

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **20 November 2018**

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

Membership:

Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Mike Fletcher, Leslie Gamester and Andrew Jefferies

Substitutes:

Councillors James Baker, Steve Liddiard, Sue MacPherson, Gerard Rice and Elizabeth Rigby

Agenda

Open to Public and Press

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1 Apologies for Absence	
2 Minutes	5 - 12
To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 4 September 2018.	
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.	
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Queries regarding this Agenda or notification of apologies:

Please contact Lucy Tricker, Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **12 November 2018**

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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.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 4 September 2018 at 7.00 pm

Present: Councillors Oliver Gerrish (Chair), Jack Duffin (Vice-Chair), Colin Churchman, Leslie Gamester and Andrew Jefferies, Steve Liddiard

Apologies: Councillor Mike Fletcher

In attendance: Sean Clark, Director of Finance and IT
Mary Patricia Flynn, Strategic Lead – Communications
Roger Harris, Corporate Director of Adults, Housing and Health
Jackie Hinchliffe, Director of HR, OD and Transformation
Sarah Welton, Strategy Manager
Karen Wheeler, Director of Strategy, Communications and Customer Services
Matthew Boulter, Democratic and Governance Services Manager & Deputy Monitoring Officer
Lucy Tricker, Democratic Services Officer

Michael Casey, Editor – Your Thurrock
Gary Pearson, Editor – Thurrock Gazette
Neil Speight, Editor – Thurrock Independent
Ruth Swallow, Education & Recruitment Specialist, the Enquirer

11. Minutes

The minutes of the Corporate Overview and Scrutiny Committee held on 5 June 2018 were approved as a correct record. The minutes of the Corporate Overview and Scrutiny Committee held on 4 July 2018 were approved as a correct record.

12. Items of Urgent Business

There were no items of urgent business.

13. Declaration of Interests

There were no interests declared.

14. Communications Strategy Update

The Director of Strategy, Communications and Customer Services presented the report and explained that the current Communications Strategy had been agreed in October 2017 and centred on the principles of digital first, targeted messaging, and brand promotion. She went on to say that the report outlined the progress that had been made on implementing the strategy focused on

the last 6 months, including the increased use of social media such as a new Instagram account, and the success of specific campaigns such as recruiting new foster carers. The Chair opened the debate by asking about the changes to the size and structure of the Communications team. The Director explained that the team was led by the Strategic Lead for Communications, but that there were also three senior communications officers, as well as two communications officers and an apprentice that reported to them. In addition, there was now a new structure in place in which the team worked flexibly so everybody covered all aspects of communications including media and marketing. The Chair then asked a follow up question regarding how successful the flexible working had been. The Director answered that it was key to delivering success, as previously the team had been too reliant on individuals leading on one aspect of communication. She went on to state that in the new system everyone shared responsibility, which improves resilience and maximises skills as officers can apply a range of tools to different situations.

The discussion then turned to the Digital First approach as the Chair asked what measures were in place to ensure residents who did not have access to the internet, still had access to the council. The Director of Strategy, Communications and Customer Services replied that the council was using a wide range of tools for different messages including posters, libraries, the side of bin lorries, and posting information through letter boxes to keep every resident aware. She explained that every resident was encouraged to seek services online, but there were still non-digital channels. The Chair then asked if a methodical audit had been done on different services to see if they were as easily accessible non-digitally. The Director explained that lots of work had been carried out on the services provided both online and through more traditional methods as part of developing the Customer Services Strategy, and cited the example of the new self-scanning options in the council's reception so documents such as for parking permits could be scanned by residents if they could not do so online.

The debate was then opened to Member's and Councillor Duffin started by stating that he felt that over the past six months the content of social media posts had gotten much better as there were now a range of media including videos, and better targeted messaging. He felt that there were sometimes difficulties in communications between the council and the local media as response times could be quicker in some cases. He queried the processes of the sign-off channels as he felt there were relatively few media enquiries, and simple questions should have answers within 24 hours. The Strategic Lead for Communications answered by stating that the Communications team were introducing a new online newsroom which could be accessed by local media outlets which would contain photos, videos, and short snippets of news that would not need to go through sign-off channels. She also mentioned that every media request is different, and although some may seem simple they can be complicated as they can be inter-departmental. She additionally mentioned that the responses had to be accurate which can also take time. Councillor Duffin responded that he felt news stories should be shared through as many channels as possible, including both social and local media;

and that the digital element should be viewed as a part of the overall strategy. Councillor Liddiard also raised a point that the council can help get people online through libraries and hubs, and recommended that an 'idiot's guide' be produced to simplify processes and services offered online. The Director of Strategy, Communications and Customer Services responded that there were already signposts and checklists in place regarding accessing services, but would look into producing a guide. She also continued by saying that volunteers in libraries and hubs received training in specific services which helps residents to access certain services.

The Chair then mentioned targeted messaging and the good work that had been undertaken by the Communications team regarding the recruitment of new foster carers. He asked a question regarding how metrics and KPIs (key performance indicators) focused the team when choosing which messages to target. The Strategic Lead for Communications explained that all campaigns have SMART objectives, which are linked to service objectives. She also stated that the Communications team have set targets too, for example the number of click-throughs on a page, which were evaluated quarterly.

The discussion was then opened to members of the local media, who were given three minutes each to speak on the report. The debate was started by Michael Casey, the Editor for Your Thurrock. He began by stating that Thurrock Council had a good online presence, particularly on Twitter, which spread the good work the council was doing. He said that there were sometimes delays in responses to media enquiries, and cited the example of Blackshots tyre fire over the summer, during which he waited nine days for a reply. He went on to say that he felt the press were dealt with using 'rules of engagement' first, rather than a true partnership and that this had become a pattern of behaviour. He summarised by stating that he wanted a symbiotic partnership with the council and wanted to promote good things happening in the borough, without feeling like Your Thurrock was in competition with the council.

Neil Speight, the Editor of the Thurrock Independent spoke next and started by emphasizing the importance of a good relationship between the council and local media. He also felt that response times from the Communications team could be quicker and that responses for simple requests should be received within 24 hours as stated in the Communications Strategy. He went on to say that the communications team received less than 200 media enquiries in the last few months, which equated to less than two per day for a staff of four people. He felt that he was ignored by the council as he had repeatedly asked for the contact details of the communications team, which he had not received. He also felt that the relationship between the council and local media should be open and transparent for the benefit of everyone.

Gary Pearson, the Editor of the Thurrock Gazette started by discussing the reactivity of news outlets in the digital age, and also felt that the council's reactivity to the Gazette's requests could be quicker. He felt that simple requests should be answered within 24 hours, but could understand that more complex questions and Freedom of Information requests can take longer. He

then asked a question regarding why some responses took longer than is usually expected at other councils. He went on to say that he would like the local media to be included in the use of social media and they should work together for the benefit of everyone.

Ruth Swallow, Education and Recruitment Specialist for the Enquirer began by stating that she was filling in for a reporter, but had collected viewpoints from around the newsroom to represent the newspaper. She began by saying that the Enquirer focused on good news stories and promoted local communities. She also stated that the Enquirer had a different readership to other local media as they were distributed in health centres and libraries so tended to have an older readership. Based on comments from the Enquirer's newsroom, she felt that the council and her newspaper had a good relationship and received press releases and enquiries on time. She also felt that there was a good relationship with the Strategic Lead for Communications, and together they covered a whole range of stories and events going on across the borough.

The Director of Strategy, Communications and Customer Service responded that the feedback was helpful and meetings regularly take place between the Communications team and some editors. The Director stated that the council did recognise the important role the media play and felt that they were not in competition. She also replied that there was balance to be made between direct messages to residents from council channels online and local media, but that only immediate incident or operational service issues were released online before the local media were notified. She also informed the Committee that the council aimed to answer all media enquiries within 24 hours and that during the past six the majority had been responded to between 48 hours and 3 days. She stated that the council were not required to respond to all media enquiries, in the same way that the media do not have to cover a council press release, but that she would look into specific points mentioned separately. The Director also commented that all media outlets were provided with the generic email and phone numbers for the Communications team so the council were available 24 hours a day, 7 days a week, which she hoped had been useful.

A discussion then took place regarding typical response times and the move towards digital media. The Editor of Your Thurrock stated that as the internet is 24/7, the council should be promoting its message 24/7, but felt that the Communications team do give some immediate responses to enquiries. The Strategic Lead for Communications replied that a member of the Communications team was on call 24/7, other officers weren't which meant that it was not appropriate to contact them at weekends with service related questions. The Editor of the Thurrock Independent asked if acknowledgement emails could be sent once enquiries had been received, with an estimated response time. Councillor Duffin then asked about the process of answering media questions. The Director of Strategy, Communications, and Customer Services replied that the first stage was fact-finding and fact-checking, and then it goes through sign-off with senior officers, the CEO, and Members especially where they are quoted. The Director went on to say that 83% of

questions had been answered within 3 days, but that sometimes Members or Officers cannot respond quickly; or responses included site visits or contact with external providers.

Councillor Duffin then raised the suggestion of a KPI of 90% of media enquiries being answered within 24 hours on working days, excluding Freedom of Information or detailed requests. A discussion then began on relationships between the Council and local media outlets; and the importance of promoting good news across the borough. The Strategic Lead for Communications stated that she had met with all the editors of local newspapers when she started, and that although the majority of the Communications team were new, any one of them could pick up the phone to local media and vice versa. The representative from the Enquirer responded that relationships between the two were good. The Editor for the Thurrock Independent felt he had not met with members of the Communications team enough. Councillor Duffin then added that more good news stories needed to be promoted across the borough, as he felt there was a trend towards focusing on negative issues. The Strategic Lead for Communications responded that the council were always seeking good news stories and cited the example of the Discover Thurrock campaign which had run over the summer, showing residents fun activities that were happening across the borough. The discussion finished with a debate on the changing nature of relationships between the council and local media since 2016 and the potential reasons for this which were not attributable to one cause or change. The Chair then summarised the comments made into the following points:

1. The Committee recognised the importance of ensuring access to online services were available to non-online users
2. The Committee recommended that Cabinet explore the option of a 90% KPI target for responses to media enquiries within 24 hours on working days, not including Freedom of Information or complex requests
3. The Committee recommended that the communications team work with the local media to ensure a good partnership and working relationship
4. The Committee recommended that consideration be given to ensuring the right approach to encourage 'proactive openness' with the media

RESOLVED: That:

- 1. The Committee commented on the progress made on implementing the communications strategy**

15. Quarter 1 Corporate Performance Report

The Strategy Manager opened the report and stated that this was the first corporate performance monitoring report for 2018/19. The report detailed the

statistical evidence the council uses to monitor its progress and performance against the council's priorities. The report provided a progress update in relation to the performance of those KPIs. She also stated that there were no longer any amber KPIs, and that targets had either been achieved (green) or had not (red). The Chair opened discussions by pointing out the KPI on page 41 regarding the proportion of bins emptied on the correct day, as this target had also not been met during the previous winter period. The Director of HR, OD and Transformation replied that this quarter, the lower collection rate coincided with the strike ballot, which had restricted the council's ability to access agency staff, and therefore there were reduced staffing levels. The Chair then queried the large missed target regarding the satisfaction of housing tenants as the target was 75% satisfaction, and only 65% had been achieved. The Corporate Director of Adults, Housing and Health responded that if 'fair' answers had been recorded the satisfaction rate would have been 88%, but he felt it was disappointing the target had not been hit. He went on to say that the survey was run by an external provider, and chose people at random. He stated that he had seen the figures for July & August which had been almost 70% satisfaction rates, so an improvement had been made. He also said that there had been an issue this quarter with how operatives and housing staff communicate with tenants, and that the service were looking to improve this to ensure the council explain processes better to tenants.

The Chair then raised the failed KPI of timeliness to the response of complaints as the target had been 95%, but only 86% had been reached. The Director of HR, OD, and Transformation responded that the team were constantly working with services that they had already seen a positive direction of travel. She mentioned that complaints were escalated to senior managers more quickly if they did not hit deadlines. The Director confirmed that the target had remained the same at 95% despite reducing the deadline to 7 days. She went on to say this is now very ambitious, and whilst services strive to respond as quickly as possible, the nature and complexity of some complaints means that longer is required, and that the appropriateness of the overall target will need to be kept under review.

