

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

## General Services Committee

The meeting will be held at **7.30 pm** on **6 July 2022**

**Committee Room 2, Civic Offices, New Road, Grays, Essex RM17 6SL**

### Membership:

Councillors Robert Gledhill (Chair), Mark Coxshall (Vice-Chair), Deborah Huelin, Barry Johnson, John Kent, Fraser Massey and Lynn Worrall

### Substitutes:

Councillors Jack Duffin, Tony Fish, Shane Hebb, Andrew Jefferies, Kairen Raper and Luke Spillman

### 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 General Services Committee meeting held on 14 June 2022.	
<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 Declarations of Interests</b>	
<b>5 Independent Remuneration Panel - Options</b>	<b>9 - 14</b>
<b>6 Thurrock Regeneration Limited Progress Report</b>	<b>15 - 24</b>

## Exclusion of the Public and Press

Members are asked to consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

### **7 Shortlisting - Assistant Director Legal and Monitoring Officer & Assistant Director Regeneration & Place Delivery**

Paperwork for this item will follow under separate cover.

#### **Queries regarding this Agenda or notification of apologies:**

Please contact Jenny Shade, Senior Democratic Services Officer by sending an email to [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **28 June 2022**

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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 General Services Committee held on 14 June 2022 at 7.00 pm

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**Present:** Councillors Robert Gledhill (Chair), Mark Coxshall (Vice-Chair), Deborah Huelin, John Kent, Fraser Massey, Lynn Worrall and Shane Hebb (Substitute) (substitute for Barry Johnson)

**Apologies:** Councillor Johnson

**In attendance:** Sean Clark, Corporate Director Resources and Place Delivery  
Matthew Boulter, Democratic Services Manager and Deputy Monitoring Officer  
Helen Anderson, Tile Hill Recruitment Consultants  
Ben Cox, Penna Recruitment Consultants  
Mykela Pratt, Strategic Lead HR, Resourcing and Improvement  
Jenny Shade, Senior Democratic Services Officer

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

### 1. Minutes

The minutes of the General Services Committee held on the 7 February 2022 were approved as a correct record.

The minutes of the General Services Committee held on the 10 February 2022 were approved as a correct record.

### 2. Items of Urgent Business

There were no urgent items of business.

### 3. Declarations of Interests

There were no declarations of interest.

### 4. Amendments to the Constitution

The report presented to Members set out the background and discussions of the recent review of the constitution by the Constitution Working Group and recommended that those findings be presented to Council on the 29 June 2022. The Constitution Working Group would meet again in August 2022 to discuss the next stages.

Councillor Worrall referred to the second row of the box displayed on page 88 and questioned why "and Finance" had been strikethrough. Members would be updated once clarification had been sought from the contracts team.

Councillor Gledhill referred to the paragraphs dealing with the cancellation or arrangement of extraordinary meetings and asked that “he/she – his/her” be amended to reflect a more specific title.

Councillor J Kent commented that the Constitution Working Group had undertaken a good job and had not disagreed with anything in the report to be taken forward. Councillor J Kent stated it would have been useful this evening to have had sight of the Corporate Peer Report to see how the changes and recommendations would be scrutinised. Councillor J Kent also referred to the issue of the security of member emails and elected members needed to be told, when possible, that their emails were being looked at. Those rights should be in the constitution and should form part of the next set of work of the Constitution Working Group and report back to this committee at a later stage. Councillor Gledhill seconded Councillor J Kent comment and stated the rules should be in place to notify members and be signed off similarly to the ED2 process.

Councillor Worrall stated more information would be required for her to participate in the next meeting planned for August 2022. The next stages of the work being undertaken by the Constitution Working Group would need to look at the different committee structures, reports to be presented at the right time and needed to have sight of the scrutiny report rather than the action plan. Councillor Worrall suggested to aid with the modelling process a visit to Southend on Sea Council would be a good idea to watch their members and speak with committee chairs.

Councillor Massey generally agreed with the report and the positive work being undertaken and for the need for email privacy.

Councillor Gledhill thanked officers for the report and with a few points to pick up, members agreed the recommendations.

