

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

Extraordinary Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **7 March 2023**

Council Chamber, Civic Offices, New Road, Grays, Essex, RM17 6SL.

Membership:

Councillors Fraser Massey (Chair), James Thandi (Vice-Chair), Paul Arnold, Adam Carter, Victoria Holloway and John Kent

Substitutes:

Councillors Alex Anderson, Gary Collins, George Coxshall, Tony Fish and Sara Muldowney

Agenda

Open to Public and Press

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1 Apologies for Absence

2 Items of Urgent Business

To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972. To agree any relevant briefing notes submitted to the Committee.

3 Declaration of Interests

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.

4 Thameside Centre

5 - 154

5 Greater Essex Devolution – *to follow*

Queries regarding this Agenda or notification of apologies:

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

Agenda published on: **27 February 2023**

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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

7 March 2023		ITEM: 4
Corporate Overview & Scrutiny Committee		
Thameside Centre		
Wards and communities affected: All wards	Key Decision: Key	
Report of: Mark Bradbury, Director of Place		
Accountable Assistant Director: N/A		
Accountable Director: Mark Bradbury – Director of Place		
This report is: public with an exempt appendix which is exempt due to information relating to the financial or business affairs of any particular person (including the authority holding that information).		
Date of notice given of exempt or confidential report: 27 February 2023		

Executive Summary

The future of the Thameside Centre has been the subject of consideration for some time. In July 2021 Cabinet declared the building surplus as part of the Council's 3R's approach to Releasing, Reusing or Retaining property assets.

Following a public campaign to stop the closure and sale of the building, meetings with interested representatives of the community took place on 22 September, 30 November and 13 December 2021. The Portfolio Holders for Regeneration; Strategic Planning & External Relationships and Adults & Communities and various officers represented the council.

In January 2022 Cabinet were advised and noted that there was still significant work required on a business case and issues to be resolved from the council's side. Cabinet agreed to allow time for discussions with community groups interested in taking over operation of the building to establish whether there is a financially sustainable alternative to closure and disposal.

In addition, meetings have also taken place with individuals and groups as part of ongoing engagement to develop a shared Cultural Strategy for Thurrock with partners.

Discussions and meetings continued in early 2022 which led to the submission of an Outline Business Case by a partnership between Thurrock Lifestyle Solutions (TLS) and Thurrock International Celebration of Culture (TICC).

Waltham International College also expressed interest in leasing the building and it was agreed that they should be allowed time to submit a proposal.

Both parties were given the opportunity to review and if appropriate update their proposals following clarification meetings with officers.

This report considers both proposals and other options available to the council and concludes that neither proposal delivers a financially sustainable alternative and closure and disposal of the property with the library and museum being relocated remains the best option for eliminating future financial liability for the building and meeting Medium Term Financial Plan targets.

The challenges facing the Council are well publicised and this report should be read in that context. Future service activity will need to reflect the intervention the Council finds itself in. Particularly difficult decisions will need to be made on levels of service and methods of service delivery during 2023 and beyond.

The Council's financial recovery will be reliant on significant capital receipts from asset disposals in addition to significant revenue savings. The requirements of the s114 Notice that the Council is currently operating under mean that the Council is unable to spend any resources on any item that is not covered explicitly in statute. The 2023/24 Budget report makes explicit reference to the difficult decisions the Council has to continue to make, including further revenue budget savings.

1. Recommendations:

1.1 That the Committee notes the Options considered for the future of the Thameside Building and the analysis of those options set out in this report

1.2 That the committee comments on the following recommendations for the future of the Thameside Centre that will be considered by Cabinet at their meeting on 15th March 2023: -

Cabinet notes the bids from Thurrock Lifestyle Solutions/Thurrock International Celebration of Culture and Waltham International College and thanks them for their efforts to try and offer a financially sustainable alternative for the future of the building.

Cabinet notes the significant concerns regarding both proposals and that neither is recommended as a financially sustainable alternative for the future of the building.

Cabinet approves undertaking consultation on alternative options for delivery of cultural activities and events and on the relocation of the Library and Museum from the Thameside Building to the Civic Offices.

2. Introduction and Background

- 2.1 The Thameside Building opened in 1972 and has housed a Library, Theatre and Museum for many years along with several other council, cultural and community organisations and activities. The Registry Office was also located in the building but relocated to the new Thurrock Town Hall in 2022.
- 2.2 The Thameside Building is now over 50 years old and in recent years there has been a significant lack of investment in the building and its mechanical and electrical fixtures, and this has led to a backlog of investment necessary to continue effective operation and maintain statutory compliance.
- 2.3 In July 2021 it was reported to Cabinet that the annual cost of running the building was more than £500,000 and the capital cost to refurbish the building and carry out all necessary repairs was circa £16 million. With the rise in inflation and construction costs in the intervening period the estimate is now between £18 and £20 million.
- 2.4 Cabinet declared the building surplus on 7th July 2021 (Decision 110568).
- 2.5 Following a campaign against any closure of the theatre and several roundtable meetings with interested members of the community a further decision was made by Cabinet in January 2022 to 'Continue with discussions and the development of a business case that could see a community organisation taking over the Thameside building including the transformation of the building and related cultural services' (Decision 110595).

3. Internal & External Consultation

- 3.1 Following the public campaign referred to above, meetings with interested representatives of the community took place on 22 September, 30 November and 13 December 2021. The Portfolio Holders for Regeneration; Strategic Planning & External Relationships and Adults & Communities and various officers represented the council at these meetings.
- 3.2 In January 2022 Cabinet were advised of the progress made at these meetings and noted that there was still significant work required on a business case and issues to be resolved from the council's side. Cabinet agreed to allow time for discussions with community groups interested in taking over operation of the building to establish whether there was a financially sustainable alternative to closure and disposal.
- 3.3 Discussions and meetings continued in early 2022 and these led to the submission of an Outline Business Case by a partnership between Thurrock Lifestyle Solutions and Thurrock International Celebration of Culture.
- 3.4 In summer 2022 Waltham International College (WIC) also expressed interest in leasing the building and it was agreed that they should be allowed time to submit a proposal. TLS/TICC were informed of this.

- 3.5 Once both proposals had been received and reviewed both parties were given the opportunity to review and if appropriate update their proposals following clarification meetings with officers. A revised proposal was received from TLS/TICC, and further clarification was also supplied by WIC.
- 3.6 Following full consideration of the options (as set out in 4. below) it is proposed that consultation with staff, users, and stakeholders regarding alternative options for the delivery of cultural activity and events in the borough is undertaken.
- 3.7 Consultation on the proposed relocation of the Library and Museum will also be undertaken.
- 3.8 Consultation will commence shortly after the May elections and is expected to run for up to 8 weeks with a mixture of online, face to face and stakeholder panel opportunities to engage.
- 3.9 Staff have been engaged and updated on the options throughout the process but will be included along with users and stakeholders in the consultations referenced above.
- 3.10 Where there are staffing implications there will be formal consultation with affected staff.
- 3.11 Meetings have also taken place with a range of individuals and groups as part of ongoing engagement to develop a shared Cultural Strategy for Thurrock with partners and this will continue.

4. Issues, Options and Analysis of Options

- 4.1 Following receipt of the two proposals referenced above it is considered that the following options are available to the Council:
 - 1.) Close the theatre, relocate the library & museum, and sell the property with vacant possession
 - 2.) Progress a lease to TLS/TICC
 - 3.) Progress a lease to Waltham International College
 - 4.) Retain control of the building, invest in eliminating the maintenance backlog and in the services based there and seek to lease out the remaining space
 - 5.) Do nothing
- 4.2 Options Analysis
 - 1) Option 1 - Close the theatre, relocate the library & museum, and sell the property with vacant possession

Closure and disposal of the building presents the greatest certainty of eliminating future financial liability for the building with the potential for a significant capital receipt.

An independent valuation of the building with vacant possession has been obtained and the details are set out in the exempt appendix. This is considered commercially sensitive at this stage as disclosure could adversely impact the level of bids received following marketing.

This option would require the closure of the theatre. It is proposed that there should be consultation with staff, users and stakeholders regarding alternative options for the delivery of cultural activity and events in the borough.

There will be staffing implications, and these will be the subject of formal consultation with staff.

This option proposes that the library and museum are relocated to the Civic Centre, where there is sufficient surplus space to accommodate it. There are not expected to be staffing implications, but the proposed move will be the subject of consultation with staff, users and stakeholders. Subject to that consultation it is expected that the library move could be completed and completion of a sale of the building would occur by March 2024.

The cost of relocation is estimated at between £800,000 and £1,000,000 and a further contingency sum of 20% should be allowed. This figure will be reviewed following the consultation and if approved funded from capital receipts from property disposal.

2) Option 2 – Progress a lease to TLS/TICC

This option offers the potential to retain a community led cultural hub in Grays town centre linked to a programme of cultural capacity development.

This option retains the library, theatre and museum in the current locations with the operation of the theatre and museum taken over by the proposed tenant and the library continuing to be run by the Council.

