excluding any confidential information) be made publicly accessible.
- Conservation addresses the care of the fabric and any archaeological deposits, and aims to retain the significance of the place, while recognising opportunities to reveal and reinforce its cultural value. The methods employed will vary depending on the nature of the heritage asset and the resources available.

CM3 All conservation works will be guided by an understanding of best conservation practice and philosophy.

Justification

Works of repair should be dictated by the significance of the fabric and by its structural condition.

Management

Current guidelines are set out in the Historic England documents *Repair of Historic Buildings: Advice on Principles and Methods*, *Conservation Principles: Policies and Guidance for the Sustainable Management of the Historic Environment* and in *BS7913:1998 Guide to the Principles of the Conservation of Historic Buildings*.

8.4 MANAGEMENT AND MAINTENANCE

MM1 A regular inspection, condition survey and maintenance programme will be implemented, to keep the need for repair work to a minimum and the fabric is kept in the best condition possible.

Justification

Keeping the buildings in a good state of repair will assist in minimising the need for larger scale interventions, even if this is simply to mothball the buildings while a sustainable use is being sought. Regular maintenance, such as ensuring rainwater goods are functioning properly and roofs are intact, can prevent unnecessary damage and the need for more costly or intrusive work. Built fabric is vulnerable to lack of maintenance, inappropriate repair and alteration and incompatible reuse.

MM2 The general condition of the site will be maintained to a high standard to reduce the need for substantial repairs in the future.

Justification

Regular maintenance of historic buildings represents long-term and cost-effective management, as set out in the IHBC document *A Stitch in Time: Maintaining your property makes good sense and saves money*. There are some short and longer term maintenance issues which require addressing which will need differing levels of investment. In particular, issues of damp need to be monitored and addressed as an ongoing issue.

MM3 Thorough records will be generated, maintained and curated to ensure that future decision making can be based on the fullest understanding of the place.

Justification

It is conservation best practice to ensure that all works that take place to and around heritage assets are adequately documented, and the information made readily available to those involved in the management of the site.

Management:

- A photographic record should be prepared for the site prior to the onset of any further development work. The gazetteer has identified a large number of original fixtures and fittings which should be documented and photographed to archival standards to ensure that evidential value is not lost in the process of maintenance and repair.
- A system of recording any works to the fabric of the place should be put in place at the earliest opportunity.
- Opportunities to archive existing records of the site held in Thurrock Museum, and use these as a basis for ongoing site recording should be explored.

MM4 The ongoing management of Coalhouse Park will be undertaken to ensure that both the heritage values and nature conservation values of the place are protected.

Justification

The core of the site is protected as a Scheduled Monument, and the wider area contributes to its historic setting. At the same time, the area to the north is protected as a SSSI. Any management decisions undertaken to secure either the heritage or nature conservation values must consider all aspects of the site's value.

Management

- Decision-making regarding management of the Park should consider these values in line with current best-practice.

8.5 NEW WORK, DEVELOPMENT AND PLANNING

DP1 Coalhouse Fort will be repaired, refurbished and developed, as appropriate, to achieve its sustainable re-use, including the conservation of any affected heritage assets so their heritage value or significance can be enjoyed by current and future generations. Future possible uses will be carefully planned for and managed so that they do not harm the significance of the site as set out in the CMP and by relevant authorities and expert advisors (such as Historic England, Natural England or others). Significance would be the subject of revision in the light of new information or changes in condition.

Justification

The deterioration of Coalhouse Fort can be arrested by identifying suitable uses for the site, and securing funding from appropriate sources for repair and refurbishment. In accordance with the vision for the site, Coalhouse Fort and Park is to be developed in a sustainable fashion, so that it can be passed on to future generations with its significance intact.

Management

- Appropriate specialists in conservation architecture and heritage management should be engaged in all stages of any potential future development of the site to ensure that the heritage significance of the site is placed at the heart of new plans. This will include the

clearance of debris and rubbish from the site, which may contain hitherto unidentified original fixtures and fittings.

- Historic England and Thurrock Borough Council's planning and conservation Officers should be consulted at the earliest possible opportunity.
- Particular care should be taken to ensure that the form and legibility of the fort buildings remains intact, the open aspect of the parade ground is preserved and enhanced, and the surrounding parkland setting is not eroded.

DP2 All development at Coalhouse Fort, including the provision of visitor facilities, must be guided by the ability of the historic structures to sustain the changes, and conform to a design appropriate to the fabric, aesthetics and significance of the site.

Justification

Decisions on all proposals for future development need to be based on, and assessed against, a full understanding of the condition, vulnerability and significance of the individual elements, to avoid unnecessary degradation of the significance of the place. Poorly-designed and positioned new structures have the potential to degrade the significance of the site. The site is protected by statutory legislation which will further guide development and prevent any negative impact.

Management

- Appropriate specialists in conservation architecture and heritage management should be engaged in all stages of any future development of the site to ensure that the heritage significance of the site is placed at the heart of new plans.
- Historic England should be consulted at the earliest possible opportunity.

DP3 Where feasible and desirable, parts of the historic layout of the site should be considered for restoration to their original known configuration and form. Restoration needs to be carefully considered for its appropriateness in relation to the heritage values and significances of individual elements, and of the site as a whole.

Justification

Since the original construction at the site there has been a cycle of adaptation, addition and some demolition at the place. Some of these changes are historically important, such as the infilling of casemates and addition of columns at the turn of the 20th century, and the addition of the World War II structures on top of the 1860s casemates. However, there have been some changes and losses to the buildings, in terms of internal fittings and external features, which have gradually degraded their historic value. In the context of any refurbishment there is an opportunity to restore particular areas for interpretation purposes.

Management

- Development or substantial change should be planned and consulted on at an early stage to ensure that opportunities for enhancing significance are maximised. Reference should

be made to the policies and guidance in English Heritage's Conservation Principles regarding restoration (Sections 126-137)

- Removal of 20th-century historic features, including World War II and earlier features, should not be considered unless structural condition requires it.

DP4 Opportunities to improve the visual character and setting of the fort should be explored whenever possible. The legibility of the fort buildings and the spaces within them, the open character of the parade ground, and the wider parkland setting, should be preserved and enhanced.

Justification

The fort is historically and physically integrated with its setting, and has a direct relationship with the other military installations within the Thames Estuary. The park offers an aesthetic setting for the buildings, which has considerable communal value. Inappropriate development has the potential to degrade this wider setting, and therefore the significance of heritage assets. NPPF paragraph 137 states that LPAs should look for opportunities for new development within the setting of heritage assets to enhance or better reveal their significance, and that proposals that preserve those elements of the setting that make a positive contribution to, or better reveal, the significance of the asset, should be treated favourably.

Management

- Coalhouse Fort Park as a whole, including the historic structures on the shore, must be considered as integral to the heritage asset in future plans for the site.

DP5 The replacement or installation of services within the historic buildings and across the site should be undertaken in a manner which minimises any damage to historic fabric and is visually unintrusive.

Justification

The installation of new services will be required for any future plans for the building, and these have the potential to harm historic fabric and below-ground remains if not undertaken in a sympathetic manner.

Management

- Installation of new services, and the replacement of existing services, should be carried out in a way that avoids direct harm to the historic fabric, and is not visually intrusive. This may include running services through the parade ground or within the buildings. Potential routes could run beneath the floors of access corridors of the 1860s buildings. This will involve careful planning and close liaison with contractors.
- It would be worth considering reinstating some of the original lighting system that was employed within the 1860s magazine which used a system of light boxes and natural light tubes to provide illumination.

DP6 The condition and visual appropriateness of modern structures erected on the site since decommissioning should be reviewed with a view to identifying and undertaking the most appropriate action, whether replacement, removal, reuse or other option.

Justification

While some of the later additions made to the site are of limited visual appeal, decisions regarding actions on their treatment should be based on an understanding of their values, significances, and positive or negative contribution made to the overall significance and public interest of the site.

Management

- The Gazetteer highlights those elements which detract from the significance of the place, and the careful removal or replacement of certain elements of the site would serve to enhance the site.

DP7 Any development at Coalhouse Fort should be undertaken in a manner that is sensitive to the wider landscape and its heritage, and should not negatively impact the significance of heritage assets in the surrounding area.

Justification

Coalhouse Fort forms part of a much wider, interrelated complex of defences and historic features, and inappropriate development at the site could potentially harm the setting, and therefore the significance, of other heritage assets in the wider area. The wider area also has archaeological potential which would be vulnerable to direct impact from development.

Management

- An assessment of the heritage impact of any proposals at the site should take into account the direct and indirect impact on heritage assets and their setting

8.6 UNDERSTANDING AND RESEARCH

UR1 A Research Agenda shall be prepared and regularly reviewed, and implemented as and when opportunities arise, through staff and volunteer involvement, educational links and site development.

Justification

The establishment of an overarching Research Agenda, providing a concise summary of the key gaps in knowledge relating to the site, and how these might be addressed, will provide a framework within which future research opportunities can be maximised. This should be informed by the forthcoming 'National planning review of 19th-century fortifications and associated fortifications' by Oxford Archaeology. While some aspects of research can be addressed as opportunities arise through conservation works, a more proactive approach is required to allow a holistic understanding of the site.

UR2 Any opportunities for research arising from site development, routine maintenance and reparation works will be exploited as appropriate. This work will be undertaken to a clear and agreed research design.

Justification

Regular maintenance and repair works often reveal hitherto unrecorded built fabric or archaeological deposits. Using these opportunities to record and analyse the archaeological remains can be a cost-effective and efficient means of enhancing understanding of the site.

Management

- Works should be carried out according to the recording and data standards set out by Historic England in Management of Research Projects in the Historic Environment (MORPHE), the Royal Commission on the Historical Monuments of England in Recording Historic Buildings: a Descriptive Specification; the Thesaurus of Archaeological Sites; the Thesaurus of Building Materials; and A Manual and Data Standard for Monument Inventories (MIDAS).
- Specifications for fabric recording will be in accordance with ALGAO document 'Analysis and recording for Conservation and Control of Works to Historic Buildings' and the Chartered Institute for Archaeologists (CIfA) Standard and Guidance for archaeological investigation and recording of standing buildings or structures.
- All recording and documentary research must be properly analysed and reported to at least research archive level as specified in Section 2.5.3 of MORPHE and the information disseminated through the appropriate Historic Environment Record, to provide useable information for decision-making and future research.

8.7 ACCESS AND FACILITIES

AF1 The provision of facilities and level of access for visitors should be regularly reviewed, balanced against the need to prevent erosion to the site and its significance.

Justification

The current condition of Coalhouse Fort limits its physical accessibility and the variety and extent of facilities that can be provided. The nature of historic buildings means that there are also problems with access routes through the structures, with narrow doorways and corridors in addition to circulation routes which were not originally intended.

Understanding the needs and attitudes of visitors, through media such as the comments box, is essential for providing the right environment for them to enjoy and explore the site.

AF2 Thurrock Council will take into account the full implications of the Equality Act 2010 and Health and Safety regulations in developing and managing the site.

Justification

This is a legal requirement. If areas of the site and parts of the fort buildings are to be opened to the public or made available for other uses, there will be a need to upgrade access in these areas. There would clearly be a potential risk to the historic fabric if these alterations were not undertaken in a sympathetic manner.

Management

- Any works carried out to improve access, conservation, development or that affect access, must follow the policy and guidance set out in the Historic England publication *Easy Access to Historic Properties*.

AF3 Parking provision at the site will be reviewed, and measures implemented to ensure that car parking has a minimal impact on the site and its significance.

Justification

Currently the car park detracts from the aesthetic value of the place, and does not enhance the sense of arrival at the site. Bringing the site into greater active use would naturally increase the demand for parking facilities.

Management

- Recommend that any future developments for the site involve a redesign of the car parking area, to ensure that capacity is maintained or increased, that the provision for public transport to arrive is improved or enhanced and that the area provides a sensitive and attractive point of arrival at the site.

8.8 SAFETY AND SECURITY

SS1 Thurrock Council will undertake or commission regular security reviews and will incorporate the results into the management of the site. The installation of safety measures will take into account the need to protect the physical and visual integrity and significance of the place, and non-intrusive methods should be explored before any physical installations, if deemed necessary, are considered.

Justification

There have been issues with site security and trespassing, and this issue will present more of a problem as more of the site is brought into use. Physical security measures can be highly obtrusive and damaging to the historic integrity of the place. Careful planning and design is required to reconcile these two issues.

8.9 TOURISM, INTERPRETATION AND EDUCATION

TE1 The interpretation plan for the site, drawing on a variety of media, will be regularly reviewed. This will seek to provide clear interpretation of the history and significance of the site, setting the fort buildings and structures within the context of British history.

Justification

Visitor understanding and quality of experience is largely shaped by the interpretation schemes available at any historic site. Interpretation should be regularly reviewed to ensure that it takes into account any changes in the understanding and significance of the site from new research, changing academic or community interpretation and wear and tear of interpretative media.

The fear of a French invasion in the 1850s resulted in one of the biggest investments in fortification and military installations Britain has ever seen. The Palmerston forts are a well known feature of this period but few can be visited by the public. Coalhouse Fort is a well-preserved example of this type of installation. Providing interpretation of this important site would increase awareness of this aspect of British history within the context of the Thames estuary.

Management

- Work is needed to achieve a clear and comprehensive scheme that allows visitors to make the most of their visit, and incorporates current understanding of the site's history and significance.
- Visitors may include children and adults, groups with specialist interests (i.e. military history) and professional and amateur researchers. Media may include panels, guidebooks, work sheets, audio tours, events and exhibitions.
- Interpretation schemes should be regularly updated
- Guidebooks for the site should be regularly reviewed and updated
- All periods of the site's history should be addressed, with greatest focus on the key periods of the late 19th-century and developing fortification and WWI/II.

TE2 The installation of interpretation schemes should be in harmony with the fabric, visual character and heritage significance of the place.

Justification

This is in accordance with the underlying principle that future developments should not detract from the overall significance of the place or of its visual character.

Management

- Historic England should be consulted at an early stage in any planning of interpretation schemes.
- It would be desirable to develop an appropriate site livery to be employed throughout the site.

TE3 The potential to increase the number of visitors to the site through promotion with partners and other heritage attractions will be explored.

Justification

The fort is not situated in an advantageous geographical position, and does not receive much passing traffic. There is a risk that this comparatively peripheral location may lead visitors to otherwise overlook a visit to the fort.

Management

- Opportunities to improve the profile of the site in the immediate area, through improved signage from main roads, should be explored.
- Opportunities to enhance links with other historic forts, including Tilbury Fort, and other facilities, such as the Two Forts Way, should be explored.

TE4 The site should provide educational materials and facilities, taking into account the requirements of the National Curriculum, and the unique opportunity the fort presents for formal and informal education for local and visiting communities.

Justification

The current HLF funded educational programme and officer have been a great success and involved a large number of local schools. Continuing this programme would benefit the site and the wider community.

