

<b>7 February 2018</b>		<b>ITEM: 14</b> <b>Decision 0110463</b>
<b>Cabinet</b>		
<b>Capital Programme Proposals</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-Key	
<b>Report of:</b> Councillor Shane Hebb, Portfolio Holder for Finance		
<b>Accountable Assistant Director:</b> Not Applicable		
<b>Accountable Director:</b> Sean Clark, Director of Finance and IT		
<b>This report is public</b>		

## **Executive Summary**

This report presents the Cabinet with recommended additions and the approach to the new capital programme for 2018/19 and subsequent years.

The council is undergoing considerable transformation and needs to be able to respond accordingly to service review outcomes, system requirements, operational necessities and the need to plan for those larger projects for the future as well as considering individual projects.

### **1 Recommendations that the Cabinet:**

**1.1 Consider the approach of general allocations as set out in section 4;**

**1.1 Comment on the specific proposals set out within Appendix 3 of this report; and**

**1.2 Recommend these proposals to Full Council.**

### **2 Introduction and Background**

**2.1** As part of the budget, the Council needs to set its capital programme for the following financial years. The future development of the Medium Term Financial Strategy will also need to take account future capital spending plans over the period of the strategy.

**2.2** The following sources of funding are available to the General Fund:

- a) Capital Receipts – these are the receipts realised from the disposal of capital assets such as land and buildings. Members will be aware that

the Council reviews the asset base and there are few disposals in progress;

- b) Grants and Contributions- these could be ad hoc grants awarded from government or other funding agencies or contributions from developers and others;
- c) Prudential Borrowing – the Council is able to increase its borrowing to finance schemes as long as they are considered affordable; and
- d) Revenue – the Council can charge capital costs directly to the General Fund but the pressure on resources means that this is not recommended.

- 2.3 In more recent years, only Prudential Borrowing has been available to finance the majority of schemes within the capital programme with grants only being made available for specific services such as highways.
- 2.4 Annually, all services consider their future capital needs and submit bids for schemes ranging from projects in their own right to smaller schemes that are required to maintain operational ability – such as capital repairs to operational buildings and system upgrades.
- 2.5 In addition, the Council Service Review (CSR) process is identifying a number of service enhancements that will ultimately reduce costs or increase income. These will need to be funded as and when identified.
- 2.6 Finally, there are those projects that require seed funding to prepare more detailed business cases. The council agreed in February 2017 to a £2m budget provision to ensure funding is available to prepare business cases for Future and Aspirational Capital Schemes. Approximately £0.9m has been spent from the budget provision in 2017/18 It is recommended that this budget be reset at £2m again for the coming year which requires an additional funding pot of £1.1m to be added.

### **3 Current Programme**

- 3.1 Before considering the new proposals, it is worth reflecting on the allocations that have been agreed over recent years. These are summarised in Appendix 1 but, covering the period 2017/18 through to 2020/21, total over £240m with £212m still to be spent as at 1 January 2018.
- 3.2 Set out below are the major schemes that are included within the current programme over that period that are already committed and many underway:
  - 3.2.1 The widening of the A13;
  - 3.2.2 Purfleet Regeneration;
  - 3.2.3 Grays' Town Centre and Underpass;

- 3.2.4 Stanford-le-Hope Interchange;
  - 3.2.5 A new Environmental Fleet;
  - 3.2.6 Improvements to parks and open spaces;
  - 3.2.7 New educational facilities;
  - 3.2.8 The HRA Transforming Homes programme;
  - 3.2.9 Highways infrastructure;
  - 3.2.10 Civic Office Enhancements; and
  - 3.2.11 Improvements to the Linford Civic Amenity Site.
- 3.3 In addition, feasibility work has been carried out in developing the future and aspirational bids during recent months and an update on these is included at Appendix 2.