The building would be transferred to the bidder via a 25-year lease. The space occupied by the library would be leased back to the Council via a sub-lease. No rent would be payable on either lease, but the Council would be liable for payment of a service charge to the lessee for the maintenance, cleaning and security of the building.

The latest business plan proposes that the Council will support the lessee by providing a £750,000 grant at the start of the lease and revenue funding support totalling £1,000,000 spread evenly over the first 3 years.

There however remain several concerns regarding the bidder's capacity to deliver and the potential for future cost implications to the Council as a result, despite ongoing discussions over many months.

Whilst the business plan includes a sum for annual maintenance, beyond the initial grant from the Council there no provision for major refurbishment or replacement of mechanical and electrical equipment which is considered essential over the 25-year lease life. Failure to ensure the proper repair and maintenance of the building by the tenant could have significant implications for the operation of the library and the future value of a council owned asset.

The proposed tenant projects that income from leasing out space within the building, operating the café and making a modest profit from running the theatre amounts to only 25% to 30% of the estimated cost of operating the building. Their business plan is therefore heavily reliant upon unconfirmed external grant funding from the Community, Trusts and Foundations and Lottery based funders, amounting to over £400,000 per annum from year 4 or approaching £10 million over the lease.

There is therefore a significant risk that the proposed lessee will be unable to meet the ongoing revenue and capital costs of running a dated, complex building and that these liabilities will fall back to the Council through either further requests for financial support or early termination of the lease.

3) Option 3 – Progress a lease to Waltham International College

This option retains the library, theatre and museum in their current location with operation of the library and museum remaining with the Council. The remainder of the building would be used as a college with a mix of further and higher education and some focus on the creative industries.

This option will also require an initial capital contribution to the tenant of £400,000 (by way of reverse premium) from the Council but could deliver a rental income of up to £115,000 per year over a lease term of 25 years.

This proposal was put together in a relatively short period of time and, despite a number of meetings with the bidder, there remains significant due diligence to be carried out by the Council and the Bidder to ensure that the proposal is robust. The Council has yet to see a detailed business plan or cashflow to understand the assumptions made regarding capital refurbishment and maintenance and to understand the likely ongoing cost of operating council facilities in the building. If this option were to be favoured significant further due diligence will be required before a final decision could be confirmed.

The potential net present value (NPV) of the proposed rental stream would be lower than the net capital receipt from a sale after the costs of relocating the library are deducted.

Officers have met with the bidder to discuss the future operation of the theatre and are yet to be satisfied the bidder and its proposed partner have the capacity to run the theatre with a meaningful and sustainable programme.

Concerns have also been expressed regarding the possible impact of another college in Grays on existing course provision and the South Essex Technical University and these have yet to be fully addressed.

An OFSTED Report into WIC following an inspection in July 2022 has rated their overall effectiveness as Inadequate. Several areas including 'The quality of education'; 'Leadership and management' and 'Adult Learning Programmes' have also been rated Inadequate. It is understood that the Mayor of London and other authorities are currently reviewing funding they provide to WIC.

- 4) Option 4 - Retain control of the building, invest in eliminating the maintenance backlog and in the services based there and seek to lease out the remaining space

This option could ensure the ongoing presence of the Library, Theatre and Museum with rental income from leased surplus space contributing towards the overall cost of operating the building.

This option will however require significant capital investment estimated at between £18 and £20 million to address the maintenance backlog, replace or update mechanical and electrical services to reduce operating and utility costs and to create lettable space.

Rents will be relatively low even following this investment and the low net to gross ratio of lettable space, the fragmented nature of the space and the likely tenant mix will lead to high management costs reducing the true net income.

From a high-level analysis of potential income, it is clear that with the cost of borrowing to fund works, minimum revenue provision and ongoing operational costs the return on investment will be negative.

- 5) Option 5 – Do Nothing

Doing nothing increases the maintenance backlog, reduces the potential for alternative options to be viable and does nothing to address current and future revenue implications.

5. Reason for Recommendations

- 5.1 The proposal from TLS/TICC is heavily dependant upon unconfirmed external funding and grants and therefore leaves a significant risk that the proposed lessee will be unable to meet the ongoing revenue and capital costs of running a dated, complex building and that these liabilities will fall back to the Council through either further requests for financial support or early termination of the lease.
- 5.2 Waltham International College have recently received an overall OFSTED rating of Inadequate, with all areas of activity being rated either 'Inadequate' or 'Requires Improvement'. Inadequate is the lowest rating given by OFSTED. There are further concerns regarding the possible impact of a new college on existing provision and the proposed lessee's capacity to deliver a meaningful programme in the theatre. Further details regarding the financial business case will also be required to assess whether the proposal is financially sustainable. It is not considered appropriate to enter into a lease with these concerns outstanding.
- 5.3 Option 1 currently offers the greatest certainty to make savings already identified in the Medium-Term Financial Plan (MTFP) and remove the future liabilities associated with this building. In addition, a market assessment of the potential capital receipt indicates that even after the estimated cost of relocating the library there is a net capital receipt to help address the Council's current financial position.
- 5.4 It is therefore recommended that consultation be undertaken on the proposed relocation of the library and on alternative options for the delivery of cultural activity and events.
- 5.5 Subject to the outcome of the consultation it is proposed that Delegated Authority is given to the Director of Place in consultation with the Leader of the Council to agree the terms and conditions of a disposal.

6. Implications

6.1 Financial

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

Following the decision in July 2021, the budget for the building operating and energy costs of the Thameside Complex was reduced by 50% on the assumption that the building would be sold by September 2022. As the building has remained open and unsold the current forecast for the full year of £640,000 is over double the budget and has been further impacted by rising energy costs. This figure includes allowance for forecast income of £62,000 per annum from existing tenants.

Cost Centre	Subjective	Budget 2022-23	YTD		P8 Variance
			Actuals to P8	P8 Forecast	
CL022 - Thameside Complex	Expenditure	391,807	392,151	698,650	306,843
	Income	(31,550)	(33,947)	(62,480)	(30,930)
	Net Budget	360,257	358,204	636,170	275,913

The theatre operating costs (excluding building maintenance, security and energy costs (included in the budget above) are budgeted to be net neutral with income from productions, hires and bar take covering staff and other operating costs. A shortfall is however currently forecast for 2022/23 as shown in the following tables

Total Theatre Budgets: -

Cost Centre	Subjective	Budget 2022-23	YTD		P8 Variance
			Actuals to P8	P8 Forecast	
Theatre	Expenditure	662,246	329,305	607,892	(54,354)
	Income	(669,147)	(394,237)	(542,289)	126,858
	Net Budget	(6,901)	(64,932)	65,603	72,504

Theatre Budgets Breakdown

Cost Centre	Subjective	Budget 2022-23	YTD Actuals to P8	P8 Forecast	P8 Variance
MA030-Arts (Cultural Services)	Expenditure	392,246	256,852	389,307	(2,939)
	Income	(269,147)	(167,042)	(194,789)	74,358
	Net Budget - MA030	123,099	89,810	194,518	71,419
MA031-Thurrock Promotions	Expenditure	270,000	72,453	218,585	(51,415)
	Income	(400,000)	(227,195)	(347,500)	52,500
	Net Budget - MA031	(130,000)	(154,742)	(128,915)	1,085
Total Net Budget - Theatre		(6,901)	(64,932)	65,603	72,504

The receipt from a disposal will be received after costs have been incurred in relocating the library. These costs will need to be financed in the interim from borrowing and this will need to be reflected in the Capital Programme and MTFP.

Further information on the revenue and capital implications for each option is included in the exempt appendix.

Disposal of the property will deliver a significant net capital receipt and revenue savings to support the Council's financial recovery.

Whilst the factors influencing this decision are more than just financial ones, as mentioned in Para 1.10 the financial requirements of the s114 Notice are also material considerations for Members on this subject.

6.2 Legal

Implications verified by: **Helen Graydon**
Principal Property Lawyer

The Council has fairly wide discretion to dispose of its assets (such as land or buildings) in any manner it wishes. When disposing of assets, the Council is subject to statutory provisions, in particular, to the overriding duty, under section 123 of the Local Government Act 1972, to obtain the best consideration that can be reasonably obtained for the disposal. This duty is subject to certain exceptions that are set out in the General Disposal Consent (England) 2003.

Each asset will need to be checked to ensure its formal ownerships and appropriation enable general disposal with terms to be confirmed. A final analysis of the legal title and terms of disposal will be included in the final disposal decision report.

Thurrock Council has a statutory duty to provide a comprehensive and efficient library service to residents. Therefore, to support the proposed relocation of Grays Library, Thurrock Council must be satisfied that the relocation will not adversely affect library service provision in Grays.

When a significant change is being proposed to a service, it is recommended that the Council formally consult with the public to get their opinions on the proposal.

In making this decision the Council must consider the Public Sector Equality Duty (PSED) under Section 149 of the Equality Act 2010. This Act creates a public sector equality duty which requires that when the Council makes decisions it must have regard to the need to:

- (a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act
- (b) Advance equality of opportunity between people who share a protected characteristic and those who do not
- (c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.

The protected characteristics are age, disability, gender reassignment,

pregnancy and maternity, race, religion or belief, sex, sexual orientation marriage and civil partnership.