#### **RESOLVED:**

##### **1. General Services Committee recommended that Full Council:**

**Agree or note (where the amendment is a consequential amendment) the amendments supported by the Constitution Working Group listed at numbers 1 to 17 in Appendix 1, namely to:**

**Procedure Rules: (a) Remove Portfolio Holder reports from Full Council and give Overview and Scrutiny Committees the role of receiving these reports. (b) Allow Portfolio Holders/relevant committee Chair to acknowledge a petition upon presentation at Council. (c) Extend the time for Member Questions at Full Council to 45 minutes. Page 9 Agenda Item 5. (d) Clarify rules so that the Mayor or Chair of committee agrees to call extraordinary meetings in consultation with relevant officers. (e) Record all votes at Full**



Council in order that numbers for and against can be recorded. (f) Extend Full Council guillotine by 30 minutes. (g) Extend the time for speeches on Motions by 1 minute. (h) Extend the time allowed for someone to present a petition to 3 minutes. (i) Establish an annual dedicated 'Opening of the Municipal Year' debate at June's Full Council meeting with the debate for the 2022/23 year being scheduled for the meeting in July 2022. (j) Clarify rules so that the Mayor or Chair of Committee agrees to cancel a meeting in consultation with relevant officers. (k) Formalise the process whereby, upon formal and timely notice, a different Member to the one who submitted a motion to Full Council can propose it at the meeting. (l) Remove the annual report from Youth Cabinet to Full Council as it is covered annually at Children's Services Overview and Scrutiny Committee.

Licensing: (m) Remove Licensing Committee powers relating to alcohol under Section 13 Criminal Justice Act 2001. (This is a consequential amendment). (n) Amend appointment of Vice Chair and Chair of Licensing Sub-Committees so that they can be appointed at the meeting. (o) Remove Licensing Committee powers relating to Part 1 of the Health and Safety at Work Act 1974 and transfer them to the General Services Committee.

Contracts: (p) Refresh Contract Procedure Rules (this is a consequential amendment) Page 10 Overview and Scrutiny. (q) Remove Councillor Calls for Action as a standing item on O&S agendas.

2. Noted that five suggested amendments, set out at numbers 18 to 22 in Appendix 1, will be brought to Full Council at a later date for decision if required.
3. Agreed the actions to be taken in relation to suggestions 23 to 32 of Appendix 1, with the understanding Suggestion 27 will return to Constitution Working Group for further discussion

*At 7.20pm the committee agreed to enter into exempt session in order to discuss the personal details of applicants.*

*At 7.20pm, Councillor J Kent and Councillor Worrall left the meeting.*

**5. Longlisting - Assistant Director Legal and Monitoring Officer & Assistant Director Regeneration & Place Delivery**

The Committee considered the longlist for the roles of Assistant Director Legal and Monitoring Officer, as well as the Assistant Director Regeneration & Place Delivery.

**RESOLVED:**

1. **Six candidates for Assistant Director Legal and Monitoring Officer to be progressed.**
2. **Eight candidates for Assistant Director Regeneration & Place Delivery to be progressed.**

**The meeting finished at 7.55 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)**

<b>6 July 2022</b>	<b>ITEM: 5</b>
<b>General Services Committee</b>	
<b>Independent Remuneration Panel – Options</b>	
<b>Wards and communities affected:</b> Not applicable	<b>Key Decision:</b> Non-Key
<b>Report of:</b> Matthew Boulter, Democratic Services Manager, and Interim Monitoring Officer	
<b>Accountable Assistant Director:</b> Not Applicable	
<b>Accountable Director:</b> Sean Clark, Director of Resources and Place Making	
<b>This report is</b> Public	

## Executive Summary

In January 2020 Full Council considered the report of the Joint Independent Remuneration Panel (IRP) relating to Member Allowances. One outcome of this consideration was that the Council agreed “that officers should investigate and implement alternative IRP arrangements for future years”. This report sets out the options for Members to consider regarding the future implementation of IRPs at Thurrock.

### 1. Recommendation(s)

**1.1 To agree the future operation of an Independent Remuneration Panel (IRP) based on the three options set out in 3.1 below.**

**1.2 To maintain a four yearly cycle for the IRP.**

### 2. Introduction and Background

2.1 Under *The Local Authorities (Members’ Allowances) (England) Regulations 2003 (SI 1021)* (the 2003 Regulations), every council is required to review its Member Allowances via an independent remuneration panel (IRP).

