

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

## Cabinet

The meeting will be held at **7.00 pm** on **10 July 2019**

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

### Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Barry Johnson, Susan Little, Ben Maney and Aaron Watkins

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### Agenda

Open to Public and Press

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<b>1 Apologies for Absence</b>	
<b>2 Minutes</b>	<b>5 - 8</b>
To approve as a correct record the minutes of Cabinet held on 12 June 2019.	
<b>3 Items of Urgent Business</b>	
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.	
<b>4 Declaration of Interests</b>	
<b>5 Statements by the Leader</b>	
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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](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **2 July 2019**

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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 Cabinet held on 12 June 2019 at 7.00 pm

The deadline for call-ins is Friday 21 June 2019 at 5.00pm

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<b>Present:</b>	Councillors Shane Hebb (Deputy Leader), Mark Coxshall, James Halden, Deborah Huelin, Barry Johnson, Susan Little, Ben Maney and Aaron Watkins
<b>Apologies:</b>	Councillor Robert Gledhill (Leader)
<b>In attendance:</b>	Lyn Carpenter, Chief Executive Sean Clark, Director of Finance & IT Roger Harris, Corporate Director of Adults, Housing and Health David Lawson, Assistant Director of Law & Governance Karen Wheeler, Director of Strategy, Communications and Customer Service Lucy Tricker, Democratic Services Officer

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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.

### 1. Minutes

The minutes of the Cabinet meeting held on 13 March 2019 were approved as a correct record.

### 2. Items of Urgent Business

There were no items of urgent business.

### 3. Declaration of Interests

There were no declarations of interest.

### 4. Statements by the Leader

The Deputy Leader opened and stated that as the Leader was currently recovering from surgery, he would be standing in as acting-Leader for the meeting of Cabinet. He began the statement by discussing the recent 75<sup>th</sup> anniversary D-Day celebrations which had taken place across the borough last week. He thanked the Royal British Legion for organising many events which were well attended by residents and Members who wished to pay tribute and thank those who had lost their lives at D-Day.

The Deputy Leader then moved onto discussing the upcoming Education Awards, which were opening this week and were in their sixth year. He stated that nominations could be received for anyone that worked in education, from

early years up to adult education and should celebrate the work they had achieved. He wished to encourage all nominations and felt excited to hear education success stories. He also mentioned the new Tree Planting Strategy which was designed to increase the local wildlife population and improve the views and air quality across the borough. He stated that 32 trees had now been planted in Grays, with a following 34 trees to be planted across the borough in autumn. He stated that this had been borne of a Full Council motion from Councillors in Little Thurrock Blackshots, and thanked officers and Members for their hard work in developing the strategy.

The Deputy Leader commented on the recent success that the enforcement team had seen regarding fly-tipping. He felt this had been a challenge across the borough, but was now improving thanks to the hard work of officers. He stated that enforcement action had been taken against an individual for fly-tipping in Grays, and they had been issued a £400 fine. He added that five lorry drivers had also been moved on for nuisance parking on verges. The Deputy Leader also commented on the new additional licensing scheme for landlords which was coming into effect this month. He stated that the majority of Thurrock landlords provided good housing for residents, but some did not follow the rules. He added that Thurrock was the first Local Authority in Essex to take formal action and three landlords had been fined a total of £16,000 for breaching regulations.

The Deputy Leader congratulated the Council for their nominations in the Municipal Journal Local Government Awards, as they had been nominated for Local Authority of the Year, as well as being shortlisted for other awards in areas such as finance, senior leadership and health. He thanked the hard work of every volunteer, officer and Member who had made the nomination possible, and stated that results would be announced on 26 June 2019. He also thanked the Corporate Director of Children's Services, who had joined the Council in 2016 and was now retiring. He stated that his team had consistently been high performing and had made positive relationships with schools and other partners.

The Deputy Leader finished his statement with the Clean It, Cut It, Fill It update, and since April 2019: 350 potholes had been filled; 150 fly-tips had been cleared; 224 tonnes of waste had been removed; and 445 fixed penalty notices had been issued for offences such as littering and spitting.

## **5. Briefings on Policy, Budget and Other Issues**

There were no briefings on policy, budget and other issues.

## **6. Petitions submitted by Members of the Public**

No petitions had been submitted by members of the public.

## **7. Questions from Non-Executive Members**

No questions had been received from non-Executive Members.



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

No matters had been referred to the Cabinet for consideration by an Overview and Scrutiny Committee.

**9. 2018/19 Financial Outturn Report**

The Deputy Leader opened the report and stated it was found on pages 15-28 of the agenda. He began by stating that every Council was statutorily obliged to balance the books, but Thurrock had achieved more. He commented that the Medium Term Financial Strategy projected a four year balanced budget, which meant a seven year total, and added that the Council were not just balancing the budget, but were running a surplus, which could be invested in services. He described some of the services which were being invested in such as £7million for a new bin fleet to tackle bin collection problems; £0.5million for mental health services; and £1.6million to fight crime and deal with social behaviour. He stated that the Council's rainy day funds had also increased by 38%, but earmarked money was being spent on public projects. He added that he felt recent press reports had been disingenuous as they had included earmarked money, which was designed to be spent.

The Deputy Leader commented that Thurrock was a low-tax council and were finding new alternatives to make money, and this was funding capital programmes such as £49million on widening the A13; £23million on new housing stock; £7million on additional school spaces; and £20million redeveloping areas such as Grays and Purfleet. He thanked the Director of Finance and IT, the Commercial Director and other directors, as well other officers, volunteers, the community, private sector and Members for their hard work and collaborative effort. He felt that the collaboration between the council, the private sector and the community made services more efficient and allowed for reform. He added that the council would continue to reform, as well review tax and commercial delivery, without burdening tax payers. He stated that the Council Spending Review would be reformatted to focus on quality services and outreach, as this had proven successful for Grangewaters, Thameside and children's centres. He stated that the strategy would put emphasis on volunteers and other partners to focus on quality. The Deputy Leader added that the scorecards were achieving a 66% pass rate and 80% of services were right first time, and stated that Cabinet would be continuing to improve quality using the Council Spending Review.

**RESOLVED: That Cabinet:**

**1. Noted that the General Fund net expenditure has been met within the overall budget envelope and the General Fund Balance has been maintained at £11.000m**

**2. Noted that the balance on the Housing Revenue Account Reserve has been maintained at £2.175m;**

**3. Noted that there was a total of £65.945m in capital expenditure and some of the key projects have been set out in section 5.**

**10. Appointments to Outside Bodies, Statutory and Other Panels**

The Deputy Leader listed the appointments made as stated in the Appointments Booklet. He stated that Councillor Rice was appointed for the Anglian (Eastern) Region Flood and Coastal Committee; Councillor Gledhill was appointed for the Association for Public Services Excellence; Councillor Van Day for the Basildon and Thurrock University Hospitals NHS Foundation Trust Board of Governors; Councillor Collins for the Essex Partnership for Flood Management; Councillor Hebb for the Essex Pension Advisory Fund; and Councillor Gledhill for the Essex County Traveller Unit. He went on to state that Councillors Johnson and Abbas were appointed for the Local Government Association; Councillor Gledhill for South Essex Local Enterprise Partnership Strategic Board and Accountability Board; Councillor Huelin for Thurrock Arts Council; Councillor Watkins for Thurrock Sports Council; and Councillor Coxshall for the Thames Estuary 2100 Strategic Programme Board. He finished by stating that Councillor Gledhill was appointed for the Thurrock Community Safety Partnership.

**RESOLVED: That Cabinet:**

**1. Approved the nominations to Outside Bodies, Statutory and Other Panels as set out in Appendix 1.**

**The meeting finished at 7.25 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](mailto:Direct.Democracy@thurrock.gov.uk)

10 July 2019		ITEM: 10 Decision: 110511
Cabinet		
Lower Thames Crossing Task Force Update Report		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Gerard Rice, Chair of the LTC Task Force		
Accountable Assistant Director: Anna Eastgate, Assistant Director - Lower Thames Crossing		
Accountable Director: Andy Millard, Interim Director of Place		
This report is Public		

## Executive Summary

In line with the Terms of Reference, the LTC Task Force is required to report to Cabinet on its work.

### 1. Recommendation(s)

#### 1.1 That Cabinet notes the work of the Task Force.

### 2. Introduction and Background

2.1 The Lower Thames Crossing Task Force has met on a monthly basis since September 2017. Cabinet received a previous update on 12 December 2018.

2.2 The Council remains opposed in principle to any new crossing in Thurrock and the Task Force has consistently sought to hold Highways England to account. The long-held concern regarding obtaining responses and key information continues to hamper the Council's ability to properly assess and scrutinise the scheme.

2.3 Highways England has conducted statutory consultation on the scheme which ended on 20 December 2018. Details of the Task Force's discussions following the consultation to date are detailed below.

### **3. Task Force meetings**

- 3.1 All Task Force meetings are audio recorded and available on the Thurrock Council website.
- 3.2 Full minutes of the meetings are also available on the website. Below is a summary of the discussions at each meeting:

#### **December**

The December meeting of the Task Force considered the Council's response to Highways England's statutory consultation, which ran from 10 October 2018 to 20 December 2018.

The response was in two parts: a Local Authority response and a Land Owner response.

The Council's response fell into three categories: an 'in-principle opposition'; the inadequacy of consultation; and the substantial changes which would be required to go some way to mitigate the scheme.

The discussions focused around the Local Authority response, in particular:

- The Preliminary Environmental Information Report (PEIR) and the effect toxins have on COPD rates
- The ongoing work to progress the Health Impact Assessment
- The proximity to existing communities with the scheme being with 500 yards of Chadwell St Mary, Orsett and Stifford Clays
- The Tilbury Link Road
- The location of the Rest and Service Area
- The number of construction vehicles and the impact on air quality
- Spoil caused by construction
- The impact on the Gammon Fields Traveller Site
- Value for money of the scheme

This response was agreed at an extraordinary meeting of Full Council on 11 December.

The Task Force also reviewed progress against the Priorities List, including responses which had been received from Highways England. The Task Force also requested that a traffic modelling paper be brought to the next meeting.

#### **January**

The substantive item for the January meeting was a summary note from Thurrock Council's technical experts, Peter Brett Associated (Santec), on traffic modelling. The note set out a review of the documents Highways England had made available at the time, where the gaps in the information exist and where additional modelling or support is required.

The report set out the findings of those available assessments, how they had contributed to the design changes made between November 2017 and Statutory Consultation (i.e. the removal of the Tilbury Link Road) and listed

the requests made of Highways England to provide the Council with more information.

The discussion around this document focused on:

- The impact of an incident at the Dartford Crossing
- The A1089 and 'Asda' roundabout
- Options and models for the Tilbury Link Road
- The Cordoned Model
- The level of information shared with affected parties
- The impact of an incident on local roads

The Task Force also received verbal updates on the next steps of the Development Consent Order process including design changes, influencing the scheme and means by which there could be a judicial review.

## **February**

The meeting began with a verbal update from Highways England on progress made since their last attendance at the Task Force. They informed the meeting that they were working through the 28,000 responses to the statutory consultation and the main concerns and themes emerging were:

- the A13 connectivity
- The proposed Rest and Service Area
- The lack of the Tilbury Link Road
- The vertical alignment of the road, particularly on the Mardyke Valley and Tilbury and Ockendon loop lines
- The health impact of the road
- Air and noise pollution

Highways England also informed the Task Force that it remained their intention to submit the Development Consent Order by the end of 2019, but this was dependent on changes arising from the statutory consultation.

Members of the Task Force asked specific questions of Highways England on subjects including:

- Agricultural Surveys
- Health impacts and COPD
- 'Cut and Cover'
- The level of mitigation for residents living close to the scheme
- The delays in information being provided to the Council from Highways England

- 3.3 Meetings in March and April were cancelled due to Highways England going into a period of consultation feedback review and the Council agreeing the terms of a data sharing agreement in order to get access to the cordoned traffic model so that appropriate interrogation of the data could take place.