#### **4 Draft Capital Proposals**

- 4.1 As stated above, there have been a number of schemes that can be seen as projects in their own right. These have been included at Appendix 3 and will, in the main, be known to the relevant Overview and Scrutiny Committee in one form or another.
- 4.2 Having reviewed all of the other capital requests, they fall within one of four categories and are summarised in the table below. A schedule of some of the bids is included at Appendix 4 for information but is not exhaustive. The amounts have been calculated using the respective bid totals and would be under the responsibility of a relevant Transformation Board or Directors' Board for allocation and monitoring:

<b>Responsible Board</b>	<b>Examples</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>
Service Review	These could include new systems that create efficiencies, upgrades to facilities to increase income potential and enhancements to open spaces to reduce ongoing maintenance.	0.5	0.5	0.5
Digital	The council has been progressing steadily towards digital delivery, both with residents and amongst officers. This budget will allow for further progression as well as ensuring all current systems are maintained to current versions and provide for end of life replacement.	0.9	0.4	0.6
Property	This budget will provide for all operational buildings including the Civic Offices, libraries, depot and Collins House. It will allow for essential capital maintenance and minor enhancements.	1.2	1.0	1.0
Transformation	This budget is to provide the ability to build business cases for major projects as per paragraph 2.6. The recommendation is for an annual “top up” to bring the budget back to £2m at the start of each financial year.	1.1	2.0	2.0

4.3 In addition, the capital programme also includes the HRA, Highways and Education. These are largely funded by government grants and will be considered by their respective Overview and Scrutiny Committees and the Cabinet under separate reports.

4.4 Highways are expected to receive in the region of £1.9m per annum from the Department of Transport whilst Education are expected to receive a further £5m in 2019/20 from the Department for Education with further allocations for free schools.

## **5 Issues, Options and Analysis of Options**

5.1 In previous years, the recommendations to Council have also included delegations to Cabinet to agree additions to the capital programme under the following criteria:

- If additional third party resources are been secured, such as government grants and s106 agreements, for specific schemes; and
- Where a scheme is identified that can be classed as 'spend to save' – where it will lead to cost reductions or income generation that will, as a minimum, cover the cost of borrowing.

## **6 Reasons for Recommendation**

- 6.1 The capital programme forms part of the formal budget setting in February and is an integral part of the Council's overall approach to financial planning.

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

- 7.1 The various capital bids put forward have all been considered by the service management teams and by the Directors' Board. Some projects will have also been reported separately to the relevant Overview and Scrutiny Committee.
- 7.2 Corporate Overview and Scrutiny Committee considered these proposals at their meeting on 23 January 2018. The Committee's only concern was about the governance and transparency of the individual 'pots'. It was explained that the various Boards that will manage these are all chaired by a member of the Directors' Board and, to aid transparency, a list of the main bids included with these allocations is included at Appendix 4.

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

- 8.1 Capital budgets provide the finance to meet the Corporate Priorities. If a capital project was not to proceed, this may impact, positively or negatively, on the delivery of these priorities and performance with a corresponding impact on the community.

## **9 Implications**

### **9.1 Financial**

Implications verified by: **Jonathan Wilson**  
**Chief Accountant**

The financial implications have been set out throughout the body of the report. The financial impact of the borrowing decisions has been accounted for within the MTFS.

## 9.2 Legal

Implications verified by: **David Lawson**  
**Assistant Director of Law and Governance**

Local authorities are under an explicit duty to ensure that their financial management is adequate and effective and that they have a sound system of internal control and management of financial risk. This budget report contributes to that requirement although specific legal advice may be required on each projects business case.

## 9.3 Diversity and Equality

Implications verified by: **Rebecca Price**  
**Diversity and Equalities Officer**

All local authorities are required to have due regard to their duties under the Equality Act 2010. The capital programme is assessed at keys stages to ensure the impact of each scheme is measured in a propionate and appropriate way to ensure this duty is met and the needs of different protected characteristics are considered.