2.2 Since 2007 Thurrock has shared a joint IRP with Southend Council to share the costs and workload of the Panel between the two councils. The Joint IRP has met on the following occasions: June 2007, August 2010, June 2011, June 2015 and June 2019.

2.3 The Panel is composed of 5 independent members recruited by the respective councils. 2 panel members represent Southend, 2 represent Thurrock and there is 1 chair. The panel members come from a varied background representing business, community and central government. The chair has extensive local government experience at senior management level.

2.4 The panel looks at the following issues:

- (a) The amount of Basic Allowance that should be payable to elected Members and the expenses it should include
- (b) The responsibilities or duties which should lead to the payment of a Special Responsibility Allowance and as to the amount of such an allowance
- (c) Those Co-optees who should receive a Co-optees' Allowance and as to the amount of such an allowance
- (d) The duties for which a travelling and subsistence allowance can be paid and as to the amount of this allowance
- (e) As to whether Dependants' Carers' Allowance should be payable to Members, and as to the amount of such an allowance
- (f) As to whether adjustments to the level of allowances may be determined according to an index and if so which index and how long that index should apply, subject to a maximum of four years, before its application is reviewed;
- (g) The implementation date for the new Schemes of Members' allowances and as to whether, in the event that the schemes are amended, any such amendments should be backdated to the beginning of the municipal year.

In addition, the Joint Panel is asked to make recommendations on:

- (h) The Civic Allowances and amounts payable
- (i) The payments made to the statutory post of Independent Persons
- (j) Any other issues that are brought to the Panel's attention

2.5 The Panel employs an advisor with significant academic experience in Member Allowances to lead the panel's agenda and produce the detailed technical report that is presented to both councils.

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

3.1 Members have the option to review the IRP arrangements and the options for future reviews are:

- Maintain the current joint panel with Southend
- Establish a new panel in collaboration with another council.

- Establish a new panel solely for Thurrock.

#### Maintaining a joint panel with Southend

- 3.2 The joint panel with Southend has suited the aims of Thurrock's IRP for over a decade. It offers both councils the ability to share the cost of the Panel on a 50/50 basis, including the costs of the panel and the advisor. In 2019 the joint panel felt that the work and circumstances of Members from both councils were still comparable but it would be for Members to decide whether the circumstances for Members in both councils has diverged enough to warrant an end to the joint arrangements.

#### Establish a new panel in collaboration with another Council

- 3.3 If Members wished to form a joint panel with another council it would be advisable that this council was comparable either in nature (unitary) or geography (a neighbouring council). Medway Council is the nearest unitary authority close to Thurrock outside Southend.
- 3.4 If Members wished to pursue this option then officers would need to approach the identified council(s) to enquire whether they would be interested in forming a joint panel.

#### Establish a new panel solely for Thurrock

- 3.5 Thurrock could establish its own IRP consisting of three independent people, as prescribed by the regulations. This could potentially increase the cost to the Council of running an IRP by removing shared costs with another council. Members would also need to agree the regularity of the review and the four yearly cycle would be a good one to maintain.

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

- 4.1 It is essential that an IRP remains and is perceived to be independent. Whatever option Members agree the panel will continue its work in the same spirit it has maintained since 2007, namely objective enquiry into Member Allowances with reference to prescribed methods and evidence. In this sense the form the IRP takes will not affect the outcomes it produces following its deliberations.

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

- 5.1 None. The report has been produced in direct response to the request of the Full Council in January 2020.

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

6.1 The maintenance of an IRP ensures the openness and transparency of the Member Allowances process, allowing the public to see how allowance figures are calculated and arrived at by the panel.

## 7. Implications

### 7.1 Financial

Implications verified by: **Dammy Adewole**  
**Senior Management Accountant – Resources  
& Place Delivery**

The average cost of a joint IRP meeting with associated report, for Thurrock, is £3000. The alternative shared option with another council would not present a large change to this expense. An IRP simply for Thurrock could cost more than £3000 and if based on the current procedure a total cost could be around £5000.