Councillor Duffin stated that he was happy to see the KPI regarding apprenticeships was now green, but asked a question regarding how many apprentices stayed on once their apprenticeship had finished. The Director of HR, OD and Transformation replied that it had been a positive change as 2017 was the first year of the apprentice levy and strategy. She stated that the council had run an apprentice recruitment day in which all the services had been represented, and had galvanized children in school to consider apprenticeships with the council. The Director informed the Committee that retaining apprentices was something the council was working on by making more junior posts available and approaching apprentices in different ways.

The Chair then discussed the KPI regarding staff sickness, as this was moving in the right direction. The Director of HR, OD and Transformation replied that it was good to see a positive direction of travel, and that this follows a national trend although absence levels remain higher than national comparators. She observed that a targeted project is assessing any further

interventions that could improve health and attendance. She also underlined the council's staff health and wellbeing package that was available.

RESOLVED: That:

- 1. The Committee noted and commented upon the performance of the key corporate performance indicators in particular those areas which are off target**
- 2. The Committee identified any areas which required additional consideration**

16. Work Programme

Members had no updates on the Work Programme.

The meeting finished at 8.40pm

Approved as a true and correct record

CHAIR

DATE

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20 November 2018	ITEM: 5
Corporate Overview and Scrutiny Committee	
Long Term Investment Strategy	
Wards and communities affected: All	Key Decision: Key
Accountable Assistant Director: Jonathan Wilson, Assistant Director Corporate Finance	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is public	

Executive Summary

Since the Summer of 2016, the council has adopted an approach to budget setting known as the Council Spending Review (CSR). The key themes to this approach have been:

- Income generation – becoming more commercial in the service offer and through an investment strategy;
- More or same for less – from improved contracts, efficiencies, new ways of working, etc.; and
- Reducing the amount built into growth allocations through, for example, improving early intervention.

This has been underpinned through a systematic review of services that, in these first years, has largely concentrated on high value cross cutting expenditure areas.

The aim of this approach has not just been about balancing the budget whilst protecting services but to create surpluses that can be used to enhance existing services and provide new services where appropriate.

This report provides an update on the Investment Strategy approach and covers not only progress to date but also background on the approach to due diligence.

1 Recommendations:

1.1 That the Committee considers the report and comments on the content.

2 Introduction and Background

2.1 Treasury Management is the management of the council's finances including its cash flows, borrowing and investments.

- 2.2 The council's Constitution delegates treasury and related cash functions to the Director of Finance and IT, the council's s151 Officer. However, this is carried out within parameters that are set, at least annually, by the council.
- 2.3 Councils have always carried out investments but, more traditionally, these have been with fund managers as well as inter authority transactions. The need to identify new income streams has led to a number of authorities branching out into issuing Bonds – lending to other bodies, private or public sector - and the purchase and/or construction of properties for investment returns.
- 2.4 It is important to note that all of these investment approaches have been open to councils in the past and so this is not a new phenomenon. However, the scale, both nationally and within Thurrock Council, has increased in recent years.

3 Thurrock Council's Investment Strategy

- 3.1 On 25 October 2017 the council agreed an Investment Strategy with associated financial parameters. These were then updated at the council meeting on 28 February 2018 and will be considered at least annually going forward.
- 3.2 Key principles included within the report are:
- The agreement to invest does not supersede existing work streams such as the service review process, asset utilisation, etc;
 - Council should consider a diversified investment approach. This could include further cash investments, (developing the Thurrock Regeneration Ltd offer and ownership of income generating assets, especially where these support strategic objectives);
 - Investments should favour short-term borrowing by the council;
 - Appropriate due diligence, including the assessment of borrowing risk, must take place before new significant investments are made;
 - Accountability and governance to the Executive / wider council must be a critical component of "open" investments and an overview of any new investment in excess of £10m and for longer than one year be presented to the three group leaders and their deputies before any firm commitment; and
 - There has to be firm differentiation between investments which have an implied municipal duty and investments made in private sector markets. Where the latter, appropriate expertise must be procured so to ensure that the council does not obscure its role and manage entities outside of its expertise. In any case, property transactions should add further benefits to Thurrock over and above straight income.
- 3.3 Since agreed, further investments have been completed in line with the principles and targets and have created surpluses that will be allocated to new and enhanced services at the Cabinet meeting in December.
- 3.4 Additionally, the council meeting on 28 February 2018 also agreed an ambitious target of 1,000 homes through Thurrock Regeneration Ltd.

3.5 It should be noted from the above that the strategy includes property transactions. Whilst there have not been any completed to date, officers have been in discussions on opportunities that may well come to fruition.

4 Investment Considerations

4.1 Relevant due diligence takes place before any investment is committed. The key objectives of due diligence is to gain confidence in the borrower's ability to both make the returns within the agreement and that the council's capital is secure.

4.2 For small simple investments this can simply be an analysis of the organisations' existing programmes, credit checks and company searches.

4.3 For more complex investments underpinned by capital schemes, industry experts have been used for advice on including:

- Finance – Deloitte and Grant Thornton;
- Legal – TLT and Bevan Brittan;
- Technical – Fichtner; and
- Valuations and Project Overview – The Association for Public Service Excellence (APSE).

4.4 In addition, all investments to date have been in capital schemes that have completed the construction phase and are fully operational and so have benefitted from:

- Construction complete and so no capital over run risk;
- Any plant involved in a scheme tested under live operational conditions; and
- A period of operational activity allowing scrutiny of actual as well as projected Profit and Loss positions.

4.5 Finally, where applicable, the council has security over the assets and/or parent company guarantees.

4.6 All investments are then monitored throughout their life to ensure they meet expectations and to re-examine risk. To date, both aspects have been positive to the council.

5 Benefit to Thurrock Council

5.1 The Council has developed a balanced MTFs over four years that enables a more strategic view of the longer term funding requirements of the council to be taken. This view is vital in an area with projections for significant increases in the population over the next 20 years with associated demand for homes, schools, healthcare and council services.

5.2 The delivery of council priorities has also been enabled by the approach and examples include:

- Significant improvement in the cleanliness and appearance of the borough;

- Improved quality of local highways;
- Actions taken to tackle specific Anti-Social Behaviour issues;
- Funding to challenge Highways England on the Lower Thames Crossing;
- Allocated funding for additional Police resource in the borough; and
- Local funding allocated to supporting residents with mental health and debt problems.

5.3 The relationships the Council has developed through the implementation of the investment strategy have further potential benefits going forwards in considering wider opportunities that may have direct impacts on residents in the borough. This could be through energy generation addressing fuel poverty issues, support for local businesses or meeting wider regeneration objectives for example.

5.4 The Council will ultimately become financially self-sufficient over the next 2 years and has developed the independence to continue to deliver key priorities for the benefit of residents.

6 Next Stages

6.1 The nature of the investments to date have been medium term although further investment in Thurrock Regeneration Ltd creates longer term benefits. Whilst this has allowed the council to both invest in new and enhanced services, it has also afforded the council the time to consider longer term investment opportunities to turn medium term security into longer term stability.

6.2 As previously mentioned, officers have been looking at property related opportunities. These provide an annual return, the potential for capital appreciation and additional benefits to the borough.

6.3 Officers have also taken the opportunity to revisit existing investments that are often linked to assets with lives that far out live the life of the underlying investment. As such, there is a continuing need for the asset to be re-financed and it can be beneficial to both the borrower and the council to negotiate a longer term relationship.

7 Reasons for Recommendation

7.1 The report is to provide Members an update on the Investment Strategy and the recommendation is for members to acknowledge the information provided.

8 Consultation (including Overview and Scrutiny, if applicable)

8.1 This report is based on consultation with the services, Directors' Board and portfolio holders.

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

9.1 Investment Income for Thurrock Council is far more than just maintaining current services but seeks to provide surpluses to enhance services and provide new services where necessary. These provide additional benefits to the whole community.

10 Implications

10.1 Financial

Implications verified by: **Jonathan Wilson**
AD, Corporate Finance

The MTFs considered by council on 28 February 2018 included new income of £17m over the five year period. As set out in the report, this has been used to enhance a number of services but to also add benefit to the borough through additional services.

10.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Law & Governance

In determining its affordable borrowing limits under section 3 of the Local Government Act 2003, the Council must have regard to the "Prudential Code for Capital Finance in Local Authorities" (revised Edition 2017) published by CIPFA. In carrying out its functions under Chapter 1, Part 1 of the Local Government Act 2003, the Council must have regard to the code of practice contained in the document "Treasury Management in the Public Sector : Code of Practice and Cross-Sectoral Guidance Notes" (Revised Edition 2017) published by CIPFA.

10.3 Diversity and Equality

Implications verified by: **Becky Price**
Community Development and Equalities

There are no specific diversity and equality implications arising from this report.

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

The Investment Strategy has provided stability to Thurrock Council, staff and residents. The surplus income is being used across a number of areas including the environment, mental health, anti-social behaviour, additional police and provides funding for the council to challenge Highways England on the Lower Thames Crossing.

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

There are various working papers retained within the finance section.

12 **Appendices to the report**

- None

Report Author:

Sean Clark

Director of Finance and IT

20 November 2018	ITEM: 6
Corporate Overview and Scrutiny Committee	
Mid-Year/Quarter 2 Corporate Performance Report 2018/19	
Wards and communities affected: All	Key Decision: Non-key
Report of: Karen Wheeler, Director of Strategy, Communications & Customer Services	
Accountable Assistant Director: n/a	
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services	
This report is public	

Executive Summary

This is the mid-year corporate performance monitoring report for 2018/19.

This report details the statistical evidence the council will use to monitor the progress and performance against the council's priorities.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. 70% of the corporate key performance indicators met their target as at the end of September. This is better than both Quarter 1 and the same time last year, when 67.5% of KPIs were hitting target.

For 2018/19, these set of indicators were agreed by Cabinet in July 2018 and were reviewed in line with the new vision and priorities agreed by Council on 31 January 2018.

- 1. Recommendation(s)**
 - 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are off target**
 - 1.2 To identify any areas which require additional consideration**

2. Introduction and Background

- 2.1. The performance of the priority activities of the council is monitored through the Corporate KPI (Key Performance Indicator) framework. This provides a mixture of strategic and operational indicators and is the outcome of a full and thorough review of KPIs and other performance tools in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.
- 2.2. The purpose of the review was to make the performance framework as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.
- 2.3. For 2018/19, the set of indicators has been reviewed in line with the new vision and priorities agreed by Council on 31 January 2018 and were presented to Corporate Overview and Scrutiny Committee in June 2018 and Cabinet in July 2018 alongside the End of Year Corporate Performance Report 2017/18. They will be reported to both Corporate Overview and Scrutiny Committee and, then on to Cabinet, on a quarterly basis, throughout 2018/19.

3. Issues, Options and Analysis of Options

- 3.1. This report is a monitoring report, therefore there is no options analysis.

3.2 Summary of Corporate KPI Performance

Quarter 2 Performance against target		Direction of Travel compared to 2017/18	
Achieved	70% (28)	↑ BETTER	46.43% (13)
		→ STATIC	21.43% (6)
Failed	30% (12)	↓ WORSE	32.14% (9)

3.3 On target performance

70% of the corporate KPIs are currently achieving their targets. This is better than both Quarter 1 and the same time last year, when 67.5% of KPIs were hitting target.