**4. Reasons for Recommendation**

4.1 In line with the terms of reference the LTC Task Force will update Cabinet.

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

5.1 Lower Thames Crossing Task Force

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

6.1 None

**7. Implications**

**7.1 Financial**

Implications verified by: **Jonathon Wilson**  
**Assistant Director – Finance**

There are no specific financial implications arising from the report and the work is funded from within existing budgets.

**7.2 Legal**

Implications verified by: **Tim Hallam**  
**Deputy Head of Law (Regeneration)**

There are no legal implications arising from this report

**7.3 Diversity and Equality**

Implications verified by: **Natalie Warren**  
**Strategic Lead, Communities and Libraries**

There are no diversity implications arising from this report

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

None

**8. Background papers used in preparing the report** (including their location on

the Council's website or identification whether any are exempt or protected by copyright):

- None

**9. Appendices to the report**

- None

**Report Author:**

Anna Eastgate

Assistant Director – Lower Thames Crossing

Place

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10 July 2019		ITEM: 11 Decision: 110520
Cabinet		
Integrated Transport Block Capital Programme 2019/20		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Ben Maney, Portfolio Holder for Highways and Transport		
Accountable Assistant Director: Leigh Nicholson, Interim Assistant Director - Planning, Transportation and Public Protection Julie Nelder, Assistant Director, Highways, Fleet and Logistics		
Accountable Director: Andy Millard, Interim Director of Place and Julie Rogers Director for Environment and Highways		
This report is Public		

## Executive Summary

This report sets out the recommended programme of work which will utilise the funding allocations available to the Transport Development and Highway Maintenance Services within the 2019/20 financial year.

The report covers the Integrated Transport Block (ITB) Capital allocation and the Maintenance Block Allocation that is assigned to the Council through the Department for Transport's annual capital settlement of £971,000 and £1.938m respectively.

It sets out the proposed programme of expenditure for 2019/20, to implement improvement and enhancement schemes covering the following strategic priority areas as set out and agreed in the Council's Transport Strategy:

- Freight Management
- Public Transport Infrastructure
- Parking Management
- Traffic Management
- Rights of Way
- Road Safety Engineering
- Safer Routes to Schools

It also sets out the proposed programme of expenditure from the Maintenance Block funding allocation covering the following maintenance categories:

- Classified Resurfacing
- Unclassified Resurfacing
- Footway / Cycleway Maintenance
- Street Lighting
- Drainage
- Traffic Signals
- Road Markings

## **1. Recommendation(s)**

**That Cabinet:**

- 1.1 Approves the Integrated Transport Block Capital Programme and the Highway Maintenance Capital Programme for 2019/20 (as detailed in Appendices 1 and 4).**
- 1.2 Note and approve the process by which the Safer Routes to School and Road Safety Engineering programme (as detailed in Appendix 2 & 3) is assessed and prioritised for implementation over the next 5 years through the delegated authority held by the Director of Place, in consultation with the Cabinet Member for Highways and Transport.**
- 1.3 Delegates the authority to the Director of Place and the Director of Environment and Highways, in consultation with the Cabinet Member for Highways and Transport, to review and make local changes to these programmes during the course of the year taking into account local views and priorities.**

## **2. Introduction and Background**

- 2.1** This report seeks approval for the 2019/20 Integrated Transport Block (ITB) Capital Programme. The programme sets out how the Council will prioritise available funding from the Department for Transport (DfT) allocation to enhance transport infrastructure and service provision within the Borough. It also establishes the provision for variation to the programme and the means by which requests for additional works are considered and authorised.

## **3. Issues, Options and Analysis of Options**

*2019/20 Integrated Transport Block Capital Programme*

- 3.1** The DfT annual settlement provides the allocation for Integrated Transport Block (ITB) schemes. The total Integrated Transport Block capital programme allocation for Thurrock for 2019/20 amounts to £971,000.
- 3.2** The 2019/20 ITB programme has the ability to deliver an extensive range of transport improvements which reflect the vision and aims set out within the Council's long term Transport Strategy (2013-26). Tackling congestion,

delivering accessibility, improving air quality and making Thurrock's roads safer are core elements of the Transport Strategy which support sustainable growth and regeneration in the Borough.

- 3.3 The 2019/20 ITB programme focuses on schemes including Road Safety (including walking & cycling), Freight Management, Parking Management, Rights of Way, Public Transport, Traffic Management and Safer Routes to Schools.
- 3.4 These programme areas are consistent with the delivery areas identified within the Council's Transport Strategy and support wider priority themes such as Air Quality, Sustainable Travel, Growth and Regeneration.
- 3.5 The benefits of some schemes will overlap due to the nature of work delivered. For example, traffic management schemes will deliver air quality benefits while Rights of Way and SRTS schemes can encourage walking and cycling and help to reduce congestion and improve local air quality.
- 3.6 It is important to identify a methodology for prioritising and delivering certain elements of the ITB Capital Programme in order to ensure a level of consistency and focus within certain programme areas. Examples of this include the Safe Routes to Schools (SRTS) proposals and Road Safety Engineering. The Transport Development Team will continue to apply set criteria in order to prioritise and deliver these schemes over a 5 year period through delegated authority held by the Director of Place, in consultation with the Cabinet Member for Highways and Transport. Additional information relating to the priority listing for SRTS and Road Safety Engineering are detailed in Appendix 2 & 3.
- 3.7 The Department for Transport (DfT) confirmed that Thurrock Council will receive a total capital settlement of £971,000 for the Integrated Transport Block capital programme for the 2019/20 financial year. This allocation is not 'ring fenced' for spend in the specific areas set out by DfT and therefore, Local Authorities have some flexibility to manage these allocations. As a result, the funding allocations may be amended slightly, within the total allocation, to meet local needs on the network.
- 3.8 Table 1 below provides a summary of how the DfT funding is allocated across the 2019/20 ITB works programme. These allocations are informed by the Council's Transport Strategy. The full programme of works is attached at Appendix 1.

**Table 1**

<b>Integrated Transport</b>	
Freight Management	£100,000
Parking Management	£51,000
Traffic Management	£200,000

Road Safety Engineering	£270,000
Safer Routes to Schools	£250,000
Rights of Way	£50,000
Public Transport Infrastructure	£50,000
<b>Total</b>	<b>£971,000</b>

#### *Variation*

- 3.9 The Council receives regular requests for improvements to be carried out on the transport network. These requests are prioritised using the agreed scheme determination process with the responsibility to authorise recommendations delegated to the Director of Place in consultation with the Leader of the Council or the Cabinet Member for Highways and Transport.
- 3.10 Whilst there is limited flexibility within the programme once agreed, in some cases requests will need to be implemented within the current financial year rather than held pending a future programme. This might include works to protect the public from risk of injury, for example.
- 3.11 Similarly, delegated authority can be used if schemes are subject to cost changes as a result of increasing scope or unforeseen revisions to schemes.

#### *2019/20 Maintenance Block Capital Programme*

- 3.12 The DfT annual settlement provides the highway maintenance allocation. The total Maintenance Capital Programme allocation for Thurrock for 2019/20 amounts to £1,938,000.
- 3.13 The 2019/20 Highway Maintenance programme supports the requirements of the DfT's Highway Maintenance Efficiency Programme (HMEP). Areas are identified for treatment using a data led approach and includes measures for preventative maintenance, increasing the life cycle of the highway asset. This approach has enabled Thurrock to achieve Band 3 status (the highest available level) in accordance with the DfT's Highway Maintenance Efficiency Programme, securing the maximum level of funding available for Thurrock roads.
- 3.14 The funding has been allocated to support all elements of the highway assets. A breakdown of the allocation is shown in Appendix 4.

## **4. Reasons for Recommendation**

- 4.1 Approving the recommendations set out in this report will enable the 2019/20 ITB Capital Programme to be implemented. The delivery of the programme

will ensure ongoing improvements to transport infrastructure and service provision within the Borough.

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

- 5.1 The Capital Programmes have been developed in line with the priority areas that are set out and agreed in the Council's Strategies, following extensive community and stakeholder engagement.
- 5.2 Local residents, interest groups and key stakeholders (including the Thurrock Road User Group, Congestion Taskforce, Bus User Group, Local Access Forum and Your Place, Your Voice etc.) have been influential in providing regular input for the evidence base that has informed the development of the Capital Programme. Ward Members will be advised of works affecting their respective wards.

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

- 6.1 The Capital Programmes will help improve and enhance the transport network across the Borough making it safer, less congested and more accessible, thereby promoting and supporting People, Place and Prosperity within Thurrock.

## **7. Implications**

### **7.1 Financial**

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

Calculations have been provided, based on the DfT Decision Letter, confirming final allocations for 2019/20. The cost of implementation will be contained within the funding announced by Government or built into future capital programmes.

### **7.2 Legal**

Implications verified by: **Tim Hallam**  
**Deputy Head of Law (Regeneration)**

The legal implications are included in the body of the report.

### 7.3 Diversity and Equality

Implications verified by: **Natalie Warren**  
**Strategic Lead, Communities and Libraries**

An Equality Impact Assessment has been undertaken for the 2019/20 ITB Capital Programme. It recognises the transport interventions that will support improved quality of life in the Borough and its social and economic regeneration as well as transport priorities for, congestion & CO2 mitigation, accessibility, safety, air quality and climate change adaptation.

Access to services and the safety of residents have been highlighted and will be addressed throughout the plan period. The ITB programme takes account of specific areas of the borough and population where implementation will be prioritised to improve road safety, air quality and access to services, taking account of legislative considerations such as the Equality Act. These have been applied to the capital programme.

The capital maintenance programme has been compiled using a data lead approach as required by the DfT. Condition data is compiled in accordance with council policy which sets out inspection frequencies and priorities, based on the risk and safety of road users.

### 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):

- Thurrock Transport Strategy
- Implementation Plan

### 9. **Appendices to the report**

- Appendix 1 – 2019/20 ITB Capital Programme
- Appendix 2 – Safe Routes to School programme
- Appendix 3 – Road Safety Engineering programme
- Appendix 4 – 2019/20 Maintenance Capital Programme