### 7.2 Legal

Implications verified by: **Mark Bowen**  
**Interim Head of Legal Services**

The Local Government Act 2000 and the Local Authorities (Members' Allowances) (England) Regulations 2003 require local authorities to review their Allowances Schemes and to appoint Independent Remuneration Panels to consider and make recommendations on the Scheme of Allowances. Members must have regard to the recommendations of the Panel before making any changes to the Allowance Scheme. The options contained in this report would comply with the legal requirements.

### 7.3 Diversity and Equality

Implications verified by: **Roxanne Scanlon**  
**Community Engagement and Project  
Monitoring Officer**

There are no specific diversity implications related to this report. The IRP recommendations must maintain their objectivity and evidence based reasoning to apply allowances to Members fairly and equally.

7.4 **Other implications** (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, or Impact on Looked After Children

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):

- The Joint Independent Remuneration Panel Report to Full Council on 29 January 2020. Available at [www.thurock.gov.uk](http://www.thurock.gov.uk)

**9. Appendices to the report**

- None

**Report Author:**

Matthew Boulter

Democratic Services Manager & Interim Monitoring Officer.

Legal & Democratic Services

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<b>6 July 2022</b>	<b>ITEM: 6</b>
<b>General Services Committee</b>	
<b>Thurrock Regeneration Limited Progress Report</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key
<b>Report of:</b> Councillor Mark Coxshall, Cabinet Member for Regeneration, Strategic Planning and External Relationships	
<b>Accountable Assistant Director:</b> N/A	
<b>Accountable Director:</b> Sean Clark, Corporate Director of Resources and Place Delivery	
<b>This report is</b> Public	

## Executive Summary

Thurrock Regeneration Ltd (TRL) is wholly owned by Thurrock Council. There is subsidiary company, Thurrock Regeneration Homes Ltd (TRHL), this is wholly owned by TRL. Within the Council, delegated authority has been given by proxy via to the General Services Committee to the Director of Resources and Place Delivery (to act on behalf of the Shareholders).

This report provides an update on the companies' progress since the last General Services Committee Report in October 2021.

### 1. Recommendation

#### 1.1 The contents of the report are noted.

### 2. Introduction and Background

2.1 TRL is a regeneration and investment company – building a range of property across various tenures. The principle focus of the company is to support the achievement of the Council's wider regeneration goals through the delivery of specific schemes which support the delivery of new homes in the borough.

2.2 TRL gives the Council a vehicle to increase the delivery rate of housing development, particularly on brownfield sites, and to ensure the delivery of affordable housing, especially in a tight housing sector market where private sector developers see less profit in delivering affordable housing. It is part of the housing solution to provide more homes within the Borough.

- 2.3 The Local Plan for Thurrock (currently at Issues and Options Stage 2) has an indicative target of building 32,000 homes over the next Local Plan period to 2037. There are currently 62,000 homes in the Borough, so the Local Plan target is almost a 50% increase in the housing numbers in Thurrock.
- 2.4 The South Essex Strategic Housing Market Assessment (SHMA - May 2017) also sets out the objectively assessed need for Housing in Thurrock between 2014 and 2037 as 1,074-1,381 new dwellings per annum, of which c 472 dwellings per annum should be affordable housing. TRL, in partnership, with the Council can positively contribute to these targets. A new SHMA is currently being undertaken with revised figures to be released in the summer of 2022. It is likely the need for housing dwellings including affordable units will increase.
- 2.5 Progress to date has seen the delivery of one housing scheme (St Chads), providing 128 homes (including 26 affordable homes).
- 2.6 TRL also owns the site at Belmont Road, having purchased the site from the Council. Planning permission will be re-submitted for 80 homes (subject to viability).

### **3. Issues, Options and Analysis of Options – Updates on Progress**

#### **3.1 Governance and Recruitment**

- 3.1.1 In order to achieve its ambitions, TRL requires strong governance and a resilient Board of Directors. The current articles of association for the company provide a structure of a maximum of five directors, a company secretary and various consultants (e.g. legal and finance). The deciding vote rests with the Chairperson of the Board.
- 3.1.2 Good corporate governance will ensure the Board is resourced with the necessary skills and experience to scrutinise recommendations and make qualified decisions, and that external directors can be remunerated. There is a need for the company to be independent and agile in their ability to respond to market forces and make decisions. The Board should regularly undertake a skills audit to ensure that it has an appropriate balance of skills and experience appropriate for the type of company they are running.
- 3.1.3 A recruitment exercise was undertaken in the Autumn of 2021 with the appointment of two external directors. The new directors took up their posts in November 2021. The new directors have a wealth of experience in the housing industry, providing knowledge and understanding.
- 3.1.4 One director has a background as a senior executive and served as a board member of a range of organisations working with boards and executive teams, including being a Managing Director a local authority sponsored local housing company, developing their governance and housing development programme. Further experience includes;