PFH	Indicator Definition	2017/18 Outturn	Qtr 1 YTD	Qtr 2 YTD	Direction of Travel since 2017/18	Q2 Target	2018/19 Target
Cllr Little	Permanent admissions of older people (65+) to residential / nursing care homes, per 100,000 pop'n	649 per 100,000	161	289	↑	336	677 per 100,000
Cllr Little	Proportion of people using social care who receive direct payments and individual service funds	37.14%	36.14%	37.17%	↑	34.8%	36%
Cllr Johnson	Average time to turnaround/re-let voids (in days)	30.6 days	26.96 days	27.42 days	↑	28 days	28 days
Cllr Coxshall	% of Major planning applications processed in 13 weeks	97%	100%	100%	↑	90%	90%
Cllr Watkins	% of potholes repaired within policy and agreed timeframe	97.10%	99.4%	98.89%	↑	98%	98%
Cllr Collins	No of new apprenticeships started (incl current staff undertaking new apprentice standards) as percentage of total workforce	40	6	43	↑	25	56 new starts (2.3% of the workforce)
Cllr Little	Average time (in days) for a child to be adopted (3 year average)	369 days	403 days	374 days	↑	500 days	500 days
Cllr Little	Permanent admissions of younger adults (18-64) to residential/nursing care homes, per 100,000 pop'n	7 per 100,000	3	4	↑	4	9 per 100,000
Cllr Huelin	Number of volunteers within the council (YTD)	247	153	225	↑	220	270
Cllr Little	% of young people who reoffend after a previously recorded offence	30%	30%	10%	↑	30%	30%
Cllr Halden	Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	86%	86%	87.5%	→	70%	70%
Cllr Coxshall	% of Minor planning applications processed in 8 weeks	100%	100%	100%	→	90%	90%
Cllr Hebb	Overall spend to budget on General Fund (% variance)	-5%	0%	0%	→	0%	0%
Cllr Hebb	Forecast National Non-Domestic Rates (NNDR) collected	99.81%	99.30%	99.30%	→	99.30%	99.30%
Cllr Hebb	Forecast Council Tax collected	98.82%	98.90%	98.90%	→	98.90%	98.90%
Cllr Johnson	Overall spend to budget on HRA (£K variance)	£0	£0	£0	→	£0	£0
Cllr Coxshall	No of Thurrock businesses benefitting from ERDF programmes	new KPI	15	27	n/a	25	45
Cllr Johnson	% Rent collected	99%	90.90%	94.50%	n/a	98%	98%
Cllr Johnson	Number of health hazards removed as a direct result of private sector housing team intervention	new KPI	210	441	n/a	800	800
Cllr Johnson	Tenant satisfaction with Transforming Homes	new KPI	90.50%	89%	n/a	85%	85%
Cllr Huelin	Number of "exchanges" carried out through time-banking (in hours)	23486	5,158	6,627 (Prov)	n/a	6,000	12,000
Cllr Halden	Number of additional hypertensive patients diagnosed following screening programmes	949	148	254	n/a	200	400
Cllr Halden	Number of GP practices with a profile card and agreed joint priorities within preceding 12 months	new KPI	55	86	n/a	85	93%
Cllr Johnson	No of HRA-funded homes (units) that have started to be built since 1 April 2018	new KPI	0	29	n/a	29	117

PFH	Indicator Definition	2017/18 Outturn	Qtr 1 YTD	Qtr 2 YTD	Direction of Travel since 2017/18	Q2 Target	2018/19 Target
Cllr Watkins	% of Abandoned Vehicles removed within 21 days of notification	<i>new KPI</i>	n/a	100	n/a	n/a	Baseline for 2018/19
Cllr Johnson	Number of "Family Connection" Homeless Households in Bed & Breakfast For Six Weeks or More	<i>new KPI</i>	1	0	n/a	0	0
Cllr Johnson	% of repairs completed within target	97.5%	96.40%	96.00%	↓	95%	95%
Cllr Hebb	Total gross external income (fees & charges) (based on sales forecast)	£8,000k	£8,724k	£8,602k	↓	£8,286k	£8,286k
Cllr Little	Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	3451	385	In arrears due Nov	n/a	249	3,288
Cllr Watkins	Street Cleanliness - a) Litter	9%	7.67 Tranche 1	n/a	n/a	n/a	9%
Cllr Watkins	Street Cleanliness - c) Graffiti	2.18%	2.33 Tranche 1	n/a	n/a	n/a	3%
Cllr Collins	% of media enquiries responded to within 24 hours	<i>new KPI</i>	40.20%	41.50%	n/a	n/a	no target - baseline year

3.4 In focus indicators

Indicator Definition	PFH	2017/18 Outturn	Qtr 1 YTD	Qtr 2 YTD	Direction of Travel since 2017/18	Q2 Target	2018/19 Target
Number of volunteers within the council (YTD)	Cllr Huelin	247	153	225	↑	220	270
<p>The Community Development and Equalities Team have worked closely with HR and OD through this quarter to increase the pace and efficiency of the recruitment process leading to a significant increase in the number of new volunteers that have joined the programme between July -September. Further actions to reduce the timescale for recruiting volunteers will be completed in Quarter 3 including working with Volunteer Managers.</p>							
No of new apprenticeships started (incl current staff undertaking new apprentice standards) as a percentage of the total workforce	Cllr Collins	40	6	43	↑	25	56 new starts (2.3% of the workforce)
<p>As at the end of September, the Council has already recruited over three quarters of the apprentices needed to achieve the year-end target. The 43 apprentices recruited during the first six months of 2018/19 is over twice as many as were recruited in the same period last year, and this improvement in performance has been achieved by a number of initiatives including:</p> <ul style="list-style-type: none"> - a dedicated apprentice recruitment day held in July to attract school leavers after their exams - "Directorate Apprentice Recruitment Challenge" which has established target numbers of apprentices for all directorates to recruit - Directorate Apprentice Champions to provide a lead officer within every directorate for apprenticeships to work with the HR&OD team to ensure that good quality apprenticeships are offered across the council at a variety of entry levels 							
% of repairs completed within target	Cllr Johnson	97.5%	96.40%	96.00%	↓	95%	95%
<p>The target for this indicator has changed from 97% to 95% to bring it in line with the contractual target. This is because whilst the council had set itself an aspirational target of 97%, the contractual target was 95% and therefore, whilst the service will always strive to be aspirational, the council cannot require the contractors to perform above 95%.</p>							

3.5 Off target indicators

At the end of quarter 2, 12 indicators failed to meet their target.

Indicator Definition	PFH	2017/18 Outturn	Qtr 1 YTD	Qtr 2 YTD	Direction of Travel since 2017/18	Q2 Target	2018/19 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	36.97%	41.7%	40.99%	↑	45.5%	41%
<p>In September there was a decreased tonnage of dry mixed recyclables collected and contamination remains quite high. The composting tonnage was on a par with the previous month. Despite this the cumulative figure (40.99%) is at a slightly higher level as the same point in the previous reporting year (40.74%). Some of the work underway to manage the recycling levels includes the introduction of "Oops!" tags to inform residents when they are placing non-recyclables in the recycling bin. We have also commenced a pilot for multi-occupancy properties to understand how best to support those residents in recycling their household waste. In addition, the ongoing social media campaign has helped to remind residents of what goes into each bin.</p>							
Average sickness absence days per FTE	Cllr Collins	9.95 days	2.28 days	4.99 days	↑	4.5 days	9 days
<p>Mental health was the most prevalent absence driver in September, although the number of individuals absent due to stress/anxiety reduced from the previous month. To address this the HR Advisory Hub are holding 'drop-in surgeries' specific to each Directorate to provide additional support to managers to assist and coach them in managing sickness absence in their teams, focusing on stress / anxiety and long term sickness cases.</p> <p>A targeted corporate project has been established to address sickness absence and a range of activities are underway. The project team are currently reviewing non-compliance with return to work and sickness absence triggers and have established a process for the use of posture clinics and physiotherapy to address musculoskeletal absence which is the second most common driver of sickness absence.</p> <p>Departmental Management Teams are expanding existing sickness absence action plans to address outstanding trigger alerts and focus attention on timely return to work completion.</p> <p>Further ongoing support is being provided by the Occupational Health team who have dedicated time each month to meet with managers on an informal basis to explore individual cases or advise on themes which may be impacting attendance or performance within teams.</p>							
% timeliness of response to all complaints	Cllr Collins	83%	86%	87%	↑	95%	95%
<p>The target set for this indicator is high. Performance is regularly monitored with monthly reporting produced for senior management with a view to improving performance. To support services the complaints team copy in Senior Management into all chase ups they issue and have introduced an additional chase up on the day prior to deadline day. In addition to this the complaints team have met with certain services who receive a high volume of complaints to review their processes with a view to improving performance going forward.</p>							
Payment rate of Fixed Penalty Notices (FPNs) - littering	Cllr Gledhill	<i>new KPI</i>	57.67%	63.6%	n/a	70%	70%
<p>Payment rates continue to remain below target following minimum fee increases in April, although September has seen an improvement. Prosecution of non-payment is taking place and successful outcomes promoted via the media. Ongoing monitoring is taking place and the Council's zero based tolerance approach continues.</p>							
Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	Cllr Little	<i>new KPI</i>	91.82%	88.12%	n/a	91.3%	91.3%
<p>Quarter 2 is 3.18% under target. Of the 101 individuals who were discharged from hospital into the Joint Reablement Service in the period, 89 were still at home 91 days later. Of the 12 who were not at home, 4 had passed away, 7 were in hospital and 1 had moved to residential care. Due to the fragility of the home care market, the Joint Reablement Team has been required to provide mainstream home care, which has impacted on their ability to deliver reablement and may have affected performance. Work is progressing to stabilise the market and two new providers have commenced delivering home care from week commencing 8 October.</p>							
% of all complaints upheld (based on closed complaints)	Cllr Collins	40%	47%	46%	↓	35%	35%
<p>This is higher than target and will be monitored by the Learning Action Plan process. To reduce the overall percentage upheld will require a reduction in upheld complaints for those service areas that attract a higher volume of complaints (e.g. missed bins). However it is worth noting that overall complaint volumes are decreasing. Last year's annual report highlighted a significant reduction (41%) which is positive.</p>							

Indicator Definition	PFH	2017/18 Outturn	Qtr 1 YTD	Qtr 2 YTD	Direction of Travel since 2017/18	Q2 Target	2018/19 Target
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	70%	65.30%	66.6%	↓	75%	75%
<p>Resident satisfaction with services provided by Housing in September has improved by 5% in comparison with August and the Quarter 2 year to date (YTD) outturn has improved by 1.3% in comparison with Quarter 1. Analysis has shown that one of the key drivers for dissatisfaction this year has been the way we communicate and engage with our residents. As a result we are currently enhancing the way we engage with our residents by inviting members of the Tenants Excellence Panel to become more involved in service delivery by setting up several sub groups for repairs, policy development, estate inspections, voids, fire safety and customer satisfaction. We are also developing a residents' newsletter to help us keep residents informed of issues which affect them.</p> <p>Another key driver of dissatisfaction this year has been specific issues with repairs, particularly surrounding priority timescales and issues with external capital elements such as windows and front doors. To address the priority timescale issue we are working closely with Mears to ensure residents understand the reason their repair has been assigned a particular priority timescale when the repair is initially reported. Mears are also delivering a glazing batched programme annually in order to replace misted double glazed units which require replacement. In addition to this, the focus of the Transforming Homes programme will move onto external elements in 2019/20 with the replacement of single glazed windows being the first priority.</p>							
% of refuse bins emptied on correct day	Cllr Watkins	98.23%	96.53%	96.49%	↓	98.5%	98.5%
<p>Performance remains below target for September. The service continues to progress a recovery program which includes the recruitment of bank staff and a shunter driver pilot, which is showing some gradual improvement. Indeed in October latest indications show that 99.67% of bins were emptied on the correct day, and as such the team is hopeful to be able to report overall improved performance in quarter 3.</p>							
% of 17-21 yr old Care Leavers in Education, Employment or Training (EET)	Cllr Little	72.40%	69.5%	68.3%	↓	70%	70%
<p>Although performance is below target, worse than last year and benchmark groups, this figure would be on target if there were no missing unaccompanied asylum seekers in this period. This will continue to be monitored closely.</p>							
% of primary schools judged "good" or better	Cllr Halden	97%	95%	92%	↓	94%	94%
<p>The DFEs official methodology for this indicator has changed since the reporting of Quarter 1 data. Where schools have not yet been inspected in their current form (under their current unique reference number - URN), calculations now include the inspection outcomes of predecessor schools. For Quarter 2, as per the new methodology, 36 of 39 schools are judged good or better by Ofsted. Since Quarter 1 one primary, Herringham Primary Academy, has changed from Good to Requires Improvement. In addition, two schools which were previously excluded from the calculation are now included with the inspection outcomes of their predecessor schools (both 'good'). The numerator has therefore increased from 35 to 36 and the denominator has increased from 37 to 39.</p>							
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Halden	2.10%	2.0%	8.8%	↓	2%	2%
<p>September - October sees an annual spike in the figures due to the change in educational cohorts. This year nearly 4,000 young people needed their destinations reconfirming. The team is working hard to update this information. The target will be achieved by November when the unknown figure is expected to go down to '0'.</p>							
Number of places accessed for two year olds for early years education in the borough	Cllr Halden	659 (73.4%)	Not Due (termly indicator)	620 (70.7%)	↓	75% of DWP total	75% of DWP total
<p>A total of 620 out of 876 children accessed their Two Year Entitlement funding during the summer 2018 term. This equates to 70.7% take up. Four fewer children accessed their entitlement than the same time last year. The service is aware of 44 eligible children whose parents wanted to wait for a place to become available from the autumn term with their chosen childcare provider, rather than take up a place with a different provider in the summer term. Had they taken a place in the summer term take up would have risen to 75.7%. Parents have been traditionally reluctant to access their 2YE funding with a childminder and the service is promoting take up with this group of providers.</p>							

3.6 Other key indicators

Throughout the year the council also monitors some other indicators as part of the corporate scorecard which, whilst not performance related, are important to keep under review.