6.3 **Diversity & Equality**

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

The Council's legal responsibilities in relation to the Equality Act 2010 and Public Sector Equality Duty are outlined in section 7.2.6 of this report. A detailed Community and Equality Impact Assessment (CEIA) will be undertaken and informed by consultation feedback.

6.4 **Other Implications (where significant)** i.e., Staff, Health Inequalities, Sustainability, Crime and Disorder, and Impact on Looked After Children

The Thameside is used for a range of purposes including direct service delivery and use by community groups and residents. A number of these activities can be relocated to the Civic Centre/Town Hall either within the relocated library or in the new meeting and community spaces within the Town Hall. The council recognises the value and positive impact culture, arts and heritage can have on the health and wellbeing of residents, and this will be reflected in a new Cultural Strategy.

Staff and volunteers based at the Thameside building have been kept informed of the ongoing considerations about the future of the building since July 2021 including the possible implications for the services where appropriate. They have also been actively engaged in the development of the Cultural Strategy. There will need to be formal consultation with staff in the Theatre team and FM staff based at the building regarding the future of their roles and any resultant redundancies.

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

Cabinet Report - July 2021

<https://democracy.thurrock.gov.uk/documents/s30979/Asset%20Review%20Disposals.pdf>

Cabinet Report – January 2022

<https://democracy.thurrock.gov.uk/documents/s33583/Report%20on%20Assets%20Related%20Savings.pdf>

8. **Appendices to the report**

Appendix 1 – **Exempt** as it contains commercially sensitive information regarding the market assessment of value of the property which if published could impact on the price achieved if a decision was made to sell the property.

Appendix 2 – Business Case submitted by Thurrock Lifestyle Solutions and Thurrock International Celebration of Culture

Appendix 3 – Business Case submitted by Waltham International College

Report Author

Mark Bradbury

Director of Place

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Thameside Complex Business Plan

2022 – 2027

“From Credible to Incredible”



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Executive Summary

Our Vision	“The Thameside is the beating heart of Art and Culture in Thurrock”			
Our Mission	Transforming from credible to incredible by...			
	Making Space	Making Time	Making Memories	Making Connections
	<ul style="list-style-type: none"> To nurture artistic development careers and skills To amplify the voices of those typically unheard and respond to them 	<ul style="list-style-type: none"> To expose people to new experiences To drive economic and environmental sustainability that ensures a better future 	<ul style="list-style-type: none"> To entertain and inspire people in a diverse and inclusive safe space To lead an ambitious and collaborative approach to build creative communities 	<ul style="list-style-type: none"> To be held to account by local people To improve opportunities for the community to be heard and for them to have agency

Areas of Focus	Governance	Finance	Transformation
Our Core Principles	<ul style="list-style-type: none"> Community Confidence Cooperative Connected 	<ul style="list-style-type: none"> Fair Feasible Funded Funders 	<ul style="list-style-type: none"> Inclusion Inspire Involve Innovate

What we will do with the building	Step 1: TLS	Step 3: Capital	Step 5: Building
	Transfer management of the building from Thurrock Council to Thurrock Lifestyle Solutions (TLS) CIC via a lease of at least 30 years length.	Following resolution of ‘red list’ repair items by Council (£220K), the provision of £750,000 capital funding to TLS to deliver transformational capital improvements required	Internal modifications to enable more flexible creative and cultural use, anchored by Theatre, Library and Museum – making space, time, memories and connections

What we will do within the building	Step 2: TICC	Step 4: Revenue	Step 6: Additionality
	Transfer management of cultural activity from TLS to Thurrock International Celebration of Culture (TICC) in short term as the current ‘custodians’ via a Memorandum of Understanding based on transformation	Investment by Council of £1,000,000 over 3 years enabling TICC to generate traded income and leverage external funding – saving Council £2.5million over 10 years whilst improving the asset further	Chief Excitement Officer, supported by Community Artistic Directors bringing the building to life complementing CPP and Cultural Strategy, including secondment of Theatre staff to maximise creative freedom

What we will do to maximise public benefit even further	Step 7: Governance	Step 8: Fundraising
	Conversion of TICC into a charitable entity with community shareholder members to maximise fundraising potential. Led by an expanded, <u>balanced</u> and diverse board as future ‘custodians’, supported by a range of community sounding boards to shape delivery.	Development and delivery of a compelling fundraising strategy leveraging charitable advantages not available to Council to improve the asset and raise £3,000,000 over 10 years



A vision from 2030...

What started in 2022 as an endeavour by Thurrock International Celebration of Culture (TICC), Thurrock Lifestyle Solutions (TLS), Save your Thameside and Thurrock Council to prevent closure of the Thameside Complex, has progressed into the **most cited and celebrated case study of a reimagined arts and culture hub in England's cultural sector**.

Affectionately referred to in the national press as the **'Barbican of Essex'**, its 7 floors of creative and cultural groups and organisations buzz with colour, life and energy, drawing in people from across the Estuary and beyond.

Overseen by passionate community and cultural representatives who since 2022 have forged a financially viable 'Thameside Trust', the regional impact of its cultural contribution draws people in from all over the world to learn from its example.

The turnaround in cultural engagement from the bottom in the region to the top within less than a decade represented an unprecedented civic achievement that other places yearn to emulate. Thurrock has joined places like Manchester, Belfast and Liverpool where cultural regeneration is lauded as a success story. Because of the Thameside's reputation, **Thurrock is perceived as a visionary, forward looking place where residents actively turn aspirations into reality**.

Arriving at Grays Station in 2030 during a typical evening, it is hard to miss the illuminated landmark. A visual light installation has

transformed the Tower into a beacon viewable from the River Thames. A magnet for visitors, Grays High Street and Orsett Road now pulses with activity as restaurants and bars have responded to the night-time demand.

Walking into the lobby of the Thameside, Thurrock's famous woolly mammoth stands to attention – drawing in thousands of school children during the day to **Thurrock's accredited Museum**, it is complemented by high-quality audio-visual displays reflecting the theme 'By Thames to All Peoples of the World'. A global interpretation company servicing prestigious clients are based here and produced this to the highest specification at cost – given the talent within the Thameside, it is easy to make good stuff like this happen quickly and to world class standard.

To the left, the café is packed, and the smell of quality coffee fills the air. Beyond the mammoth, the **clever architecture coined the 'kit of parts' is in evidence**. The concierge space makers are busy pulling together an impromptu stage to accommodate the latest dance practice taking place. The **library space has now become a co-working space, blending central library provision with the needs of Thurrock students** – completing their coursework in a quirky, campus like space. Those wanting more quiet have retreated into the pods viewable on the mezzanine floor away from the action.

Next week the Thameside 4 U 2030 programme kicks off with the Thurrock Film Festival in the evenings and the Essex Children's Book Festival launches the week after. There happens to be a performance on within the Theatre on this occasion. The National Theatre are in (with Thurrock actors), performing in the expanded auditorium.

*Having seen a jump in visitors once it became its own Trust in 2023, the Theatre was awarded a £5million 'Cultural Dividend' grant in 2025 facilitating a front extension and addition of a roof garden. **The Thameside being an Arts Council NPO organisation was critical in ensuring this was possible.***

*A restaurant opened above the Theatre soon after and is now rated Number 1 on TripAdvisor with its unrivalled 360 views. During the day, it is famous for its intimate stand up performances with the Thames as the backdrop. Tomorrow, these spaces will be animated by Thurrock children rehearsing their roles for the home-grown panto 'Santa and his Digital Reindeer'. The state-of-the-art streaming equipment with VR video recording compatibility **allows children across Thurrock to participate in real time too** using VR headsets. The Thameside now delivers panto at the Cliffs Pavilion, such is its reputation.*

*Away from the action, **the Tower is full to capacity.** In hindsight, it was extremely fortuitous that the Thameside transferred to the Thameside Trust when it did. The changing funding structure for publicly funded cultural organisations ensured world-class London-based organisations started making the Thameside its home from 2024. **They are now synonymous with Thurrock's global brand.***

There is now even talk to rename Thurrock itself 'Thameside'.

Working with us to deliver this plan
represents the first step towards
making this ambitious aspiration a
reality...

Why support this Plan?

The Thameside Complex represented genuine vision from councillors who from 1967 set out to tangibly improve artistic and cultural opportunity in Thurrock. Driven by a desire to ensure that Thurrock people could enjoy easy access to a comprehensive library, free Museum, and a borough Theatre, the £19M (in today's money) complex has ensured low-cost access for generations of residents across the 50 years since it was opened in 1972.

As we look again at cultural opportunity in Thurrock, this is a once in a generation chance for councillors today to realise a vision for the next 50 years, echoing the achievements of their forebears.