## 10. Appendices to this Report:

- Appendix 1 – Current Programme Summary
- Appendix 2 – Update on Future and Aspirational Projects
- Appendix 3 - New Capital Projects
- Appendix 4 – Examples of those Minor Schemes that form part of the General Allocations

### Report Author Contact Details:

Sean Clark  
Director of Finance and IT

## Summary of Existing Programme

Directorate ID	Total Budget 2017/18	2017/18 Spend (at 31/12/17)	Remaining Budget to be spent from 1/1/18	Total Budget 2018/19	Total Budget 2019/20	Total Budget 2020/21
Education	5,453,733	1,255,058	4,198,675	15,167,189		-
Adults	15,672,957	10,136,657	5,536,300	29,730,622	2,411,817	-
Environment & Highways	19,820,439	5,422,784	14,397,655	5,478,857	681,000	-
Place	26,844,981	11,320,240	15,524,741	77,471,919	27,942,000	-
<b>General Allocations</b>						
Service Review	180,000	11,864	168,136	-	-	-
Digital	5,674,923	1,373,863	4,301,060	1,381,721	40,000	40,000
Property	1,442,494	515,991	926,503	5,392,483	446,000	-
Transformation	1,500,000	110,995	1,389,005	-	-	-
<b>Total</b>	<b>76,589,527</b>	<b>30,147,452</b>	<b>41,779,480</b>	<b>134,622,791</b>	<b>35,815,531</b>	<b>40,000</b>
				<b>212,257,802</b>		

### Update on Future and Aspirational Projects

<p><b>Grangewaters – a Commercial Operation</b> To explore a building conference/training centre, moving the facility into a more commercial based operation and provides income generation opportunities for the whole year. This scheme meets the need to create a great place for learning and opportunity; and Improve health and well-being Council priorities. Subject to completion of the Aspire programme.</p>	<p>We have requested a small level of funding to place another training lodge on the site to ensure that we are supporting the requests we are receiving from HR/OD re training spaces – this links to our commercial principles around building a business within a business and utilising smaller based units in the interim period.</p>
<p><b>Alternative Theatre Provision</b> Construction of a new Theatre and multi-functional performance spaces in Grays. This is subject to further feasibility work on theatre options including consideration of potential providers being undertaken by consultants in the context of the Grays masterplan. This scheme meets all of the Council's priorities.</p>	<p>This is being considered as part of the Thameside Redevelopment project whereby part of the Thameside Centre will be retained as a cultural hub. Detailed feasibility work is now being undertaken.</p>
<p><b>Collins House Expansion</b> Develop an additional 3 storey wing for Collins House containing 30 single ensuite bedrooms, to help manage growing demand. This will meet the Improve Health and well-being to ensure people stay healthier longer, adding years to life Council priority.</p> <p><b>Older Persons Shared Ownership Units</b> Shared Ownership units, for older people on the former Whiteacre and Dilkeswood site. In addition a further 46 general needs units could also be developed. This will meet the Improve Health and well-being to ensure people stay healthier longer, adding years to life and life to years Council priority. (Government Grant Funded and Capital Receipts)</p>	<p>Now called '21st Century Residential Care'. We will need to come back with the Business Case and costs in 2018.</p> <p>We will be bringing back a Business Case for an Integrated Housing, residential and primary care Business Case for the whole project some time in 2018.</p>