8.10 ENVIRONMENT AND SUSTAINABILITY

ES1 The environmental impact of current and future activities should be assessed and monitored, and strategies devised to minimise or mitigate any environmental damage.

Justification

A responsible approach to sustainable environmental management is desirable. Most of the buildings, if brought back into use, are not intrinsically energy efficient and strategies to reduce their carbon footprint will have to be sought.

ES2 All relevant environmental legislation and best practice will be observed.

Justification

Certain species and habitats are protected by law and cannot be disturbed. Any necessary licences or mitigation must be implemented and incorporated into the planning of repair and restoration works.

Management

The following recommendations have been made by Applied Ecology Ltd (AED), focussing on the fort and surrounding grounds:

- any restoration work to the fort that could impact on hibernating/summer roosting bats (eg physical damage/disturbance, repointing and masonry repairs, blocking up bat access points to changes to favourable condition through lighting, increases in air flow and changes to ambient conditions potentially including as a result of re-roofing) may need to be completed under an EPS (bat) licence and be supported by an appropriate survey and migration/compensation proposals.
- Details of emerging restoration proposals for the fort should be discussed with an ecologist at an early stage in order that potential impacts on bats can, where possible, be designed out, or essential survey work programmed in to avoid delays. The key bat active period is May-September with hibernation checks completed in January-February.
- The fort structure is likely to support nesting birds, including house sparrow and potentially barn owl, and any works that could kill, injure or disturb nesting birds should be completed outside of bird nesting period (ie during September-February) or immediately following confirmation by an experienced ecologist that breeding birds are absent.
- it is possible that reptiles, including adders, hibernate in rabbit burrows (or other holes and ground cavities) around the dry inner ditch, and therefore consideration must be given to any future ground work and re-profiling in this area.

ES3 Every effort will be made to balance the heritage significance of the place with the ecological significance of the place.

Justification

As well as designation as a Scheduled Monument, the fort and the areas of grassland and salt marsh adjacent are protected as SSSI, SPA and Ramsar sites. The importance of this designation must be recognised in future plans for the site.

Management

- Details of emerging restoration proposals for the fort should be discussed with an ecologist at an early stage in order that appropriate survey work can be undertaken, and potential ecological impacts can, where possible, be designed out. See management for ES5 above.



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Planning, Transport, Regeneration Overview and Scrutiny Committee

Update: Winter Maintenance / Routine Gully Cleansing

Purpose of the update:

Councillor Smith proposed an update be brought to the Committee in November regarding the resilience and readiness of grit lorries ahead of the winter, and the build-up of silt in drains in the borough, which led to flooding

This note summarises the current position of the winter maintenance and gully cleaning programmes, the current issues, the risks and the processes that are in place to ensure efficient service delivery.

1. Introduction & Background

Winter maintenance in Thurrock is undertaken by the Council's Environment Team between November and March inclusive. Weather monitoring is carried out by Transportation and Highways and extends a month either side of the above period to ensure advance warning can be given should unforeseen cold periods occur.

There are approximately 26,000 highway gullies in the borough. Cleansing is carried out by the Environment Team. The gully tanker is owned by the Environment team and is operated by a gang of 2 full time members of staff dedicated solely to operating the tanker.

2. Winter Maintenance and Gully Cleansing Regime and Resilience

Winter Maintenance

In 2016/17 the Environment Team were called upon 40 times to grit the borough's Primary routes, with 35 runs being recorded in the previous year.

There are 5 Primary gritting routes which require 6 staff to operate. In case of very severe weather when a second run is required, a second team of 6 operational staff are called upon to complete the task. Each run takes approximately 4 hours to complete, including loading.

The risks associated with the above procedure is that the next working day can be affected by lack of staff resources should severe weather conditions require repeat runs over several nights. Alternative arrangements are being explored to ensure business continuity and that any impact on the daily service delivery from the Environment Team is kept to a minimum.

Gully Cleansing

Usual procedures for gully cleaning entail operatives working through the borough tending to each and every gully. Routine maintenance involves lifting the grate, sucking out the dirty water and flushing with clean water and ensuring the outlets are free flowing by jetting all leads. Should the leads not be free flowing, a daily report is sent to Transportation and Highways for further investigation and / or repair as necessary.

There are a large number of gullies and leads that are visibly blocked with mud. Gullies in this condition would usually fall outside of the routine cleansing programme and would be scheduled for investigation and repair at a later date.

The current Policy states that every gully is cleaned on an annual basis. However with the number of gullies that currently require further investigation, it is not achievable to tend to every gully within one year with the current dedicated resource.

The number of blocked gullies in the borough has been a cause of concern due to recent heavy rains and the risk of flood. In order to address the concerns and reduce the risk of flooding, alternative arrangements have been made to replace the usual practice of flushing the already free flowing gullies.

Working collaboratively, as of September this year, a list of blocked gullies is regularly provided to the Environment Team by the Highway Inspectors and Engineers and these are attended to and dealt with in priority order. This means that although the number of gullies attended in a day is largely reduced, the end result is that the number of problem gullies will reduce over time and the risk of flooding reduces accordingly. This also helps address customer satisfaction as remedial works are clearly evident by residents and road users.

Should, for any unforeseen reason, the tanker be out of use for a week an alternative supplier has been sourced to enable continuous working in order to reduce the number of inactive days spent on gully cleaning.

For the longer term, a thorough review of the gully cleansing operation is currently underway. This involves reviewing the frequency of which gullies are cleaned. Areas of known flooding or where there is significant leaf fall are likely to have a more frequent cleansing regime than gullies that are rarely subject to blockages and problems. It is proposed that the new regimes are finalised and in operation by January 2018.

Daren Spring, Environment Frontline Services Manager
Julie Nelder, Highways Infrastructure Manager

14 November 2017	ITEM: 9
Planning Transport, Regeneration Overview and Scrutiny Committee	
Thurrock Intelligent Transport Systems (ITS) Strategy	
Report of: Fred Raphael, Transport Development Manager	
Accountable Directors: Steve Cox, Corporate Director, Place	
This report is Public.	

Executive Summary

Thurrock is experiencing persistent pressures on its road network. The local (LRN) and strategic (SRN) experiences heavy traffic congestion during weekday and weekend peak traffic periods. The existing situation on the road network adversely impacts Thurrock's businesses and residents, especially those businesses in the freight and logistics sector whose operations rely heavily on the road network and are therefore extremely vulnerable to adverse conditions on the network. Urgent action is needed to tackle the existing problems on the road network. Furthermore, the road network needs to be future-proofed in terms of its efficiency and resilience, to sustain economic productivity and support economic growth.

Appropriate and timely mitigation and solutions aimed at tackling the problems on the road network are needed to ensure that the local and strategic road networks do not eventually become a barrier to economic growth and productivity in Thurrock. The consequences of Thurrock Council adopting a 'do-nothing' approach will be disastrous for the local and national economy, given the national significance of businesses such as the three (3) ports in Thurrock.

Intelligent transport systems (ITS) is considered an effective tool in assisting the council achieve its objective of improving congestion on its network. ITS on its own will not resolve all of the present and future pressures on the road network but in combination with other interventions it can make be effective in improving the performance of the existing network, as well as providing a roadmap for delivering a fit-for-purpose future road network.

The overall aim of the Thurrock Intelligent Transport Systems Strategy is to provide the council's road network managers with state-of-the-art tools, in the form of integrated technological solutions, and by sharing road network information with Highways England, neighbouring Local Highway Authorities (LHAs) and other key stakeholders.

1. Recommendation(s)

- 1.1 That the Committee considers this Intelligent Transport Systems Strategy and provide comments for the final document for final submission and adoption at January 2018 Cabinet.**

2. Introduction and Background

- 2.1 “Intelligent Transport Systems” (ITS) is a catch-all term that refers to the use of technology-based solutions and applications in transport systems – such as information and communications technology in transport infrastructure and services, enabling data to be collected and shared to maximise the efficiency of transport networks. ITS encompasses a variety of technologies, ranging in their complexity and functionality. These include technologies designed to monitor and capture data; manage and control systems and communicate valuable information to end-users through an array of media e.g. variable message signs.
- 2.2 The key drivers behind Thurrock’s ITS Strategy include local congestion and difficulties on and off the Strategic Road Network (SRN) – often arising from incidents at Dartford Crossing, particularly in the west of the borough, due to its proximity to the SRN (M25/A282) and Dartford Crossing.
- 2.3 The national picture shows a rising demand for road travel and indications are that road usage is set to increase even further, reflecting both economic and population growth. The consequences of increasing demand for travel on the road network include increased traffic congestion, and corresponding economic and environmental impacts.

3. Issues, Options and Analysis of Options

- 3.1 Thurrock’s increasing prominence as a logistics and distribution hub, combined with the fact that a possible 30,000 new homes could be built over the next two (2) decades as part of the new Local Plan, stresses the need to improve the congestion in the area. The negative impact that congestion is having on both residents and businesses has made it a top priority for the Council, this has led to the creation of Thurrock’s Congestion Task Force. The traffic signals in the borough are currently maintained and operated by Essex County Council. Advances in technology and the introduction of cloud-based urban traffic management control (UTMC) systems make it possible, if certain investments were made, to take control of the Thurrock network during an incident and manage the incident from any location. This would enable Thurrock Council to respond rapidly to incidents and events that are impacting its network, effectively reducing congestion in the borough.
- 3.2 There is a drive to improve the network around the Dartford Crossing, both at a local and national level, therefore, additional funding streams may be available to Thurrock. Highways England has a specific South East programme around collaboration with Local Highway Authorities, the Collaborative Traffic Management Programme (CTM), which will provide

Thurrock with opportunities for collaboration with Highways England and other local authorities. It is recognised by Thurrock that it is a good time to be investing in the network, showing a proactive response to the congestion in the borough and recognising the activities of other stakeholders in the area.

- 3.3** The first step to realising traffic congestion benefits through ITS is the development of an ITS strategy for congestion management. To date, Thurrock has not had its own ITS strategy. The ITS strategy will allow the borough to plan its investment in technology, ensuring the right technology is invested at the right time, to gain the maximum benefit from the technology. This ITS Strategy for congestion management will be the initial step that will create the base to allow for the following activities:
- Soft market testing in line with the Thurrock ITS strategy for congestion management;
 - The development and implementation of a procurement programme including the preparation of specifications and a programme for installation of ITS infrastructure.
- 3.4** Due to Thurrock's location and reliance on the Strategic Road Network, the ITS Strategy needed to consider how best to integrate and collaborate with Highways England to improve congestion for the benefit of Thurrock businesses and residents. The Highways England Collaborative Traffic Management (CTM) programme is currently being delivered. Thurrock is therefore in a strong position to ensure investment in ITS is aligned with the Highways England programme of works and will allow for future collaboration and joint network management with Highways England.
- 3.5** Collaborative Traffic Management uses ITS to share data between local highways authorities (LHA) and Highways England. This integration will be achieved through an Urban Traffic Management Control (UTMC) system. A Thurrock cloud-based UTMC system is the principal ITS technology that will be used to integrate with HE and neighbouring authorities systems. A Thurrock UTMC system will utilise the latest open standards to promote data collection and sharing, and co-ordinating interventions for network management with HE and neighbouring authorities.
- 3.6** In addition to a cloud-based Thurrock UTMC, the strategy sets out the council's approach to utilising supporting technologies such as CCTV (Closed Circuit TV) and vehicle detection to manage and monitor traffic and air pollution. The strategy describes the ITS technologies and presents a 5-Year (2018-2022) delivery Roadmap, which outlines the timescales for delivering these technologies.
- 3.7** The strategy describes the Thurrock ITS architecture, which is made up of five (5) essential parts:
- i. The UTMC system (the systems core);
 - ii. ITS inputs from road network monitoring technologies;

- iii. ITS inputs from other data sources like Port of Tilbury and DPD World London Gateway;
- iv. Interventions that can be undertaken by the network managers.
- v. ITS outputs to inform road users about current traffic conditions.

4. Reasons for Recommendation

- 4.1 The ITS strategy responds to the need to improve the efficiency and resilience of Thurrock road network and the strategic road network for the benefit of local businesses and residents. It provides a roadmap for delivery of appropriate technology based interventions and for integrating with the urban traffic management control systems of neighbouring authorities – to resolve current traffic problems on the network as well as assist with future-proofing the resilience of the network.

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

- 5.1 This strategy was developed through consultation with key stakeholders, including the neighbouring highway authorities (Highways England, Essex County Council and Kent Council County), local business representatives (such as Intu Lakeside and DP World London Gateway), transport operators (Ensign and Arriva) and other Thurrock Council departments. The strategy was developed through several iterations, refined at key points to reflect the inputs from consultations.
- 5.2 The current iteration of the ITS strategy was presented and discussed at the last meeting of the Thurrock Congestion Task Force on 10th October 2017. The response from the group was generally positive and their comments have been collated and will be reflected through the next iteration of the document. These changes will be minor. Further minor changes in response to comments from the portfolio holder (Councillor Brian Little) include making additional references to air quality and heavy goods vehicles (HGVs) through the document. These changes will be made in the next iteration of the document.
- 5.3 Thurrock's Digital team were consulted in the development of this strategy and the proposed adoption draft of the ITS Strategy compliments 'Connected Thurrock – Thurrock's Digital & Information Technology Strategy 2017-2020'.

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

- 6.1 Improved management of the local and strategic road network plays an important role in meeting the council's objectives and priorities. Improving congestion on the road network will deliver benefits for local businesses and communities including improved journey times and reduce air pollution.

7. Implications

7.1 Financial

Implications verified by: **Laura Last**
Management Accountant
(Environment and Place)

This report serves as information only and therefore has no financial implications.

7.2 Legal

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

This report serves as information only and therefore has no legal implications.

7.3 Diversity and Equality

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

This report serves as information only and therefore has no diversity and equality implications.

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

There are no other implications.