This Plan has benefits for Council, Community and Culture:

For Council:

- This is a cost-effective way of looking after a Council asset, enhancing its value over the next five years
- The Council will retain control as part of the governance proposals anchored in partnership and co-production.
- Has potential to generate savings for the Council – the bottom line is a story of investment and making a return
- It is low risk – if it doesn't work, the Council will still have the asset
- It is an opportunity for the Council to demonstrate vision and ambition, supporting a vibrant cultural hub which brings Thurrock Council greater recognition

For Community:

- Offers real social value to current and future residents
- Will continue to provide a home for important Council services in the heart of Grays
- An offer and governance model that reflects contemporary richness and diversity of Thurrock culture today
- The Thameside represents an ideal of accessible cultural opportunity held dear by the community for over 50 years with a desire to pass this sense of purpose to our young people as the next generation

For Culture:

- A home for aspiring and established creatives within Grays, distinct yet complementary to High House Production Park
- Energise the Creative People and Place investment within Thurrock, generating a virtuous spiral of growth rather than a decline - just as strategic efforts are bearing fruit
- Accelerate Thurrock cultural development in support of the emerging Cultural Strategy - intent on enhancing cultural 'Connections, Capacity and Capital'
- An innovative environment for arts and culture experimentation and development to support future Levelling Up opportunities
- A test and learn space to facilitate the transformational change of the council services allowing due consideration for them to move away from the Thameside if deemed appropriate.

Who has shaped this Plan?

The thinking within this Plan has evolved in response to a wide range of contributions including:

- Meetings with Save Your Thameside Campaign Committee comprised of general members of the public.
- Conversations in person or via messenger and social media with the 1,400 followers of the Save Your Thameside Facebook page.
- Discussions with Thurrock young people via various groups and associations including Thameside Young Producers, Students at Thameside Park School and members of various dance/creative arts groups at the Thameside
- Conversations with individual residents at public meetings, protests or at the Thameside, including ideas including the spoken word, mixed media artists, art shows and classes.
- Feedback from creative groups in the community including. Thurrock Court Players, Thurrock Operatic Society, Lightning & Thunder, JTD and TipToes
- Conversations with current users of the complex from both sides i.e hirers and audiences.
- Meetings and discussions with various Thurrock Council staff members within the complex and the tenants.
- Comments made at roundtable meetings from the various reps present from different community groups.
- Thurrock's Next Top Boss, drawing in ideas from hundreds of young people

The framework for the Plan was developed during February and March 2022 by Sam Byrne, Neil Woodbridge, Jon Tilley, Vic Gray, Angela Clark, Daryl Branch and Mark Allinson – Directors of TICC – in response to the public contributions made.

Further refinement of the plan were made in May 2022 and November 2022 to incorporate further thinking relating to a future National Portfolio Organisation (NPO) application to Arts Council England and Thurrock Council requests for a 10 year time horizon and inclusion of utilities within forecasts. This also included increased alignment with Thurrock Creative People and Place, which draws on over three years of public consultation and development.

The detail within parts of the Plan framework deliberately retains fluidity to allow for further refinement by the public – which will be delivered through the governance proposals set out within this Plan.

Where do we want to be?

Our vision

“The Thameside is the beating heart of art and culture in Thurrock”

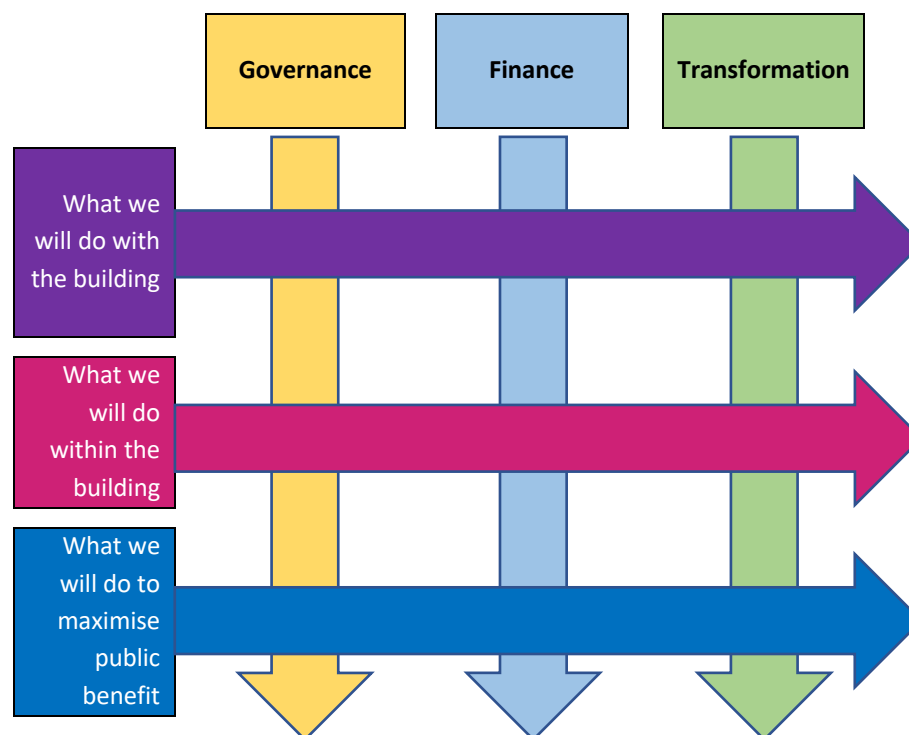
Our mission

“To transform the Thameside Complex from credible to incredible by making space, time, memories and connections”

Making Space	<ul style="list-style-type: none"> To nurture artistic development careers and skills To amplify the voices of those typically unheard and respond to them
Making Time	<ul style="list-style-type: none"> To expose people to new experiences To drive economic and environmental sustainability that ensures a better future
Making Memories	<ul style="list-style-type: none"> To entertain and inspire people in a diverse and inclusive safe space To lead an ambitious and collaborative approach to building creative communities
Making Connections	<ul style="list-style-type: none"> To be held to account by local people To improve opportunities for the community to be heard and for them to have agency

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Our Areas of Focus



Both us and yourselves within the Council have had to move incredibly quickly to form and develop these plans. This means there will inevitably be areas of ambiguity we will need to work through together. We expect to refine further aspects of this plan with you.

However, we believe we have a credible strategy that addresses your requirements around **governance, funding and transformation** whilst clearly explaining what we will do **with the building, within the building** and how we will **maximise public benefit** even further.

Governance

At present, the Thameside Complex is wholly subject to local authority governance processes to ensure accountability as a public asset. Our proposals would ensure continued accountability regarding what we do with the building, within the building and how we will maximise public benefit even further. The key principles behind our proposals for governance are:

- **Community:** Listening and responsive to local need
- **Confidence:** Starting with tried and tested vehicles
- **Cooperative:** Work with the Council as an engaged partner
- **Connected:** Draw on expertise across Thurrock to do more

We understand that the Council has many other tasks to fulfil, significant limitations on its budget and less appetite for risk. However, by working with us, we can share the risks, generate more cash, and develop a diverse cultural offer beyond that possible now. In summary, our governance proposals are:

What we will do with the building	Thurrock Lifestyle Solutions (TLS) CIC to act as the building custodian – based on a real and successful transformational track record
What we will do within the building	Thurrock International Celebration of Culture (TICC) to deliver oversight of the offer within the building in the short term
What we will do to maximise public benefit	TICC to be converted into a charitable entity with expanded and balanced board supported by public sounding boards in the medium term

We believe there are compelling reasons why our governance approach will ensure a viable arts and culture hub for Grays:

- We will be better placed to access resources from Trusts and Foundations to develop and deliver public benefit that are not available to the Council, which increases value
- Many private donors do not find it attractive to give to local authorities; they see such funding as the responsibility of Council taxpayers. This is where we come in.
- Many volunteers find voluntary opportunities to support the running of local authority services less appealing than for charitable organisations due to perceptions that such services should already be covered via Council Tax
- A charitable structure will be a stronger vehicle for attracting major gifts and the support of diverse donors, and accessing newer forms of financial support, including community shares which we are building into our model
- We will have greater cultural freedom and operational flexibility to better respond to supply and demand as a body single-mindedly committed to making the Thameside and arts and culture a vibrant success in Thurrock.
- Similar endeavours (e.g., Tilbury on the Thames Trust; Queen’s Theatre in Hornchurch) have proved themselves to be suitable vehicles for such development working closely with landowners
- The Council will naturally retain its interest as the owner, ensuring ongoing influence via the governance and engagement as a stakeholder in a successful Thameside whilst benefiting from an improving public asset.

Step 1: Transfer Building Management to Thurrock Lifestyle Solutions CIC

We understand that the Council would likely perceive the transfer of Thameside Complex management to an untested entity as an unacceptably high risk.

This is why Thurrock Lifestyle Solutions (TLS) CIC has stepped forward. They are a successful social enterprise accustomed to using arts and culture to include disabled people in the community with a recognised track record of taking former Council services and buildings over, lowering costs and transforming services. With a turnover of £4M and rules that mean profits and assets are locked to social purposes, they have the business acumen and knowledge to ensure due diligence and profitability. Of relevance to the Thameside, TLS CIC are also the Locally Trusted Organisation for Riverside Big Local (£1M of Lottery funding) and a Core Consortium member of Thurrock Creative People and Place (£1M of Arts Council England investment).