### Update on Future and Aspirational Projects

<p><b>Housing Estate Regeneration</b> To consider the outcome of work on the business case for regenerating the Council's housing estates, being done in conjunction with the Department for Communities and Local Government and Local Partnerships. The work will be presented to Cabinet later this year for decision and implementation. The project meets the building pride, responsibility and respect to create safer communities; encouraging and promoting job creation and economic prosperity; and Improving health and well-being Council priorities.</p>	<p>Local Partnerships have been replaced as lead advisor by Savills with a target to produce a draft business case by Jan 18. Strategic objectives remain around transformation of place, housing delivery, infrastructure and existing communities. Current focus is to finalise and seek member support estate prioritisation, impact analysis on the HRA and addressing viability. DCLG are engaged and supportive.</p>
<p><b>Tilbury Integrated Healthy Living Centre</b> Development of Tilbury Integrated Health Living Centre, in collaboration with Thurrock Clinical Commissioning Group, Community Health Partnerships and other key stakeholders as one of four hubs across the borough. This is subject to a business case being agreed with health partners. This project meets all of the Council's priorities.</p>	<p>We committed an initial £75k to appoint Currie and Brown (50/50 with the CCG) to undertake the health planning, legal and financial assessments. Following the procurement Pick/Everard have been appointed as our design team - commitment £700k. Outline business case being prepared and work to identify and appoint a head leaseholder underway. Cabinet report anticipated in 2018.</p>
<p><b>A Digitally "Smart" Borough</b> Deliver an enabling municipal infrastructure that will underpin Thurrock's development as a "Smart Place". (Part Government Grant Funded) We are looking at a number of smart place opportunities that can be commercialised. To support a smart place it is anticipated that we will need infrastructure to support borough wide sensor, camera and data networks. It is anticipated that commercial revenue streams will come from providing partners and customers access to these networks (including ultrafast broadband fibre) and selling data from them (traffic flows, pollution etc.) It is expected that there will also be some cost avoidance as we</p>	<p>We have developed an outline business case with consultants to deliver a dark fibre based municipal network connecting public sector sites across Thurrock. This is now ready to move to a project definition stage, which will be used as the basis of a bid submission to DDCMs for grant funding as part of the Local Full Fibre Network initiative, as well as the mechanism for formalising the internal capital requirement. Based on soft market testing we expect to require £5m as for the dark fibre network, of which we will be seeking to cover 50% through grant funding. In addition we have identified that the municipal network will require a significant data centre presence. We already have</p>

### Update on Future and Aspirational Projects

<p>are looking to move our corporate Wide Area Network onto this infrastructure.</p> <p>Finally there will be indirect benefits – developing a strong local digital offer will accelerate local regeneration and associated tax incomes, and the information from the networks will assist in the avoidance of front line service costs. Examples are social care (smart assisted living), public health (pollution control for chronic lung issues) and litter/flytipping prevention (improved CCTV/surveillance capability).</p> <p>We are still exploring options, but we expect benefits to be related on the amount of investment we are prepared to make. The proposal supports all council priorities.</p>	<p>capital funding in place to refurbish and upgrade the existing Civic Offices datacentre, but these investigations suggest that a larger stand alone facility might be a better option. This may require additional funding of £1.5m but will generate income streams – the business case is currently being prepared. We have an expression of interest from a major public sector organisation in Essex.</p> <p>Finally, we have completed some initial feasibility around providing a low powered WAN infrastructure to support an Internet of Things eco-system in Thurrock. We have had significant interest from potential partner organisations. We are currently hoping to secure a significant percentage of external funding to deliver this.</p> <p>Potential tie in with “21<sup>st</sup> Century Residential Care” initiative for assistive technology elements, and also the Intelligent Transport Strategy.</p>
<p><b>Use of Technology in Customer Services</b></p> <p>Explore the introduction of innovative technology (such as Artificial Intelligence sometimes known as ChatBots) into the customer service contact centre. We are already looking to change the focus of our customer service offer as part of the emerging Customer Service Strategy and channel shift, enabling residents to self-serve as much as possible and make it easier to interact with the council outside of normal working hours. There is an opportunity to exploit the use of digital technology further to eliminate the need for introducing expensive on-call / shift rotas. ChatBots are just one idea to help drive efficiencies and provide a better customer experience. A detailed review of what other councils and organisations are using/moving too and feasibility study would be required to identify the most appropriate opportunities and solutions for Thurrock.</p>	<p>The concept of chat-bots in the contact centre was not in favour by the PFH. It may be something we can re-submit as the technology becomes more mature.</p>