### **Report Author:**

Mat Kiely

Transportation Services Strategic Lead

Transport Development

2019-2020 Integrated Transport Budget - Appendix 1									
				£	%				
Allocations			Freight Management	£111,000	11.43%				
			Passenger Transport	£42,000	4.33%				
			Parking Management	£41,000	4.22%				
			Traffic Management	£110,000	11.33%				
			Public Rights of Way	£40,000	4.12%				
			Road Safety Engineering	£230,000	23.69%				
			Safer Routes to School	£209,000	21.52%				
			ITB Staff costs	£158,000	16.27%				
			Total ITB (excluding staff budget)	£783,000	80.64%				
			<b>Overall Budget allocation</b>	<b>£971,000</b>					
Budget Code	S106 code	Funding type	Project Name	Type	Capital Budget	Carry Over	S106 cont.	Total budget	Comments
E1825			FREIGHT MANAGEMENT						
			Aveley Village Freight Management	Feasibility	87,000			£87,000	
			Horndon-On-The-Hill Freight Management	Consultation	24,000			£24,000	
			Staff expenditure		17,000			£17,000	
Sub Total					128,000	0	0	128,000	
E1838			PASSENGER TRANSPORT						
			Infrastructure improvements		42,000			£42,000	
			Staff expenditure		8,000				
Sub Total					50,000	0	0	42,000	
E1843			PARKING MANAGEMENT						
			Ad-Hoc Parking Requests	Ad-Hoc Requests	40,000			£40,000	
			Disabled Parking Bays	Ad-Hoc Requests	1,000	10,000		£11,000	
			Staff expenditure		9,000			£9,000	
Sub Total					50,000	10,000	0	60,000	
E1829			TRAFFIC MANAGEMENT						
			Road Safety Audits - Scheme development	Feasibility	10,000			£10,000	
			Ad-Hoc Speed Surveys	Ad-Hoc Requests	10,000			£10,000	
			Ad-Hoc Minor Works	Ad-Hoc Requests	60,000			£60,000	
			Rectory Road/Towers Road remediation works	Design & Build	30,000			£30,000	
			Hardie Park Street Lights		30,000			£30,000	
			Staff expenditure		33,000			£33,000	
Sub Total					173,000	0	0	173,000	
E1841			Rights of Way						
			Infrastructure improvements	F&D&B	40,000			£40,000	
			Staff expenditure		10,000			£10,000	
Sub Total					50,000	0	0	£50,000	
E1830			Road Safety Engineering						
			A128 Brentwood Road & Bulphan	Build	130,000			£130,000	
			VAS Upgrade - South Ockendon	Build	50,000			£50,000	
			Lodge Lane red route and speed control	Feasibility	50,000			£50,000	
			Staff expenditure		40,000			£40,000	
Sub Total					270,000	0	0	£270,000	
E1832			Safer Routes to Schools						
			Hathaway Academy - Hathaway Road	Design & Build	20,000			£20,000	
			CSM Primary School - Riverview	Design & Build	20,000			£20,000	
			Somers Heath - Foyle Drive	Design & Build	20,000			£20,000	
			Dilkes Academy - Garron Lane	Design & Build	20,000			£20,000	
			Shaw Primary School - Avon Green	Design & Build	20,000			£20,000	
			Deneholm Primary School - Culford Road	Design & Build	20,000			£20,000	
			Thameside Primary School - Manor Road	Design & Build	20,000			£20,000	
			Kenningtons Primary School - Tamar Drive	Design & Build	20,000			£20,000	
			Stifford Clays Primary School - Whitmore Avenue	Design & Build	20,000			£20,000	
			Holy Cross - Daiglen Drive	Design & Build	20,000			£20,000	
			Minor schemes	Ad-Hoc Requests	9,000			£9,000	
			Staff expenditure		41,000			£41,000	
Sub Total					250,000	0	0	£250,000	
TOTAL					971,000.00			£971,000	

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## Safer Routes to Schools Prioritisation

It is important to identify a methodology for prioritising and delivering Safer Routes to Schools (SRTS) schemes to inform the Council's ITB Capital Programme and to ensure a level of consistency and focus for these schemes. The Transport Development Team apply set criteria in order to prioritise and deliver these schemes on an annual basis.

The Safer Routes to School scheme proposals are prioritised as a result of set criteria consisting of accident records (total accident factor score 300m radius), site visit assessment score and School Travel Plan status, where schools are accredited a Gold, Silver or Bronze allocation. The requirement to have an effective School Travel Plan has increased over time and the Transport Development team apply a set score to the School Travel Plan element (Gold =4, Silver =3 or Bronze =2).

Each school is awarded a score as a result of these criteria in order to identify which schools will be treated. This assessment criteria is used by the Road Safety Active Travel Co-ordinator within the Road Safety Team, to focus and manage the treatment and delivery of SRTS schemes for the next 5 years.

At present out of 51 schools we have 10 schools with travel plans. These schools will therefore gain extra priority in the SRTS programme. Remaining schools will be assessed based on the remaining criteria and will be encouraged to develop a School Travel Plan.

In total, 10 schools have been assessed for implementation in 2019/20, although additional schools can be included if funding allows. The existing priority list for SRTS schemes is identified in Table 1 below.

**TABLE 1**

Ref. No.	Type of School	School	Unitary Authority Wards	Speed (mph)	Travel Plan Status (Gx4, Sx3 & Bx2)		Accident Severity Fatal (x 3= Accident)	Accident Severity Serious (x 2= Accident)	Accident Severity Slight (x 1= Accident)	Accident Factor Score (300m Radius)	Site Visit Score	Total Score	Scheme Delivery Year (Yr1, Yr2, Yr3, Yr4, Yr5)
19	Primary	Kenningtons Primary Academy	Aveley And Uplands	30	Silver	3	0	2	3	7	7.64	<b>43.91</b>	1

## Appendix 2

11	Primary	Dilkes Academy	Belhus	30	Bronze	2	1	0	7	10	7.64	<b>35.27</b>	1
32	Primary	Thameside Primary School	Grays Thurrock	30	Bronze	2	0	2	3	7	8.91	<b>31.82</b>	1
2	Primary	Arthur Bugler Primary School	Stanford East And Corringham	30	Gold	4	0	0	0	0	7.64	<b>30.55</b>	1
46	Secondary	The Hathaway Academy	Grays Thurrock	30			-	3	16	22	7.27	<b>29.27</b>	1
8	Primary	Chadwell St Mary Primary School	Chadwell St Mary	30			0	3	10	16	7.09	<b>23.09</b>	1
47	Secondary	The Ockendon Academy	Ockendon	30	Bronze	2	0	2	0	4	7.27	<b>22.55</b>	1
10	Primary	Deneholm Primary School	Little Thurrock Blackshots	30			0	2	10	14	7.64	<b>21.64</b>	1
15	Primary	Harris Primary Academy Mayflower	South Chafford	20	Bronze	2	0	1	2	4	5.09	<b>18.18</b>	1
25	Primary	Shaw Primary Academy	Belhus	30			0	2	7	11	7.09	<b>18.09</b>	1
26	Primary	Somers Heath	Belhus	30			0	1	9	11	6.73	<b>17.73</b>	2

## Appendix 2

		Primary School											
18	Primary	Horndon on the Hill Church of England Primary	Orsett	30	Bronze	2	0	0	2	2	6.55	<b>17.09</b>	2
35	Primary	Tudor Court Primary School	Chafford And North Stifford	30			0	1	7	9	7.45	<b>16.45</b>	2
17	Primary	Holy Cross Catholic Primary School	Belhus	20			0	1	8	10	5.64	<b>15.64</b>	2
37	Primary	West Thurrock Academy	West Thurrock And South Stifford	30			0	2	4	8	6.73	<b>14.73</b>	2
31	Primary	Stifford Clays Primary School	Stifford Clays	20			0	1	3	5	9.64	<b>14.64</b>	2
21	Primary	Little Thurrock Primary School	Little Thurrock Rectory	30			0	0	7	7	7.09	<b>14.09</b>	2
30	Primary	Stanford Le Hope Primary School	Stanford Le Hope West	30			0	0	7	7	6.73	<b>13.73</b>	2
36	Primary	Warren Primary School	South Chafford	20			0	0	7	7	6.73	<b>13.73</b>	2
24	Primary	Quarry Hill	Grays	20			0	1	4	6	7.45	<b>13.45</b>	2

## Appendix 2

		Academy	Thurrock										
9	Primary	Corringham Primary School	Corringham And Fobbing	30	Bronze	2	0	0	0	0	6.73	<b>13.45</b>	3
6	Primary	Bonnygate Primary School	Ockendon	30			0	1	4	6	7.27	<b>13.27</b>	3
27	Primary	St Josephs Catholic Primary	Stanford East And Corringham	20			0	2	3	7	6.18	<b>13.18</b>	3
43	Secondary	Orminston Park Academy	Aveley And Uplands	30			0	2	1	5	7.64	<b>12.64</b>	3
49	Special Schools	Beacon Hill Academy	Ockendon	30			0	2	3	7	5.64	<b>12.64</b>	3
5	Primary	Benyon Primary School	Ockendon	30			0	0	5	5	6.91	<b>11.91</b>	3
4	Primary	Belmont Castle Academy	Grays Riverside	30			0	1	2	4	7.82	<b>11.82</b>	3
29	Primary	St Thomas of Canterbury Catholic Primary School	Grays Thurrock	20			0	0	4	4	7.64	<b>11.64</b>	3
34	Primary	Tilbury Pioneer	Tilbury St	30			0	0	4	4	7.64	<b>11.64</b>	3

## Appendix 2

		Primary School	Chads										
40	Secondary	Grays Convent High School	Grays Thurrock	20/30			0	0	4	4	7.45	<b>11.45</b>	3
42	Secondary	Hassenbrook Academy	Stanford Le Hope West	30			0	1	2	4	6.91	<b>10.91</b>	4
39	Secondary	Gable Hall School	Corringham And Fobbing	20			0	0	4	4	6.00	<b>10.00</b>	4
41	Secondary	Harris Academy Chafford Hundred	South Chafford	20			0	1	2	4	5.45	<b>9.45</b>	4
51	Primary	Harris Primary Academy Chafford Hundred	South Chafford	20			0	1	2	4	5.45	<b>9.45</b>	4
13	Primary	Giffards Primary School	Stanford East And Corringham	30			0	0	2	2	7.27	<b>9.27</b>	4
44	Secondary	St Cleres School	Stanford Le Hope West	30			0	0	3	3	6.18	<b>9.18</b>	4
12	Primary	East Tilbury Primary School	Tilbury	30			0	0	3	3	6.18	<b>9.18</b>	4
48	Secondary	William Edwards School	Stifford Clays	30			0	0	1	1	7.27	<b>8.27</b>	4

## Appendix 2

1	Primary	Abbots Hall Primary School	Stanford East And Corringham	20			0	1	0	2	6.18	<b>8.18</b>	4
16	Primary	Herringham Primary Academy	Chadwell St Mary	30			0	0	3	3	5.09	<b>8.09</b>	4
45	Secondary	The Gateway Academy	Tilbury St Chads	30 & 5			0	1	1	3	5.09	<b>8.09</b>	5
7	Primary	Bulphan Church of England Primary School	Orsett	30			0	0	0	0	7.64	<b>7.64</b>	5
33	Primary	The Gateway Primary Free School	Tilbury St Chads	30			0	1	1	3	4.55	<b>7.55</b>	5
22	Primary	Orsett Church of England Primary School	Orsett	20/30			0	0	0	0	7.27	<b>7.27</b>	5
14	Primary	Graham James Primary Academy	Stanford East And Corringham	20			0	0	1	1	6.00	<b>7.00</b>	5
50	Special Schools	Treetops School	Little Thurrock Blackshots	30			0	0	0	0	5.64	<b>5.64</b>	5

Improvements works implemented													
28	Primary	St Marys Catholic Primary	Tilbury Riverside And Thurrock Park	30			0	3	7	13	5.27	<b>18.27</b>	2018
20	Primary	Lansdowne Primary Academy	Tilbury Riverside And Thurrock Park	30	Bronze	2	0	3	4	10	6.91	<b>33.82</b>	2018
3	Primary	Aveley Primary School	Aveley And Uplands	20			0	1	2	4	6.55	<b>10.55</b>	2018
23	Primary	Purfleet Primary Academy	West Thurrock And South Stifford	30			0	3	3	9	6.55	<b>15.55</b>	2018
38	Primary	Woodside Academy	Little Thurrock Blackshots	30	Gold	4	0	0	1	1	7.64	<b>34.55</b>	2018

To summarise; safer routes to school scheme proposals are prioritized based on combination of accident records (total accident factor score) and site visit assessment score. To encourage school involvement, School Travel Plan status (Gold, Silver or Bronze) will play a major role when determining to include the school in priority list or not.

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## Road Safety Engineering Prioritisation

It is important to identify a methodology for prioritising and delivering the Road Safety Engineering element of the Council's ITB Capital Programme and to ensure a level of consistency and focus for these schemes. The Transport Development Team apply set criteria in order to prioritise and deliver these schemes on an annual basis.

The scheme proposals are prioritised as a result of set criteria consisting of category of road, vehicle movements and safety issues. A five-year CRASH database search is also used to determine priority each year and location of potential schemes.

The schemes that are to be implemented in 2019/20 are identified in Table 1.

Investigation and research will identify which of the remaining locations are identified as priorities and added to the ITB programme over the next 5 years. CRASH data may identify additional areas that need to be considered for future years. These will be assessed and prioritised for inclusion in the ITB programme as required.