The first step therefore is to ensure a comprehensive lease agreement between the Council and TLS CIC with a fair apportionment of risk and reward once ‘red list’ items have been addressed by the Council. This must be at least 30 years in length to enable us to access new sources of funding for the Thameside. We accept the need for break clauses so that us and the Council can review progress based on lived experience and cultural development opportunities in Grays that may emerge in the future.

Action 1:	Agree a lease between Thurrock Council and Thurrock Lifestyle Solutions of at least 30 years in length with a fair apportionment of risk and reward.
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Step 2: Thurrock International Celebration of Culture to provide oversight of cultural offer

In terms of the cultural engagement activities that take place within the Thameside Complex, we propose to use the existing company of Thurrock International Celebration of Culture Ltd (TICC) as the legal vehicle of transformational change – for the short term – to be replaced later (Step 7). This ensures that the existing Directors drawn from the Thurrock community are already listed and held to account. TICC has many years’ experience of running small, inclusive events. (see this film: <https://vimeo.com/176188475>).

In order to ensure a mandate for TICC to develop the cultural offer, a Memorandum of Agreement will be put in place between TLS CIC and TICC that clearly defines respective roles and responsibilities regarding the transformational offer.

This is likely to cover functions such as building maintenance, resident engagement, marketing, partnership development, fundraising, and administration.

It will also set out how resident sounding boards as a critical part of the Governance will be established and managed to ensure the TICC board develop proposals in response to local need and demand.

Thus, we propose the following three sounding boards:

1. BUILDING	2. ARTISTS AND COLLABORATORS	3. GROUPS AND ASSOCIATIONS
<ul style="list-style-type: none"> • Opportunity • Layout • Physical Transformation • Volunteers • Audience 	<ul style="list-style-type: none"> • Dance • Visual • Music • Acting • Spoken Word • Authors • Audience 	<ul style="list-style-type: none"> • Essex Cultural Diversity Project • Creative Estuary • We are Creative • Big Local • Culture • Library • Audience • College • Schools

We expect the Council to be a consultee in this process, further cemented by ensuring a seat on the TICC board is made available for the Council.

Action 2a: Put in place a Memorandum of Understanding between Thurrock Lifestyle Solutions (TLS) CIC and Thurrock International Celebration of Culture (TICC) Ltd with the agreement of Thurrock Council. This is to ensure a clear mandate for TICC to develop a cultural offer based on a clear understanding of respective roles and responsibilities with residents input via public sounding boards.

Action 2b: With Thurrock Council, identify a Council Officer or Member to join the TICC board of directors

Step 7: Develop Thurrock International Celebration of Culture into a charitable entity with expanded board

In order to fully realise the potential of our proposed governance arrangements over the longer term, we acknowledge the need to move towards a new legal structure to maximise funding opportunities and to develop our board further.

We want to engage a diverse range of cultural leaders and volunteers (age, gender, background, skills, experience) reflecting the local creative and community sector and the public benefit that an arts and culture hub can bring to our borough.

We appreciate that in the medium to long term, there could be a new arts and culture hub in Grays. We believe that the charitable entity could be tried and tested within the Thameside and later transferred to a new hub in the future.

As an early action, we wish to appoint a charity expert to facilitate an appraisal of governance options to help us identify the specifics of a new charitable structure. In this way, we can make strategic decisions to proceed based on a full understanding of the pros, cons, opportunities, and risks. We would want the Council to be part of this process with us.

This kind of development exercise could be resourced via a development grant from a lottery funder (e.g., Community Fund, Arts Council England). Whilst it would take longer to secure a grant, the advantage would be to start building a relationship with a

strategically important funder who would then have a stake in our future.

Action 7a: Identify and apply for development grant opportunities from a strategically important funder.

Action 7b: Appoint a charity professional to co-produce with us and the Council an options appraisal to inform a range of strategic decisions by the TICC board regarding the transition of TICC into a charitable structure.

Whilst full detailed proposals are expected to emerge from this process, we know that we will need a plan for the following areas:

- Legal entity
- Charitable objects and powers
- Chair of the board
- Number and composition of the board
- Members and stakeholders
- Transition period

Here, we outline our key assumptions regarding each as a basis for developing our business case for a charitable entity.

Legal Entity

TICC Ltd could become either a charitable company or a charitable incorporated organisation. There is little to choose between these

two legal forms. In the likely event that we need to utilise a non-charitable trading company, there could be benefits in being a charitable company.

Action 7c: Apply to Companies House and/or the Charity Commission to convert TICC Ltd into either a Charitable Company or a Charitable Incorporated Organisation (CIO).

Charitable Objects and Powers

We understand that Charitable Objects permit a registered charity to undertake certain activities. Given the cultural and community benefits that the Thameside Complex brings to Thurrock, it is important that these Objects are drawn widely.

We believe it is very likely that a non-charitable trading subsidiary will need to be established in the longer term given our need to generate commercially earned income (e.g., ticket sales, bar etc), but broad Objects will ensure that most activities are treated as primary purpose and therefore within the charitable objects. A comprehensive set of powers will need to be agreed for the charitable entity enabling it to operate flexibly. We could use the current TICC Ltd articles of association as a starting point.

Action 7d: Once the decision regarding legal structure has been made, prepare broad Charitable Objects reflecting the cultural and community role of the Thameside

Chair of the Board

To ensure our organisation is outward looking and strategically contributes towards Thurrock cultural development and Levelling Up, we would want to ensure that an independent Chair of the Board is sought at an early stage. The Chair will need to be a person of standing, able and willing to work closely with us, our tenants, the Council, Members (across political parties) and Officers, local businesspeople, local communities, cultural agencies and with other public bodies.

The Chair would take the lead in seeing that the governance of the Charitable Trust set out to meet the good practice standards of the Charity Governance Code (2017). The Chair would be encouraged to take part in support networks such as the Association of Chairs and those associated with the Theatres Trust.

Action 7e: Undertake a recruitment exercise to secure an independent Chair of the Board.

Number and Composition of the Board

To function well, the Board must work effectively as a team. For this reason, we believe that the number of members of the Board should be capped at 11. Board members would be able to claim reasonable expenses to cover travel expenses but would not be paid a salary.

All members of the Board should bring multiple skills and experience. To ensure a balance of existing building interests and independent perspectives, we think the board structure could be:

INTERESTS	1 Independent Chair seat	INDEPENDENCE
5 ‘building interest’ seats: 1. Theatre 2. Museum 3. Library 4. Council 5. Other Tenants		5 ‘independent’ seats, including: 1. Finance, 2. Legal, 3. Fundraising 4. Cultural Leaders 5. Community Leaders

The structure deliberately balances key building interests with an equivalent number of independent or skills-based trustees with no direct stake in the building. This is to ensure that the board does not become inward looking and operationally focused. We want the board to actively consider and engage with wider cultural and community strategies in Thurrock. An independent chair carrying a casting vote will help reinforce this structure to ensure a strategic voice that contributes to the wider cultural and community ecology of Thurrock.

Induction and training should be provided for all Board members. We would need to consider the maximum length of service any Board member can offer (e.g., 3 terms of 3 years, 2 terms of 4 years etc) to ensure the input of fresh energy, ideas, and enthusiasm over the long term.

This will be important in ensuring all future Trustees have a firm grasp of their responsibilities and effective plans to implement once the charitable entity is in place. The development of the concepts within

this section including governance training could potentially be resourced via a development grant from Arts Council England. We can also explore training opportunities via Thurrock CVS.

The Council will retain the right to nominate one member of the Board. This could be a Member, a senior Officer or someone drawn from the local community. In making their nomination, the Council should be mindful of the skills the Board requires, and the expectation that their nominee will attend the Board regularly and contribute actively to the work of TICC.

Action 7f: Undertake a recruitment exercise to secure independent trustees for Board.

Action 7g: Provide induction and governance training for all board members

Members and Stakeholders

We would want to explore the raising of community shares, whereby residents can buy into our proposals becoming members of TICC with voting rights and other benefits. This would need to be reflected in our updated constitution with the Board being elected by members via an AGM.

The Board may wish to invite guests/observers to its meetings. The Board will liaise with local networks and forums relating to Grays development, Thurrock cultural development such as a Creative People and Place and the Council regarding plans for the Thameside.

These networks should seek to ensure inclusion within any major new capital development for arts and culture provision in Thurrock.

Transition Period

Starting from the existing TICC board of directors, we would undertake the recruitment of new independent board members and chair to create a Shadow Board for the transition period prior to the legal establishment of the new charitable entity.

Areas where further information from Council is needed:

- Identification of a Council Officer to be closely involved in the development and implementation of the governance proposals within this plan.

Finance

Our financial plans are based on a fair and reasonable balance of shared investment and risk in pursuit of common cultural goals. The council benefits immediately from having rent-free space for important community services, and from having the Thameside Complex enhanced and protected as an enduring asset, as well as being at the centre of Thurrock transformation plans. We believe that the arrangements should be:

- **Fair:** We should be set up to succeed, not fail
- **Feasible:** Ambitious, yet grounded in reality
- **Funded:** Supported by the Council whilst we develop income and other funding to reduce dependency on the Council.
- **Funders:** Better able to seek third party investment

For the Thameside Centre to realise its commercial and community potential, it will need investment of both capital and revenue funds.