### Update on Future and Aspirational Projects

<p><b>High House Artist Studios</b> High House Works (Artist Studios II), providing an additional 10,000 sqft of creative workspace to support micro and small and medium sized enterprises (SMEs) from the creative industries sector on the production park. This scheme will meet the encourage and promote job creation and economic prosperity priority.</p>	<p>High House Works is a proposed joint venture with ACME – the charity who run the first Artists Studios building at HHPP. The scheme would depend on Council Capital Funding together with external funds from the Arts Council England Capital Fund. The Arts Council are reviewing capital funding opportunities and guidance on their new capital programme, together with a first bidding round, is anticipated in 2018.</p>
<p><b>New Commercial Space at Thurrock Parkway</b> Creation of industrial units at Thurrock Parkway, offering industrial, warehouse and office accommodation. Initial projection indicate net proceeds of between 2% and 5% depending upon method of financing, plus an increase to the business rates. This project meets the encourage and promote job creation and economic prosperity priority.</p>	<p>An initial feasibility study conducted by Richard Hopkins Architects has been completed and shows potential to create approximately 15,000 sqm of new business space in units of various sizes. The initial work suggested the development would be viable however, given ground conditions in Tilbury, the next stage will be to appoint a professional team for further design work and to carry out surveys and refine cost estimate. Further advice on demand in the area will also be commissioned. Approval for funding to carry out the next works has been sought.</p>
<p><b>New Commercial Space at Milehams Industrial Estate</b> Potential redevelopment of Milehams Industrial Estate to include a range of industrial, warehouse and office accommodation. Initial projections indicate net proceeds of between 1.25% and 5.25%, depending upon the method of financing. This project meets the encourage and promote job creation and economic prosperity priority.</p>	<p>Review of land ownership shows that the Council only owns a proportion of the site. There are flooding and other issues associated with any development. Initial work suggests a development may not be viable but further work is required.</p>
<p><b>Blackshots Enhancements</b> Options at Blackshots to improve facilities and customer experience, such as the replacement of the roundhouse pavilion and improvements to the car park, to be considered as part of the implementation of the Active Places Strategy and subject to business planning.</p>	<p>Feasibility work into the replacement of the roundhouse pavilion and the adjacent nursery building has commenced. Condition survey of the nursery building is to be commissioned. This will then inform the accommodation schedule of the replacement Pavilion.</p>

## Update on Future and Aspirational Projects

<p><b>Career &amp; Development Portal</b> Creation of a career &amp; development portal - a web based careers portal that would help strengthen our links and our role with community and businesses. Links to service review and selling services. Released on evidence of a costed business case – Income Generation</p>	<p>This overlapped with an ongoing project that the Economic and Regeneration Team were working on. There was no further need for a separate proposal.</p>
<p><b>Gap Analysis / Online Testing Tool</b> Organisational Development (OD) skills gap analysis / online testing tool to identify strengths and weaknesses of potential new job candidates and existing staff. This is linked to the service review and to the delivery of the staff survey action plan. There are generic skills needed by the workforce and we need to be able to identify these digitally, embedded in induction and delivered through development plans. Released on evidence of a costed business case.</p>	<p>Not taken forward due to developments with Vacancy Filler testing candidates ability. This will be further developed with the introduction of Oracle Cloud.</p>
<p><b>Demolition Programme</b> Demolition of 4 buildings, Unit 1 Curzon drive, Unit E Dock Road, Unit 1 Hume Avenue to enable site assembly and allow sites to be leased creating an income stream.</p>	<p>Unit 1 Curzon Drive, demolished 30/06/17 – Advertised at a rental of £15,000 per annum. Application received for a use of car sales. Application in progress awaiting bank and trade references to return. Unit E Dock Road, demolished 10/05/17 – Advertised at a rental of £9,000. Application received for a use as storage of and use as skip hire. Application in progress -awaiting return of references. Unit I Hume Avenue, Demolished 26/04/17 – Fully let from date of demolition completion (26/04/17) at a rental of £15,000</p>