- Specifying and contracting estate improvements
- Conducting meaningful resident consultations and reporting to stakeholders on progress and issues
- Housing development projects across all tenures ranging from small infill schemes to large scale, long-term regeneration schemes
- Business planning
- Risk and budget management

3.1.5 The other Director has experience as a Managing Director and as a PLC Group Director for both contractors and housing developers providing leadership a high integrity. They have also worked in the Registered Provider sector providing a holistic view of housing development across all tenures, together with a great understanding of the issues, options and resolutions. Further experience includes:

- Financial Management
- Governance and aligning objectives with budgets
- Strategic thinking adapting plans as required providing alternatives ways to achieve the same goal.
- Housing development and construction projects across all tenures and sizes
- Involvement in forums; including SELEP and ASELA

3.1.6 Directors provide are committed to a minimum of 15 days per year through, in the main, attending and contributing at Board meetings. The appointment would be for an initial three year term.

3.1.7 Further recruitment of Directors will continue in later in the year to, increase skills, strengthen local links and broaden the diversity of the Board.

3.1.8 The TRL Board will continue to evolve as its development programme and profile grows. It should be noted, any Director of the company must (under the Companies Act 2006) act in the best interests of the company.

3.1.9 The TRL Board held an 'strategic away' day at the Civic Offices in March 2022 to discuss a variety of issues to further the company, including:

- Business Plan
- Forward Plan and Potential sites
- Sales Strategy
- Managing Risk
- Performance (KPIs, risk management)
- Communications / Engagement

The Board has also resolved to held topic based meetings bi-monthly to provide scrutiny and strategic direction. A meeting on to discuss the sales strategy of St Chads in to be held in July 2022.



3.3.2 TRL wants to ensure the Belmont Road development is progressed and on site as soon as possible, in order, to provide new homes (private and affordable) to residents of the Borough, working in partnership with the Council to be part of the solution of providing new homes in Thurrock. Over recent months the Board of TRL has considered:

- Financial viability
- Comparative budget estimates
- Indicative delivery programme
- Risk profile

3.3.3 The TRL Board agreed to amend the currently consented scheme (altering the design to meet current design standards and Building Regulations), but keeping the overall design, unit and tenure mix as currently approved by the Local Planning Authority, for 80 residential units (subject to viability)

3.3.4 In order to meet the current design standards and Building Regulations procurement of the design team has been undertaken for:

- Architects
- Mechanical and Electrical Consultants
- Civil and Structural Consultants

With the design team now assembled the process to re-submit a planning permission together with community consultation will be accelerated.

3.3.5 Housing development team are awaiting confirmation of the new legal team so that a revised version of the report on title can be discussed and move the scheme moving forward with planning colleagues.

3.3.6 The timetable for the development is as follows:

- |                            |             |
|----------------------------|-------------|
| • Planning Application     | Spring 2023 |
| • Planning consent granted | Summer 2023 |
| • Tender contractor        | Summer 2023 |
| • Pre construction         | Autumn 2023 |
| • Start on site            | Summer 2024 |
| • Practical completion     | Summer 2025 |

The Belmont Road development scheme is of strategic importance to TRL and every effort will be made to accelerate the development timetable.

3.3.7 TRL are working in partnership with the Council to deliver the scheme's 28 affordable housing units. This will include the Council's first shared ownership units.