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 1 - Draft Thurrock Council Intelligent Transport Systems (ITS) Strategy – 29th September 2017

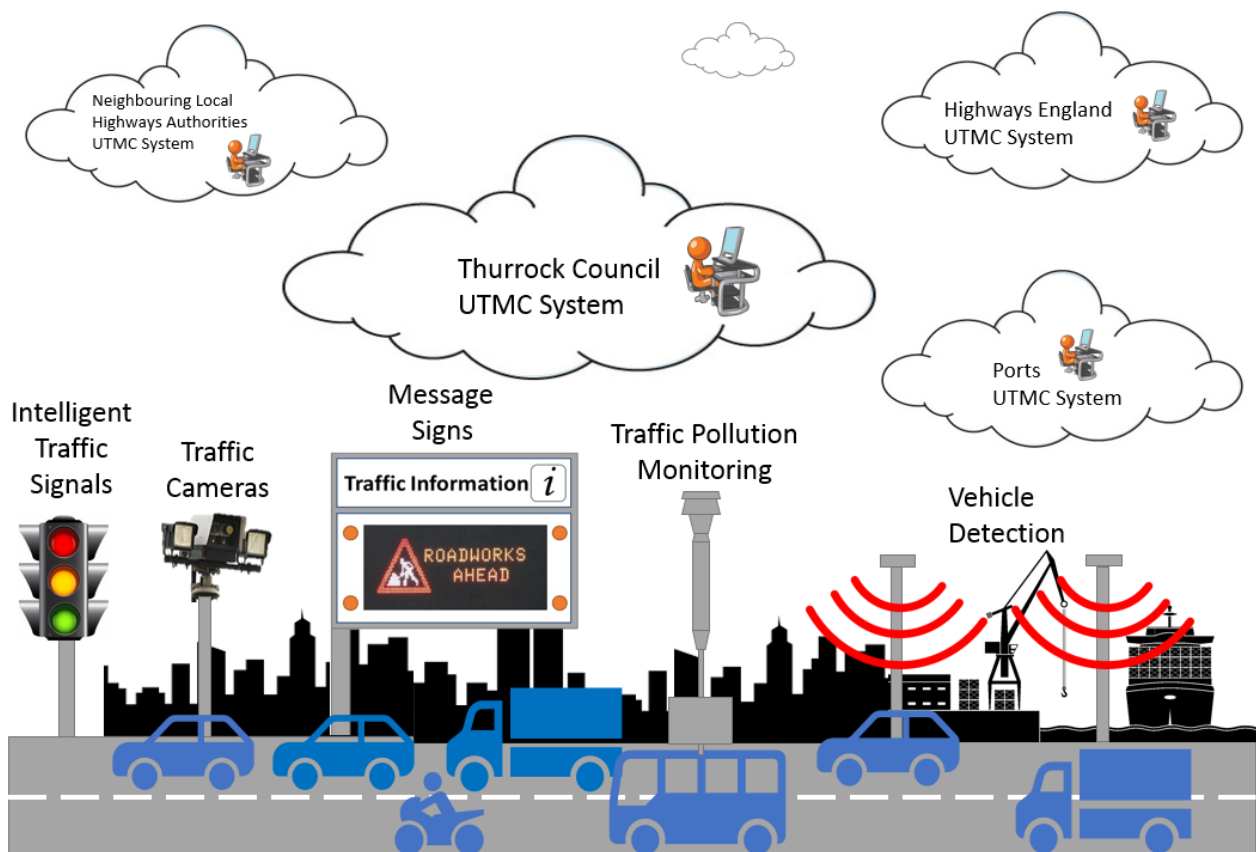
Report Author:

Fred Raphael,
Transport Development Manager

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Intelligent Transport Systems Strategy

Thurrock Intelligent Road Management 2018 – 2022



Version 2.0

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Vision

I am pleased to welcome you to the new Thurrock ITS Strategy for Congestion Management 2018 to 2022. Our strategy offers a 5-year road map for the use of technology to improve road network management and underlines our commitment to improving travel for our residents and businesses. Of course, congestion is not particular to Thurrock and its impact is often widespread. Managing congestion, therefore, requires us to work collaboratively with Highways England and neighbouring authorities, such as Kent and Essex County Councils, and other stakeholders. This joined up approach is a theme of our strategy as we look to minimise the disruption to our daily lives, improve the efficiency of our local businesses and provide improved access to the M25 and the broader Strategic Road Network.

The use of technology and the latest communications is increasing in our day to day lives and travel can benefit from these advancements. The use of ITS is now commonplace in the UK as an effective tool for traffic management and as an alternative to costly road building and improvements schemes. At a time when resources are scarce, Thurrock Council needs to adopt cost effective approaches to meet the challenges that face us and as Chair of the Thurrock Congestion Management Task Force I am determined to see Thurrock tackling local transport issues. The Council is actively seeking out new funding streams to implement our vision for technology based road management. The deployment of ITS will enable us to understand and monitor the road network. Our traffic managers will be equipped to intervene when things do go wrong and we will be able to share credible and accurate information with our partners and crucially, the travelling public, so you are able to make informed decisions regarding your travel. In short, ITS will enable us to develop the modern and resilient road network that you require.

Thurrock is ideally positioned as a place to live and for businesses to locate not least because of our proximity to London and the M25. There are significant local and regional opportunities for the people of Thurrock and they must be able to access them. I am all too aware of the impact congestion has on our daily lives whether it is the daily commute, a shopping trip, getting to a medical appointment or waiting for a delivery. Our strategy will help to start addressing these issues. I do not pretend it is the answer to all our problems but through the adoption of the latest traffic management techniques, integrated working with partners and positioning ourselves to take advantage of emerging approaches, Thurrock will be better placed to manage congestion in the future.



Councillor Brian Little

1. Introduction and Background

1.1. Definition of Intelligent Transport Systems

The term Intelligent Transport System (ITS) refers to the application of information and communications technology to transport infrastructure, enabling data to be collected and shared to maximise the efficiency of the highway network.

ITS comprises a variety of technologies, ranging in their complexity and functionality. They include technologies designed to; monitor and capture data, manage and control systems and communicate valuable information to end users through an array of mediums (e.g. variable message signs).

ITS helps improve road safety, deliver quality network information and give environmental benefits such as carbon reduction through reduced congestion.

ITS are now commonplace in many local authorities and offer innovative and cost-effective solutions for improved traffic management, enabling network managers to be better informed and allowing 'smarter' user decisions to be made. To enable the success of ITS solutions, it is crucial to initially understand and quantify the issues that the network is facing and the impacts that these are having on the area. Monitoring the network is a vital requirement to identify and confirm problematic areas which would benefit from ITS intervention measures. Technology interventions can provide smoother traffic flows and improved information outputs for road users.

1.2. The Purpose of an ITS Strategy

An audit of Thurrock Council's ITS assets was carried out in January 2017. Findings from the audit revealed that Thurrock Council's ITS assets mainly consist of traffic signals, a legacy Urban Traffic Management Control System (UTMC) that is shared with Essex County Council and a small amount of Closed Circuit Television (CCTV) cameras. The recommendations from the ITS audit included producing an ITS Strategy, which would provide direction for the future use and improvement of ITS in Thurrock. For full ITS audit details please refer to: Thurrock ITS Audit – Findings and Recommendations – Rev 2.0.

Key drivers behind Thurrock Council's ITS Strategy include, local congestion and the difficulties on and off the Strategic Road Network (SRN). To alleviate these problems, Thurrock Council plan on using this ITS Strategy to provide their road network managers with state-of-the-art tools, in the form of integrated ITS solutions, and by sharing road network information through collaboration with Highways England, its neighbouring Local Highway Authorities (LHAs) and other key stakeholders.

1.3. The National Picture

The Department for Transport (DfT) estimates that 324.3 billion vehicle miles were travelled on roads in Britain between April 2016 and March 2017. This represents a 1.7% growth on 2015/16 and over a 3% increase since the pre-recession peak in 2007. Indications are that road usage is set to increase further, reflecting both economic and population growth, and with it an increase in congestion and corresponding impacts on the economy and the environment. This unprecedented use of the road network presents significant challenges to Government, Highways England and LHAs.

1.4. Congestion Concerns in Thurrock

Thurrock can be found south west of Essex on the River Thames (Figure 1). It is home to the Port of Tilbury, Intu Lakeside Retail Park, DP World London Gateway and other businesses. Thurrock has good commuting links due to its proximity to London, the M25 and the SRN. Thurrock's location also makes it susceptible to congestion arising from incidents on the SRN not least at the Dartford Crossing.

An overview of Thurrock's location and interaction with the Local Road Network (LRN) and SRN is illustrated in Figure 1. The SRN surrounding Thurrock is operated by Highways England. M25 Junction 30 is owned by Highways England, whilst Junction 31 is owned by Thurrock Council. The systems that operate these two junctions, currently operate independently of each other.

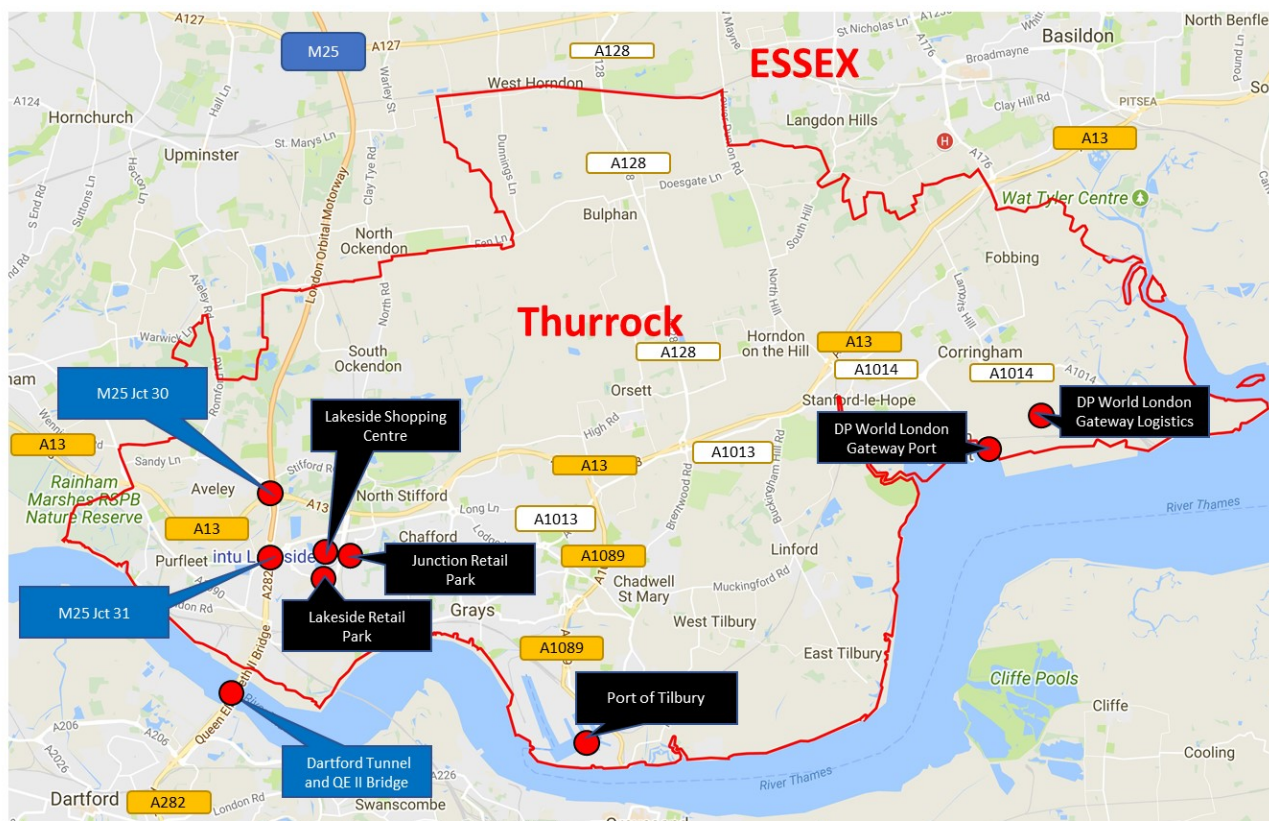


Figure 1. Map of Thurrock Identifying the Local & Strategic Networks and Key Points of Interest

Thurrock experiences significant and growing demand for road travel and as with the national picture, this trend is only likely to increase. The new local plan proposes 32,000 new homes by 2038 and Thurrock is also home to several logistic centres and the Port of Tilbury, all of which rely heavily on the LRN to access the SRN. Every year 25 million visits are made to the Lakeside Retail Parks off M25 Junction 31, and this number is set to increase. The rise in demand from the Dartford Crossing has impacted on Thurrock's local network, and during events and incidents has compromised the suitability and accessibility of Thurrock's LRN. The severe congestion and delays experienced undermines the efficacy of Thurrock's businesses and diminishes Thurrock as a place to live and work.

The Thurrock Congestion Management Task Force has been established to address these issues and promote efficient network management in the short term. To support this, Thurrock Council is looking to develop technology based LRN management for Thurrock.

This Strategy sets out the approach for the deployment of cloud based Intelligent Transport Systems (ITS). Utilising open standards, the latest technologies and communications, ITS will help to provide a step change in congestion management and enable innovative collaboration with Highways England, neighbouring authorities and local stakeholders to improve congestion in the area.

Figure 2 (below), illustrates the increase in traffic on Thurrock's road network (major roads) from 2000 to 2016.

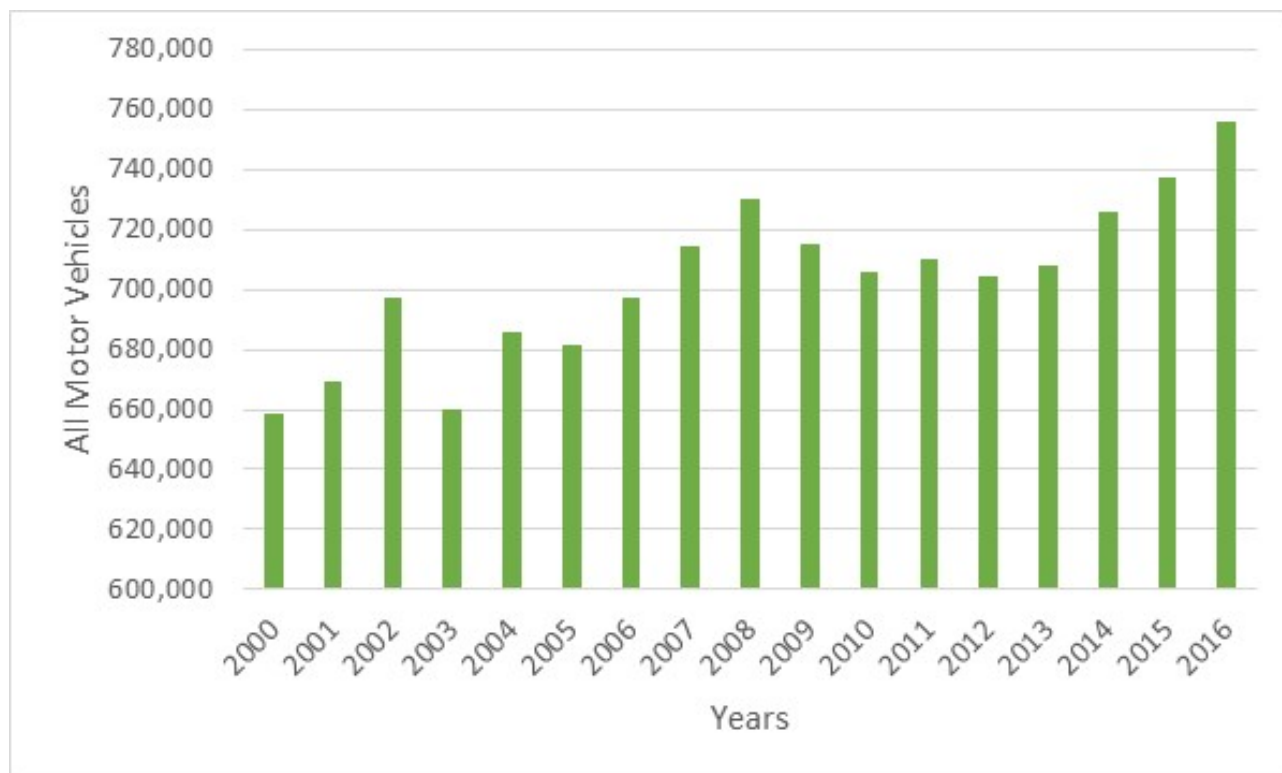


Figure 2. All Motor Vehicle Traffic on Major Roads in Thurrock (2000 – 2016)¹

The consequences of Thurrock Council adopting a 'do-nothing' approach will be disastrous for local businesses, Thurrock's residents and will impact future growth and prosperity in Thurrock. Thurrock plays an essential part in the country's economy with the movement of goods through its two ports and logistic centres. The ports are expanding (e.g. Tilbury² expansion plans) and the number of HGVs on Thurrock's roads will only continue to increase (Figure 3 illustrates HGV growth in Thurrock).