## Update on Future and Aspirational Projects

	per annum
<p><b>Tilbury Community Led Local Development Fund (CLLD)</b>          CLLD funding; including new cycling hub facility and shop front improvements in Tilbury. This will enable the Council to draw down capital match funding through the CLLD programme (once approved) and link with the successful Department for Transport Access Fund which will meet on-going revenue costs.</p>	<p>The cycle hub was deemed ineligible for ERDF funding within the CLLD programme, however work continues under DfT funding. CLLD bid will (if approved) include a shop-front and small business improvement scheme. Awaiting decision from DWP and DCLG – current queries regarding VfM are being addressed – though the Tilbury programme benchmarks as similar VfM and outputs to comparable ESIF-funded programmes in Essex</p>
<p><b>Public Realm Branding</b>          Review all signage and public realm where the Thurrock brand is or could be used as part of developing the overall profile of, and pride in, the place in line with the emerging communications and brand strategy. This would require an understanding of the volume of assets such as street and building signage and the capital costs of replacement as well as opportunities for potential sponsorship as an alternative.</p>	<p>Capital funding of approximately £40k has been agreed to complete a site visit of all locations and identify on a map all signs for villages, towns and borough entry signs. This work will also identify the type and design of signage to be used at each site with 4/5 designs agreed. A schedule will also be drawn up with a view to replacing all signage by end of March 2018.</p> <p>The work will be used to cost the replacement of all the signage which would be a further, more substantial capital bid to cover the signage, supply and installation. This initial stage is expected to start at the end of October and be completed by end of December 2017 with a view to identifying the costs and commencing work from January 2018.</p> <p>Advice has been sought on sponsorship with the providers of the council's roundabout sponsorship scheme, Marketing Force. They do not believe the market is there for the costs to be covered by sponsorship, hence the progressing with the work above.</p>

## Update on Future and Aspirational Projects

<p><b>Energy Efficiency</b> Investigate the viability of solar panel installation to reduce the cost of utilities on Thurrock Council sites.</p>	<p>The roof on CO1 can accommodate a 60kW array but this needs to be factored into the future of the CO1 building. CO2 roof is considered too lightweight and defects have been noted. Consideration was given to a lease-back funding option which required zero capital investment, but this became unviable when the FIT's were reduced. However, since then the costs of PV panels has dropped and it is now be an option that is being reconsidered.</p> <p>However, consideration is now being given to reducing utility costs through a "fabric first" approach. In other words, it may be more effective to undertake remedial works to buildings rather than introduce renewals. Housing have already carried out a study in this regard, and this is currently being reviewed.</p>
<p><b>Industrial Estates in Housing Areas</b> To look at options to relocate businesses from industrial sites located alongside housing areas (Towers Road, Grays &amp; Stanhope Industrial Estate, SLH) which could then be reused for housing supply.</p>	<p>The 3Rs project is currently reviewing all properties owned by the Council to determine their future use. This strand will be picked up as part of this review process.</p>
<p><b>Compactor Litter Bins</b> Installation of 20 Big Belly compactor litter bins in various locations throughout the borough, generating a saving of not emptying half empty bins. Decision will be based on a trial in three locations.</p>	<p>Ten big belly bins have been installed as a pilot. Monitoring is currently taking place to measure efficiency etc. Pilot is due to conclude in March 2018. Early indications are that they work very effectively but locations may need to be reviewed to gain maximum benefit.</p>
<p><b>Fraud Modelling Tool</b> Predicated fraud modelling using Xantura's analytical data modelling software which relates to Revenue and Benefits and is comprised of real time fraud checks.</p>	<p>Withdraw from this list. Consider alongside any ADM discussions.</p>