**TABLE 1**

Year	Scheme	Budget
2019/20 schemes	A128 Brentwood Road & Bulphan	130,000
	VAS Upgrade - South Ockendon	50,000
	Lodge Lane red route and speed control	50,000
Future Road Safety Engineering proposals	A126 (A13 to Dock Road, Tilbury)	
	A128 (Bulphan to A13)	
	A1012 (A13 to A126)	
	A1013 (A1306 Grays to A13 SLH)	

	A1014 The Manorway	
	A1090 (Purfleet)	
	A1306 (A13 to Treacel Mine RAB)	
	B149 Woodview	
	B186 (A1306 West Thurrock to South Ockendon)	
	B1335 (A1306 to B186)	
	B1420 (A1014 to A13)	
	Arisdale Avenue	
	Daiglen Drive	
	Corringham Road	
	Brentwood Road (CSM)	
	Long Lane	
	Devonshire Road	
	Princess Margaret road	
	East Tilbury Road	
	Purfleet By-Pass	

Highways Maintenance Capital Works Programme 2019-20 - Appendix 4			
Allocations	DfT Maintenance block allocation	DfT	1,604,000
	Incentive fund Band 3 Block	TC	334,000
	Total Maintenance		1,938,000
	TOTAL		1,938,000
Cost Code	Project	Funding Source	Budget
E2828	LTP Maintenance - Bridges		
Sub Total			-
E2826/E2827	LTP Maintenance - Classified Maintenance (Resurfacing / Reconstruction)		
Deep repairs	LONDON ROAD ROUNDABOUT W/ WEST THURROCK WAY	DfT	£65,000
Shallow Inlay	DOCK ROAD	DfT	£35,000
Deep repairs	MARSHFOOT ROAD	DfT	£25,000
Shallow Inlay	ORSETT ROAD	DfT	£45,000
Overlay	ST ANDREWS ROAD	DfT	£35,000
Shallow Inlay	FERRY ROAD	DfT	£35,000
Shallow Inlay	PURFLEET BYPASS	DfT	£70,000
Shallow Inlay	STONENESS ROAD	DfT	£60,000
Deep repairs	STONEHOUSE LANE	DfT	£50,000
Shallow Inlay	THE MANORWAY	DfT	£60,000
Overlay	A13	DfT	£45,000
Overlay	LAMPITS HILL	DfT	£20,000
Overlay	RECTORY ROAD	DfT	£35,000
Overlay	AVELEY BYPASS	DfT	£35,000
Overlay	SOUTHEND ROAD	DfT	£55,000
Overlay	KING STREET	DfT	£40,000
Overlay	STIFFORD ROAD	DfT	£20,000
Overlay	BRENTWOOD ROAD	DfT	£50,000
Overlay	MUCKINGFORD ROAD	DfT	£40,000
Overlay	PRINCESS MARGARET	DfT	£30,000
Overlay	PILGRIMS LANE	DfT	£50,000
Overlay	EAST TILBURY ROAD	DfT	£60,000
Jointing	JOINTING	DfT	£30,000
Sub Total			990,000
E2874	LTP Maintenance - Unclassified (Resurfacing / Reconstruction)		
Shallow Inlay	WHITMORE AVENUE	DfT	£40,000
Repairs	LANDSOWNE ROAD	DfT	£25,000
Deep repairs	MAIDSTONE ROAD	DfT	£65,000
Shallow Inlay	KING EDWARD DRIVE	DfT	£40,000
Shallow Inlay	STIFFORD CLAYS ROAD	DfT	£30,000
Shallow Inlay	LONG LANE	DfT	£30,000
Shallow Inlay	DUNNINGS LANE	DfT	£40,000
Shallow Inlay	RAYLEIGH ROAD	DfT	£18,000
Shallow Inlay	DRAKE ROAD	DfT	£35,000
Shallow Inlay	BURNLEY ROAD	DfT	£35,000
Sub Total			358,000
E2876	LTP Maintenance - Footway & Cycleway Maintenance		
	DAIGLEN DRIVE	DfT	£40,000
	CORRINGHAM ROAD	DfT	£20,000
	ABBOTS HALL ROAD	DfT	£15,000
	FOYLE DRIVE	DfT	£30,000
	STIFFORD ROAD	DfT	£35,000
	CIVIC SQUARE	DfT	£20,000
	WINDSOR AVENUE	DfT	£30,000
	BELLMARINE AVENUE	DfT	£20,000
	CRESCENT AVE	DfT	£30,000
Sub Total			240,000
E2877	LTP Maintenance - Streetlighting		
	Borough wide lamp column replacement	DfT	50,000
Sub Total			50,000
E2878	LTP Maintenance - Other infrastructure (drainage)		
	Muckingford Road	DfT	
	The Globe	DfT	
	London Road Purfleet	DfT	
	Fairview Avenue, Stanford Le Hope	DfT	
	Orsett Road jct A128 Horndon on the Hill	DfT	
	Wharf Road Stanford Le Hope	DfT	
	Baker Street	DfT	
	West Thurrock SW Pumping Station	DfT	
	Dock Road Jct Clarkbourne Drive	DfT	
	Romford Road Aveley	DfT	
	Gulley Remedials - Boroughwide	DfT	
Sub Total			150,000
E2882	TBC Maintenance - Upgrades to the Drainage System; Gully Frames and Lids		
	Boroughwide drainage upgrades - TBC funded	TBC	120,000
	Stanford Road	TBC	30,000
Sub Total			150,000
	LTP Maintenance - Traffic Signals		
	Boroughwide signal upgrades - DfT funded	DfT	100,000
Sub Total			100,000
	LTP Maintenance - Other Road Markings		
	Boroughwide	DfT	50,000
Sub Total			50,000
	LTP Maintenance - Other Safety Barriers		
Sub Total			-
	MAINTENANCE TOTAL		1,938,000
	Pothole Fund		
Sub Total			

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10 July 2019		ITEM: 12 Decision: 110513
Homeless Hostels, Housing First and Crisis Intervention		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Barry Johnson – Portfolio Holder for Housing		
Accountable Assistant Director: Carol Hinvest- Assistant Director of Housing		
Accountable Director: Roger Harris – Corporate Director for Adults, Housing and Health		
This report is Public		

## Executive Summary

Thurrock Council's Housing department needs to procure housing management and support services to prevent homelessness for Council residents and to support homeless households and young people in supported accommodation.

The Council currently commissions the following three individual contracts aimed at supporting homeless households, identifying rough sleepers and providing initial advice to prevent homelessness in the borough, all of which are due to expire on 31 March 2020:

1. Homeless Hostels and Crisis Intervention Service, comprising:
  - The provision of housing management and support functions for two homeless hostels within Thurrock and;
  - floating support services to council tenants at risk of facing eviction
2. Housing First Project, provides intensive support to people who are long term or recurrently homeless and have high ongoing support needs
3. Rough Sleepers Outreach Service, which identifies and provides interventions for rough sleepers bedded down in the borough.

This report requests permission to go out to tender for all of the services under one procurement process, with a view to a new contract start date of 1 April 2020.

Currently the service is provided by one provider. All of the contracts aim for similar outcomes and would attract providers in the same marketplace, therefore it is proposed that the contracts are brought together and procured as part of one single procurement process.

The combined cost of the contract(s) over a period of four years is approximately £2, 112.940.00 and therefore requires Cabinet approval to authorise the procurement process.

The appointed provider(s) will be expected to lease the three buildings (Charles Street, Clarence Road and Brooke House) from the Council under full repairing and insuring leases. The provider would charge the appropriate rent and service charge to the residents which will attract housing benefit subsidy.

## **1. Recommendation(s)**

**That Cabinet:**

- 1.1 Approves the procurement of the Homeless Hostels, Housing First and Crisis Intervention Service.**
- 1.2 Agrees to delegate authority for award of the contract to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder for Housing.**

## **2. Introduction and Background**

The three current contracts offer support to people in crisis, with varying support needs.

### **2.1 Thurrock Homeless Accommodation**

The Council is required to meet its statutory duty to provide temporary accommodation to homeless individuals and households where a priority need is identified. At any time there are around 180 households in need of temporary accommodation within the borough, although this can fluctuate up or down.

In order to help meet this need the Council currently has use of two buildings in Grays, which provide a total of 47 rooms of varying size. There is one contract for the management of both buildings. The below table is a breakdown of the allocation of rooms used by Children services and Housing to accommodate homeless persons.

Charles Street	29 rooms – including 5 units for homeless 16 & 17 year olds
Clarence Road	18 rooms – including 4 units of move on accommodation for care leavers aged 17 to 25 years (provides a transitional period of supported accommodation whilst the young people move into independent living)
Total	47 rooms

The current management and support service is managed from both sites for households referred by the authority to the provider.

Both buildings provide accommodation to enable the council to meet its statutory duties to accommodate people who are homeless and in priority need pending ongoing work to relieve their homelessness and to support young people who are homeless or leaving care.

Following the completion of enquiries, clients owed a long term statutory duty remain whilst awaiting settled accommodation.

The majority of residents at this accommodation often require intensive housing management and support to enable them to maintain their affairs. The hostel support staff are trained workers, they hold regular key work sessions for each household and provide the necessary support to assist the clients to build the skills for independent living.

There has been an increase in homeless applicants requiring temporary accommodation and to address this three additional family size units have been procured at Clarence Road.

In addition, a building comprising of 10 rooms at Brooke House, Grays has been purchased using general fund capital and one to one receipts. In order to reinstate the building, a fund of £162,500.00 has been allocated with a split of 113,750.00 from general fund capital receipts and £48,750.00 from one to one receipts.

It is anticipated that 1 of the rooms would be designated for children's services to house leaving carers aged 18+.

## **2.2 Homeless 16 & 17 year olds**

Young people under 18 and those who are leaving care are most often in need of extra support during the transitional period into adulthood.

Currently, 5 of the rooms in Charles Street are used specifically for 16 and 17 year old homeless young people (Southwark Judgement) and this will continue under the new contract.

Subject to availability, 16 and 17 year old in transition to becoming care leavers may also use this facility.

The Council has a statutory duty to accommodate these young people and due to their age and vulnerability, extra support is required to enable them to manage their accommodation and move into adulthood with appropriate training, education and employment.

## **2.3 Move on for care leavers**

Currently 9 of the rooms in Clarence Road are used as move on accommodation for young people in care who are moving into independent living. It is envisaged that this arrangement will continue for leaving care residents.

Keeping care leavers within Thurrock improves their chances of good outcomes:

- by keeping them closer to their family and support networks;
- by giving them access to the local schools and colleges;
- by providing a natural progression from supported housing into independent living within the same borough;

The provision of move on rooms in Clarence Road also provides a financial benefit since the accommodation is much cheaper than other supported alternatives.

Savings of between £413 and £2,773 per young person per week can be achieved when compared with the cost of foster, supported or residential care - as outlined in chart below

<b>Accommodation Type</b>	<b>Weekly Cost</b>	<b>Annual Cost</b>	<b>Annual Saving (per person compared with Charles Street / Clarence Road)</b>	<b>Potential Saving for 9 People</b>
Clarence Road	£427	£22,204		
Foster Care	£840	£43,680	£21,476	£193,284
Supported Accommodation	£950	£49,400	£27,196	£244,764
Residential Care	£3200	£166,400	£144,196	£1,297,764

This could potentially save between £193k and £1.29m per year for the 9 young care leavers accommodated.

## 2.4. Crisis Intervention

The floating support service for money and debt advice to Council tenants was implemented in July 2013 in response to a need for specific support services for Thurrock Council tenants at risk of homelessness, often due to high levels of support needs including issues such as rent arrears, debt, anti-social behaviour, drug and alcohol issues, mental health and other vulnerabilities.

The scheme accepts referrals from Thurrock Council Rents and Welfare Team. The aim of the service is to prevent homelessness occurring by dealing with the most urgent issues that are contributing to the threat of eviction. The



service supports the introductory tenancy processes of closely monitoring new tenancies in the first year, when tenancy failures are at their most likely.

The service provides a minimum of 4,000 support hours per year (average 77 hours per week) and to support around 450 tenants per year.

The service will provide intense support to assist customer to reduce their debts and increase their income where possible.