¹ Source for Figures 2 and 3: <http://www.dft.gov.uk/traffic-counts/area.php?region=East+of+England&la=Thurrock>

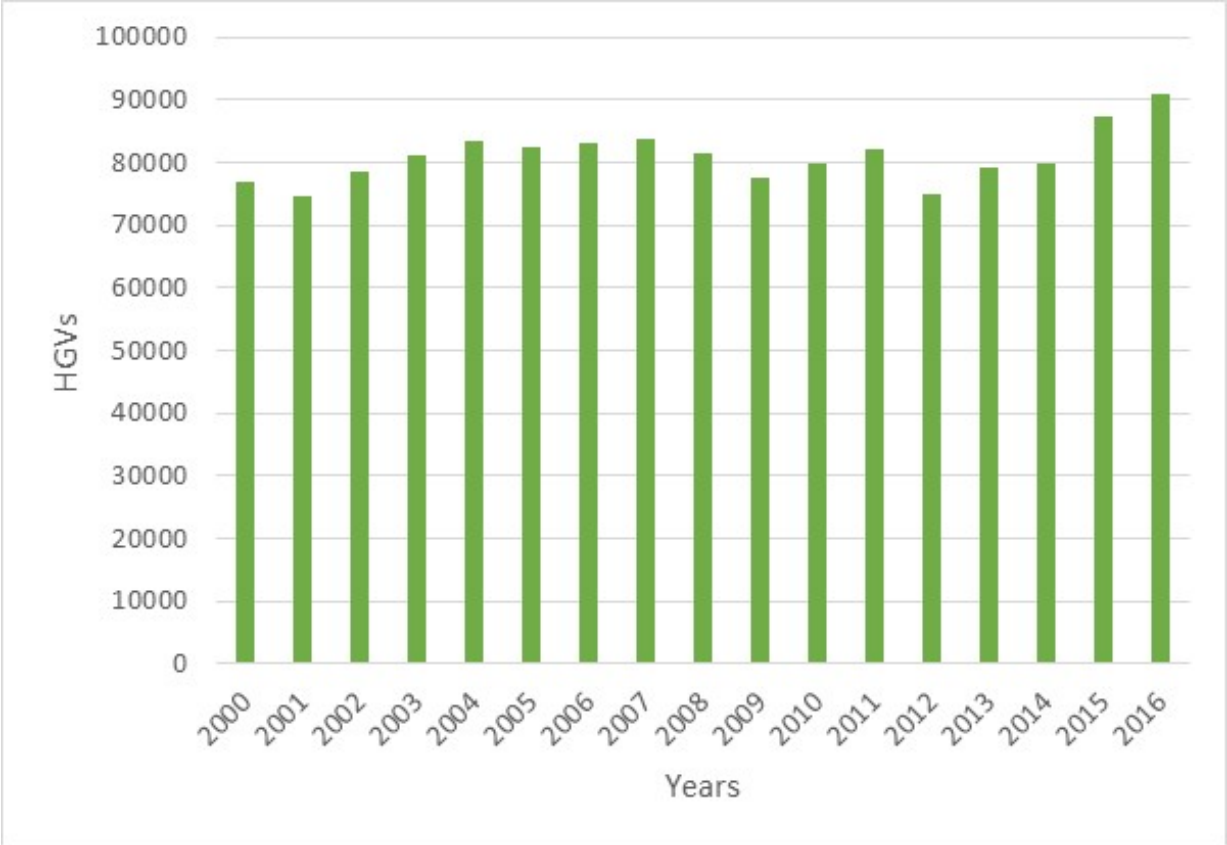


Figure 3. Total HGV Traffic in Thurrock

2. Policy Context

2.1. National Policies

2.1.1. UK Policy

A report published by the Department for Transport (DfT) covering road traffic estimates for Great Britain for 2016, indicated that all motor vehicle traffic was 323.7 billion vehicle miles, 2.2% higher than the previous year. A breakdown has been provided under Figure 4.

During 2016, Essex was recorded as one of the five authorities in the South East/East to have the highest levels of traffic. The common factor between these authorities (i.e. Essex, Hertfordshire, Hampshire, Kent and Surrey) is all have large road networks and contain some of the major motorways of Great Britain.

This continual growth in traffic has presented many challenges in reducing congestion and improving road user experience. Expanding the road network is not always the best solution, in terms of; environmental and planning policies, and, costs and returns on investment. Consequently, alternative solutions like the adoption of ITS are essential to improving the management of existing road networks.

The EU Directive and Action Plan have been adopted into UK legislation, and now govern the development and deployment of ITS across the UK. It is this legislation, alongside the resulting ISO, CEN, and UK Standards to which LHAs must refer. Alongside recognised standards there are de facto standards, and industry guidance developed by organisations such as the UTM Development Group (UDG). There are also organisations such as ITS UK, who encourage the promotion of ITS. Websites for these organisations have been provided below:

ITS UK: <http://its-uk.org.uk/>

UTMC: <http://www.utmc.eu/>

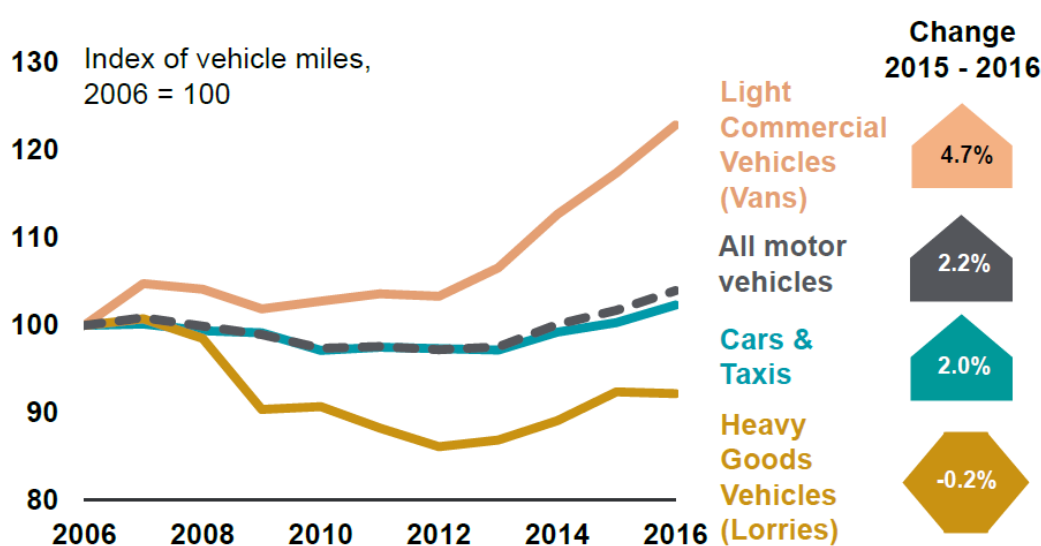


Figure 4. Vehicle Miles Travelled by Selected Vehicle Types in Great Britain, 2006-2016²

2.1.2. Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen White Paper (2011)

Under the Conservative and Liberal Democrat coalition government (2010-2015), a White Paper was published (January 2011), which acknowledges ITS having an increasingly important role in managing the road network.

The role of ITS is emphasised in the 2011 White Paper as a real option for improving the experience of road users by enabling more effective and reliable real time information, and increasing the smoothness of traffic flow. However, the White Paper indicates that for the real benefit of ITS to be realised, LHA's are better placed to develop ITS strategies tailored to their unique road network challenges and requirements.

2.1.3. Traffic Management Act (2004)

The responsibility for LHA's to develop local ITS strategies is supported by the 2004 Traffic Management Act (TMA). Examples from the TMA include:

There is the requirement for LHAs to keep traffic moving freely and quickly on their roads and the roads of nearby authorities. LHAs are also to act towards securing more efficient use of their road network (Ref. Part 2 Section 16: Network Management Duty).

LHAs are required to identify potential causes (includes making future predictions) of road congestion or other disruption to the movement of traffic on their road network. With this information LHAs then need to apply appropriate mitigation measures and monitor their effectiveness (Ref. Part 2 Section 17 Arrangement for Network Management).

2.2. Local Policies

In response to local businesses and residents social, environmental and economic concerns (e.g. housing, air quality, employment and transport), Thurrock Council has produced several strategies. Each of these can be linked to this ITS Strategy, through common approaches, objectives and/or will have an impact on congestion on LRN and SRN in the future (see Table 2).

Strategy	Key Notes
Thurrock Transport Strategy (2013-2021)	<p>From the 31 policies defined, policy TTS16 (Network Efficiency) can be clearly identified to be supported by the ITS strategy. It requires Thurrock Council to investigate and deliver transport network management and efficiency improvements before increasing capacity. The use of ITS has been clearly identified. Using the latest technology, motorists will be provided with improved information on congestion, incidents, and collectively these technologies can be a powerful tool to manage congestion on Thurrock's road network.</p> <p>The ITS strategy will also support the two air quality policies TTS22 and TTS23, by deploying air quality monitoring technology in Air Quality Management Areas.</p>

² Source: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/611304/annual-road-traffic-estimates-2016.pdf

<p>Connected Thurrock (2017-2020)</p>	<p>From the six themes covered, the first two themes share a similar approach:</p> <p>The first theme 'A Connected Place' identifies the need for a traffic management platform to control congestion and air quality using sensors. ITS Strategy identifies UTMCI being the platform to control congestion, air quality sensors and other network management technologies.</p> <p>Theme two 'Enabling Collaboration' is another theme shared by the ITS strategy. The ITS strategy identifies that Thurrock Council cannot just rely on ITS but, will also need to collaborate with LHAs, Highways England and other key stakeholders.</p>
<p>A Housing Strategy for Thurrock (2015-2020)</p>	<p>The strategy identifies an additional 20,600 new homes needing to be built by 2031 (1,030 new homes per year). The increase in Thurrock's population and demand for new homes has the potential to increase traffic on the LRN. Consequently, it is essential that any new housing estates built on new or reclaimed land incorporate the deployment of ITS to get the optimum out of Thurrock's LRN.</p>
<p>Thurrock Traffic Management Plan (2012-2016)</p>	<p>The Traffic Management Plan aims to improve traffic flows and decrease the number and period of congestion incidents on Thurrock's road network, through an efficacious network management system. The following objectives have been identified in this document:</p> <ul style="list-style-type: none"> • To reduce the number of congestion incidents and disruptions related to: roadworks; road traffic accidents; events; and, parking. • To continue to minimise incidents and delays related to severe weather. • To maintain and, where possible, improve journey times and speeds and therefore improve journey reliability. • To make the best and most effective use of data collection and information analysis.
<p>Air Quality and Health Strategy (updated November 2016)</p>	<p>In 2015, Thurrock Council took the decision to develop an integrated Air Quality and Health Strategy. Through this strategy, the council is tackling the health problems associated with and worsened by air pollution within the borough. As part of this strategy, the opportunity was also taken to review the existing Air Quality Action Plans (AQAP) associated with Thurrock's 18 Air Quality Management Areas (AQMA).</p> <p>This ITS strategy supports the Air Quality and Health strategy, by specifying the use of air quality monitoring technology in AQMA. In addition, technologies have been recommended to improve traffic flow movements on the SRN and act as mitigation measures against causes of traffic congestion.</p>

Table 1. Thurrock Council Strategies Common Objectives

3. Local Challenges

3.1. Local Road Network

Roads in Great Britain are some of the safest in the world, and LHAs and Highways England continue to make roads even safer. During 2006 there were 31,845 people killed or seriously injured on roads in Great Britain, 1,174 of them in Essex. The year 2013 saw this figure drop to 23,370 for Great Britain and 689 for Essex. Whilst some authorities within Essex have seen improvements Thurrock saw an increase in casualties on their road network (see Figure 4). With the introduction of ITS on Thurrock's SRN network managers will be able to provide through VMS live road condition and incident information (e.g. slippery roads and collision ahead).

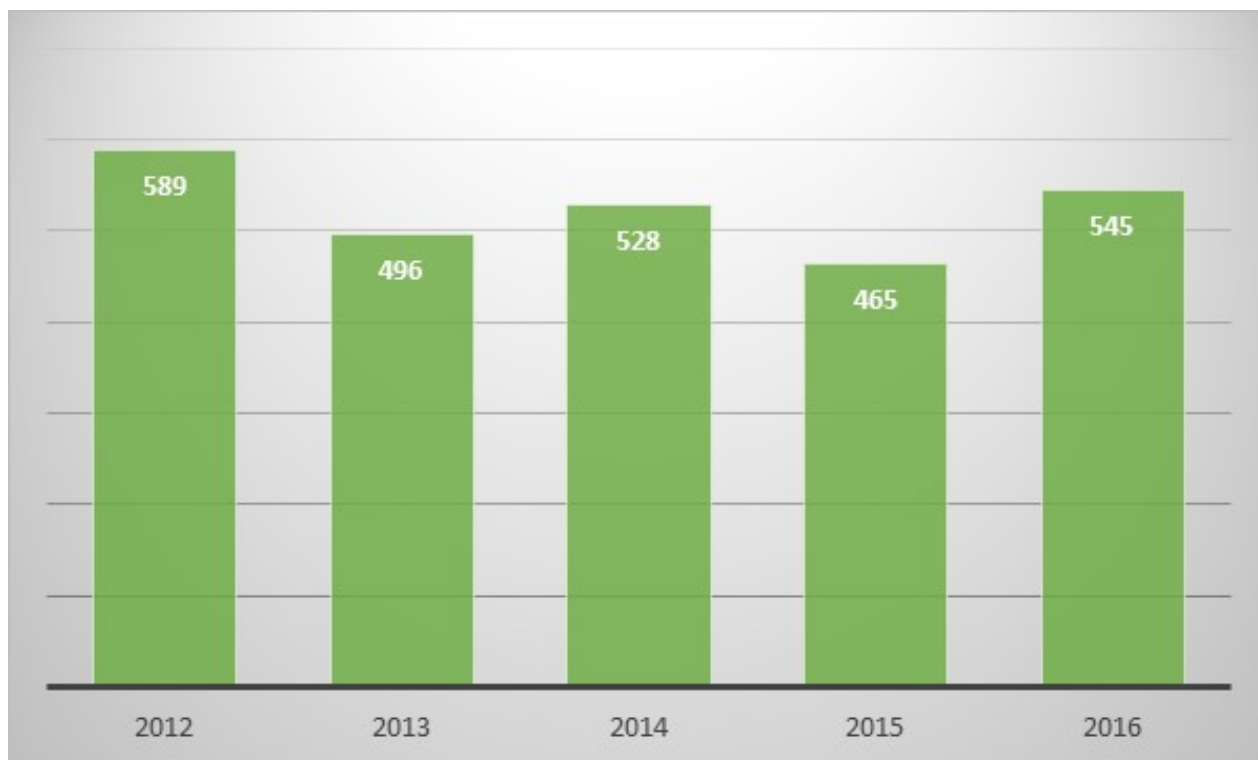


Figure 5. Number of Casualties by year in Thurrock³

Congestion in Thurrock is already an issue and based on recent traffic volume figures released by the DfT (Ref. Figure 1), traffic congestion in Thurrock is predicted to get worse. It is important that Thurrock Council invests in an intelligent road network with the technology to collaborate with key strategic stakeholders, such as Highways England and major distribution centres, if it is to respond to local challenges facing Thurrock.