Capital funding is needed in the short-term to complete 'red list' repairs and maintenance. Further capital investment is needed to make the building an attractive proposition for commercial renters and to provide spaces suitable to achieve the transformational ambitions of the council and the community.

The entity which takes on the lease of the building will also need revenue investment to support the cultural offer in Thurrock whilst the business develops and expands current lines of income.

Rent free

Our offer is built on providing the council with rent-free accommodation for the services currently provided at the centre, and with no service charge. The council currently occupies 73.5% of the rentable space in the building (including library, museum, and theatre, excluding offices. Plant, circulation space and toilets excluded) greatly reducing our ability to generate income. The 'lost' income is calculated at over £300,000 per year.

Holding the risk

This provides an opportunity for the council to invest in the cultural experience of local people in a cost-effective way, in partnership with us. We will bear most of the risk for developing a transformational cultural offer whilst enhancing the building and the area's cultural reputation. Working with the council and the services in the building, we will develop a transformational cultural hub in a flexible way that leaves the Council still owning an enhanced asset that they could cash in at a later moment in time to pay for a new building.

The headline finance numbers

Here we summarise the headline finance numbers. We will generate £4.5M through generated income and fundraising over the next 10 years by subletting building space, whilst providing rent-free accommodation for the library, museum, and theatre. For this to work financially, the business will require co-investment from the council over five years of:

1. £1m capital
2. £1M revenue

Recent global and consequential macro-economic shocks have appeared that do challenge the assumptions used in the construction of the financial forecasts.

Firstly, the accelerating price of energy caused by the war in Ukraine. As a corporate purchaser there is no “price cap” set by the regulator and thus no buffer from both the absolute prices in the market and their volatility.

These two issues would potentially endanger the project given the relatively small nature of the business entities concerned when compared with the Council’s total energy purchases. Whilst we have factored in the cost of energy following a request from the Council, this does expose our project to greater risk.

The overall projected cost savings for the Council over 10 years would be £2.5M (Appendix 1.7).

Secondly, the impact of the energy crisis on the cost of living, and the forecast economic recession will severely restrict discretionary spend, and likely hit hard the arts & cultural sector more than most others. This puts a significantly higher risk profile on the potential income area of the financial model for the project, and hence we have not decreased the revenue grant requested to offset that risk.

It is also our intention to have a clear look at opportunities to make the transformational change be as environmentally sustainable as possible – part of which has already been debated in terms of

Community Batteries, solar, heat pumps, insulation etc which will all serve to reduce costs.

The following table summarises the capital and revenue requirements for the Thurrock Thameside Complex, set alongside the anticipated income.

Full details including assumptions are included in the Appendix.

Areas where further discussion with Council are needed:

- Whether the council will pay rent and service charge for the space they use or pay this as a grant as we’ve assumed
- Utility costs and associated risk mitigation
- The amount and timing of capital investment to realise the cultural ambitions of the council and the community – ideally to release capital and revenue in one ‘lump’ as part of the transformational fund as discussed
- Whether the amount of space the council uses can be consolidated beyond what we propose in the transformation to provide more space for commercial rent
- Business rates relief and/or exemptions

In summary:

What we will do with the building	Once ‘red list’ repair items have been resolved, TLS will use £750,000 capital funding from Council to deliver the transformational capital improvements required to make a new cultural offer happen
What we will do within the building	TICC will deliver a new cultural offer by leveraging £1M Council grant over 10 years to generate traded income of c.£1.5M and secure c.£3M external funding – saving the Council £2.5M whilst enhancing their asset further
What we will do to maximise public benefit	By maximising the advantages of our governance plans, TICC will develop and deliver a compelling fundraising strategy to raise c.£3M

The following section describe in more detail the resourcing of the capital improvements and the transformational cultural offer, whilst also flagging up the potential for external fundraising to improve the revenue position, community buy in and add value through grant funded programmes.

Step 3: Resource the Capital Improvements

The Thameside Centre needs important short-term investment in the fabric of the building to meet its immediate repair and maintenance needs. The council has referred to this as the ‘red list’ of jobs and we propose that these are addressed urgently.

Realise the potential of the building

To make more of the building’s potential, significant investment is needed. The spaces which could be sublet as commercial space need refurbishment to meet current market expectations. The building’s technology and appearance need a significant overhaul to offer an attractive and competitive package to possible tenants. Without investment to make the necessary improvements, the building will struggle to compete. A better equipped and more attractive internal space will help the centre to maximise income by bringing in and retaining longer-term tenants, otherwise risking being a ‘cheap’ space with higher levels of tenant churn.

By making capital improvements in consultation with incoming tenants, we will be able to successfully rent out the office spaces, converting such capital investment into ongoing revenue income.

For the publicly accessible areas of the building including the library, we are proposing to implement a flexible architecture (“a kit of parts”) which will create far more opportunities to host community and cultural activities in a cost-effective way. This will ensure a proportionate investment leaving open the possibility of a new arts and culture hub in future. Full details in the transformation section.

Action 3: Confirm £750M of capital investment over 2 years to improve the rentability of spaces and to implement a flexible architecture (“kit of parts”) within the publicly accessible areas of the Complex including the library.

Step 4: Resource the Transformational Cultural Offer

The Thameside Complex needs to be more than an attractive and functional space – it needs people and ideas to make it something special. It also needs funding to ensure it can meet its running costs in the short to medium term whilst it works through a repairs and refurbishment programme, whilst it develops spaces which it can sublet at a good rate, and in which an exciting cultural offer can develop. The building running costs include:

- Utilities
- Concierge
- Maintenance
- Cleaning
- Insurance
- Business Rates

Our cultural transformation plans will also require a Chief Excitement Officer (£50,000 including on costs per year) lead the plan and leverage external investment. This comes to over £500,000 a year and so this plan asks the council for £500,000 in the first year, then £250,000 a year for two years after towards these costs.

Action 4: Confirm £1M of revenue transformational investment over 3 years to ensure viability of these proposals – saving the Council £2.5M compared to an in-house approach

High running costs

The alternative is for the council to meet the running costs of the building averaging over £500,000 per year.

The table in Appendix 1.7 below shows the requested council revenue investment alongside the costs of running the building, demonstrating the £2.5M saving over 10 years.

By working with us, the council passes on the liability for the building's running costs. In return, an investment by the council of £1M revenue over 3 years will enable us to generate traded income and leverage external funding. This will save the council around £2.5M million over ten years whilst the capital investment and good stewardship will further improve the Council's asset and its value.

Step 8: Maximise External Funding opportunities

Should the Council retain full control over the Complex, its fundraising options will be limited to on-site income generating opportunities and opportunistic public sector-based grants.

However, our governance proposals to become a charitable entity open up the possibility of a wide range of additional funding opportunities that could further improve the financial position during the five years of the plan.

Here we outline the key opportunities for us to generate more cash to deliver even greater public benefit within Thurrock. An early

action for us will be to anchor these within a fundraising strategy that becomes an integral part of this plan and the associated numbers.

Action 8a: Once this Plan has been agreed, develop a fundraising strategy to target resource and effort to develop funder relationships and successful grant awards.

Trusts and Foundations

There are around 8,800 grant making trusts and foundations in the UK, giving around £2.7billion a year to charities. The Council is unable to access this cash, whereas we could. As part of the fundraising strategy, we will identify those trusts and foundations with objectives that match ours – arts, culture and community delivering social change within the Thurrock area – and start working to cultivate relationships with the strongest fits with our plan to secure a return within five years.

Action 8b: Identify trusts and foundations that would represent a strong fit with our objectives and start make initial approaches on the basis of this Plan.

Our group includes two Chartered Fundraisers who bring considerable experience within this field – we go into this with our eyes open.

One example where we believe we can be a strong fit is the Paul Hamlyn Foundation. They are currently offering grants of £30,000 - £400,000 for up to 4 years to support arts access and participation,

changing the way the arts are created, presented, accessed, and experienced. As a grassroots group with community connections and a track record (through CPP), we would be eligible for an initial conversation. This is but one example.

Lottery based Funders

The Lottery based funders include Arts Council England, Sport England, Heritage Fund and Community Fund. Within our group we have considerable experience in securing project-based funding across all these funders ranging from grants of £1,000 to over £2.5million – all examples within Thurrock we can discuss further with you.

Once we have secured the building, we will start exploring lottery-based project funding opportunities to maximise the activity programmes for the public as a key plank within our fundraising strategy.

Action 8c: Maximise the activity programme through focussed applications to Lottery based funders

Community shares

The Thameside and what it represents is much loved by Thurrock's community. The strength of feeling when the threat of closure was made demonstrates this. As such, we believe that we can raise community shares as one element of our fundraising strategy. These are a form of withdrawable, non-transferable share capital uniquely

available to co-operative and community benefit societies representing a flexible and effective way of raising finance.

Residents will be able to buy a community share to become a voting member with a stake in our success with added benefits (e.g., discounts, special events etc). The link with our governance is explained within the governance section of the plan (step 7).