PFH	Corporate Scorecard Indicator Definition	2017/18 Outturn	Qtr 1 Cumulative YTD	Qtr 2 Cumulative YTD	Direction of Travel since 2017/18
Cllr Johnson	Number of households at risk of homelessness approaching the Council for assistance	<i>new KPI</i>	385	761	n/a
Cllr Johnson	No of homeless cases accepted	<i>new KPI</i>	50	93	n/a
Cllr Collins	No of media enquiries received	<i>new KPI</i>	97	188	n/a
Cllr Gledhill	Number of statutory nuisance complaints made	2367	718	1552	↑
Cllr Gledhill	Number of environmental (public) health interventions requested	250	103	185	↑
Cllr Gledhill	No of incidents of Fly tipping reported	1829	670	1225	↑
Cllr Gledhill	No of incidents of Abandoned vehicles reported	1369	310	636	↓

4. Reasons for Recommendation

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.
- 4.2 This report highlights what the council is focussing on during 2018/19 and confirms the governance and monitoring mechanisms which will be in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities will continue to be monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board will continue to scrutinise the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 5.2 Each quarter a report will continue to be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

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

- 6.1 The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.
- 6.2 This report will help decision makers and other interested parties, form a view of the success of the council's actions in meeting its political and community priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Dammy Adewole**
Management Accountant

The report provides an update on performance against corporate priorities. There are financial KPIs within the corporate scorecard, the performance of which are included in the report.

The council continues to operate in a challenging financial environment, therefore, where there are issues of underperformance, any recovery planning commissioned by the council may entail future financial implications, and will need to be considered as appropriate.

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer & Assistant Director, Law and Governance

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 Diversity and Equality

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

The Corporate Performance Framework for 2018/19 contain measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given throughout the year within the regular monitoring reports regarding progress and actions.

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

The Corporate Performance Framework includes areas which affect a wide variety of issues, including those noted above. Where applicable these are covered in the report.

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

N/A

9. **Appendices to the report**

N/A

Report Author:

Sarah Welton,

Strategy Manager

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20 November 2018		ITEM: 7
Corporate Overview and Scrutiny Committee		
Grays South Regeneration: Civic Offices Project		
Wards and communities affected: All	Key Decision: Key	
Accountable Assistant Director: Gary Staples, Strategic Lead - Transformation		
Accountable Director: Steve Cox, Corporate Director Place		
This report is: Public		

Executive Summary

The Grays Town Centre: Civic Offices Project was presented at Cabinet on 7 November 2017. The project was granted approval to develop a detailed design for an extension to the CO2 building and the refurbishment of the ground floor of CO2.

The project will help deliver and contribute towards:

- Supporting the aims of the Grays Masterplan
- Obtaining best value for money and making revenue savings
- Contributes to Housing new build targets
- Residents channel shift towards self-service
- Taking 'digital by design' to the very core of building design
- Maintaining and enhancing the Council's civic presence in Grays
- Embedding modern and adaptable ways of working for staff
- Relocation of registrars supporting the review of options to replace Thameside functions

Initial concept designs for the scheme were costed at around £8m. When existing refurbishment and capital works funding was taken into account along with potential returns from residential redevelopment on CO1, an estimated £380k of additional capital was required to meet the scheme costs.

Appendix A of this report contains detailed designs for a three-storey extension to be built on land to the west of CO2 containing;

- customer services area (including confidential interview rooms to meet increasing demand from homeless and social care users);
- a new council chamber, suite of committee rooms and Mayor's Parlour;
- new rooms to accommodate segregated member areas,
- a new registrars suite with separate entrance and garden
- a new cafeteria for use by the public, visitors and staff

The accommodation provided within the extension will, in turn allow, the CO1 building to be vacated ready for much needed residential development.

The designs are expected to achieve the BREEAM (Building Research Establishment Environmental Assessment Method) 'Outstanding' rating. To achieve this rating a cost efficient and environmentally sustainable building needs to be constructed. This building will set the benchmark for future developments in Grays town centre under the Grays Masterplan.

1. Recommendations

That Corporate Overview and Scrutiny Committee:

1.1 comment on the cost options set out in Table A

1.2 comment on this report and the Cabinet recommendations, which are:

1.2.1 Note the designs for an extension to CO2 presented at appendix A of this report

1.2.2 Agree the cost options set out in Table A at 3.4 below and agree capital of £1.8m in addition to the £380k agreed previously.

1.2.3 Authorise officers to submit the following ;

- i a full planning application for an extension to CO2 based on the emerging designs contained in appendix A**
- ii and an outline planning application for up to 120 new residential units on the CO1 site**

1.2.4 Authorise officers to begin a procurement process for the appointment of a main build contractor

2. Introduction and Background

2.1 The Civic Office site falls within the Grays Masterplan redline boundary and as such is a crucial part of both the underpass scheme and the Masterplan's objective of regenerating Grays High Street. The Civic Offices development will play a vital part in shaping Grays into a high quality place in which to live and work by acting as a catalyst and setting the tone for further development within the Town Centre and the surrounding area.

2.2 The Masterplan states that the vision for Grays aims to build on the strengths of the town centre as a chartered market town and as a centre for cultural and civic services. A key element of the Masterplan is to replace the level crossing of the rail line with a pedestrian rail crossing linking the High Street to the south side of the town where the new civic presence will be one of the main destination points.

2.3 The Civic Office plans will support the delivery of the Grays Masterplan and the pedestrian rail crossing scheme, together creating a high quality public realm along Grays High Street and a gateway into the town from the station.

3. Issues, Options and Analysis of Options

3.1 Following Cabinet approval given in December 2017, a procurement exercise was carried out to appoint architects and various structural and engineering consultants for the scheme. LSI Architects were chosen to develop the scheme from its initial concept designs to RIBA Stage 3 -

- Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.

3.2 The brief to LSI Architects was to design a building that could potentially be award winning. It has to meet, as a minimum, the council's planning conditions of BREEAM 'Outstanding' so that it will set the tone for future town centre developments.

3.3 Building on the work undertaken at concept stage, additional consultations were carried out with stakeholders to further develop the earlier high level accommodation requirements and to consider the local environmental impact. Consultees included;

- | | |
|---|--|
| • Directorate Management Teams | • Corporate Workforce Group |
| • Staff Networks (BME, Disability, DWG and Women's) | • Customer Services Reception |
| • Democratic Services | • Registrars |
| • Clinical Commissioning Group | • ICT (for new server room requirements) |
| • Essex police | • St Peter's and St Paul's Church |
| • Thurrock CVS | • South Essex College |

3.4 Early engagement with the Design Council (CABE) resulted in a number of options being explored which took the designs from the basic 'box' layout of the concept plans to a building designed around its future users and the local environment. These design options have costs attached to them as shown in table A below.

3.5 It is suggested that all the options shown below are considered for inclusion as this will ensure that the new civic office extension brings an impressive civic presence to the high street and creates a building that is welcoming, functional and efficient. Corporate Overview & Scrutiny are asked to consider the design elements in Table A and the associated costs to confirm which elements should be taken forward. The additional capital the full design package requires is shown in Table B.

Table A – Additional design elements breakdown

Concept design	No additions – basic box style with rendered exterior - estimated costs		7.98m
BREEAM Outstanding	Required by planning and will set the tone for both public and private sector Masterplan developments in the future		0.5m
External works; These items are required to break up the 'box' shape of the building and to complement the surrounding area			
Exterior shape of building	External design elements to better complement the relationship with the church recommended by CABE	75k	
Additional windows/fenestration	To allow more light penetration and give a sense of openness and transparency	190k	
Extra entrance storey height	To create an impressive and grand entrance	205k	
Defensive landscaping	To avoid areas that might attract anti-social behaviour as recommended by Essex Police Secure By Design team.	170k	
External Terrace for cafe		40k	
Parapet to 2 nd floor terrace	Required for Mayor's parlour	26k	
Additional cut for terraces and retaining walls		75k	
Additional height due to ground slope of the site		300k	
	Externals sub total		1.081m
Internal works			
Additional full lift to link block	Required due to slope of the site to maintain step free access	82k	
Additional stairs to link block	Required due to slope of the site	8k	
Mayors tea point/kitchen		4k	
Dual access lift	Registrars requirement for bridal parties	12k	
	Internals sub total		0.106m
Prelims associated with above	(prelims include subcontracts, testing, approvals and completion)		0.110m
Total			9.78m

Table B – additional capital required

	Build Cost	Net Income	Existing Budget	additional capital required
Detailed design to BREEAM Outstanding	9.78m			
New build residential on CO1		(£2.8)		
Existing Civic Offices refurbishment budget			(4.8)	
Total				£2.18m

- 3.6 Since £380k was already approved by Cabinet on 7th December 2017, the additional capital required by the scheme is £1.8m.
- 3.7 The completion of LSI Architect's work to RIBA Stage 3 will culminate in a planning application. This will be made up of a full detailed planning application for the CO2 extension and an outline application for the development of circa 120 residential units on CO1.
- 3.8 The full planning application for CO1 is in outline only as this site will not become available until an extension is built so that the chamber, committee rooms and other remaining users of CO1 can be decanted.
- 3.9 Procurement of a build contractor can begin as soon as designs are submitted for planning permission. The process would be caveated, 'Subject to full planning consent being awarded' to safeguard against any delays in the planning process.
- 3.10 Close links have been maintained throughout the project with officers working on the underpass scheme and both sets of architects have held round table meetings in order to fully understand each other's programme of works.

4. Reasons for Recommendation

- 4.1 In conjunction with the new pedestrian rail crossing, a new Civic extension and the freeing up of the CO1 site, are key enabling elements to the regeneration of Grays Town Centre and demonstrates to the private sector and other public sector partners that the Council is willing to invest in the Town's future.
- 4.2 The development on the civic offices achieves and/or supports a number of Council objectives as follows;
- Supporting the aims of the Grays Masterplan
 - Obtaining best value for money and making revenue savings
 - Contributes to Housing new build targets
 - Residents channel shift towards self-service
 - Taking 'digital by design' to the very core of building design
 - Maintaining and enhancing the Council's civic presence in Grays
 - Embedding modern and adaptable ways of working for staff
 - Relocation of registrars supporting the review of options to replace Thameside functions

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

- 5.1 Sections 3.3 & 3.4 above outline the consultation that has taken place to date.

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

- 6.1 This project will deliver/contribute to the delivery of the objectives of:
- Deliver channel shift to support council digital and customer services strategies
 - Housing New Build
 - Review of options to enhance Thameside functions
- 6.2 Other partners have expressed an interest in co-locating with the council in order to provide a multi-agency facility for the public from a single location. These partners include Essex Police, Clinical Commission Group, Borough-wide CCTV control room, National Fraud Service, Youth Offending Service. Further work on adjacencies is being carried out to ensure the right service is located in the right place within the Civic and all will be subject to the final accommodation schedule. However, this represents an exciting opportunity to shape public service delivery going forward.