### **3.4 St Chads Estate, Tilbury**

- 3.4.1 TRL has an operational subsidiary company named Thurrock Regeneration Homes Ltd (TRHL). TRHL is wholly owned by TRL, keeping separate the strategic development and sales aims of the parent company (TRL) from the operational management of its assets through the subsidiary (THRL).
- 3.4.2 Providing quality rental housing under assured short hold properties TRHL is providing for different housing needs not currently provided for by the local housing market.
- 3.4.3 The St Chads estate has 128 properties - TRHL currently owns and rents 102 properties with the remaining 26 properties owned by a Housing Association partner, providing affordable housing in perpetuity for Thurrock residents. There is a mix of 2, 3 and 4 bed houses on the estate. The estate was completed in August 2017.
- 3.4.4 TRHL works in partnership with its managing agent HERA to undertake estate management and maintenance services this including; lettings, income management and tenancy management.
- 3.4.5 HERA and TRHL have monthly contract meetings to review performance and discuss any areas of concern and agreed, where appropriate, any action. There are numerous key performance indicators upon which HERA report monthly including rents and lettings. This is to ensure services are managed well and any issues are resolved at the earliest opportunity.
- 3.4.6 Tenants can communicate with HERA via their current IT portal or by post, email, or telephone. Tenants are provided with a group email and telephone number, ensuring that all calls and emails can be logged and allocated to the appropriate person. If an issue affects multiple tenants, a group email is sent to all tenants advising of the situation and what action we are taking to remedy it. Once an issue is resolved all tenants receive a further update.

### **3.5 Business Planning and MTFs**

- 3.5.1 TRL continue to review and update the business plan modelling to ensure financial and business decisions are optimised. TRL works closely with finance colleagues in Thurrock Council via an SLA to ensure its financial obligations are fulfilled in respect of financial reporting.
- 3.5.2 The financial planning will consider further schemes if they can clear the financial viability assessment included in the development appraisal process and make a positive contribution towards the delivery of the company business plan.
- 3.5.3 TRL continues to work with the Council to consider potential land disposals that enable TRL to develop further schemes which support both the objectives of the Company and the Council.

- 3.5.4 TRL wants to establish a pipeline of sites within the Borough and are open to working with other land agents, developers and construction organisations, ensuring TRL's brand stands for high quality development for all tenures, fitting with the Council's priorities.
- 3.5.5 Currently there is an investment return of £0.467m and £2.000m included in the MTFS for 2022/23 and 2023/24 respectively. Through this lending agreement, the Council is able to make a return on its investment and support of the TRL, as well as ensuring that TRL can secure the required level of funding needed to deliver new homes into the borough.
- 3.5.6 The Council makes a return of £30k per annum for every £1m that is lent to TRL. This would be circa £9,000 for every property that is delivered by TRL in financial terms, and also, the greater benefit to the borough of contributing towards the high need for additional housing.
- 3.5.7 The Council's MTFS includes income assumptions by way of the loan facilities agreement that is in place with TRL. The Council will prudentially borrow in the General Fund and on-lends to TRL at a commercial rate which is required under state aid rules. This ensures that TRL operate on a commercial basis. As the main shareholder of the company, the Council will receive a dividend at the at the completion of a scheme i.e. when the units are sold. The amount of dividend will be agreed by TRL, in consultation with the shareholder and will be subject to TRL business planning and its net profit.

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

- 4.1 To increase the rate of delivery of housing development and new homes in the Borough of all tenures.
- 4.2 To note progress of company activity.

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

- 5.1 None

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

- 6.1 The proposed list of housing development sites aligns closely with the Council's Vision and Priorities. In particular, sites resonate with the "Place" theme which focuses on houses, places and environments in which residents can take pride.

## **7. Implications**

### **7.1 Financial**

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

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

### **7.2 Legal**

Implications verified by: **Gina Clarke**  
**Corporate Governance Lawyer & Deputy  
Monitoring Officer**

This is an update report in relation to the companies' activities. The TRL Board, as it considers appropriate in accordance with its functions may report make reports to the Committee. Members are receiving the report as shareholders of the companies which have their own management and operational board for decision making. The legal implications are where relevant detailed within the body of the report.

### **7.3 Diversity and Equality**

Implications verified by: **Rebecca Lee**  
**Team Manager – Community Development and  
Equalities**

The recruitment and remuneration of Board Members will be conducted using a fair and consistent approach that supports and encourages diversity of representation and is compliant with the Equality Act 2010 and Public Sector Equality Duty.

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

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):

- TRL Business Plan (Company document)
- TRL Business Plan modelling (Company document)
- Culver Centre planning submission



**9. Appendices to the report**

None

**Report Author:**

Helen McCabe

TRL Development Manager/Company Secretary

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