With over 1,000 people supporting our campaign to Save the Thameside, just £20 per person would equate to £20,000. This is a conservative estimate.

Action 8d: Develop a community share strategy within our fundraising plan to form part of our overall funding mix.

Transformation

We are tremendously excited by the opportunity to transform the Thameside Complex. Whilst we appreciate that the building may be replaced by another arts and culture hub in the future, the opportunity to test and learn a range of new approaches will help increase confidence, capability, and capacity within Thurrock to do more. These benefits will be cumulative and transferable.

In developing our transformation plans, we have heeded the following underlying principles:

- **Inclusion:** Anyone should be able to take part in shaping and/or benefiting from the offer
- **Inspire:** What we do should change perceptions regarding what is possible within Thurrock
- **Involve:** We must be a central part of Thurrock’s cultural landscape, involving artists and creatives throughout
- **Innovate:** We must transform the Thameside into a testbed of new ideas by ensuring flexibility of approach

In summary, our transformation proposals are:

What we will do with the building	Internal modifications and a ‘kit of parts’ to enable more flexible use, anchored by Theatre, Library and Museum – making space, time, memories, and connections
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What we will do within the building	Chief Excitement Officer, supported by Community Artistic Directors bringing the building to life complementing CPP and Cultural Strategy, including secondment of Theatre staff to maximise creative freedom
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Step 5: Deliver the Capital Improvements

As a prerequisite for any transformational improvements, there must be the resolution of key ‘red list’ repair items. We have not seen this list but believe it will allow us to focus on developing the transformational offer. We understand that the Council has identified these red list items, which would cost £220,000 to address.

We are willing to discuss a transfer of £220,000 for TLS to resolve these red list items. Not being bound by Council procurement rules and contracts, we may be able to deliver the red list items more cost effectively freeing up more resource for the transformational capital improvements to follow.

Action 5a:	Confirm whether the red list items are to be resolved by TLS or the Council, using £220,000 Council capital funding for this purpose
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Our capital transformational plans for Year 1 are based on an innovative approach deployed within Brooklyn libraries, where century old buildings have been realigned with contemporary uses. We believe that the Thameside can be brought into the 21st century by adopting a similar approach.

Case Study: Making Space, Brooklyn NY

Click the picture below to see an explanatory video:



With many of the library hub buildings built to service a very different public service model, it had been difficult to accommodate a diverse variety of activities and services. But rather than seek to construct new buildings at considerable expense, a flexible architecture comprised of a “kit of parts” – ranging from seating, display, storage, lighting, and power - were used instead as a creative and cost-effective way to increase the number and quality of activities.

Imagine a low cabinet that can be used not only as lockable storage space, but as extra seating. This same piece, when incorporated with another frame, becomes a media cabinet. A rolling whiteboard panel can also act as a room divider, with one side as felt for pin up displays and the other as an acoustic dampener. This could lock with other cabinets to become a stage for in-house performances. Ceiling grids provide flexible application of power, light, and curtains.

The first step we will take is to conduct an audit of community and cultural provision in Thurrock to understand what could be serviced by the Thameside in future – everything from arts classes for retired residents, language classes for diverse communities, toddler play groups, homework groups for kids to yoga classes. We have already made a start on this working with Thurrock CVS in support of the successfully awarded Creative People and Place application. The CPP will be auditing cultural provision during its business planning phase until early 2023.

Action 5b: Complete an audit of community and cultural provision in Thurrock to understand need and demand today and in future. This will be aligned with the business planning phase of the CPP.

Once the audit has been completed, we will identify the functional and technical requirements, for example the need for work surfaces, power or a projector set up, or simply four flexible walls and some chairs. This will allow us to group unrelated activities by their shared needs for tools and space.

Action 5c: Based on the audit, identify functional and technical requirements, enabling the grouping of activities based on their common needs for tools and space.

Based on the requirements, we will be able to contract the development of our very own “kit of parts” – which can be readily assembled in myriad combinations quickly and easily. A ceiling infrastructure grid will provide a central framework to distribute power and data without extensive electrical work, whilst also serving

as a suspension structure for lighting, acoustic panels, projects, and the curtains. This will work alongside other components, such as stacking chairs, multi-functional cabinets, mobile partitions, and folding tables that combine, collapse, and consolidate to convert the community room for different activities, audiences, and times of day.

We propose to implement this solution throughout the publicly accessible circulation spaces, bar, and the library within the ‘podium’ part of the Complex, available to service the Museum and Theatre as well. The role of the concierge staff will be to reorganise the “kit of parts” daily as ‘space shapers’ based on a planned cultural calendar.

Action 5d: Based on the audit and requirements, contract the ‘kit of parts’

Action 5e: Operationalise the reassembly of the ‘kit of parts’ daily in line with a cultural calendar

Within the rest of the Complex – primarily the Tower – we plan to rent out the spaces to a range of cultural, educational, and artistic organisations and projects. We have three prospective tenants lined up already.

In order to ensure these are fit for purpose, we will allocate some capital funding ‘grants’ in discussion with the prospective tenants to secure occupancy – converting that capital investment into a revenue stream.

Action 5f: Implement capital improvements to the office spaces within the Tower in discussion with prospective tenants to secure occupancy and revenue income

The schematic below summarises our capital investment proposals during Year 1.

	Podium	Tower
Roof		Aerials
7 th Floor		Capital improvements to spaces in response to prospective tenant requirements (three lined up currently)
6 th Floor		
5 th Floor		
4 th Floor		Implement flexible architecture of “kit of parts” throughout public areas including the library and bar (though excluding theatre and museum public spaces)
3 rd Floor		
2 nd Floor		
1 st Floor		
Ground Floor		
Basement		Plant and Museum archives

From Year 2, we propose annual meetings with the Council to propose, discuss and confirm funding for further capital transformational improvements to the Thameside.

Action 5g: Implement an annual capital transformation meeting between us and the Council.

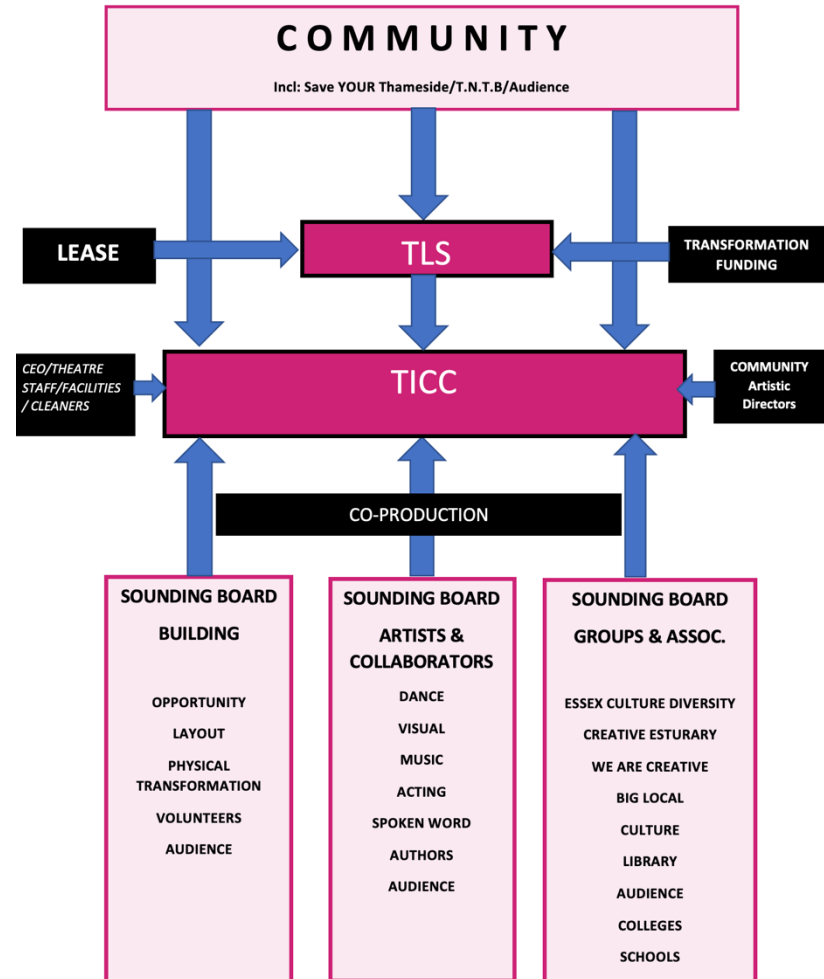
Step 6: Deliver the Transformational Cultural Offer

With the capital transformation work in place, we want to animate the building – bringing it to life through a broad and diverse programme of activities, that responds to community need and demand. In this way, we will be echoing the approach of CPP whereby the public will be granted more influence over the cultural concept and commissioning process, through sounding boards.

We propose that the CPP STARTer panel for Grays – which will be developed for CPP during 2022/23 – will be the sounding boards. The overall structure is summarised on the right.

In order to energise and excite the sounding boards, we will employ a Chief Excitement Officer to work with the sounding boards to develop plans to service existing demand using the ‘kit of parts’ as well as new concepts to try and test new ideas (as part of CPP) through the ‘kit of parts’ or future capital funding. A range of possible ideas emerging via existing sounding boards are included in the appendix.