7. Implications

7.1 Financial

Implications verified by: **Mark Terry**
Senior Financial Accountant

A Quantity Surveyor and Cost Consultant have been engaged throughout the detailed design phase of this project and their figures have shown the financial commitment of this project is the capital cost of building an extension for CO2, £7.98m.

Funding of £4.8m, previously allocated from the refurbishment of the Civic offices project and an expected capital receipt of £2.8m from the housing development on the CO1 site, leaves an unfunded balance of £0.380m.

Cabinet had already agreed on the 7 December 2017 that a further £0.380m be allocated to the project. This leaves a potential balance of £1.8m to meet additional design elements in Table A which would require additional capital funding.

7.2 Legal

Implications verified by: **Robert Capstick**
Planning & Regeneration Locum

External legal advice has been procured to support this project around land acquisition, dealing with easements/covenants and fulfilling planning obligations.

The external legal team is to be retained at least until planning permission has been granted and all necessary land acquired.

7.3 Diversity and Equality

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

Consultation to date has included the council's in-house networks and the Corporate Workforce Group. However, all new build and interior design will meet or exceed current access and use standards. Diversity and Equalities issues will need to be addressed through a Community & Equality Impact Assessment informed and developed by appropriate stakeholder engagement during the design stage.

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

None

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

None

9. Appendices to the report

Appendix A - GRAYS SOUTH REGENERATION - CIVIC OFFICE PHASE
RIBA STAGE 2 REPORT

Report Author:

Vincent Waddams
Senior Project Manager
Corporate Programme Team

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GRAYS SOUTH REGENERATION

CIVIC OFFICE PHASE

GRAYS, THURROCK
RIBA STAGE 2 INITIAL RESPONSE - REVISION A

Issued 30th October 2018

WHERE DO WE STAND?

We stand with you. Whoever you are — a client, a colleague, a supplier, someone who lives or works in, or is just passing through, a building we've designed. We stand with you because, for us, architecture is all about people. Get to know them and what's important to them, connect with them and collaborate, deal with them respectfully and with integrity and, together, you can solve any problem, overcome any challenge and achieve any ambition. That's what it takes to create sustainable, innovative, valuable and positive architecture. Architecture that improves lives, builds communities and enhances society.

Life touching design.

CONTENTS

1.0 INITIAL STAGE 2 DESIGN (RESPONSE TO STAGE 1 SIGN OFF COMMENTS)

- 1.1 GROUND FLOOR
- 1.2 FIRST FLOOR
- 1.3 SECOND FLOOR
- 1.4 ROOF PLAN
- 1.5 CHAMBER LAYOUT
- 1.6 INDICATIVE ARTISTS IMPRESSIONS - CHAMBER

2.0 INITIAL EXTERNAL ENVELOPE DESIGN

- 2.1 MASSING VIEWS
- 2.2 BUILDING FORM
- 2.3 MODEL PHOTOGRAPHS
- 2.4 INDICATIVE ARTISTS IMPRESSIONS - EXTERNAL

1.0 INITIAL STAGE 2 DESIGN

1.1 GROUND FLOOR PLAN

COMMENTS INCORPORATED FOLLOWING STAGE 1 SIGN OFF:

1. More details on the type of café being proposed (coffee shop with pre packed food)

Island café with bench seating and separate store room is proposed. Based on Camden Civic Offices Café model of pre-packaged food with no on-site cooking

2. Members were keen to have an outdoor space for the café
Outdoor seating area shown. Uses defensive landscaping to provide disconnect from public area and stop the café door from being an additional main entrance into the building

3. Café and meetings rooms to be switched around
These areas have been switched as shown. Registry Archive utilises space under second stair to provide enough space for homeless waiting area

4. What are the plans for the space beneath the stairs, don't want it to be dead space

These areas under the stair will be used to house the base station for the floor staff and as one of the areas of self service terminals as shown

5. Concerned about the outside space alongside the registrars entrance to make sure it does not become a crime hotspot

Secure fence line added at the point of the Registrars entrance as shown. Area adjacent to the covered walkway is under development with Secure by Design and has the potential to be open but protected via defensive landscaping and planting

6. Concerned about space between new build and CO2 becoming a crime hotspot

Space to be closed off with continuation of the masonry facade as shown. Space behind is retained as escape route but landscaped to give an attractive lightwell and outlook to the café.

7. Members not keen on revolving doors would like to see sliding doors similar to the ones we have now

Sliding doors now shown in oval configuration. To be developed further



Example of double sliding entrance doors - taken from Lambeth Civic centre

PLEASE NOTE:

All layouts are indicative. As the RIBA Stage 2 design process continues the wider design team will develop the designs further with co-ordinated input from structural & service engineers, fire consultant, building control & the planning authority. This may lead to alterations to the layouts as the design is developed

1.0 INITIAL STAGE 2 DESIGN

1.2 FIRST FLOOR PLAN

COMMENTS INCORPORATED FOLLOWING STAGE 1 SIGN OFF:

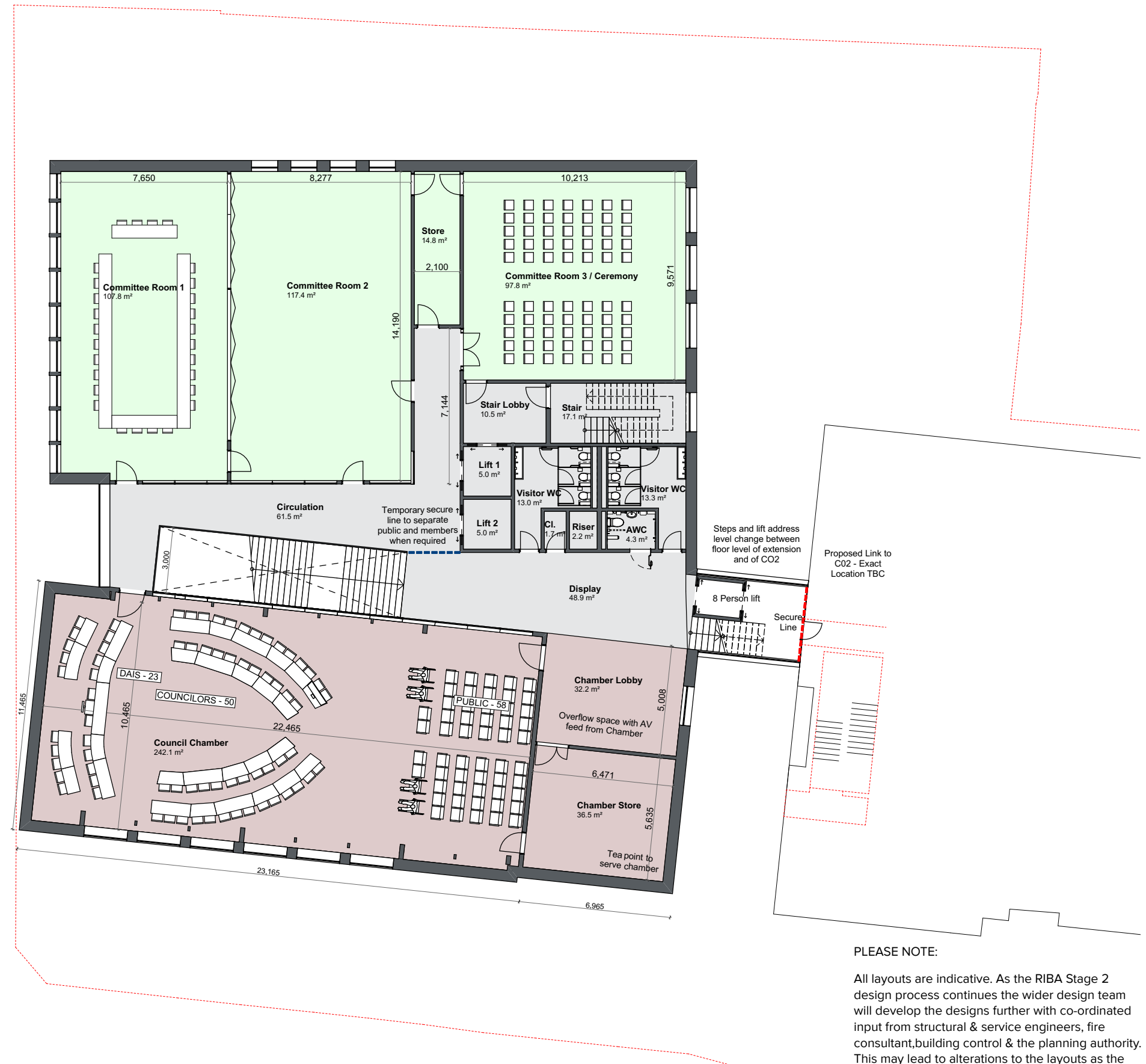
8. Need a better feel for the scale of the internal spaces, actual dimensions

All plans now include key indicative dimensions and people are shown to give an indication of scale

9. Chamber box shape feels about right, more discussion will be needed on the configuration of seating. Members stressed the need for Cllrs to face the Mayor as much as possible and were content with the public gallery where shown.

Updated plans have adjusted the '3 sided' seating configuration to ensure that every member is facing the Mayor

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PLEASE NOTE:

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1.0 INITIAL STAGE 2 DESIGN

1.3 SECOND FLOOR PLAN

COMMENTS INCORPORATED FOLLOWING STAGE 1 SIGN OFF:

10. Move the Leader's office so it is overlooking the high street with access to the terrace

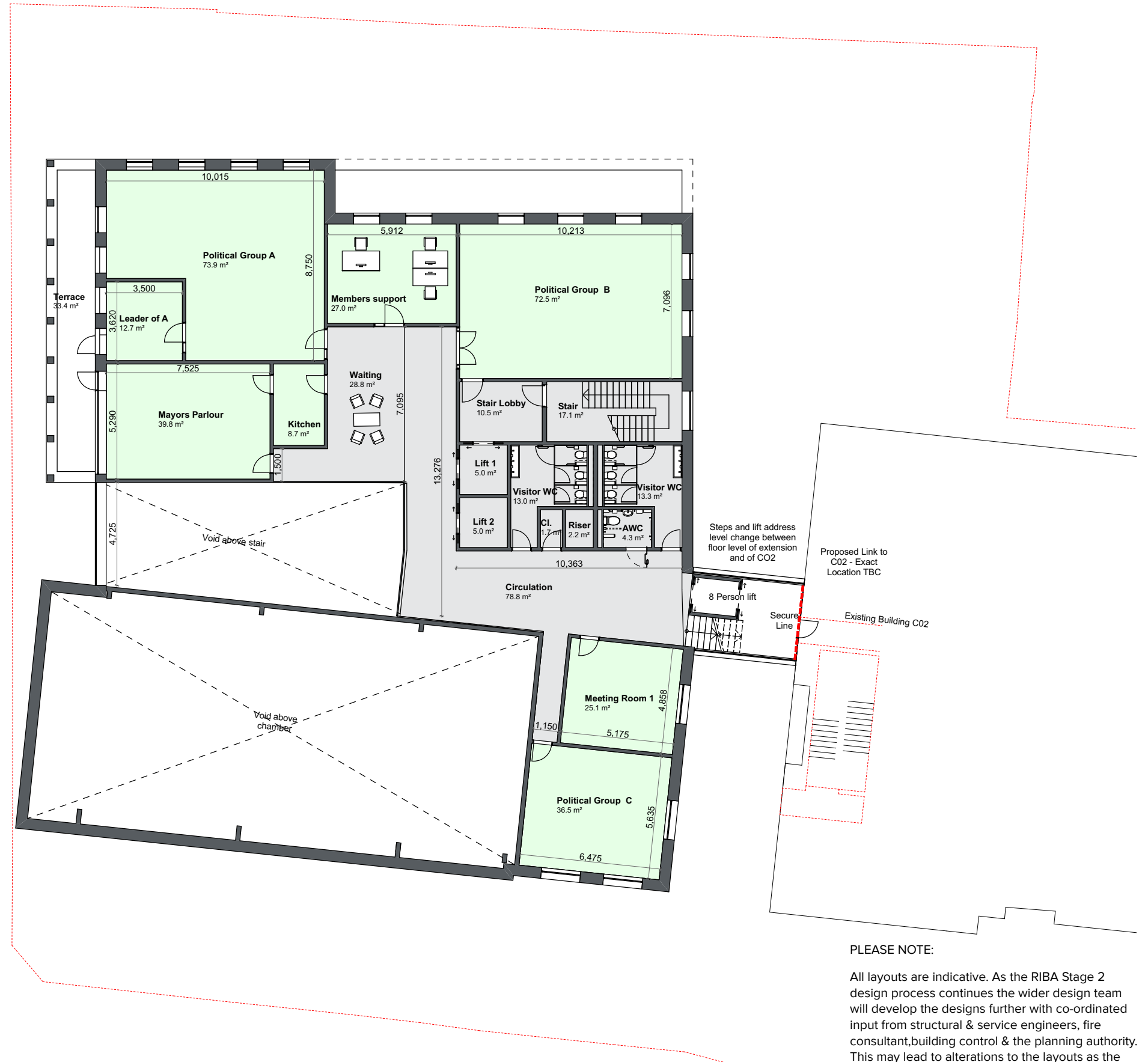
Leaders office has been relocated as shown

DESIGN CHANGES FOLLOWING RECEIPT OF INITIAL MEASURED SURVEY

Following the receipt of initial measured survey information on 16.10.2018 it has become apparent that there is a level change between the proposed ground floor of the new building (which will be set relative to the High Street pavement) and the existing ground floor level of CO2.