### Update on Future and Aspirational Projects

<p>The government published in December 2016 that the latest estimate of fraud in Housing Benefits stands at 1.1%. Thurrock Council pays out circa £70m per annum and, if the estimate is correct, this includes £770k in fraudulent payments. It is impossible to say how much of this would be identified and saved through this software but, as an example, 5% equates to £38.5k paying back the investment in less than three years or 10% at £77k repaying the investment in 1.5 years.</p>	
<p><b>Aveley Community Facility</b> Aveley community facility phase 2 - inclusion of nursery accommodation to be leased out to an independent operator, providing revenue to the Council. Phase 1 is already included in the current capital programme. The scheme will create a great place for learning and opportunity, encourage and promote job creation and economic prosperity and build pride and respect to create safer communities. This is subject to the completion of a business case to justify phase 2 and the outcome of the review of libraries across the Borough, which will take account of the strategic approach to community hubs.</p>	<p>Aveley Hub - we drew down a small amount from the aspirational fund for the Aveley Business Case (under £20k). Will be funded from S106 funds and the Hub Capital Programme. Proposals to complete final design and procure a contractor are going to December Cabinet for approval.</p>
<p><b>Linford Civic Amenity Site</b> To explore a second phase of capital works to create facilities for trade waste as an income generating opportunity.</p>	<p>Being considered by Cabinet in December</p>
<p><b>LCS Enhancements – (Children’s Social Care Database)</b> Aim - To address data quality issues in the social care system for children’s services – LCS.  Not all teams use the LCS system. There is no formal training provided to social workers in the use of LCS. Legacy of agency and high staff turnover in social care leading to poor recording practice</p>	<p>The Task and Finish Group have delivered the following outputs:</p> <ol style="list-style-type: none"> <li>1. Recruited a data cleansing resource. Identified all records that need to be cleansed and agreed a plan where all social workers will book slots with data cleaning resource to address any data quality issues</li> <li>2. Liquid Logic have been booked in to meet with all</li> </ol>

**Update on Future and Aspirational Projects**

DCS has set up a Task & Finish group to address the above.

Resources required:

- Data cleanser: rectify all historical records £40k (one-off)
- Audit of LCS by supplier: highlight issues and move teams across to LCS £25k (one-off)
- Training resource: recruit a trainer to ensure all new staff are trained on use of LCS £66k ongoing

Above will ensure we meet our statutory reporting requirements and deliver a safe service.

social care managers before the audit is conducted and focus on teams not using LCS and maintain manual systems

3. JDs for training resource have been sent for job evaluation
4. Liquid Logic have delivered training to nominated leads from each team in the use of LCS, with a follow up session scheduled for 20<sup>th</sup> December
5. Training manuals have been loaded into Objective for all social care staff to access

Key date is the 31<sup>st</sup> March 2018, which is the cut off for the statutory reporting. The data is used to baseline Thurrock position against other areas and also by Ofsted before inspections are conducted.



## NEW CAPITAL BIDS

Directorate	Scheme	Category	2018/19 £000	2019/20 £000	2020/21 £000
Environment	<p>Replacement of bus passenger shelters.</p> <p>The current Clear Channel agreement for Passenger Shelters and associated advertising is reaching end of life. The industry has moved on significantly from the original contract and there is no longer the industry appetite for providing capital funding as part of a commercial agreement. More importantly, this also highlighted the strong shift away from traditional paper and paste solutions towards a paper and digital media hybrid approach. With a clear focus on advertising income generation aspects; and the expectation that Council provide capital funding requirements directly to purchase the physical assets.</p> <p>The expectation would be that the income generation from the advertising on these locations would cover the hardware capitalisation costs, plus the revenue costs for the maintenance and cleaning of the locations.</p>	Enhancement / Improvement	-	1,262	-