³ Source: <https://saferessexroads.org/collision-data/>

A sample of the local challenges and how ITS will help Thurrock to provide a response to them is given in the following table:

Local Challenge	Description	Role of ITS
Local Housing	<p>The local population is growing and fewer affordable homes are becoming available. Thurrock needs to build 1,030 each year until 2031 to keep up with demand.</p> <p>The local network will need to accommodate the additional cars that will come with the home owners.</p>	<p>Network Managers will have the tools, such as CCTV and vehicle detection, to monitor traffic flows and then implement intervention plans/strategies.</p>
Support the Creation of New Jobs	<p>Continue to encourage new businesses into the area to create jobs and invest in the area.</p> <p>For example: \$550m partnership between Solena Fuels and British Airways will see a new plant being constructed on the Thames Enterprise Park site.</p> <p>The target of 26,000 jobs needs to be reached by 2021.</p> <p>Historically Thurrock's economy has been dominated by small number of key sectors, including transport, logistics, port functions and retail, which provide low wage jobs for local residents. Thurrock Economic Growth Strategy (2016- 2021) identifies the need to create more high value jobs to improve wage levels and increase productivity.</p>	<p>New businesses will not want to locate in the area, if they continually see and hear about traffic congestion events occurring on Thurrock's roads.</p> <p>It is important that Thurrock's network managers keep traffic moving and they will be able to achieve this by using monitoring technologies to identify slow moving or stationary traffic. Network managers will then be able to intervene by providing information to motorists, advising them of likely delays, and suggesting alternative routes.</p>
Improve Air Quality	<p>Air pollution in terms of exhaust fumes, nitrogen oxide and particulates is linked to serious illnesses, making lung conditions worse and increasing hospital admissions. The risk of death from cardiovascular disease and heart attacks has also increased.</p> <p>Air Quality Management Areas already have been declared in Thurrock.</p> <p>During 2012 and 2013 Thurrock exceeded the EU limit of 40</p>	<p>Through pollution sensors, CCTV and other monitoring technology, the network managers will be able to identify initial signs of high pollution levels and react by implementing intervention plans (i.e. controlling traffic flows through intelligent traffic signals and providing information to motorist via VMS).</p>

Local Challenge	Description	Role of ITS
	<p>micrograms/m³ and in 2014 it only just came under with 39.7 micrograms/m³.</p> <p>During a recent Lower Thames Crossing Q&A session, Ian Wake (Director of Public Health, Thurrock Council) highlighted Thurrock's death rate for cardiovascular disease and respiratory disease when compared to 15 most similar councils with similar population, Thurrock ended up being ranked the worst.</p>	
Local Businesses Thrive	<p>For local businesses, such as Intu Lakeside Retail Park, to be viable and successful it is important that they attract customers locally and from outside Thurrock.</p> <p>At present, Intu Lakeside Retail Park has serious concerns about the frequent traffic congestion events taking place on LRN (A1306/ A126) and SRN (M25 Junction 30/31). Consequently, traffic congestion can deter shoppers from coming to Intu Lakeside Retail Park and may encourage customers to go to one of their competitors in a neighbouring authority. This can lead to lost revenue and put jobs at risk.</p>	Thurrock's Network Managers will have access to the SRN traffic data as well as data from its neighbouring authorities, which will help them manage traffic coming off from the M25 and onto Thurrock's road network.
Movement of People and Goods	<p>Keep traffic moving on local routes to ensure people and goods arrive at their destination on time. Delays cost local businesses money. HGV traffic in Thurrock has been on the increase since 2013 (Ref. Figure 3) and with the two large ports this will only continue to grow.</p>	The ITS infrastructure will allow Thurrock's network managers to share traffic information with the ports. This provides a more coordinated approach in tackling traffic congestion.

Table 2. Thurrock Objectives

3.2. Strategic Road Network (SRN)

3.2.1. Dartford Crossing

The Dartford Crossing is the main River Thames crossing to the East of London and is a strategic route for freight heading north from Dover. Southbound traffic crosses the river

via the four lane Queen Elizabeth II (QEII) Bridge whilst northbound traffic uses the two adjacent tunnels. When operation of the crossing is compromised, such as partially or fully closed due to an incident or poor weather conditions, the high volume of traffic, particularly freight, causes severe levels of congestion in Thurrock. Consequently, work is being undertaken to improve network conditions and optimise the recovery of the network after a QEII Bridge or Dartford Tunnel closure. Recent incident examples have been provided on the following page⁴:



Heavy traffic near Dartford Crossing after gully collapses

One lane is closed and traffic is queuing back for 8 miles on the M25.



An accident has caused heavy delays on the M25 clockwise towards...

An accident involving two cars occurred between junction 30 / A13 (Lakeside and Tilbury) and junction 31 / A1306 Arterial Road West Thurrock / A282 Dartford Crossing.



Crash near Dartford Crossing causing long delays for drivers

A crash has taken place near to the Dartford Crossing between junction 31 towards West Thurrock and junction 1A towards Swanscombe.



There is now 13 miles of traffic after a Dartford Crossing crash

The horror pile-up happened shortly before 12pm today (Tuesday, July 11), causing traffic to gridlock over the Dartford Crossing and back up towards Essex.

Congestion at the crossing can deter people undertaking journeys and can create hours of delays for road users trying to leave or access the Thurrock area. Furthermore, it discourages businesses to locate and invest in Thurrock and creates concerns for residents. Consequently, an approach is needed to help manage congestion and the potential causes of congestion. Thurrock Council's approach is technology driven and

⁴ source: <http://www.essexlive.news/dartfordcrossing>

involves collaborating with Highways England and its neighboring LHAs; sharing SRN and LRN information and through technology providing improved network management.

3.2.2. Proposed New Lower Thames Crossing

On 12 April 2017, the Secretary of State for Transport confirmed the preferred route for the Lower Thames Crossing, a tunnel crossing under the River Thames east of Gravesend and Tilbury. In addition, to the new two-mile tunnel, two new roads will be built. The proposed crossing is said to deliver more than 70% additional road capacity across the river connecting Essex and Kent. However, the council and residents are concerned about the effect it will have on their homes, communities and the environment and do not want Thurrock to be used to ease congestion across the Dartford Crossing.

An interim report had indicated that any gridlock would exacerbate pollution within the area of the new route. In response to the growing congestion problem, the council wants to develop a technology based local road network management approach for Thurrock. The deployment of cloud based ITS utilising open standards, the latest technologies and communications will provide a step change in congestion management and enable smart collaboration with Highways England, neighbouring LHAs and local stakeholders to improve congestion in the area.

3.3. Environmental Considerations

The EU Ambient Air Quality Directive (2008/50/EC) was made law in England through the Air Quality Standards Regulations 2010, which establishes mandatory standards for air quality and sets limits and guide values for sulphur and nitrogen dioxide, suspended particulates and lead in air. It is through this legislation, local authorities have the responsibility to review and assess local air quality in a staged process, whereby Air Quality Management Areas (AQMA) should be designated if the assessment reveal that air quality standards will not be met within the required timescales. Consequently, Air Quality Action Plans (AQAP) are produced to set out how it intends to improve air quality in these AQMAs. Thurrock currently has 18 AQMA and published the *Thurrock Air Quality and Health Strategy in December 2016*.

Thurrock is positioned along some very busy transport and commuter routes, such as the M25, A13, A128, A126, A1089 and A1306. Road vehicle emissions, principally nitrogen dioxide (NO₂) and Particulate Matter (PM₁₀) are the main causes of Thurrock air quality problems. In addition, to delivering network efficiency improvements, ITS will provide road network managers with air quality monitoring tools, which will allow them to intervene during high pollution levels, by managing traffic flows along the SRN using intelligent traffic signals and other technologies.

4. Vision, Aim and Strategic Objectives

It is through ITS that Thurrock Council will be able to accomplish its aim to investigate and deliver transport network management and efficiency improvements before increasing capacity (as identified in Thurrock Council's Transport Strategy 2013 - 2026). ITS solutions will provide motorists with improved information on congestion, incidents and collectively they will provide network managers with the right tools to manage congestion on Thurrock's road network.

Five objectives have been identified for this strategy: monitor; integrate; manage; inform; and, coordinate. ITS solutions identified for Thurrock will be assigned one of these five objectives. The table below summaries the deployment of ITS in Thurrock:

ITS Objectives	ITS Solutions	Technologies
Monitor	<p>ITS monitoring solutions such as CCTV will allow network managers to home in on areas of interest to provide vital visibility of the network and verification of network conditions and impacts. With a combination of other road network monitoring solutions (e.g. vehicle detection and air pollution monitoring) network managers will have the information to make effective decisions and interventions.</p> <p>For example, monitoring will help to identify slow moving or stationary traffic, which could trigger information provision to users, advising them of likely delays, and suggesting alternative routes.</p> <p>By storing captured data, this can be used for modelling purposes, informing future decision making and the design or redesign of infrastructure.</p>	<p>CCTV</p> <p>Air Pollution</p> <p>Vehicle Detection</p>
Integrate	<p>Through a UTMCI system and communications will Thurrock be able to integrate all their ITS solutions successfully and thereby obtain maximum benefits.</p> <p>UTMCI system to utilise the latest open standards to promote data collection, co-ordinated interventions for network management and collaboration with Highways England and neighbouring authorities.</p> <p>ITS infrastructure has traditionally utilised a variety of communication channels from authority to authority, including fixed lines communications such as ADSL and the mobile phone data network. With developments in technology, there is an increasing recognition of the need to embrace a digital communications architecture and this should be core to future ITS deployment.</p>	<p>UTMCI</p> <p>Communications (includes digital solutions)</p>

ITS Objectives	ITS Solutions	Technologies
Manage	<p>The management of traffic signal control and other technology interventions, such as dynamic electronic signage (Variable Message Signs) can improve the effectiveness of traffic movements across the network as well as enabling a quick response to live incidents. For example, traffic signal timings may be changed dynamically to reflect traffic conditions, and information may be provided to network users well in advance of their approach to congestion, an accident or road closure, allowing them to make informed choices about their journey. This links with the Inform objective.</p>	<p>UTC and Traffic Signals</p> <p>Bus Priority</p>
Inform	<p>The provision of accurate and real-time information for road users in advance of and during their journeys can influence behaviour, and result in users making more informed decisions and smarter travel choices.</p> <p>Information during journeys has traditionally been delivered using roadside infrastructure, VMS or in the case of highway incidents, radio bulletins.</p> <p>Developments in mobile phone technology, and the emerging developments within in-car technology such as advanced satellite navigation and connected vehicles, enhance the provision of information directly to the user, or potentially their vehicles far easier.</p>	<p>VMS</p> <p>Parking Guidance</p> <p>Web</p> <p>Mobile Apps</p>
Coordinate	<p>Providing motorists with live traffic reports will enable smarter choices to be made. For example, drivers taking early breaks at service stations to avoid being caught up in traffic jams and becoming part of the problems.</p> <p>Inter-authority collaboration will allow LHAs to keep traffic moving freely and quickly on their roads and the roads of nearby authorities (TMA requirement).</p>	<p>All ITS elements under the 'Inform' area are the technology enablers for this ITS objective.</p>

Table 3. Deployment of ITS in Thurrock

The relationship between aims, objectives, technology, collaboration and outcomes are summarise in the ITS Strategy Delivery Diagram (see Figure 6).