In the last year 2018-19 there has been 314 cases of support for Council residents where if long terms support needed.

The service has generated an additional income of £7,765.53 with 42 payment plans arranged and 11 tenants struggling with new Universal Credit claims were assisted.

However in the longer term, it is expected that ongoing support will be provided to families to ensure that they are supported to:

- Provide training in debt management;
- Provide employment help via training and other support;
- Provide social interaction via groups and social activities
- Continue to sustain independent living in the local community

Referrals can be made through other agencies, Council staff or by residents themselves.

## **2.5. Housing First Project**

Housing first is an approach to preventing persistent homelessness amongst people who are long term or recurrently homeless, with high ongoing support needs. It provides open ended support which is not conditional upon compliance with any treatment or behaviour modification.

The project differs from the traditional model of providing secure housing once a support programme has been followed. It is focused on providing 'housing first' whilst providing intensive support.

It provides support for residents with severe and/or enduring mental health problems, poor physical health, learning difficulties and educational needs; who are likely to be socially marginalised and often have a history of substance abuse and offending.

The project assists service users with a history of having unstable accommodation, failing to sustain tenancies or adhere to any pathways into housing.

It relies on the support of a range of partners to collectively support individuals. The Housing First coordinator plays a focal role working with each

client to engage with partners and services, adopting a flexible approach to offering ongoing support by the coordinator and partners.

The outcomes are measured in terms of tenancy sustainment, improvements in mental and physical health, management of drug and alcohol issues, budget management and wellbeing. The level of engagement with partner services already mentioned together with services such as A & E, GP, hospital admission and Police and Probation services.

A study commissioned by Crisis which looked at the financial costs of a single homeless person in the UK indicated that allowing homelessness to persist for 12 months costs around £20,128 per year. Housing First is working on the basis that it costs c £10,000 per annum per service user. We are aware of approximately £20,000 savings although it is difficult to quantify all savings, and we are working with Public Health to develop how we monitor and record potential savings.

The project has so far successfully supported 7 individuals who were homeless or in one case about to be made homeless. They had faced persistent barriers to accessing housing, some of which were caused by a variety of health conditions and addictions resulting in complex needs.

There are currently 5 clients being supported under the scheme, 4 of which have Council properties. The remaining client has an introductory a Housing Association.

### **3. Issues, Options and Analysis of Options**

#### **3.1 Thurrock Supported Accommodation**

##### **3.1.1. Family and adult accommodation**

The Council has a statutory duty to provide temporary accommodation to certain homeless people. Without the current accommodation the Council would increase its use of bed and breakfast (B & B) accommodation to meet this duty; this represents an increased financial cost to the General Fund which is not subsidised through Housing Benefit.

B & B is universally recognised as inadequate accommodation and is strongly discouraged from being used, having been heavily criticised by the Courts and the Local Government Ombudsman. It provides no cooking or laundry facilities and there is no control over how the accommodation is managed or who is living there.

The Council has signed up to not using B & B for 16 & 17 year olds, or for households with children except in an emergency for a very short period of time.

Thurrock supported accommodation provides superior accommodation to B & B but due to the nature and vulnerability of customers living there, an intensive housing management and support service is required, since many of the customers are vulnerable and have a history of not sustaining tenancies, jobs or training, and relationships with family members/friends who have evicted them.

Thurrock supported accommodation is in Grays; close to public transport links and support agencies such as Grays Hall and other health care professionals which enable clients to remain linked in with support agencies and networks.

It provides cooking and laundry facilities along with communal areas for training and support programmes. The current providers offer residents programmes such as IT skills, child care, cooking and budgeting skills.

### **3.1.2. Homeless 16 and 17 year olds – 5 rooms**

The Council has a duty to accommodate homeless 16 and 17 year olds, who become looked after children. By providing specific supported accommodation within Charles Street, costly foster care, supported or residential care is avoided.

Specific support targeted at this age group is provided and young people are encouraged into training, education or employment.

### **3.1.3 Young People leaving care – 9 rooms**

Looked after children, reaching 17, may be ready to move into independent living. However some may require a further period of transitional support and the move on accommodation at Clarence Road enables young people to move out of care into supported living for a period of time until they are ready for fully independent living.

## **3.2 Crisis Intervention**

The service aims to work with households in crisis to initially prevent homelessness from occurring and also to provide ongoing support to enable them to reduce debts, increase income and address the issues that have led to their current situation, thereby preventing the risk of homelessness from reoccurring.

Examples of the type of work carried out by the service:

- Assisting tenants in applying for discretionary housing payments;
- Assisting tenants in applying for unclaimed benefits which the tenant is entitled to;
- Contacting debtors to arrange manageable payment plans;
- Referring tenants to supporting agencies such as drug and alcohol support services.

Preventing tenants from being evicted and helping them to sustain their tenancies provides both economic and social benefits.

### **3.3 Procurement Process**

It is proposed that the three current contracts are brought together and procured as one contract with a single provider. Currently one provider delivers all three contracts which has enabled the Council to maintain a seamless service, build cohesive partnership and strengthen expertise to meet the needs of residents who are often very vulnerable with complex needs.

## **4. Reasons for Recommendation**

### **4.1 The Council has a statutory duty to provide temporary accommodation to certain groups of homeless people;**

The Council has committed to not placing homeless 16 & 17 year olds or families with children into bed & breakfast accommodation;

The Council has committed to ensuring that where possible temporary accommodation is provided within the borough;

The Council has an ongoing duty to assist young care leavers under 25 years old;

The Council has emphasised the need for homeless prevention, which provides financial savings and better outcomes for residents.

A single contract with one provider would deliver economies of scale and allow a streamlined approach to contract management, which will likely have a positive effect on service delivery.

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

### **5.1 Housing and Children's Overview and Scrutiny Committee held on 18 June 2019.**

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

### **6.1 The service will contribute to the delivery of the Council's vision and priorities for **People**.**

### **6.2 In addition, the service will support the goals of the Health and Wellbeing Strategy, in particular:**

- A4. Fewer children and adults in poverty
- C1. Give parents the support they need

- C2. Improve Children's emotional health and well being
- D2. When services are required, they are organised around the individual

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Jonathan Wilson**  
**Assistant Director Finance**

The provision of hostel accommodation will result in savings on the cost of nightly one off room hire and bed and breakfast accommodation that the homeless service currently utilise. The associated management costs of the additional accommodation are factored into the housing general fund budget for 2019/20.

### **7.2 Legal**

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

**Courage Emovon**  
**Principal Lawyer/Team Leader Contracts**

The provision of temporary accommodation is a legal requirement and is detailed within the Housing Act 1996 as amended. The authority is required to have such accommodation which is suitable to accommodate households where a duty is triggered.

The Procurement of the proposed contract will require compliance with the Council's Contract Procedure rules and the Public Contract Regulations 2015.

### **7.3 Diversity and Equality**

Implications verified by: **Natalie Warren**  
**Strategic Lead Communities and Libraries**

As outlined within this report the provision of this form of temporary accommodation is required to meet the needs of residents in order to meet the legal requirements. The procurement of the management and support contract will enable the authority to fulfil its duties to a range of people including those with protected characteristics. The allocation of this type of provision would be subject to detailed assessments informed through a community equality impact assessment to identify and address any issues affecting those within the protected characteristics.

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

N/A

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

None

9. **Appendices to the report**

None

**Report Author:**

Lorrita Johnson

Housing Solutions Manager

Housing Solutions Service

10 July 2019		ITEM: 13 Decision: 110514
Cabinet		
Procurement of Disabled Adaptations Services		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Barry Johnson, Portfolio Holder for Housing		
Accountable Assistant Director: Carol Hinvest, Assistant Director for Housing		
Accountable Director: Roger Harris, Corporate Director for Adults, Housing and Health		
This report is Public		

## Executive Summary

This report sets out the proposals to re-procure contracts to provide works and services in residents' homes where disabled adaptations are required. Primarily the contracts will be utilised for Thurrock Housing properties; however, in some instances where owner occupiers are eligible for adaptations funded by the Disabled Facilities Grant (DFG) and the individuals concerned are unable to manage the project themselves; then in these cases it is proposed the client role will be covered by the Council, using these contracts.

The procurement will be divided into two contracts as follows:

Supply, installation, service and repair of mechanical aids (stair lifts, ceiling hoists, step and through floor lifts etc.)

Major adaptations (building works) over £1,000 per home but outside of the scope of the Transforming Homes Programme

The reason for having two distinct contracts is that the works are generally delivered by different specialist contractors.

## 1. Recommendation(s)

**Cabinet is recommended to:**

**1.1 Agree the proposed process for procurement of the Disabled Adaptations works and services for a period of up to five years for a contract with a whole life cost valued above £1,425,000.**

**1.2 Approve delegation to award the contracts to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder.**

## **2. Introduction and Background**

2.1 The current contracts provide disabled adaptations work for Thurrock Council Housing properties and both expire on 30 November 2019.

2.2 There are in addition contracts already in place for the delivery of the Housing Transforming Homes programme which includes undertaking any internal adaptations required to the areas where the programme is undertaking works such as bathroom adaptations. This contract will cover properties outside the Transforming Homes programme.

2.3 There is a contract in place with Essex Council - Integrated Community Equipment Service (ICES) shared service agreement (section 101) that provides minor adaptation work to a value up to £1,000. The Council has reviewed all the processes in relation to the operation of DFGs following feedback from an LGO Inspection in February 2016 (Case ID – 15006306).

2.4 Delivery of these services ensures our residents and home owners are able to remain in their property which enables independent living, privacy, confidence and dignity for the individuals and their families. By providing adaptations or lifting equipment the service implements an individual solution for each person's requirements.

## **3. Issues, Options and Analysis of Options**

3.1 There are no specific issues associated with the provision of disabled adaptations. The service provided is to a high standard and is regularly monitored in terms of KPIs.

3.2 The options available under this procurement are to advertise the procurement under the current EU procurement regime through the Official Journal of the European Union (OJEU) or to use an available framework. An analysis of available frameworks has shown that local providers will not be able to be involved in the procurement process and it has been agreed the EU procurement regime will be used. The contracts would be awarded for a three year period with the option to extend up to a further two years.

## **4. Reasons for Recommendation**

Bidders can submit tenders for one or both contracts, with the opportunity to offer a discount if awarded both. The contracts are as shown below:



Contract 1 – Services	Supply, installation, inspection/testing, servicing and repairs <sup>1</sup> of mechanical aids and adaptations. This includes stair lifts, ceiling/track hoists, step and through floor lifts. It will also include building works where this is needed for an installation.	One supplier
Contract 2 – Works	Major adaptations (building works) from ramps, conversions, extensions, and including Kitchen and Bathroom Works where this falls outside of the Transforming Homes Programme. Public access ramps for Sheltered Schemes	One supplier

- 4.1 Subject to Cabinet approval a full procurement process will be undertaken in accordance with the Council's Contract Procedure Rules and Public Contract Regulations 2015.
- 4.2 The re-procurement of this contract ensures continued delivery of best value over potentially a five year period (although volumes of work are not guaranteed).
- 4.3 The timetable for the procurement is as follows:

Action	Date
Issue Tender through Oracle (the Council's e-procurement tendering portal)	22 July 2019
Tender Return	23 August 2019
Evaluation Period Ends	13 September 2019
Voluntary Standstill Period Concludes	27 September 2019
Award of Contract	1 November 2019
Contract Start Date	1 December 2019

#### 4.4 Service and Costs

The Council has reviewed all the processes in relation to the operation of DFGs following feedback from a Local Government Ombudsman (LGO) inspection in Feb 2016. These contracts will provide the ability for the Council to project manage DFG works using contractors that also deliver within the Housing portfolio – thus ensuring consistency.