This level change is in the region of 2.6m at Ground Floor, 2.2m at 1st Floor & 1.6m at second floor. We are awaiting the final survey information for confirmation of this.

The proposed solution to address the level change is to introduce a set of steps and a lift within the link bridge area as shown on each floor plan.



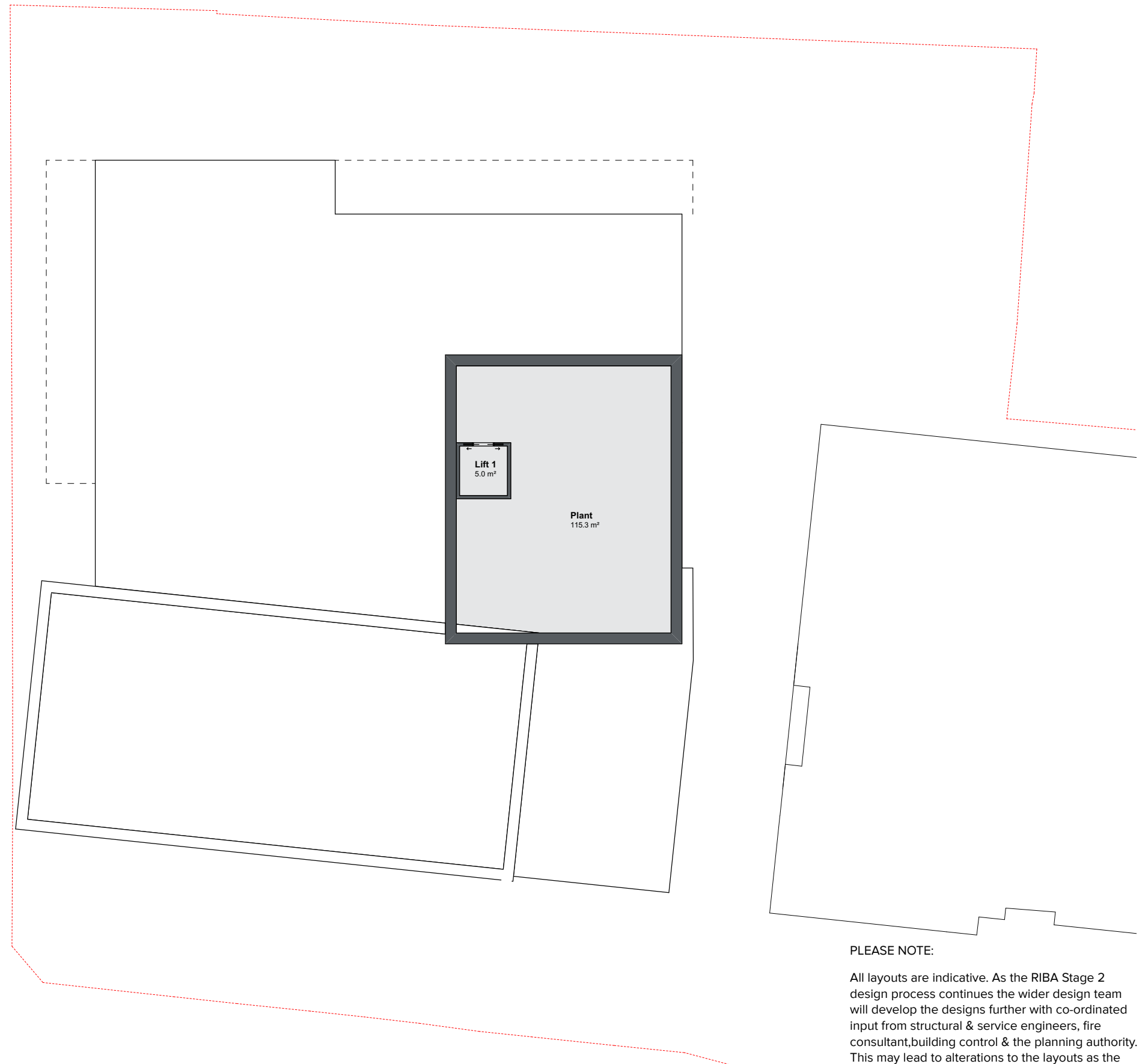
PLEASE NOTE:

All layouts are indicative. As the RIBA Stage 2 design process continues the wider design team will develop the designs further with co-ordinated input from structural & service engineers, fire consultant, building control & the planning authority. This may lead to alterations to the layouts as the design is developed

1.0 INITIAL STAGE 2 DESIGN

1.4 ROOF PLAN

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PLEASE NOTE:

All layouts are indicative. As the RIBA Stage 2 design process continues the wider design team will develop the designs further with co-ordinated input from structural & service engineers, fire consultant, building control & the planning authority. This may lead to alterations to the layouts as the design is developed

1.0 INITIAL STAGE 2 DESIGN

1.5 COUNCIL CHAMBER LAYOUT

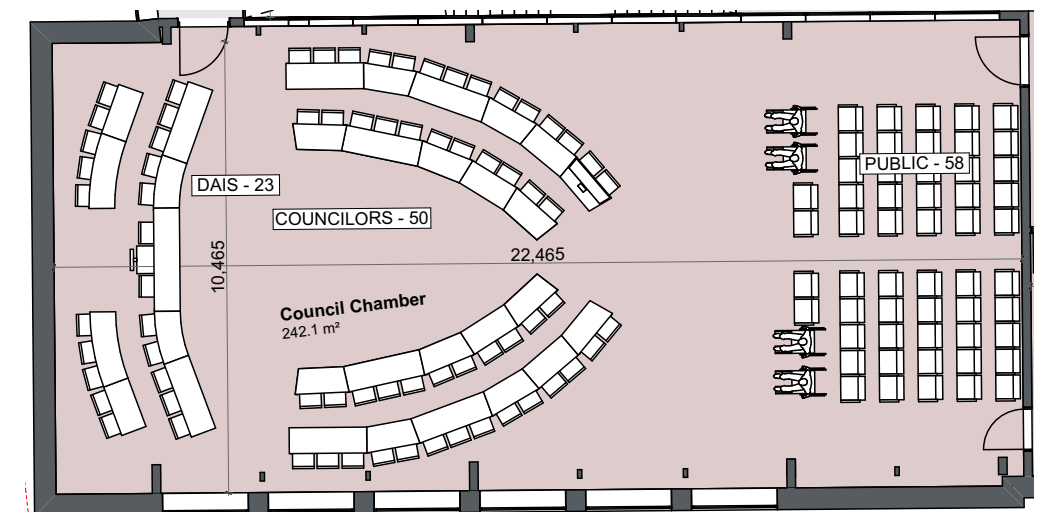
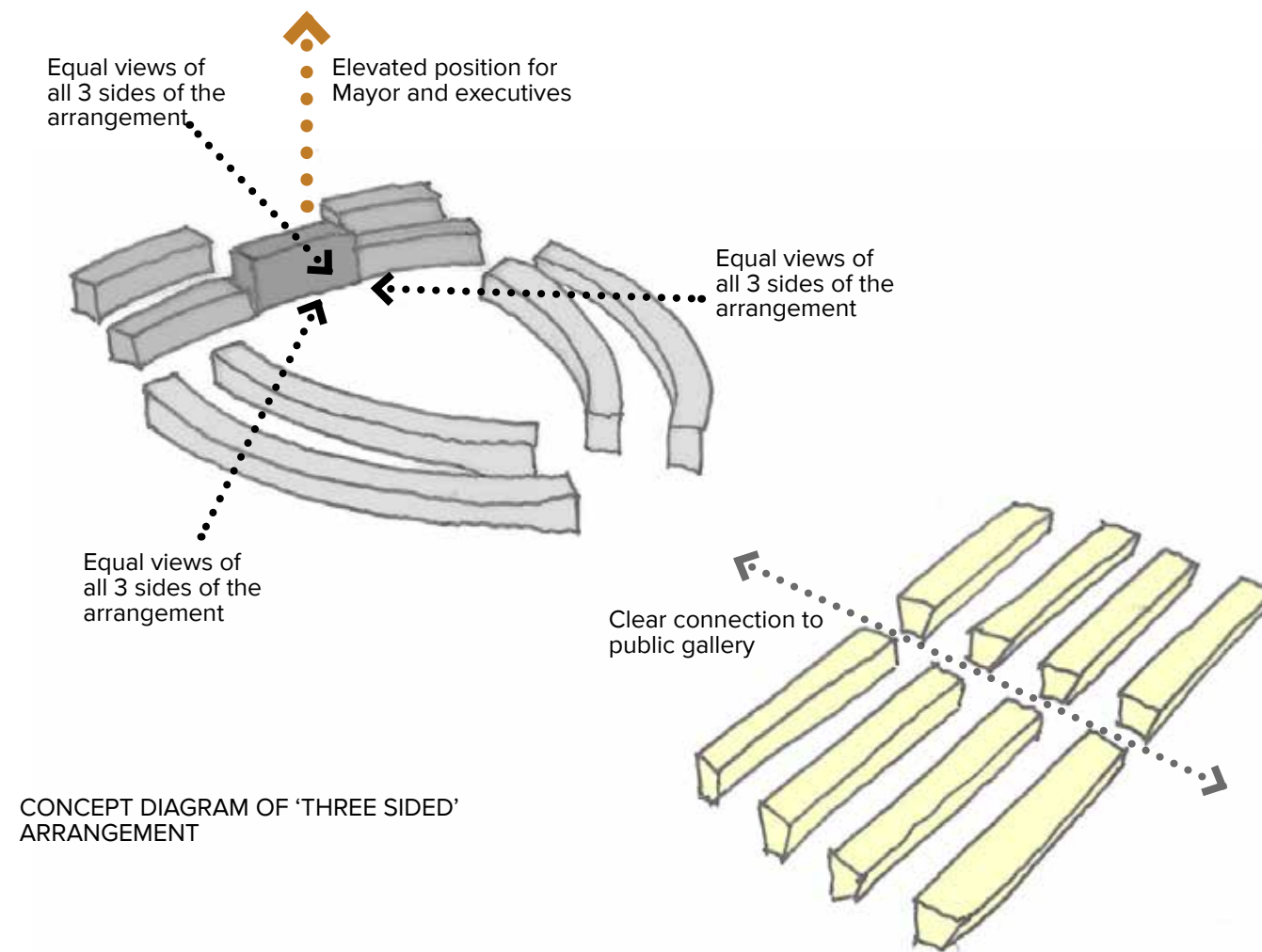
The favoured layout option shown has 5 key characteristics:

- Twin entrances - one for members, one for the public
- Public seating in rows to the rear of the chamber
- Variations of the theme of group and adversarial seating
- Leader and directors seating on a Dais
- When required additional loose seating can be added (shown in yellow)

The team has developed these characteristics to capture the dignity and gravitas required for the council chamber, clearly referencing traditional arrangements whilst being forward looking.