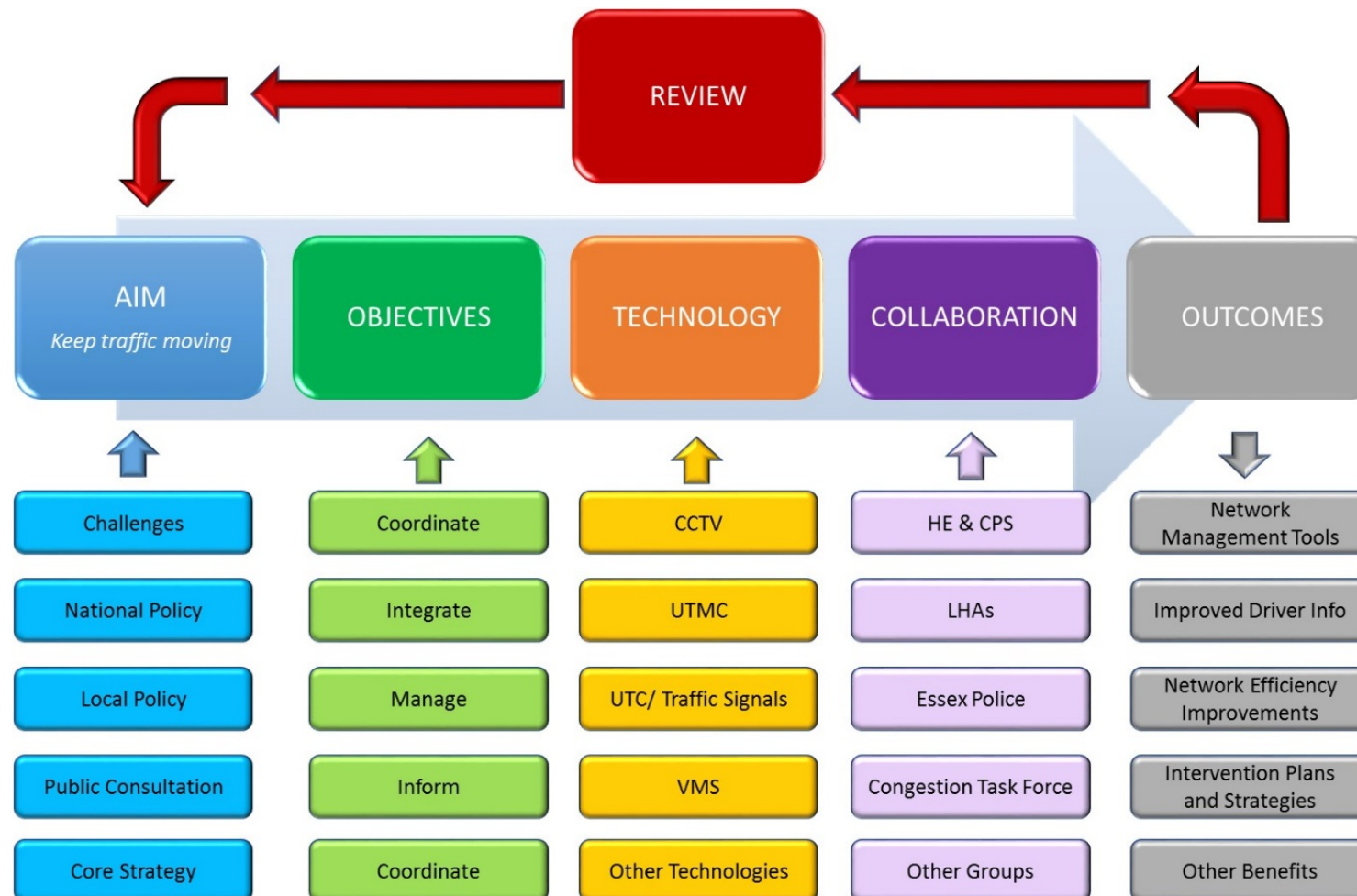


Figure 6. ITS Strategy Delivery Diagram

5. Actions and Solutions through Collaboration

Thurrock Council will be collaborating with its neighbouring LHAs, Highways England and other key stakeholders to improve the efficiency of the LRN and SRN and how they interact. In addition, innovative technologies will be deployed on the LRN to provide Thurrock with the foundation for intelligent road management.

5.1. Collaboration Opportunities

This section concentrates on collaboration between Thurrock and key stakeholders (see Figure 7).

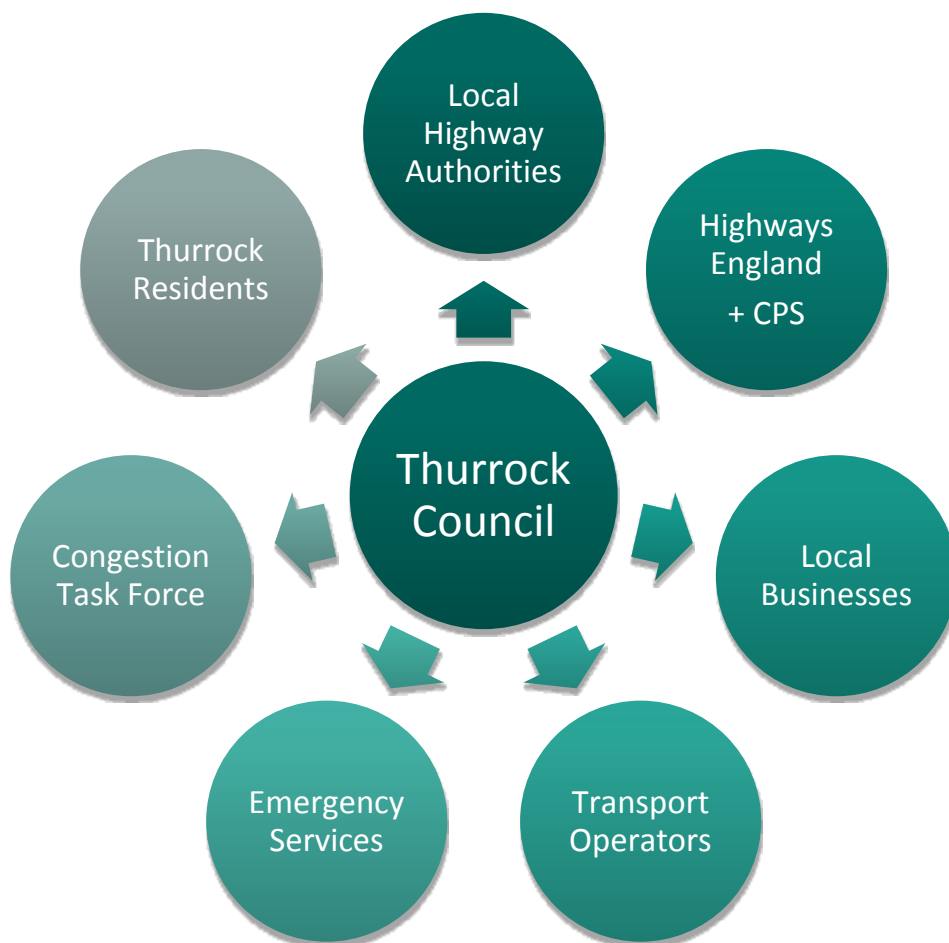


Figure 7. Collaboration with Key Stakeholders

5.1.1. Congestion Task Force

In April 2016, the Thurrock Congestion Task Force was set up in response to mitigating against the impact of incidents on the M25 and Dartford Crossing on local traffic in Thurrock. Chaired by Thurrock Council, the task force has representatives from:

- Highways England
- Connect Plus Services, who maintain and operate the Area 5 and M25 network, including all adjoining trunk and slip roads on behalf of HE
- Essex County Council
- Essex Police
- Thurrock Business Board
- Thurrock Residents
- Other agencies and community groups

The Task Force will have an essential role in implementing this ITS Strategy. The Task Force meetings will provide the platform for collaboration between the various representatives; whereby proposed ITS schemes can be openly discussed, lessons learnt and performance reviews of implemented ITS schemes can also be shared. The opportunity is also presented to join up with other schemes that are being implemented independently (e.g. Intu Lakeside Retail Park have plans to deploy a parking guidance system).

5.1.2. Highways England

Highways England is a particularly important partner for Thurrock Council due to Thurrock's location, surrounded by the SRN. Thurrock to date has lacked the resource and tools to collaborate directly with Highways England, however, as the networks are so intrinsically linked it is important that this relationship is developed. Highways England have a programme in the South East, the Collaborative Traffic Management (CTM) programme, which aims to do exactly this, using ITS to share network information and data, enabling networks to be managed more effectively both independently and jointly.

Collaborative Traffic Management

The Highways England CTM Programme provides a great opportunity for Thurrock Council to collaborate with Highways England, and build a strong working relationship. The CTM programme, although a 4-year programme, is working to instil the collaborative principles into Highways England in the South East for the long term. A Highways England Network Manager has been appointed who will act as the main point of contact with LHAs and provide an operational interface with Thurrock Council.

CTM is the collaborative opportunity for Thurrock Council as the programme aims to improve congestion around key access points to the SRN, allowing traffic to access the network more effectively. This is crucial to the logistic centres located in Thurrock as well as the Thurrock residents, as most journeys outside of Thurrock will utilise the SRN.

CTM uses ITS to share data between LHAs and Highways England. A UTM link is developed between the Highways England UTM and the LHA UTM. This allows for the effective sharing of journey time information, traffic events, incidents, accidents, CCTV images and the Traffic Management Cell events at the Dartford Crossing. This information

provides the LHAs with visibility of the SRN and the impact this may have on their network. The sharing of data is two-way allowing Highways England to view the LRN and act when events or incidents might cause congestion on the SRN. Allowing the network to be managed holistically. Local operational strategies can be created which utilise data from both networks to trigger the strategy and implement a change on both authorities ITS assets such as VMS or traffic signal timings and the Highways England assets. This joint control of the network also allows the Highways England Regional Control Centres (RCCs) to manage the LHA network outside of the LHA operating hours.

As many of Thurrock's primary trip generators are big businesses which have located in Thurrock due to its strategic links, information from these key businesses will need to feed into Thurrock Council's UTM system. This data is going to be paramount for Thurrock to understand the trends and fluctuations on their own network but as these businesses will be utilising the SRN, this information is also going to be very important to Highways England. Key businesses which real-time data will be required from are Intu Lakeside Retail Park, Port of Tilbury and DPD World, visibility of when there is likely to be large number of vehicles accessing the SRN is important, so information such as car park occupancy, and depot departure times are going to be crucial to any collaborative work.

5.1.3. Local Highway Authorities

Essex County Council (ECC) and Kent County Council (KCC) are the two LHAs that Thurrock Council will need to work with to ensure traffic is kept moving freely and quickly on their roads as well as on nearby roads in Essex and Kent (TMA requirement).

KCC and ECC have established ITS architectures that allows them to share their road network information with their neighbouring authorities and Highway England. Thurrock Council on the other hand has very little ITS infrastructure and is currently not in a technological position to share its road network information with its neighbouring authorities. Therefore, it is important that Thurrock Council works with ECC and KCC, whilst they implement ITS solutions and to ensure inter-connectivity between the three ITS architectures.

Essex County Council

Thurrock Council currently has a contract with ECC for the operation and maintenance of all ITS infrastructure within its boundary. ECC is responsible for the management of all ITS systems, including the UTC system and CCTV server, as well as day-to-day maintenance and monitoring of the network. The ITS Audit highlighted that there was little proactive use of ITS to respond to incidents and events in and around Thurrock. ECC acknowledges the current arrangement does not give Thurrock Council full control over their ITS assets.

Looking ahead, Thurrock Council will be more proactive in managing its own approach but, will continue to work closely with ECC to ensure existing relationships and communication channels are maintained. Thurrock Council also plan on sharing their data, assets and collaborating with ECC on network management plans. ECC envisages on doing the same. A new Memorandum of Understanding (MoU) between the two authorities will need to be in place, which will demonstrate their desire and commitment to working with each other.

Kent County Council

KCC currently collaborates with Highways England through the CTM programme. The project looks at improving congestion in the Dartford area through utilising ITS. A link has

been developed between KCC and Highways England, through which information on the Traffic Management Cell at Dartford Crossing, and journey time in the Dartford area is shared. This is then utilised to create strategies which are implemented on both KCC and Highways England assets.

KCC had the ITS systems in place to be able to collaborate with Highways England on this work, which enabled them to bid for funding from the Local Growth Fund (via South East Local Enterprise Partnership) and other funding streams. KCC would be a good authority for Thurrock Council to develop links with, as they would be able to share experiences about the best ways to win funding, and their working relationship with Highways England.

5.1.4. Local Businesses

Local businesses are concerned about the impact local congestion is having on their business. Three of Thurrock's larger businesses, DP World London Gateway, Port of Tilbury and Intu Lakeside Retail Park were approached to learn more about their concerns and how they could work with Thurrock Council to tackle this growing problem.

DPD World London Gateway

The UK's most integrated port - logistics hub can be found North of the River Thames in Thurrock, Essex. The state-of-the-art facility has a rail terminal and is the gateway to international markets. Freight distribution by road is via the A13 to Junction 30 of the M25 motorway. To alleviate freight congestion, DP World are obligated to Highways England to provide funding towards SRN improvements (e.g. Junction 30). However, DPD World does have the option to use their funding on alternative solutions that will help reduce traffic congestion caused by increasing freight movements.

They are keen to see the roll out of an intelligent road management system with the ability to fully integrate with similar systems of neighboring highway authorities, such as Highways England, ECC, Southend Council and Transport for London (TfL). Furthermore, there is the interest from DPD World to see their own on-site systems integrate with Thurrock Council's system to ensure that driver choice is informed and influenced from the outset of a journey.

There is the long-term plan to have an onsite lorry park that would provide drivers with up-to-date traffic information, allowing them to make the decision to take their rest period earlier, at the lorry park, and avoid becoming caught up in traffic congestion. The lorry park would contribute towards reducing traffic congestion on both LRN and SRN. However, for Thurrock Council, Highways England and its neighboring LHAs to benefit from this scheme you would need to ensure that the deployed technology for the lorry park is integrated into Thurrock Council's ITS architecture (see Section 6).

A letter of commitment from DP World London Gateway has been included in Thurrock Council's recent National Productivity Investment Fund (NPIF) submission. A successful NPIF submission will help Thurrock Council implement their ITS Strategy.

Port of Tilbury

Thurrock Council's second port, Port of Tilbury is owned and has been operated by Forth Ports since 2012. It is in the Thames Gateway, the UK's largest redevelopment zone, and is an important distribution centre for London and the South-East of England. In fact, the port is the UK's third largest container port, handling 80 percent of London's container traffic.

Since acquiring the port, Forth Ports has invested over £35 million in a development programme. Recent injections of investment have positioned the port for growth in core markets and delivered state-of-the-art short sea container cranes, specialist facilities for vessels and a new fleet of straddle carriers integrated with a fully automated road truck reception gate and bespoke terminal operating system. There are further improvements in the pipeline including, a 568-space lorry park and 83,613 m² of warehouses by 2021.

With improvements being made to the ports to allow for an increasing number of containers coming through, there is an equal need for the LRN and SRN to be better equipped to handle the extra HGV traffic.

In the past, Port of Tilbury has voiced its concerns about the growing congestion problem on the LRN and SRN through DPD World London Gateway. Thurrock Council is now acting through this ITS Strategy, which will see the delivery of intelligent road network management technologies being deployed. In addition to the use of technologies, the Council and the Ports must work together to integrate their systems, allowing sharing of network information and collaboration on joint intervention plans and strategies, to respond to incidents and manage traffic more efficiently on the LRN and SRN.

Intu Lakeside Retail Park

Intu Lakeside Retail Park is in West Thurrock and can be accessed from Junctions 30 and 31 of the M25 motorway. The A13, A1306 and West Thurrock Way also provide direct access. The site provides 13,000 free parking spaces.

Approximately 6,000 people are employed at Intu Lakeside Retail Park. All staff and retailers have access to the Travel Plan for the centre and they are regularly involved in events and awareness raising activities.

Intu Lakeside Retail Park recognise congestion having a huge impact upon access and the footfall recorded at the centre. Congestion on the local network often persuades people not to visit the centre and it also causes issues for staff who drive or get a bus to work. Regular congestion can lead to customers choosing to shop elsewhere.

Intu Lakeside is often (wrongly) seen to be responsible for congestion around the centre and the surrounding network and they are often criticised on social media for network issues which are outside of their control. Congestion often occurs because of very minor issues on the network and the lack of existing capacity. A lack of suitable and joined-up traffic signal provision means, that local roads often experience a 'free for all' scenario where roundabouts and junctions become blocked and traffic comes to a standstill. When this occurs, they have long periods of reduced footfall at the centre. Congestion linked to planned maintenance and schemes, also has a huge impact on Intu Lakeside Retail Park. Long term schemes often create congestion, journey delays and rat-running which can affect access to the shopping centre.