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Note that servicing and repairs will only apply to Council owned aids and adaptations. The majority of equipment supplied through DFG funding transfers to the client (owner occupier) on completion of installation along with the responsibility for maintenance. Clients may decide to enter into a direct maintenance arrangement with the installing contractor, or choose an alternative

- 4.5 Across the contractors currently used for individual Disabled Adaptation Projects, the identified cumulative spend is in the region of £1,315,000 over the contract period. Adding the DFG element will increase spend further, but as each case differs, this is difficult to estimate.
- 4.6 Current spend is estimated to be in the region of £350k per annum for the first two years split approximately £150k for new installations, replacements and building works and £55k for servicing of lifting equipment and £150k for the upgrade of the access to sheltered schemes. The spend is estimated to be £225k per annum from year 3 once the works to upgrade sheltered complexes is complete.

4.7 Contract Model

The contract model for this type of contract would be the JCT Measured Term Contract (2016 Edition) This is seen as the most suitable contract for this type of work A comprehensive and robust set of key performance indicators will be included in the contract documentation as will notice and termination clauses. The insurance levels applicable will be appropriate for this type of work.

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

- 5.1 The proposed procurement has been jointly consulted between Housing and Adult Social Care.
- 5.2 The Excellence Panel have been consulted on the proposals on 4 June 2019.

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

- 6.1 These contracts aims to meet corporate priorities through the delivery of high quality services and the provision of facilities that enable independent living. Promoting pride in Thurrock properties and an environment that encourages residents to reach their aspirations.
- 6.2 The Council's Social Value Framework will be set out in the tender documents and bidders will be asked to propose added value initiatives that will enhance their bid and which will be subsequently incorporated into the contractual requirements. Typically with this type of service provision apprenticeships and using local suppliers would feature in the evaluation criteria.

**7. Implications**

**7.1 Financial**

Implications verified by: **Julie Curtis**  
**HRA and Development Accountant**

The procurement aims to secure two contracts with fixed rate prices within or below the current annual rates. Savings in relation to these services have already been factored into the HRA Business plan.

## **7.2 Legal**

Implications verified by: **Kevin Molloy**  
**Solicitor**

This report is seeking approval from Cabinet to tender the contracts noted in the report. The proposed procurement being considered is estimated at above EU thresholds for the supplies and service contract. This means that there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU) for the servicing element. The works procurement will be Sub-OJEU as it will be below the £4,551,413M threshold, this contract will be advertised publicly but not under OJEU. Legal Services note that the above OJEU tender will be conducted in accordance with the Public Contract Regulations 2015 (the 'Regulations') using the Open Procedure.

Taking the above into account, on the basis of the information in this report, the proposed procurement strategy should comply with the Regulations and the Council's Contract Rules.

The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

The value of the Disabled Adaptation Service requires full compliance with EU Procurement Regulations and therefore a tender for the services element will be advertised in OJEU and follow the established timescales.

## **7.3 Diversity and Equality**

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

These contracts deliver services specifically intended to improve the living environment of residents who have physical disabilities. Contractors will be required to ensure they meet all requirements set out in the Equality Act 2010 and have not only the technical skills to deliver the required elements, but also have a strong customer focus making adjustments where required to support vulnerable or physically disabled individuals.

The contract model supports Thurrock Council's Social Value aspirations through promotion of a local responsive supply chain for the individual elements and bidders will be asked to submit proposals within their tenders to enhance this further.

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

None specific

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

None

9. **Appendices to the report**

None

**Report Author:**

Wendy White

Contract Manager

Housing

10 July 2019		ITEM: 14 Decision: 110515
Cabinet		
Procurement of the Water Mains Replacement Programme and Specialist Drainage and Plumbing Works		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Barry Johnson, Portfolio Holder for Housing		
Accountable Assistant Director: Carol Hinvest, Assistant Director for Housing		
Accountable Director: Roger Harris, Corporate Director for Adults, Housing and Health		
This report is Public		

## Executive Summary

This report sets out the proposals for the re-procurement of the water main replacement programme and specialist drainage and plumbing repairs.

The proposed procurement would put in place a contract for three years with an option to extend for up to two years in any combination to replace the current contract which will expire 1 November 2019.

The programme allows for the replacement of lead water mains through a planned programme and also the ability to respond reactively to underground bursts if they occur on Council owned land.

The annual current budget for these services is £200k which over the full five year period would be around £1 million.

### 1. Recommendation(s) to Cabinet:

- 1.1 **Agree the proposed process to commence procurement of the contract for a period of up to five years for the water main replacement programme and specialist drainage and plumbing repairs (three years with an option to extend for up to two years in any combination subject to performance, programme and funding).**
- 1.2 **Agree delegated authority to award the contract to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder.**

## **2. Introduction and Background**

- 2.1 The current contract for water main replacements is delivered by Besure Building and Maintenance Services. The initial term of the contract was three years and expired on 31<sup>st</sup> May 2019. A five months extension has been approved and the contract will now expire on 1 November 2019. The service provided by Besure Building and Maintenance Services is regularly monitored and the level of service is to a high standard. As the contract is due to expire a new procurement process will ensure that the future service provision complies with the Council's Contract Procedure Rules.
- 2.2 Additionally this procurement provides the facility to undertake specialist drainage works such as replacement of communal pipework, soakaways and drainage. These works are minimal in terms of number of repairs required but are costly when required.
- 2.3 In accordance with the EU directive and The Local Water Authority Regulation you must if you discover lead pipework as a result of a burst or building works, replace the pipework to current standards. All Pre 1970's underground pipe work is either lead or black iron barrel and as required by the Directive and Regulation it must be replaced.
- 2.4 Thurrock Council's older estates i.e. Grays, Aveley and South Ockendon are mainly iron barrel and are of an age which can corrode causing underground bursts. This procurement would enable a programme of replacement of these mains over the next three years.
- 2.5 Completing these works ensures the Council's housing stock is maintained, and the living conditions for our residents are maintained through minimizing disruption to fresh drinking water supply and ensuring drainage issues are resolved in a timely manner. The specification for these works ensures we have a robust service to respond quickly to these repairs and required replacements. A robust set of key performance indicators will be introduced as part of any contractual arrangement.
- 2.6 In addition the processes of upgrading our water mains ensures adequate working pressure to maintain the effective performance of our central heating systems in resident's homes.
- 2.7 The total estimated value for this contract over the maximum 5 year period of delivery is c. £1,000,000. This covers a planned programme for replacement of water mains and repairs required reactively to water mains and drainage systems across all council housing stock and housing assets.

### **3. Issues, Options and Analysis of Options**

- 3.1 There are no known issues with the current service or the intending re-procurement process.
- 3.2 In terms of options and their analysis it is not seen that there would be any particular advantage in advertising the procurement in specific lots. The current service provision was tendered and awarded to one contractor and this approach ensured the service was effectively implemented and managed seamlessly ensuring a positive experience for our residents.
- 3.3 The tender process will be a sub-EU procurement procedure as the whole life cost of the contract falls under the EU Works threshold of £4,551,413. The procurement will not therefore be subject to full compliance with the Public Contracts Regulations 2015, although the procurement principles of transparency, integrity, openness, non-discrimination and fairness will still apply. The procurement opportunity will be advertised on Contracts Finder <https://www.gov.uk/contracts-finder>.

#### **Timeline for Procurement and Award**

<b>Action</b>	<b>Date</b>
Leaseholder consultation	22 July 2019
Issue Tender through Oracle (the Council's e-procurement tendering portal)	2 September 2019
Tender Return	4 October 2019
Evaluation Period Ends	18 October 2019
Second stage of consultation- Notice of Proposal	22 October 2019
Voluntary Standstill Period Concludes	26 November 2019
Award of Contract	29 November 2019
Contract Start Date	1 December 2019

### **4. Reasons for Recommendation**

- 4.1 This report is submitted to Cabinet for approval to proceed to tender for a contract with a whole life cost valued above £750K. The total estimated value for this contract over the maximum five year contract period is c. £1,000, 000.
- 4.2 Approval of delegated authority to award the contract on 31 October 2019, will allow an implementation period of two weeks for a 1 November 2019 contract start date.

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

5.1 This report covers only a standard re-tender and it is not considered that the report needs to be presented to Overview and Scrutiny prior to Cabinet.

5.2 The proposed procurement will include leaseholder consultation post-cabinet approval and the Excellence panel will be included in the tender evaluation process.

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

6.1 The contract aims to meet corporate priorities through the delivery of high quality services ensuring the maintenance of Thurrock Housing Stock.

6.2 The Council's Social Value Framework will be set out in the tender documents and bidders will be asked to propose added value initiatives that will enhance their bid and which will be subsequently incorporated into the contractual requirements. Typically with this type of service provision apprenticeships and using local suppliers would feature in the evaluation criteria.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Julie Curtis**  
**HRA Management Accountant**

This report sets out the procurement proposals to re-tender the replacement water main programme and specialist drainage works contract. It is difficult to predict whether there will be any savings associated with this procurement, however it is thought that there will be a number of organisations that will register an interest in the procurement opportunity which indicates that bid submissions will be competitive.

### **7.2 Legal**

Implications verified by: **Kevin Molloy**  
**Solicitor**

This report is seeking approval from Cabinet to agree to tender the contract noted in the report. The tender process will be a sub-EU procurement procedure as the whole life cost of the contract falls under the EU Works threshold of £4,551,413. The procurement will not therefore fall under the Public Contracts Regulations 2015 Regulations although the procurement



principles of transparency, integrity, openness, non-discrimination and fairness will still apply.

Taking the above into account, on the basis of the information in this report, the proposed procurement strategy will comply with the Council's Contract Procedure Rules.

The report's author and responsible directorate are requested to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

### 7.3 **Diversity and Equality**

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

This contract will deliver a service specifically intended to maintain the living environment of residents and council owned buildings. Contractors will be required to ensure they meet all requirements set out in the Equality Act 2010 and have the technical skills to deliver the necessary elements with a strong customer focus making adjustments where required to support individuals with protected characteristics.

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

None specific

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

- None

### 9. **Appendices to the report**

- None

### **Report Author:**

Wendy White

Contract Manager

Adults, Housing and Health

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<b>10 July 2019</b>		<b>ITEM: 15</b>
<b>Cabinet</b>		
<b>End of Year Corporate Performance Report 2018/19</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Non-key
<b>Report of:</b> Councillor Deborah Huelin, Cabinet Member for Central Services and Communities		
<b>Accountable Assistant Director:</b> n/a		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services		
<b>This report is</b> public		

## Executive Summary

This is the end of year (Month 12) corporate performance monitoring report for 2018/19.

The Corporate Performance Framework 2018/19 details the information the council uses to monitor the progress and performance against the priorities.

This report provides a final position in relation to the performance of those KPIs, including a focus on some specific highlights and challenges.

Overall 68% of indicators achieved their end of year target and 50% were better than the previous year.

For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1.

This report has also been to Corporate Overview and Scrutiny Committee, feedback from which is in Section 5.

### 1. Recommendation(s) to Cabinet:

- 1.1 To note and comment upon the performance of the key corporate performance indicators for 2018/19.
- 1.2 To note and comment on the indicators and targets for 2019/20 and identify any areas which require additional consideration in the next monitoring cycle.
- 1.3 To note the recommendations made by Corporate Overview and Scrutiny Committee as set out at paragraph 5.4 and consider them for implementation in reporting from Quarter 1 2019/20.

## 2. Introduction and Background

- 2.1. The performance of the priority activities of the council is monitored through the Corporate Key Performance Indicator (KPI) framework. This provides a mixture of strategic and operational indicators in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.
- 2.2. The indicators have been chosen to be 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. This reflects the demand for council services increasing and being ever more complicated and the need for a holistic approach to monitoring data and intelligence. Analysis of performance and internal processes at service level by Directors has continued monthly throughout 2018/19 and will continue into and throughout 2019/20.
- 2.4. For 2019/20, the set of indicators has been reviewed and are attached at Appendix 1. They will continue to be reported to both Corporate Overview and Scrutiny Committee and on to Cabinet on a quarterly basis, throughout 2019/20.