	EXISTING AREA	PROPOSED AREA
COUNCIL CHAMBER	195 sqm	196 sqm
PUBLIC GALLERY	39 sqm	51 sqm
TOTAL CHAMBER AND GALLERY	234 sqm	247 sqm

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1.0 INITIAL STAGE 2 DESIGN

1.6 INDICATIVE ARTISTS IMPRESSIONS OF COUNCIL CHAMBER

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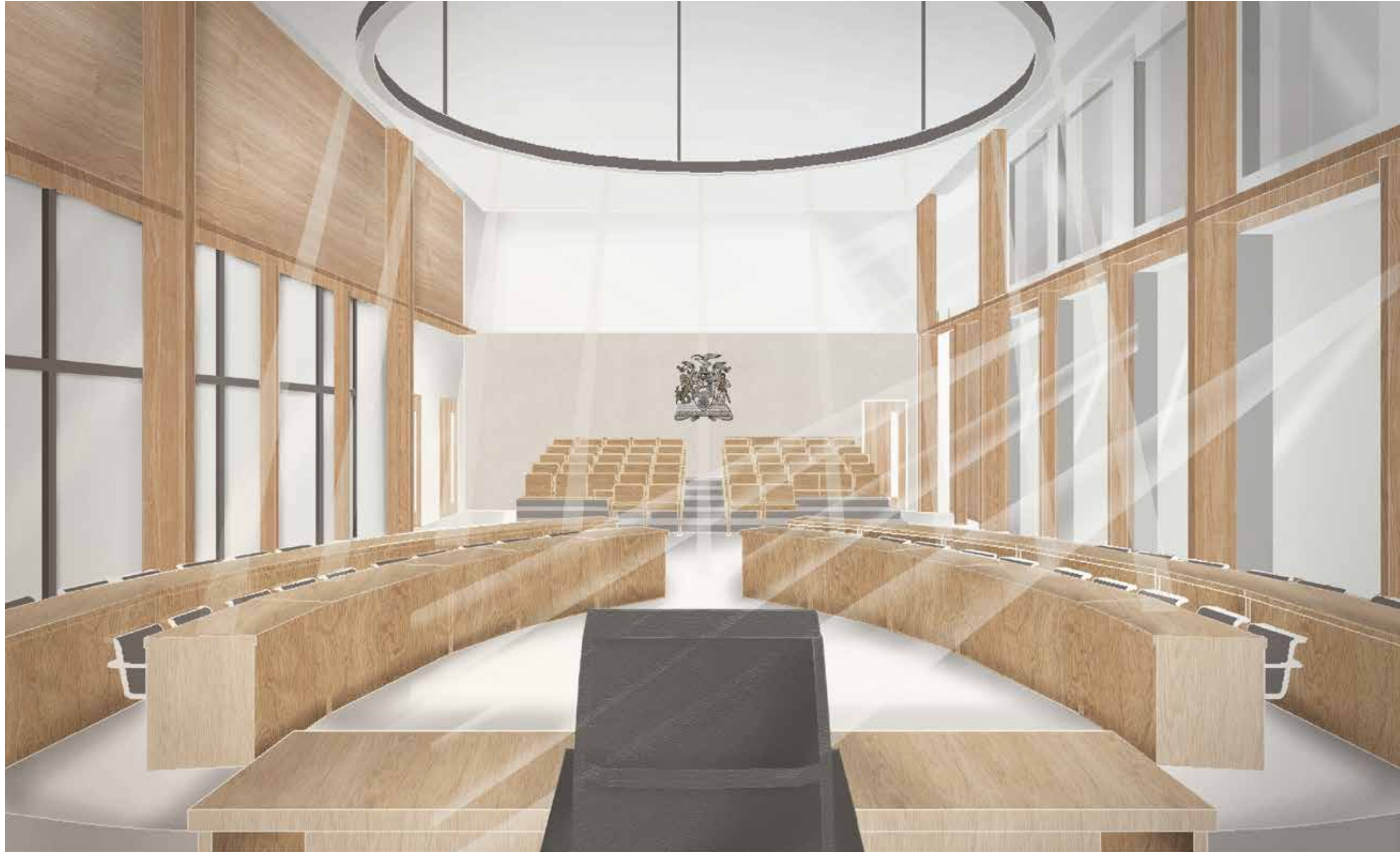


View from public gallery

1.0 INITIAL STAGE 2 DESIGN

1.6 INDICATIVE ARTISTS IMPRESSIONS OF COUNCIL CHAMBER

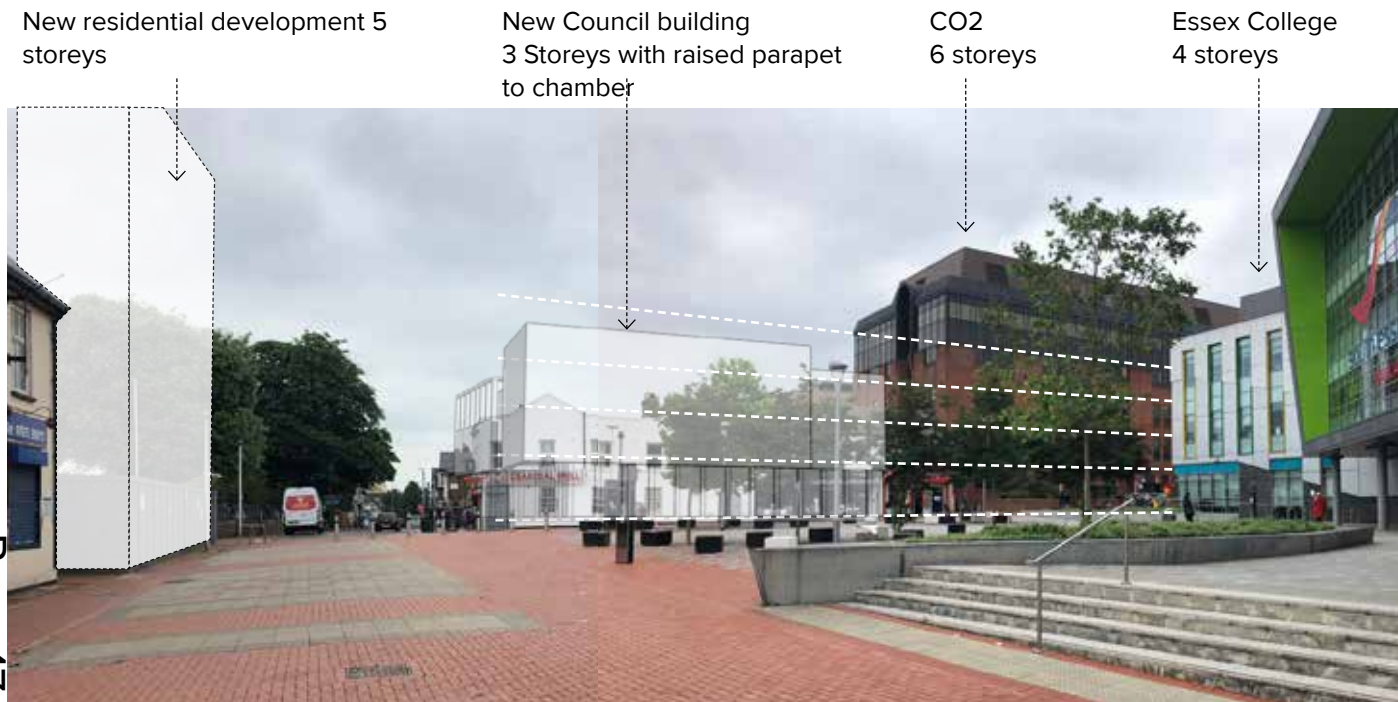
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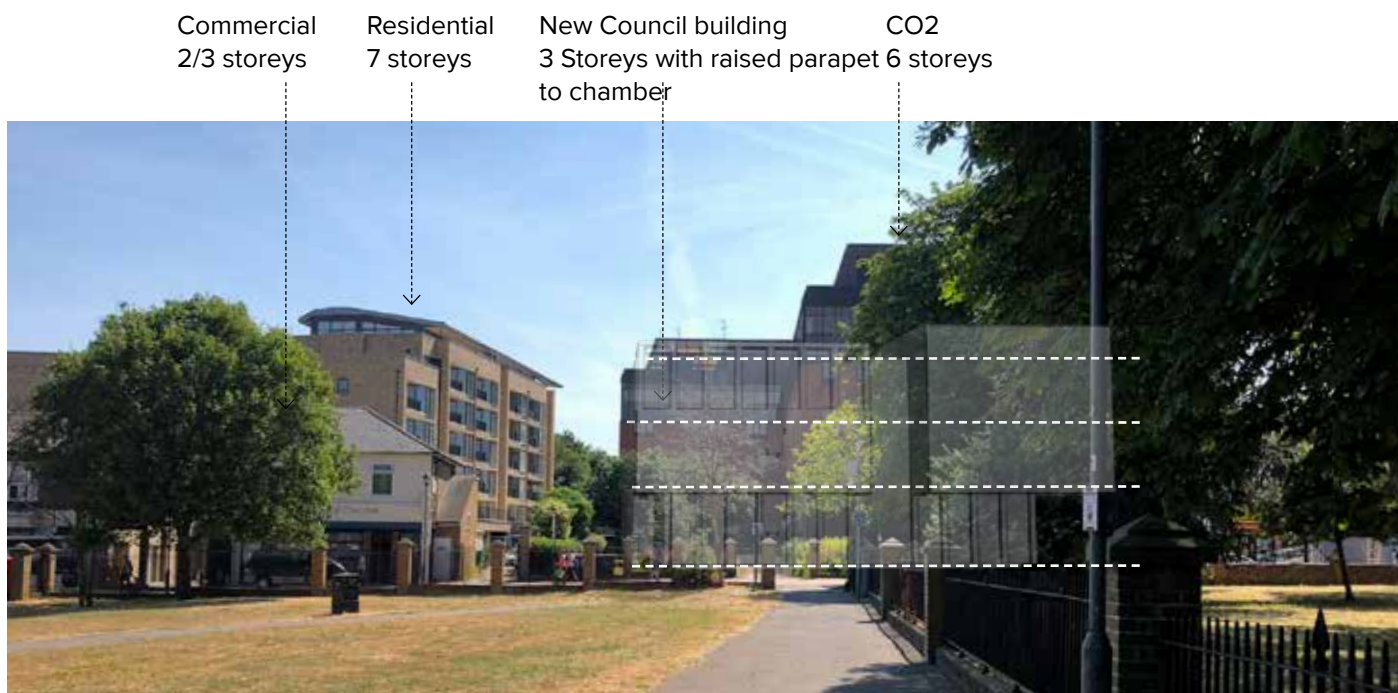
View from Dais

2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.1 MASSING VIEWS



View of site from Essex College Square



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The form and massing of the proposal plus the detail design of its façades will ensure that the building is a positive addition to the public realm.

Sufficient mass will be provided to ensure an impressive statement that is not subservient to the existing building or dwarfed by South Essex College but equally does not negatively impact upon the church.

The façades will reference a portico to give height, verticality and civic presence without overbearing solidity. Similarly at the perimeter overhangs will be incorporated to hint at a larger mass whilst providing covered public realm.