Information on congestion, incidents, and events is currently provided by Highways England via daily emailed updates from National Incident Liaison Officers (NILO) and Thurrock Council circulate Traffic Regulation Order (TRO) updates. There are screens at two of the main entrances, which have previously displayed Highways England network updates but, now are blank. These displays could be used to show information provided by the Council.

There are plans for growth of Intu Lakeside Retail Park, they are currently delivering its £100 million leisure development. In addition, there are plans to expand its retail offer in the future. Intu Lakeside Retail Park are currently working with the Council to deliver a VMS scheme which supports their leisure development and provides a greater level of information to customers. This will include on-site and off-site VMS which will provide real time information relating to car park spaces and will direct customers to specific car parks as capacity is reached. It is essential that any VMS procured to serve Intu Lakeside Retail Park is part of the Councils wider VMS deployment strategy and be compatible with a UTMC system to ensure delivery of ITS system integration.

5.1.5. Transport Operators

Congestion on Thurrock's road network causes significant disruption to bus services with buses being severely delayed or having to be diverted to maintain some sort of service. This does not sit well with passengers and can cost bus operators as a business in lost revenue. Ensignbus and Arriva support the idea of having bus priority and having a new Real Time Passenger Information (RTPI) system. Improvements to public transport are also being assessed by Thurrock Council and will complement the aims and objectives laid out in this strategy.

6. ITS Infrastructure and Applicable Technologies

Thurrock will be deploying technologies to tackle its growing congestion problem. The system architecture diagram (Figure 8) below provides an overview of the outputs, inputs and the interfaces between various technologies that will be adopted by Thurrock Council.

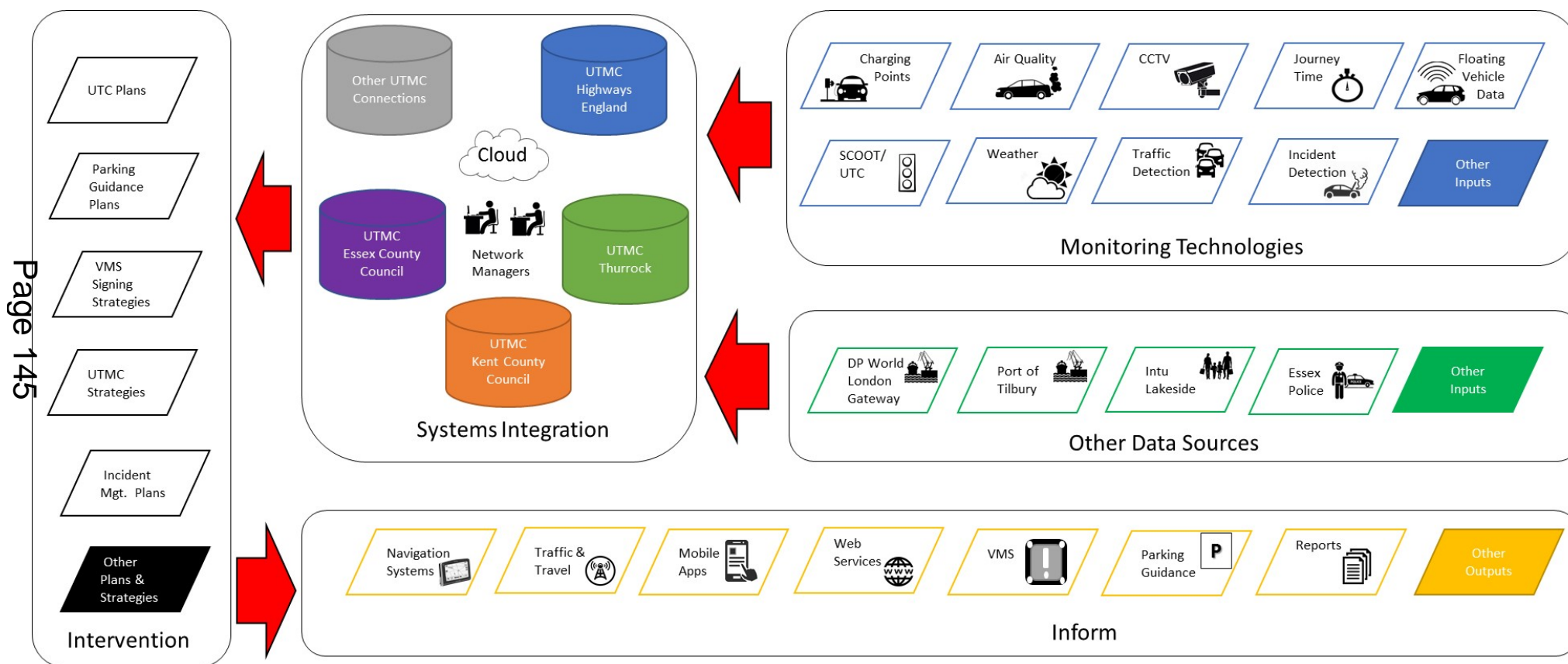


Figure 8. System Architecture

There are five parts that make up Thurrock Council's ITS architecture (see Figure 8):

- (i) The UTMC system (the systems core).
- (ii) ITS inputs from road network monitoring technologies.
- (iii) ITS inputs from other data sources like the Port of Tilbury and DPD World London Gateway.
- (iv) Interventions which can be undertaken by the network managers.
- (v) ITS outputs to inform road users about current traffic conditions.

The UTMC system will be the backbone of Thurrock Council's ITS architecture and will be delivered in the early stages of Thurrock Council's 5-year strategy. Thurrock Council's UTMC system will utilise the latest open standards to promote data collection, coordinated interventions for network management and collaboration with Highways England and neighboring authorities including Junction 31, Junction 1A / 1B of the M25 (Dartford Crossing). It is envisaged that all the UTMC systems will be cloud based and hosted by the system providers. The UTMC will provide a single database which enables the development of integrated management tools for network operations, provides a consolidated output of traffic and travel information (for example to the public via web services), and allows managers to analyse stored data to identify trends.

The inclusion of strategy management tools within the UTMC allow operators to develop and save strategies for use within network management.

Section 7 outlines a 5-year delivery roadmap for ITS including:

- UTC system and Traffic Signal upgrades at key junctions enabling the use of MOVA and SCOOT to offer adaptive and proactive junction management.
- Traffic Detection measures (Bluetooth and Radar) to provide real time information to systems and network managers to enable timely interventions and improved incident and event management.
- CCTV monitoring to provide vital visibility of the network and verification of network conditions and impacts.
- VMS to offer front line information and notifications to road users, coordinating information on local and strategic road conditions.
- Traffic and Travel Information services to provide open web based services providing information to stakeholders and road users.
- Air quality monitoring through the provision of sensors to inform traffic management decisions and longer term operational and investment processes.

Through the UTMC system, it will be made possible to combine monitoring technologies to provide much more accurate and reliable traffic movement data. For example, radar detection and CCTV technologies are collectively used to capture freight data, such as vehicles taking inappropriate routes (e.g. HGV drivers taking shortcuts using Thurrock's residential roads), and other freight specific information. This information is then made available to road network managers and others, such as Thurrock's two ports (i.e. DP World London Gateway and Port of Tilbury).

7. 5 Year ITS Roadmap

The ITS Strategy defines the objectives for ITS deployment and the technologies aligned to these objectives. The deployment of technologies has been prioritised and scheduled over the next 15 years. This is summarised in the table below:

ITS Objectives	Technologies	Vision	Challenges	Years				
				1	2	3	4	5
Monitor	CCTV	Provide coverage of the key problem spots along the LRN, allowing Network Managers to fully understand what is occurring on the network. Aid the implementations of traffic management interventions, and be used to monitor the effect of applied solutions. Validate information captured from other ITS infrastructure and to verify information outputs and messaging.	<ul style="list-style-type: none"> Agreeing locations along the SRN. Specifying system requirements. 					
	Vehicle Detection	Provide data on the volume and speed of traffic along SRN. Real time analysis of this data will allow the detection of incidents on the LRN, and trigger alarms within a control room environment, so interventions can take place, either automatically or through manual intervention.	<ul style="list-style-type: none"> Agreeing locations along the SRN. Specifying system requirements. 					
	Air Pollution	Provide live pollution level data (e.g. PM ¹⁰ and NO ²), allowing Network Managers to initiate intervention plans and use ITS when pollution levels reach pre-set thresholds limits. The technology deployed will help Thurrock Council to tackle its pollution problem.	<ul style="list-style-type: none"> Agreeing locations along the SRN. Agreeing pollution limits for monitoring. Specifying system requirements. 					
Manage	UTC & Traffic Signals	UTC provides the tools to centrally manage and control traffic signals. By linking traffic signals through a central intelligence, supported by network monitoring tools, the flow of traffic will be smoothed across the LRN, improving journey times and generating additional capacity.	<ul style="list-style-type: none"> Review of all signalised junctions along the SRN. Specifying upgrade/ new requirements. 					
	Bus Priority	Priority given to late running vehicles, with the aim of improving schedule adherence and service reliability.	<ul style="list-style-type: none"> Not to compromise traffic flows elsewhere along the SRN when a green signal is given. 					
Integrate	UTMC	It will be through the UTMC that two way sharing of live and historic traffic conditions along LRNs and SRN will be made possible for neighbouring LHAs, Highways England and other key stakeholders. The use of a single database will allow the development of integrated management tools for network operations. Provide a consolidated output of road traffic information, and allow Network Managers to analyse stored data to identify trends.	<ul style="list-style-type: none"> Setting up the UTMC links between Thurrock Council and its LHAs, Highways England and other key stakeholders, to enable the two-way sharing of information. Specifying system requirements. 					
	Communication	ITS infrastructure has traditionally utilised a variety of communication channels from authority to authority, including fixed lines communications such as ADSL and the mobile phone data network. With developments in technology, there is an increasing recognition of the need to embrace a digital communications architecture and this should be core to this ITS Strategy.	<ul style="list-style-type: none"> Making sure the communications infrastructure is correctly installed and set up to avoid catastrophic effect on the operation of all ITS (e.g. CCTV, VMS). 					
Inform	VMS/ Parking Guidance	Located alongside the LRN providing an effective means of information provision to road users. Provide live traffic information, including journey times, information on incidents, roadworks and alternative routes, and upcoming events which may impact upon the LRN. Through UTMC, VMS will be linked with other ITS infrastructure, for example providing car park guidance based on occupancy levels.	<ul style="list-style-type: none"> Agreeing locations along the SRN with stakeholders (e.g. Thurrock's shopping centres). Specifying system requirements. 					
	Mobile Apps & Web Services	Development of an integrated mobile phone application and website, providing live traffic information for all road users. Will provide all users with the ability to plan and avoid potential congestion and incidents.	<ul style="list-style-type: none"> Provision of accurate and real time information. Caters for all users. 					
Coordinate	Inter-Authority Collaboration	Collaboration between LHAs and Highways England to keep traffic moving along the LRN and SRN. Sharing of data and co-ordination of systems, benefits can be maximised across a wider area. Technology enabler: UTMC system	<ul style="list-style-type: none"> Agreeing joint intervention plans to improve safety, air quality and traffic flow across LRN and SRN. Sharing assets/ information. 					
	Smart Choices	The provision of traffic information to motorists will allow motorists to make smarter choices. For example, HGV drivers taking breaks earlier to avoid becoming caught up in congestion/ long tailbacks.	<ul style="list-style-type: none"> Providing accurate information to motorists. Incorrect information will result in the motorist losing confidence/ trust in the system. 					

Table 4. 5 Year ITS Roadmap

8. Emerging Trends in ITS

The adoption of ITS will enable Thurrock Council to further develop its service offering in this area as emerging approaches become more established. Intelligent Mobility (IM) is a new way of thinking about how to connect people, places and goods across all transport modes. It is about how we utilise a combination of systems thinking, technology and data across the transport network to inform decision making and enable behavioural change. IM combines a strong focus on putting the customer at the heart of the service offering with the requirement of integrating all transport systems and modes.

The five key areas identified that will shape the future of IM are:

1. Journey Management
2. Mobility as a service (MaaS) – more relevant to public transport.
3. Connected Autonomous Vehicles (CAVs)
4. Data
5. Cyber Security

By 2025 the overall IM market is estimated to be worth £900 billion per annum (Transport Systems Catapult). Of this £900 billion, it has been predicted that:

- Network management will account for £94 billion.
- Customer experience will account for £90 billion.
- Data will account for £32 billion.

8.1. Global Trends

The IM market place is being driven by a number of complex challenges and trends that are being seen globally:

Trend	Urbanisation	Sustainability	Technological Development	Demographics
Consequence	Congestion New infrastructure Changing habits and patterns	Health Air Quality	Personalisation On-demand services Penetration of Smart Devices	Aging Population Millennials
Outcome	Investment required Pressure on transport networks	Behavioural change Vehicle changes Regulation	New commercial models Data analytics New services and products	Accessibility issues Pressure on transport capacity

The emerging IM themes offers the opportunity to address these trends and put the user at the heart of the transportation ecosystem.

Data, CAVs and MaaS are all areas that Thurrock Council can develop its offering within the IM market to meet some of its transportation policies and objectives.

8.2. Data

Data underpins each of the five key areas and is invaluable to many operations and areas, including transportation. Using data insights, offers the opportunity to encourage and incentivise users of the transport system towards more sustainable transport choices, whilst improving the user experience. Data also offers the opportunity to better manage network capacity.