## 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

End of Year Outturn Performance against target		Direction of Travel compared to End of Year Outturn 2017/18	
Achieved	68% (30)	↑ BETTER	50% (17)
		→ STATIC	9% (3)
Failed	32% (14)	↓ WORSE	41% (14)

This is higher than the 66% overall percentage achieving target in 2017/18.

### 3.3 On target performance

Two thirds of corporate KPIs achieved their end of year targets.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr Halden	86%	86%	87.5%	89%	89%	ACHIEVED	↑	70%
Proportion of people using social care who receive direct payments and individual service funds	Cllr Little	37.14%	36.14%	37.17%	37.05%	38.34%	ACHIEVED	↑	36%
Number of delayed transfers of care days from hospital (attrib. to NHS, ASC & Joint)	Cllr Little	3,451	385	1,136	1,737	2,459	ACHIEVED	↑	3,288
Average time (in days) for a child to be adopted (3 year average)	Cllr Little	527 days	403 days	374 days	401 days	492 days	ACHIEVED	↑	500 days
% of potholes repaired within policy and agreed timeframe	Cllr Watkins	97.10%	99.4%	98.6%	99.45%	99.10%	ACHIEVED	↑	98%
Total gross external income (fees & charges) (based on sales forecast)	Cllr Hebb	£8,000k	£8,724k	£8,604k	£9,218k	£9,318k	ACHIEVED	↑	£8,286k
% of Major planning applications processed in 13 weeks	Cllr Coxshall	97%	100%	100%	100%	100%	ACHIEVED	↑	90%
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Cllr Collins	40	6	43	53	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
% of repairs completed within target	Cllr Johnson	97.5%	96.40%	96.00%	96.80%	97.70%	ACHIEVED	↑	95%
Forecast Council Tax collected	Cllr Hebb	98.82%	98.90%	98.90%	98.90%	98.91%	ACHIEVED	↑	98.90%
Number of volunteers within the council	Cllr Huelin	247	153	225	242	271	ACHIEVED	↑	270
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Cllr Halden	2.10%	2.0%	8.8%	1.6%	1.9%	ACHIEVED	↑	2%
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%)	716 (85.4%)	633 (79.6%)	ACHIEVED	↑	75% of DWP total
Average time to turnaround/re-let voids (in days)	Cllr Johnson	30.6 days	26.96 days	27.42 days	28.58 days	26.64 days	ACHIEVED	↑	28 days
% of young people who reoffend after a previously recorded offence	Cllr Little	30%	30%	10%	11%	In arrears	ACHIEVING	↑	30%

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Outturn Target Status	Direction of Travel since 2017/18	2018/19 Target
Overall spend to budget on HRA (£K variance)	Cllr Johnson	£0	£0	£0	£0	£0	ACHIEVED	→	£0
% of Minor planning applications processed in 8 weeks	Cllr Coxshall	100%	100%	100%	100%	100%	ACHIEVED	→	90%
Overall spend to budget on General Fund (% variance)	Cllr Hebb	-5%	0%	0%	0%	0%	ACHIEVED	→	0%
Number of Health Hazards Removed as a Direct Result of Private Sector Housing Team Intervention	Cllr Johnson	<i>new KPI</i>	210	441	617	896	ACHIEVED	n/a	800
Tenant Satisfaction With Transforming Homes	Cllr Johnson	<i>new KPI</i>	90.50%	89.00%	88.00%	87.50%	ACHIEVED	n/a	85%
% of Abandoned Vehicles removed within 21 days of notification	Cllr Watkins	<i>new KPI</i>	n/a	100%	100%	100%	ACHIEVED	n/a	Baseline for 2018/19
No of Thurrock businesses benefitting from ERDF programmes	Cllr Coxshall	<i>new KPI</i>	15	27	61	68	ACHIEVED	n/a	45
No of HRA-funded homes (units) that have started to be built since 1 April 2018	Cllr Johnson	<i>new KPI</i>	0	29	88	117	ACHIEVED	n/a	117
Number of "Family Connection" Homeless Households in Bed & Breakfast For Six Weeks or More	Cllr Johnson	<i>new KPI</i>	1	0	0	0	ACHIEVED	n/a	0
Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	Cllr Halden	<i>new KPI</i>	55	86	93	93	ACHIEVED	n/a	93%
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Cllr Little	<i>649 per 100,000</i>	175 per 100,000	332 per 100,000	503 per 100,000	665 per 100,000	ACHIEVED	↓	677 per 100,000
% rent collected	Cllr Johnson	99%	90.90%	94.50%	97.00%	98.80%	ACHIEVED	↓	98%
Forecast National Non-Domestic Rates (NNDR) collected	Cllr Hebb	99.81%	99.30%	99.30%	99.30%	99.43%	ACHIEVED	↓	99.30%
Number of additional hypertensive patients diagnosed following screening programmes	Cllr Halden	949	148	254	467	694	ACHIEVED	↓	400
Number of "exchanges" carried out through time-banking (in hours)	Cllr Huelin	23,486	5,158	6,627	9,487	15,578	ACHIEVED	↓	12,000
% of media enquiries responded to within 24 hours	Cllr Collins	<i>new KPI</i>	40.2%	41.5%	46.9%	46.6%	n/a	n/a	Baseline for 2018/19

### 3.4 Highlights for 2018/19

Of particular note for 2018/19 are the following indicators which have shown outstanding performance this year and for which more detail is provided below:

Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of potholes repaired within policy and agreed timeframe	97.10%	99.10%	ACHIEVED	↑	98%
<p>2018/19 has shown strong performance throughout the year. This was part of an on-going improvement plan for the Maintenance Operations. Focus on major roads which requires additional traffic management has resulted in increasing performance this year.</p> <p>Looking forward to 2019/20 the team anticipate continued strong performance, the addition of new jet patching technology, addressing non-intervention level holes, should reduce the need for intervention freeing up capacity to respond where intervention is required.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of Major planning applications processed in 13 weeks	97%	100%	ACHIEVED	↑	90%
% of Minor planning applications processed in 8 weeks	100%	100%	ACHIEVED	→	90%
<p>The council's planning service has consistently processed 100% of major and minor planning applications within the nationally set timescales of 13 weeks and 8 weeks respectively, putting Thurrock Council at the top of planning performance across the country. This has further been acknowledged by the service being shortlisted as Planning Service of the Year in the RTPI Awards 2019.</p> <p>This level of service is so important with a growth agenda the scale of Thurrock's, particularly given the current market challenges locally and nationally being faced by developers.</p>					
Indicator Definition	2017/18 Outturn	End of Year Outturn 2018/19	End of Year Outturn Status	Direction of Travel since 2017/18	2018/ 2019 Target
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	40	60	ACHIEVED	↑	56 new starts (2.3% of all staff)
<p>Performance on this indicator has improved significantly with the target exceeded for this year and outturn seeing a 25% uplift on the total outturn for 2017/18. This has been achieved through targeted work with directorate apprentice champions who work with the apprenticeship lead in Improvement to ensure directorate level targets are met. We also ran a successful apprentice recruitment day which offered a wide variety of apprenticeship opportunities for new recruits. The diversification of the apprenticeships on offer has increased, with degree level apprenticeships taken up, and of the outturn figure this year, 50% are new starters to the organisation with the other 50% existing staff who are using the opportunity of an apprenticeship to upskill.</p> <p>Next year there are plans to continue to build on this good foundation with another apprentice recruitment day planned for July 2019 and to continue collaborative work with the council's People and Organisational Development team to identify upskilling opportunities for existing staff.</p>					

### 3.5 Off target indicators

At the year-end, 15 indicators failed to meet their target. Commentary regarding each indicator follows each data line.

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% Household waste reused/ recycled/ composted	Cllr Watkins	36.97%	41.7%	40.29%	33.68%	37.50% (provisional)	FAILED	↑	41%
As anticipated from performance throughout the year the level of household materials re-used, recycled and composted is lower than target. Some actions that are being taken to address this in 2019/20 include the recruitment of a Recycling Project Officer and the implementation of more effective recycling facilities in flats. Cleaner, Greener, Safer Overview and Scrutiny Committee has been keeping this under review throughout the year and will continue to throughout the coming year.									
% timeliness of response to all complaints	Cllr Collins	83%	86%	87%	87%	89%	FAILED	↑	95%
Number of complaints received have reduced compared to previous year (1714 down to 1482). 1316 were responded to within timescales out of 1482 (89%). Monthly monitoring and management action taken to improve processes in 2018/19 has seen above target performance in February and March 2019. During 2019/20 regular reporting will continue and action taken to improve.									
Payment rate of Fixed Penalty Notices (FPNs) - littering	Cllr Gledhill	<i>new KPI</i>	57.67%	63.6%	58.74%	61.60%	FAILED	n/a	70%
There were a few months in the year with low collection rates – most notably December. The drop in collection rate overall has been partially caused by the increase in the values of the fines. This continues to be closely monitored by the team with appropriate action being taken against those who do not pay fines on time. There were 172 prosecutions for failing to pay an FPN. Plans to identify those who give false names are due to be implemented during 2019/20 by publishing their images online.									
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%	88.57%	82.47%	FAILED	n/a	91.3%
Performance is 8.83% under target and is below latest benchmarking data. Of the 97 residents who were discharged from hospital into reablement in the period, 80 were still at home 91 days later. Of the 17 individuals who were not at home, 13 had passed away, 2 were in hospital and 2 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 continues to stabilise the market with 3 providers now established under the new locality based Domiciliary Care Contract together with our in house domiciliary care provision. This ensures that the Joint Reablement Team has capacity to deliver reablement services more effectively as service users can move on to the wider market freeing capacity for reablement.									
Total number of homes permitted through Planning	Cllr Coxshall	<i>new KPI</i>				409	FAILED	n/a	950
The ability of developers in Thurrock to submit planning applications has been severely hindered by the uncertainty caused by the Lower Thames Crossing and the resultant impact on the Council's ability to bring forward its new Local Plan. The Council is proactively engaging with Highways England and MHCLG to address this. Despite these issues, the Council's Planning Team is actively working with landowners and the development industry to ensure there is confidence in the local housing market. Following the recent Local Plan (Issues and Options 2) consultation, through the use of Planning Performance Agreements, Officers are working to examine what sites might come forward in the new Local Plan. It is also important to note that the Council's Planning Committee recently approved an outline planning application for 2,850 homes in Purfleet and there is a further planning application that, if granted, would also yield in the region of 2,500 new homes. Thus it can be seen that there is confidence in the Borough as a place to invest despite the current challenges. The target of 950 is indicative and based on expected development as well as local housing need.									