APPEARANCE



Deinzee Town Hall by Tony Fretton Architects

Considered for:

- Visible elevated council chamber and the clear links to the democratic process inside
- Vertical framing and civic presence
- Simple yet elegant design



Base section of Whitworth Gallery by MUMA

Considered for:

- Brick plinth with glazed sections



Base section of Kult by Leber Architekten

Considered for:

- Cutaway entrance with overhang



Judge Business School by Stanton Williams

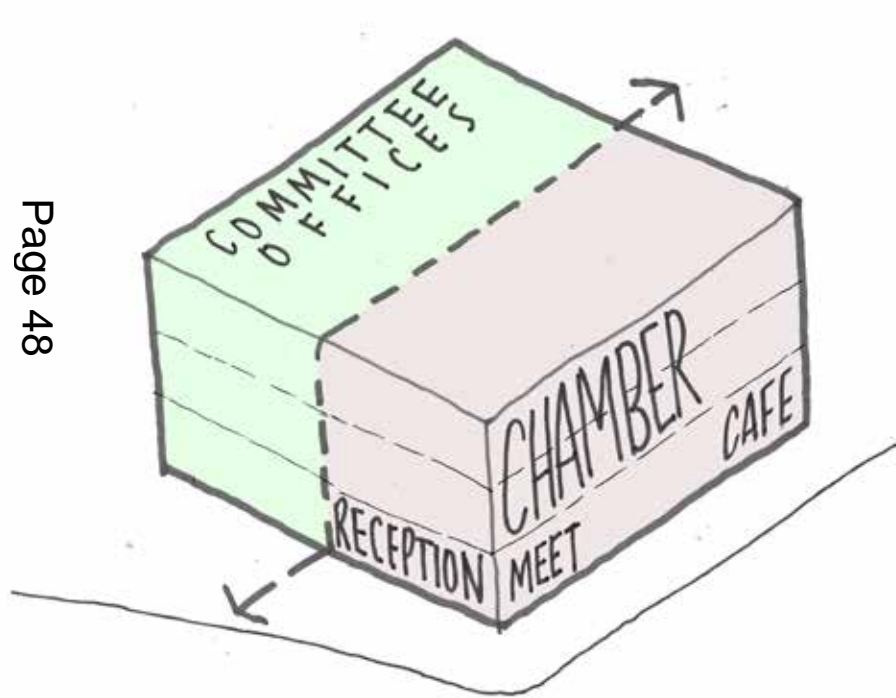
2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.2 BUILDING FORM

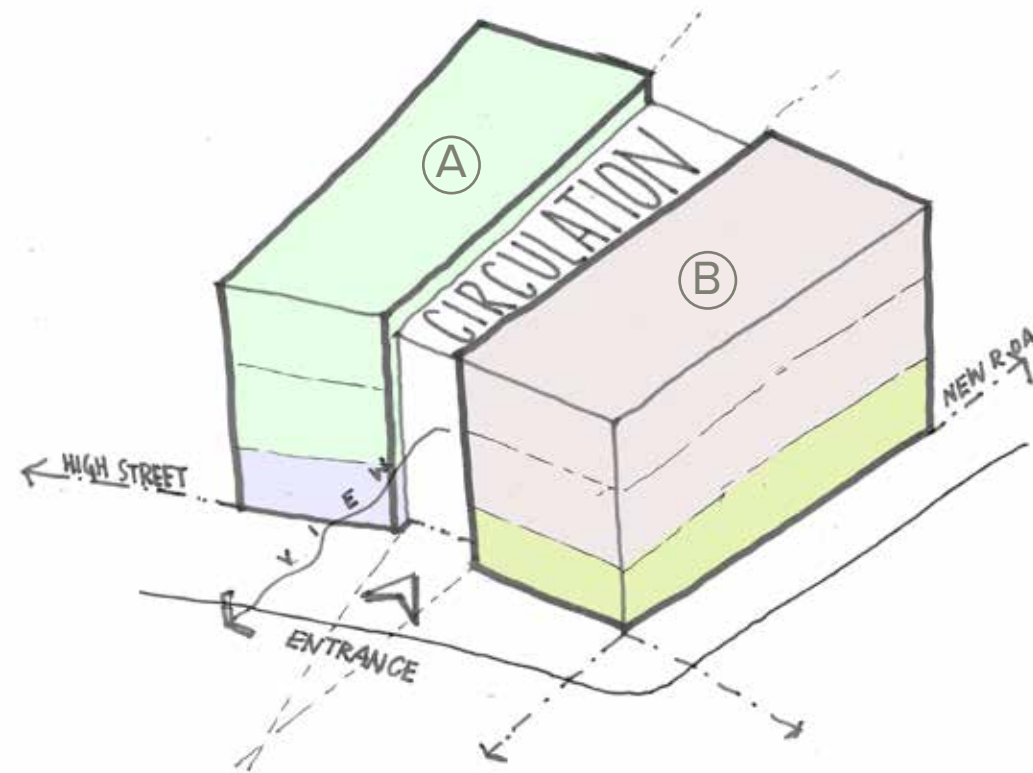
The shape of the building has been developed to respond to the context of the site and to the nature of the spaces that it contains.

The diagrams below highlight the three key steps in the development process and show how the final shape of the building has been created .

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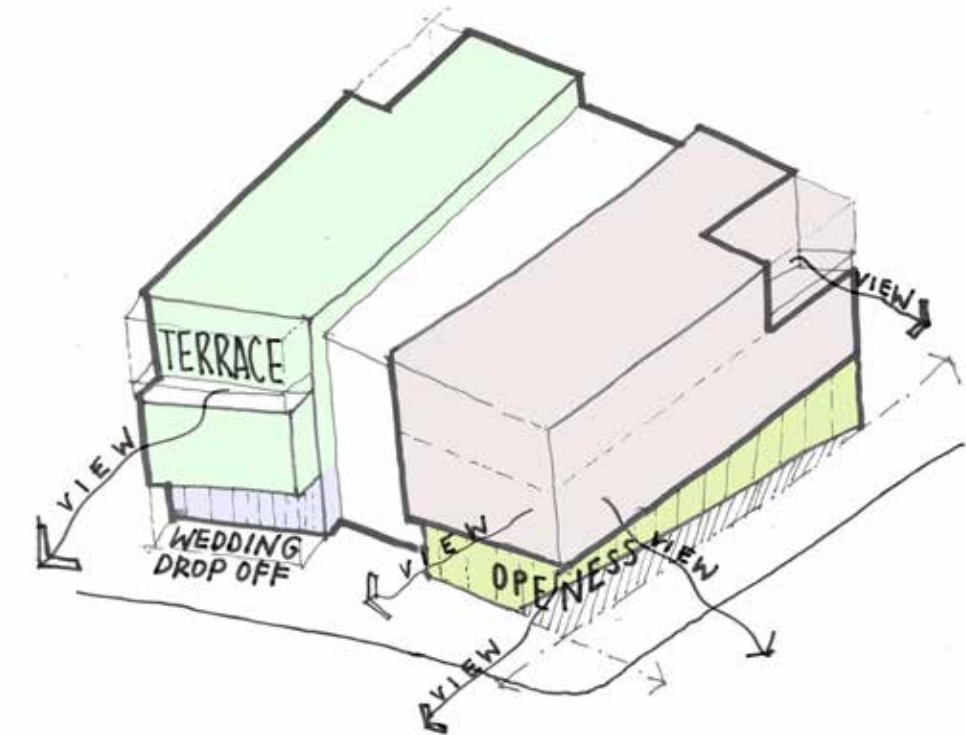
STEP 1:
THE BUILDING IS TO BE CONSIDERED AS TWO HALVES,
IN ONE HALF ARE COMMITTEE ROOMS AND PARTY OFFICES
THE OTHER HALF CONTAINS THE COUNCIL CHAMBER AND
PUBLIC HUB



STEP 2:
THE BUILDING IS 'SPLIT' IN HALF WITH A CENTRAL SPINE OF
CIRCULATION.

BLOCK A IS ALIGNED TO THE ORIENTATION OF THE HIGH STREET,
BLOCK B IS ALIGNED TO THE ORIENTATION OF NEW ROAD

THIS ALIGNMENT CONNECTS THE BUILDINGS TO ITS
SURROUNDINGS AND PRODUCES THE VOLUME OF INTERNAL
SPACE REQUIRED.



STEP 3:
THE TWO PARTS OF THE BUILDING ARE 'CARVED' TO
PROVIDE ENTRANCES, VIEWS IN AND OUT AND AN
INTERESTING ELEVATION THAT HELPS TO ACTIVATE THE
SURROUNDING STREETS

2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.3 MODEL PHOTOGRAPHS

We have explored the design of the external envelope using the model shown in these photographs



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View from south west



View from north west

2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.3 MODEL PHOTOGRAPHS

We have explored the design of the external envelope using the model shown in these photographs



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View from north west



View from south west

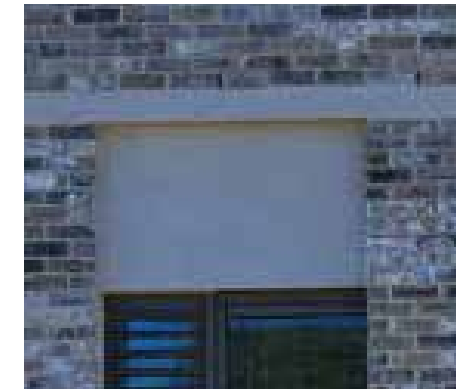
2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.4 INDICATIVE ARTISTS IMPRESSIONS

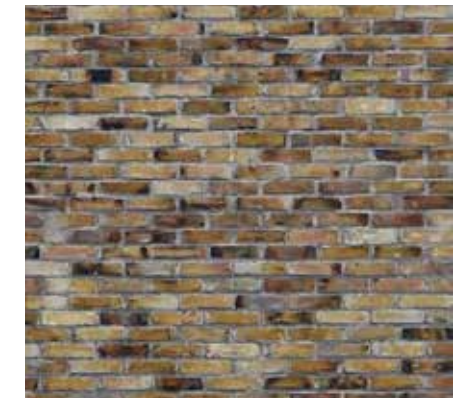
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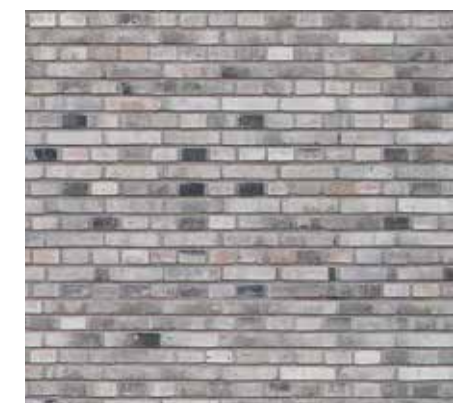
Indicative view from south west



Limestone detailing above windows



High variance stock brick option



Mixed grey brick option

2.0 INITIAL EXTERNAL ENVELOPE DESIGN

2.4 INDICATIVE ARTISTS IMPRESSIONS

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Indicative view from south west

NORWICH

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Work Programme

Committee: Corporate Overview and Scrutiny Committee

Year: 2018/2019

Dates of Meetings: 5 June 2018, 4 September 2018, 20 November 2018, 31 January 2019 and 5 March 2019

Topic	Lead Officer	Requested by Officer/Member
5 June 2018		
Business Rates Relief	Sean Clark/ Andrew Brittain	Officer
End of Year Corporate Performance Report 2017/18	Sarah Welton	Officer
Delivering Our Free School Programme – Land Disposal	Rory Patterson	Officer
Work Programme	Democratic Services Officer	Standard Item
4 September 2018		
Quarter 1 Corporate Performance Report 2018/19	Sarah Welton	Officer
Communications Strategy Update	Karen Wheeler	Member (requested by Cllr Jack Duffin)
Work Programme	Democratic Services Officer	Standard Item
20 November 2018		
Mid-Year / Quarter 2 Corporate Performance	Sarah Welton	Officer

Work Programme

Topic	Lead Officer	Requested by Officer/Member
Report 2018/19		
Long Term Investment Strategy	Sean Clark	Member (requested by Cllr Jack Duffin)
Grays South Regeneration: Civic Offices Update	Steve Cox	Officer
Work Programme	Democratic Services Officer	Standard Item
31 January 2019		
Draft Budget	Sean Clark	Officer
Work Programme	Democratic Services Officer	Standard Item
5 March 2019		
Quarter 3 Corporate Performance Report 2018/19	Sarah Welton	Officer
Work Programme	Democratic Services Officer	Standard Item