## NEW CAPITAL BIDS

Directorate	Scheme	Category	2018/19 £000	2019/20 £000	2020/21 £000
Environment	<p>Purchase and installation of replacement litter bins as identified through the Public Bin review. The report outlining the review was agreed at October's CGS O&amp;S.</p> <p>Circa 600 public bins will require changing, a mixture of dual purpose litter bins for general waste and dog fouling (approx. 500 - £250k) and general waste and recycling (approx. 50 - £50k) as well as big belly bins (approx. 50 - £275K), a contingency of £25k in relation to procurement and additional requirements when rolling out</p>	Improvement / Enhancements	600	-	-
Environment	<p>Upgrades to the drainage system, gully frames and lids.</p> <p>Severe flooding events affect residents, businesses, all road users and lead to damage of the fabric of the highway if prolonged. 14 Areas of Critical Drainage have been identified in the Council's Local Flood Risk Management Strategy as being either at the highest risk of flooding or have a significant history of flooding incidents.</p> <p>The investment would bring the added benefit of providing more accurate information for the drainage asset register, which would further assist with the streamlining of routine gully cleansing which is a requirement from the DfT for band 3 Authorities under the HMEP criteria.</p>	Enhancement / Improvement	120	100	80

## NEW CAPITAL BIDS

Directorate	Scheme	Category	2018/19 £000	2019/20 £000	2020/21 £000
Environment	Enhancements to War Memorials in preparation to mark the 100 <sup>th</sup> Anniversary of the armistice in 2018.	Enhancement / Improvement	150	-	-
Adults, Housing and Health	Development of a new 21st Century residential care facility for up to 75 users of adult and social care and health services on the Whiteacre and Dilkes Wood sites in South Ockendon	Enhancement / Improvement	2,640	5,360	-
Place	The Council is progressing a separately funded project to build an Integrated Medical Centre (IMC) on Civic Square, Tilbury. This IMC will be funded by the Council and then leased to a third party which will enable delivery of health and community services. The agreed Vision for Tilbury anticipates the Civic Square being revitalised to better fulfil its role as the heart of Tilbury. The IMC will be a catalyst for this but without further investment in the neighbouring environment, including landscaping, improved and consistent public realm furniture and lighting, higher quality design of building frontages, and a better range and mix of ground floor uses around the square. Without enhancements the IMC will be surrounded by poor quality public realm which will hinder its ability to kickstart the regeneration of the area.	Improvement / Enhancements	-	450	1,050

## NEW CAPITAL BIDS

Directorate	Scheme	Category	2018/19 £000	2019/20 £000	2020/21 £000
	<p>This capital bid therefore requests funding to implement these and other measures to create a high quality public square surrounding the IMC. The Council owns further property on the western edge of the Square which will benefit from the enhanced values brought about by these environmental enhancements and significantly improve the perceptions of the Civic Square as a place to visit and potentially invest.</p>				
Adults, Housing and Health	<p>The rebuilding of East Tilbury Library.</p> <p>Costs will be subject to structural survey and subsequent negotiations with insurers.</p>	Essential Operational Requirement	1,080	-	-

## EXAMPLES OF SCHEMES TO BE MET FROM THE GENERAL ALLOCATIONS

### Service Review

Replacement of operating plant at Linford site

A system to provide a single view of debt

New parking machines to modernise the service including a phased cashless approach

Allocation to implement any findings from the service review process

### Digital

Further implementation of agile working facilities including video conferencing

Regular upgrades to current systems

Allocation to meet changing needs of services

### Property

Refurbishment of Collins House

Refurbishment of Day Care Units

Enhancements and Improvements to the Chapels, Cemeteries and related grounds

Enhancements to open space and recreation areas

Various libraries' operational requirements

Provision to meet operational needs in the Civic Offices

### Feasibility

Business cases to develop land and property to support the balanced investment approach