[illegible]

Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	End of Year Outturn 2018/19	End of Year Target Status	Direction of Travel since 2017/18	2018/ 2019 Target
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr Little	72.40%	69.5%	68.3%	66.9%	67.0%	FAILED	↓	70%
Whilst this indicator is shown as failing, the small size of this cohort means that a small number of young people can make a huge difference to the overall percentage. Notwithstanding the service continues to work closely with this cohort of young people and part of the improved support going forward includes an employability group planned for mid-May, as well as continued promotion of Prince's Trust Team, GAPs (now with 19+ funding) and tuition to try and turn NEETs into EET.									
Average sickness absence days per FTE	Cllr Collins	9.95 days	2.33 days	5.14 days	7.88 days	10.46 days	FAILED	↓	9 days
Focus on preventing absence and minimising periods of absence is ongoing through a range of means; HR Business Partner activity at DMT level, management support through the Advisory and Occupational Health Services and a robust and comprehensive well-being offer. The well-being offering is adapted according to the trends in absence reasons. Throughout the year additional training sessions were commissioned to increase management confidence and skills. Management compliance has been monitored through directorate management teams and People Board, and issues escalated where appropriate.									
% of all complaints upheld (based on closed complaints)	Cllr Collins	40%	47%	46%	43%	43%	FAILED	↓	35%
This is below the target of 35%. Detailed analysis focusing on upheld complaints and learning from the end of 2018/19 is being finalised. This analysis will inform detailed learning action plans which will be provided in the annual complaints report that goes to Standards and Audit Committee and then implemented. Issues such as missed bin collections are expected to reduce in 2019/20 with the introduction of improved technology in waste collection vehicles.									
% General tenant satisfaction with neighbourhoods/services provided by Housing	Cllr Johnson	70%	65.30%	66.6%	66.3%	68.0%	FAILED	↓	75%
<p>Tenant satisfaction with Housing services was 72.5% in March and 68% in 2018/19 at year end. Although the target was not met for March, the outturn represents improved performance for tenant satisfaction. Satisfaction in April 2019 was on target at 76.8%.</p> <p>Regular analysis of our tenant satisfaction data has shown that one of the key drivers for dissatisfaction is a perceived lack of communication and engagement between the Housing service and tenants. It also shows that overall satisfaction with Housing and satisfaction with keeping tenants informed is closely correlated. As a result a number of measures have been introduced including enhancements to the Tenants Excellence Panel's involvement in service delivery. The analysis of the latest satisfaction data shows that these measures have had an impact. More measures are planned for 2019/20 including a tenants e-newsletter and a wider ranging tenant satisfaction survey to help us better understand our tenants needs.</p> <p>Another key driver for dissatisfaction in 2018/19 is specific repairs issues with external capital elements which require replacement such as windows and front doors. 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. It is anticipated that dissatisfaction levels with external capital elements will decrease gradually as the programme progresses. Despite this tenant satisfaction with Repairs and Transforming Homes for 2018/19 remains high at 91.9% and 87.5% respectively.</p> <p>Satisfaction with individual services such as ASB, Caretaking and Grounds Maintenance also remain stable with outturns in 2018/19 within a percentage point of 2017/18.</p>									

### 3.6 Other key indicators

Throughout the year the council has also been monitoring some other indicators which, whilst not performance related, are important to keep under review.

Health and Wealth of the Borough Indicator Definition	Portfolio Holder	Previous Outturn	Qtr 1	Qtr 2	Qtr 3	Latest	Direction of Travel
Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS)	Cllr Coxshall	£556.10				£579.30	↑
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Cllr Coxshall	63,000 (2016)				64,000 (2017)	n/a
Demand Indicator Definition	Portfolio Holder	2017/18 Outturn	Qtr 1	Qtr 2	Qtr 3	2018/19 End of Year Outturn	Direction of Travel since 2017/18
No of media enquiries received	Cllr Collins	<i>new KPI</i>	97	188	247	352	n/a
Number of households at risk of homelessness approaching the Council for assistance	Cllr Johnson	<i>new KPI</i>	385	761	1132	1605	n/a
No of homeless cases accepted	Cllr Johnson	<i>new KPI</i>	50	93	104	115	n/a
Value of business rate base	Cllr Coxshall	<i>new KPI</i>				£277.5m	n/a
Number of statutory nuisance complaints made	Cllr Gledhill	2367	718	1552	2126	2684	↑
Number of environmental (public) health interventions requested	Cllr Gledhill	250	103	185	238	313	↑
No of incidents of Fly tipping reported	Cllr Gledhill	1829	662	1225	1784	2454	↑
No of incidents of Abandoned vehicles reported	Cllr Gledhill	1369	315	636	938	1245	↓

The council has actively encouraged reporting of fly tips and abandoned vehicles during 2018/19 and will continue to do so. The number reported will include more than one resident reporting the same issue.

978 fly tipping incidents were investigated by the Enforcement Team of which 166 were issued Fixed Penalty Notices (FPNs).

Of the abandoned vehicles reported, 77 met the abandoned vehicles criteria and were issued with FPNs. 14 were removed by the council. The majority of vehicles were claimed by the owner.

## 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 focussed on during 2018/19 and confirms the governance and monitoring mechanisms which were in place to ensure that priorities are delivered.

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

- 5.1 Performance against the corporate priorities was monitored through Performance Board, a cross-council officer group of performance experts representing each service. For 2019/20 the suite of indicators has been reviewed. Performance Board will continue to consider the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.
- 5.2 Each quarter a report is presented to Corporate Overview and Scrutiny Committee, and finally reported to Cabinet.
- 5.3 This report was presented to Corporate Overview and Scrutiny Committee on 11 June 2019. The Committee asked questions about the failure to meet the target for bin collection, recycling, street cleanliness, “good” primary schools and housing satisfaction. The Committee were pleased with the very positive performance in relation to apprenticeships. It was recommended that a separate report on apprenticeships comes to Corporate Overview and Scrutiny Committee later in the year.
- 5.4 In concluding, the Chair made the following additional recommendations:
- Where performance has failed to reach target, the commentary in future reports should be clearer about the “route to green” including anticipated timelines.
  - The relevant Overview and Scrutiny Committees should consider continuing underperformance in more detail.
  - In relation to Appendix 1 – the list of key performance indicators for 2019/20 with targets - the Committee felt that some of the targets were not sufficiently ambitious and asked officers and Cabinet members to review these.

## **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 working towards achieving the vision and priority ambitions.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Dammy Adewole**  
**Senior Management Accountant – Central Services**

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.

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: **Tim Hallam**  
**Deputy Head of Law (Regeneration)**

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: **Natalie Warren**  
**Strategic Lead – Communities and Libraries**

The Corporate Performance Framework for 2018/19 contains 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 appendix.

## **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**

Appendix 1: Corporate Performance Framework 2019/20

**Report Author:**

Sarah Welton  
Strategy Manager

## Appendix 1 - DRAFT CORPORATE KPIs 2019/20 by Corporate Priority

Directorate	Indicator	2018/19 Target	2018/19 Outturn	Proposed 2019/20 target
<b>PEOPLE</b>				
<b>High quality consistent and accessible public services which are right first time</b>				
Adults, Housing & Health	% General tenant satisfaction with neighbourhoods/services provided by Housing	75%	68%	75%
Adults, Housing & Health	% of repairs completed within target	95%	97.70%	95%
Adults, Housing & Health	% Rent collected	98%	98.80%	98%
Adults, Housing & Health	Average time to turnaround/re-let voids (in days)	28 days	26.64 days	28 days
Adults, Housing & Health	Tenant satisfaction with Transforming Homes	85%	87.50%	85%
Adults, Housing & Health	Overall spend to budget on HRA (£K variance)	£0	£0	£0
Adults, Housing & Health	Number of library members (signed up and active within 12 months for loans and PC use)	NEW	25,756	26,785
Children	Average time (in days) for a child to be adopted (3 year average)	500	492	National average
Finance/ Commercial	Overall spend to budget on General Fund (% variance against forecast)	0	0	0
Finance/ Commercial	Forecast National Non-Domestic Rates (NNDR) collected	99.30%	98.93%	99.30%
Finance/ Commercial	Forecast Council Tax collected	98.90%	98.90%	98.90%
Strategy, Comms & Cust	Contact Centre - Face to Face average waiting times (minutes)	10 mins	03:56	3 mins
Strategy, Comms & Cust	Contact Centre - Face to Face - no of visitors	n/a	68822	n/a
<b>Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing</b>				
Adults, Housing & Health	Number of additional hypertensive patients diagnosed following screening programmes	400	694	600
Adults, Housing & Health	Successful completion of treatment in Young People's Drug & Alcohol service (YTD)	70%	89%	70%
Adults, Housing & Health	Number of GP practices with a profile card and agreed joint priorities within the preceding 12 months	93%	93%	93%
Adults, Housing & Health	Number of health hazards removed as a direct result of private sector housing team intervention	800	896	900
Adults, Housing & Health	Number of applicants with family commitments in Bed & Breakfast for six weeks or more (ie those presenting as homeless who have dependent child(ren) or are pregnant)	0	0	0
Adults, Housing & Health	Permanent admissions of older people (aged 65+) to residential and nursing care homes per 100,000 population	649	669	665 (prov)
Adults, Housing & Health	Number of delayed transfers of care - days from hospital (attrib. to NHS, ASC & Joint)	3,288	2,459	3,082 (prov)
Adults, Housing & Health	Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/ rehabilitation	91.3%	81% (prov)	86% (prov)
Adults, Housing & Health	Proportion of people using social care who receive direct payments	NEW	33.1%	32%
Adults, Housing & Health	Number of households at risk of homelessness approaching the Council for assistance	N/A - demand	1,605	N/A - demand
Adults, Housing & Health	No of homeless cases accepted	N/A - demand	97	N/A - demand
<b>Communities are empowered to make choices and be safer and stronger together</b>				
Adults, Housing & Health	Number of new Micro Enterprises started since 1 April 2019	NEW	NEW	20
Children	% of young people who reoffend after a previously recorded offence	30%	11% (Q3)	National average
Adults, Housing & Health	No of placements available within council for volunteers	NEW	180	210
Adults, Housing & Health	% of volunteer placements filled within council	NEW	85%	96%
<b>PLACE</b>				
<b>Roads, houses and public spaces that connect people and places</b>				
Environment and Highways	% of potholes repaired within policy and agreed timeframe	98%	99.10%	98%
Place	No of HRA-funded homes (units) that have started to be built since 1 April 2019	117	117	80
Place	Total number of homes permitted through Planning	950	409	950
<b>Clean environments that everyone has reason to take pride in</b>				
Environment and Highways	Payment rate of Fixed Penalty Notices (FPNs)	70%	61.60%	70%
Environment and Highways	% Household waste reused/ recycled/ composted	41%	37.5% (prov)	41%
Environment and Highways	Street Cleanliness - a) Litter	9%	10.06%	9%
Environment and Highways	Street Cleanliness - c) Graffiti	3%	4.28%	3%
Environment and Highways	% of refuse bins emptied on correct day	98.50%	97.85%	98.50%
<b>Fewer public buildings with better services</b>				
Place	Value (£) of council owned property disposals	new	n/a	Baseline
Place	% occupancy of commercial properties	88%	89%	88%
<b>PROSPERITY</b>				
<b>Attractive opportunities for businesses and investors to enhance the local economy</b>				
Place	% of Major planning applications processed in timescale	90%	100%	90%
Place	% of Minor planning applications processed in timescale	90%	100%	90%
Place	No of Thurrock businesses benefitting from ERDF programmes	45	68	40
<b>Commercial, entrepreneurial and connected public services</b>				
Finance/ Commercial	Total gross external income (fees & charges) (based on sales forecast)	£8286k	£9318k	£8912.6k
Place	Value of business rate base (ANNUAL)	n/a	£277.5m	£277.5m
<b>Vocational and academic education, skills and job opportunities for all</b>				
Children	% of primary schools judged "good" or better	94%	90%	94%
Children	% of all schools judged "good" or better	NEW	88%	National average
Children	% NEET + Unknown 16-17 year olds (Age at start of academic year)	2%	1.9%	1.6%
Children	Number of places accessed for two year olds for early years education in the borough	75%	79.6%	75%
Children	KS2 Attainment - % Achieving the National Standard in Reading, Writing & Maths (ANNUAL)	National average	TBC	Above national average
Children	KS4 Attainment - Progress 8 score (ANNUAL)	Above 0	TBC	National average
Children	Achievement of Level 2 qualification at 19 years old (ANNUAL)	88%	TBC	Above national average
Children	Achievement of Level 3 qualification at 19 years old (ANNUAL)	54%	TBC	Above national average
Children	Children Looked After KS2 - % Achieving the National Standard in Reading, Writing & Maths (ANNUAL)	Above national average	TBC	Above national average
Children	Children Looked After KS4 - Progress 8 score (ANNUAL)	National average	TBC	National average
Children	% of 17-21 yr old Care Leavers in Education, Employment or Training	70%	65%	65%
HR0D	No of new apprenticeships started (incl current staff undertaking new apprentice standards) as % of workforce	56	60	59 (2.3%)
Place	Average weekly household earnings (Thurrock resident) (data from ONS/NOMIS) (ANNUAL)	Regional average	£579.30	Regional average
Place	Total number of employee jobs in Thurrock (data from ONS/NOMIS) (ANNUAL)	63,000 (2016)	64,000 (2017)	64,000

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