Some Local Highway Authorities and Transport Bodies have experimented with putting new data sources into their UTM system. As the Internet of Things (IoT) network increases along with Connected Vehicles, new data sources are going to add significant value. One current example is probe data that is aggregated by system suppliers such as Google, Inrix or TomTom. Their Application Programming Interfaces (APIs) can then be fed directly into the UTM. This data can then be used by control centre operators to monitor and evaluate the performance of the LRN and respond accordingly or automatically through the use of strategies, to real time data. Mobile phone data can also be sourced from the main providers to provide inputs into transport models. The advantage to all these sources is that they do not require additional infrastructure to be installed on the roadside, offering significant financial and safety benefits. The diagram below shows how data can drive the next generation of cities:

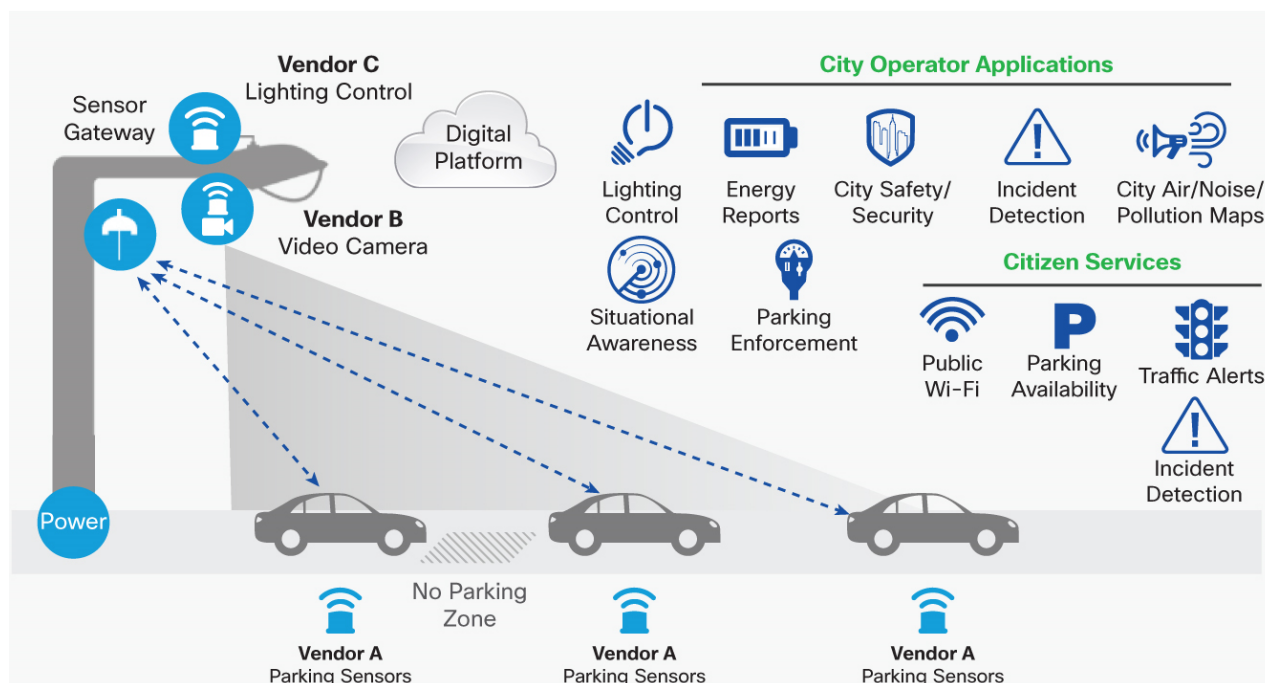


Figure 9. Next Generation of Cities

However, there is a shortage or lack of skills in learning how to analyse and use big data to provide meaningful insights, particularly in the transportation sector. However, making the big datasets smaller and asking the right questions is vital to provide the correct insights to support the wider applications such as MaaS.

One recent example is TfL. TfL undertook a Wi-Fi trial on the London Underground. This allowed them, after anonymising and aggregating the data, to draw some significant insights as to passenger movements using the TfL network. This allowed TfL to properly understand passenger movements in greater granularity than they do from Oyster Card data.

It must be ensured that data, like technology, within IM is never the focus. Data and the insights it provides enables the user to be placed at the very centre of the transport ecosystem and enables a greater user experience.

As a starting point, it is suggested that Thurrock undertake a review of any existing data sources, before identifying any gaps where further data could help support the monitoring and evaluation of its road performance. It is also suggested that a review of Thurrock Council's data skills would also be beneficial to identify specific roles that could be created to support data insights.

8.3. Connected Autonomous Vehicles (CAVs)

Amongst all the technologies that are likely to bring significant disruption to the transportation market, CAVs are one of the most recognised and publicised. They represent a significant shift that alters not only private vehicles but would disrupt the whole transportation industry, including freight, air travel and marine travel. In a borough within a city like London, this offers countless opportunities as well as a significant number of challenges, mainly due to the complex environment and the number of different interactions the vehicles will have.

The DfT describes an autonomous vehicle as one that *'is designed to be capable of safely completing journeys without the need for a driver in all traffic, road and weather conditions that can be managed by a competent driver'*.

This level of autonomy is seen as the 'end goal', with the reality being that there are likely to be elements of full and partial autonomy delivered into the market place at different rates. Advanced driver assistance systems, a step towards autonomy, are already available, and include self-parking, lane control and autonomous emergency braking systems. The below diagram (Figure 10) introduces the levels of automation that are expected during the rollout of CAVs.

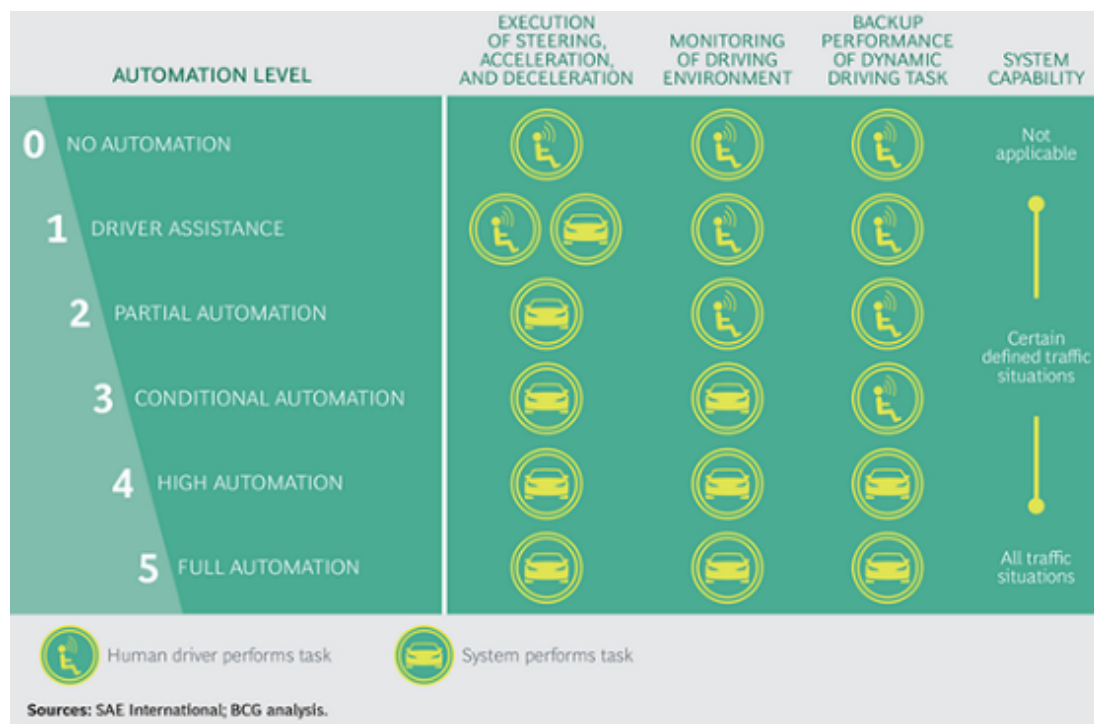


Figure 10. Levels of Automation

However, connected vehicle technologies possibly offer greater benefits, particularly in the shorter term. There are three types of connected vehicle technologies:

- **Vehicle to vehicle (V2V)** technology, allowing vehicles to communicate with one another about for example, traffic conditions, or to warn of an object in the road ahead.
- **Vehicle to infrastructure (V2I)** technology, allowing connectivity between vehicles and highway infrastructure, for example, vehicle to traffic signal communications to provide guidance on traffic signal phasing.
- **Vehicle to everything (V2X)** technology, allowing connectivity between the vehicle and all appropriate technologies – including highway infrastructure and the cloud.

Utilising this technology and exploring how technologies can become more connected can bring short term benefits that reduce congestion and air pollution.

Connected and autonomous vehicle technologies are not necessarily reliant on one another. However, combining the connected and autonomous elements within vehicles allows for safer, quicker and more efficient movement.

It is proposed that a strategy is developed that can look at the benefits and opportunities for greater connectivity and automation within the authority. For now, this should focus around private vehicles. Many local authorities, private businesses (medium to large) are initiating automotive strategies to explore the business case and analysis of the opportunities that automation can bring.

8.4. Mobility as a Service

Mobility as a Service (MaaS), will be an essential building block and enable Thurrock Council to fulfil its Local Transport Plan, particularly addressing the growth agenda whilst

delivering regeneration and further growth. It is estimated that by 2030 the value of the MaaS sector will exceed \$1Trillion (MaaS Global).

MaaS focuses around providing flexible, multi-modal travel that gets people from A to B. MaaS represents a shift from transport being an ownership/commodity based system to a service based ecosystem that focuses on offering the best possible transport for the end user.

MaaS has the potential to redefine the transport ecosystem and the experience for its users. Despite there being uncertainty as to how MaaS will develop in the coming years it will need to form a significant part of Thurrock Council's planning. MaaS can be lined up to deliver significant benefits for policy makers, operational staff and the travellers themselves.

Various approaches to what a future MaaS system may look like are being developed. An example is offered below (Figure 11 as provided by Atkins consultants).

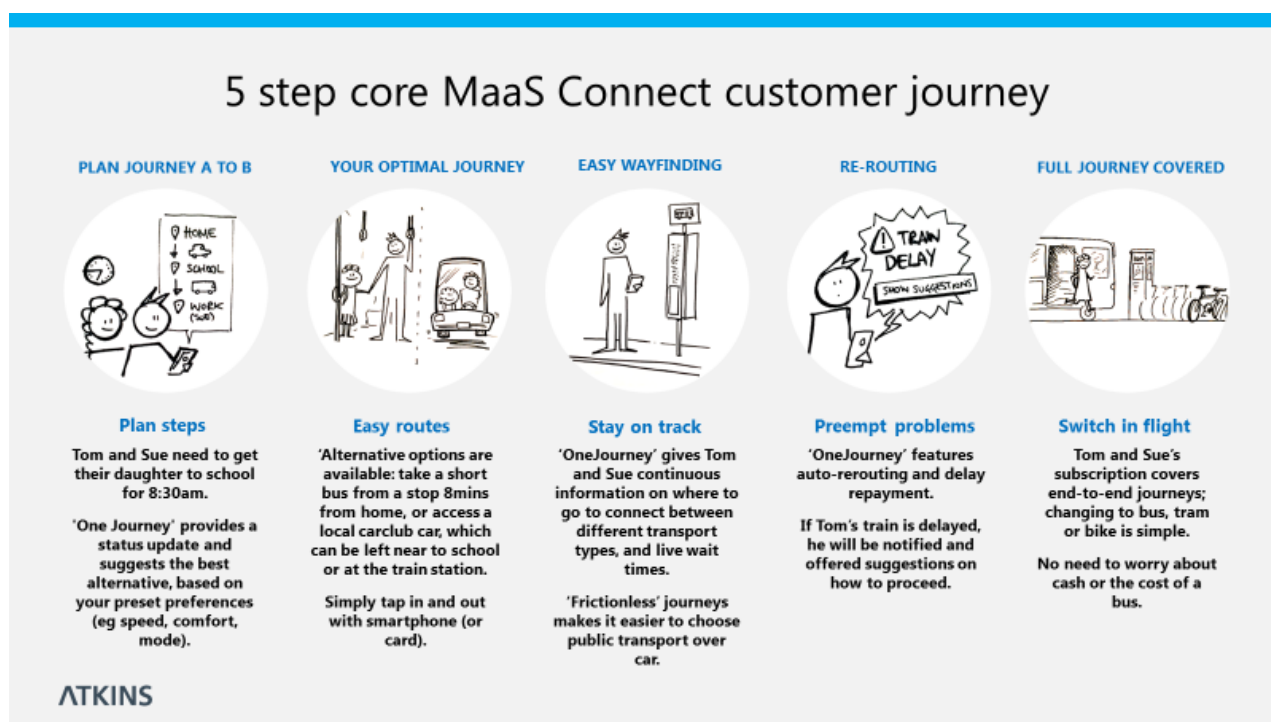


Figure 11. 5 Step Core MaaS Connect Customer Journey

MaaS as with all disruptive technologies, has the potential to release significant benefits although this must be balanced with some drawbacks. Accepting and providing some regulation and policy around MaaS will enable the benefits of it to be realised whilst preventing some of the potential drawbacks. Becoming a MaaS enabled city not only brings benefits to travellers but can develop to include elements such as freight, parking, road user charging and policy. MaaS will also support collaboration with other LHA's.

Appendix A. Glossary

Term	Definition
API	Application Programming Interface: a set of clearly defined methods of communication between various software component.
ANPR	Automatic Number Plate Recognition
CAV	Connected Autonomous Vehicles
CCTV	Closed Circuit Television
CTM	Collaborative Traffic Management
CPS	Connect Plus Services. They maintain and operate the Strategic Road Network on behalf of Highways England.
ECC	Essex County Council
FVD	Floating Vehicle Data
HE	Highways England
KCC	Kent County Council
ITS	Intelligent Transport Systems
Intu	Intu is the owner of Lakeside Shopping Centre. They own shopping centres across the UK
LRN	Local Road Network
LHA	Local Highway Authority
MaaS	Mobility as a Service
MoU	Memorandum of Understanding. An agreement between two or more parties.
MOVA	Microprocessor Optimised Vehicle Actuation. Method of traffic signal control.
NILO	National Incident Liaison Officers
NPIF	National Productivity Investment Fund
RMS	Remote Monitoring System
SCOOT	Split, Cycle, and Offset Optimisation Technique. Method of traffic

Term	Definition
	signal control.
SIRI	Set of rules for allowing computers to exchange real-time information about public transport services and vehicles.
SRN	Strategic Road Network
TRO	Traffic Regulation Order
UTC	Urban Traffic Control. Method of traffic signal control.
UTMC	Urban Traffic Management and Control

Appendix B. Key Stakeholders Consulted

- Thurrock Council
 - Planning and Transportation
 - Environment & Place
 - ICT
- Highways England
- Neighbouring Local Highway Authorities: Essex County Council and Kent County Council
- Thurrock Congestion Task Force
- Technology Suppliers: Cloud Amber, Daktronics, Mott MacDonald, Siemens, Swarco
- DP World London Gateway Port and Logistics
- Port of Tilbury
- Bus Operators: Ensignbus and Arriva
- Intu Lakeside Retail Park

**Planning, Transport & Regeneration Overview and Scrutiny Committee
Work Programme
2017/18**

Dates of Meetings: 4 July 2017, 12 September 2017, 14 November 2017, 16 January 2018 and 13 March 2018

Topic	Lead Officer
4 July 2017	
Adoption of Thurrock Design Guide - Residential Alterations and Extensions Supplementary Planning Document	Monica Qing
Grays Masterplan	Brian Priestley
Tilbury Masterplan	Matthew Brown
Tilbury Integrated Medical Centre	Rebecca Ellsmore
Work Programme	D/S
12 September 2017	
Local Plan Update	Andy Millard
C2C Update	Ann Osola
Work Programme	D/S
14 November 2017	
Fees & Charges Pricing Strategy 2018/19	Carl Tomlinson
Aveley Community Hub	Natalie Warren
Gritting / Silt update FOR NOTING	Julie Nelder

Coalhouse Fort Conservation Management Plan	Matthew Brown
Intelligent Transport Systems Strategy	Fred Raphael
Work Programme	D/S
16 January 2018	
Freight and Logistics Strategy	Ann Osola
Planning Protocol	Andy Millard
13 March 2018	