By trying and testing a range of new approaches, we will build up capability and capacity which can be transferred should plans for a new arts and culture centre come to fruition.



The Chief Excitement Officer will be the lynchpin, linking TLS, TICC, volunteers and the sounding boards to this overall plan for the building. Recruiting this role will be an early priority.

Action 6a: Recruit the Chief Excitement Officer

They will secure through Lottery based funders a activity budget to pump prime activities across activity areas. We are in discussions with Arts Council England following our National Portfolio Organisation (NPO) proposals submitted in May 2022. The continued uncertainty around Thurrock Council meant they could not confirm funding at this time, but remain open for discussions. They now fund an NPO within the Thameside – Arts Outburst.

The 5 activity strands that form the focus of our discussions with Arts Council include:

1. Sounding Boards (Our Captains) – development of our sounding boards to steer cultural provision
2. The Building (Our Harbour) – marketing underused spaces within the Thameside to harbour new creative organisations and activities
3. Thameside 2 U (Our Fleet) – showcasing the best of our local cultural talent off site and online, focusing on an annual moment in Grays each July
4. Thameside 4 U (Our Flagship) – showcasing the best of our local cultural talent within the Thameside throughout the year, using our flexible ‘kit of parts’ to create pop up stages, spaces and sights
5. Theatre, Museum and Library (Our Anchors) – secondment

of Theatre & Museum staff from the Council to integrate anchor services with this wider plan, whilst making the case for full transfer. Includes partnership working with the library service to utilise library spaces for flexible cultural programming.

1: Sounding Boards (Our Captains)

The focus during 2023/24 will be to identify and support a representative range of residents to captain our programme through the sounding boards. The focus will be to develop broad themes in 2023/24 (with CPP increasing exposure to quality) from which resident-supported commissioning will take place in 2024-26. We envisage the sounding boards being hosted at the Thameside by the Chief Excitement Officer (with virtual access) and planned around a fun creative activity on a quarterly cycle. Clear pathways to enable residents to become trustees will be possible through an annual AGM as per our governance proposals. We also wish to harness enthusiasm through a volunteering programme and involve young people via a youth advisory board.

Whilst our consortium can reach c.10,000 interested people, we want to ensure strategic alignment with START: Thurrock CPP. For this reason, we will seek to recruit a pool of people in partnership with Thurrock CPP that could participate in both the CPP and the Thameside offer. The CPP intends to access community sector networks and neighbourhood-based governance structures via Thurrock CVS, which we can support via Thurrock Lifestyle Solutions CIC in their capacity as a CPP core consortium member. We believe that this will strengthen both initiatives and avoid confusion or

duplication.

During 2024-26, we will support the panels to support cultural commissioning based on the broad concepts to bring Activity 3 and 4 to life whilst shaping the anchor offer through Activity 5. The thinking is that with relevant and inclusive activities being programmed, local people will be more willing to take part and pay to see them.

By enabling our residents to become captains through the sounding boards, we will ensure our cultural planning is more responsive to their needs and interests than now. We believe this will help to increase cultural engagement and ensure more local people enjoy the social benefits that publicly funded culture brings.

2: The Building (Our Harbour)

The Thameside Complex represents a considerable cultural asset in an area where cultural capacity has historically been restricted by the infrastructure available. Through responsive management of the building as part of wider place-based partnership working, we can help increase cultural capacity over the life of the plan by harbouring new creatives across our 7 floors. This activity coupled with our favourable geography just outside London, yet integrated with its transport system, will enable us to support ACE's strategy to support relocation of some London-based NPOs relatively quickly. We would love to host more NPOs in Thurrock. (e.g. We are talking to Eastside about possible relocation).

During 2023/24, we will identify a range of spaces – both fixed and flexible – that can be rented out long term or hired ad hoc. This will

enable us to develop key marketing messages to showcase the possibilities afforded by the large, yet flexible Complex. From this, we will deliver a concerted marketing campaign to attract new tenants and hires to fill and energise the building. Our Chief Excitement Officer will focus on developing relationships with prospective creatives, helping to integrate them into the Complex. Through 2024-26, the focus will be flexing the marketing campaign to maximise occupancy whilst supporting those within the building to participate in its governance and programming.

3: Thameside 2 U Outreach Offer (Our Fleet)

We have consistently delivered an annual Thurrock International Celebration of Culture (TICC) event since 2013 (reaching over 14K people). Traditionally led by the TICC directors, in 2023/24 we will shift the locus of control over this moment to our sounding boards (Activity 1). We will link them with the broad range of creatives harboured within or around the Complex (Activity 2) to bring the best of the Thameside to outside participants and audiences. Through 2024-26, we will seek to grow and expand the moment as a showcase for the Thameside and what it represents including a digital offer, bringing the 'Thameside 2 U'. This will be our key outreach event, curated by our Chief Excitement Officer with the sounding boards.

By expanding TICC's annual July event into Thameside 2 U to reflect growing supply and demand, we will be improving access to a full range of cultural activities by showcasing a diverse fleet of local and national talent in Thurrock's central and most multicultural location. In line with the ethos of TICC's original festival, this key annual moment will help connect people and places, including diaspora

communities in a joyous celebration of diversity and difference through arts and culture.

4: Thameside 4 U Cultural Offer (Our Flagship)

The Thameside Complex by virtue of its central location, anchor services and safe spaces sees high footfall from the general public (40K per year). By making more of this flagship status by metaphorically decking it out with vibrancy and colour through a rolling programme of pop up, scalable cultural activities, we will improve access to a full range of cultural opportunity. This includes making more of links with organisations like HighTide Theatre, DanceEast and Firstsite in Colchester.

To enable this, the Complex has a wide range of publicly accessible spaces that can be used flexibly. Deploying an adaptable architecture comprised of a ‘kit of parts’ (i.e. stacking chairs, multi-functional cabinets, mobile partitions, folding tables etc), our concierge service will be recast as ‘space makers’, able to quickly set up and put away a range of configurations depending on need. During 2023/24, we will work with the sounding boards (Activity 1) to develop a cultural calendar that creatives can respond to, using whatever space configuration they require – whether that be performance spaces, lecture areas or exhibition spaces to name but a few.

This will be ‘Thameside 4 U’ – our flagship programme of cultural activities commissioned with resident input that enables greater freedom and imagination than possible under the current model. With make, move, music and meet programme strands, this could

include collaborators including Breakin’ Convention, Challenge 59, Cambridge Junction and Focal Point. As confidence builds during 2024-26, we expect to see increased ambition and quality, attracting both general audiences and followers of the creatives commissioned, to build awareness and reputation (supporting Activity 2). We also wish to host apprentices to build cultural capacity.

5: Theatre, Museum & Library (Our Anchors)

With the Council under increasing financial pressure to cut non-statutory services such as the Theatre and Museum, our plans to work collaboratively to not only secure them but ensure they thrive are critical objectives for us. By anchoring these for the long term, they can continue to support and involve communities in high quality culture, maintain links with schools and colleges, continue volunteering programmes that improve wellbeing and support the wider cultural ecology around them that ensures skills and employment pathways to the cultural sector.

During 2023/24, Theatre and Museum staff would be seconded to our consortium to enable their programming to reinforce Activities 2-4 whilst responding to our sounding boards. We want to demonstrate that by providing increased creative freedom and community ownership, these services can thrive. By testing our business case, we seek to convince Officers and Members to transfer the management of these services to us.

For 2024-26, we plan to evolve these services to increase their resilience. In the case of the Theatre, we wish to facilitate the delivery of recommendations made in the Cultural Recovery Fund

business plan regarding transition to a Trust model. For the Museum, we wish to take forward its journey towards accreditation, whilst repositioning its archive as the hub for Thurrock’s vibrant heritage network (e.g. via DCMS/Wolfson Fund), connecting to Purfleet Heritage Centre, Bata Heritage Centre and Tilbury Cruise Terminal.

Whilst the library would remain a Council service, our Chief Excitement Officer will work closely with library management to animate library spaces as per Activities 1 and 4.

*

Action 6b: Develop and deliver our five activity programmes in discussion with Arts Council England and activity based funders

In order to maximise the full potential of the Thameside Complex, we would require full cultural control of the Theatre and Museum. This includes ringfencing of any surplus in support of this Plan.

These elements represent flagship elements of the overall offer and a valuable overall component of the funding model. Whilst we would require Council support in the short to medium term – particularly in the form of staff secondments - it will enable us to start exploring and testing ideas as well as additional external funding opportunities for these valuable cultural assets that could become their long-term solutions. For example, we would want to explore opportunities for Museum accreditation which would open new funding opportunities.

This is a huge opportunity to do something innovative and different. However, without the Theatre and Museum, the overall financial viability of our Plan is questionable.

We appreciate that this will require further discussion and refinement in consultation with you.

Areas where further discussion with Council are needed:

- Secondment of Theatre staff to TLS or TICC with full control over cultural programming to maximise income
- Secondment of Museum staff to TLS or TICC and ability to scope and progress accreditation process

How will we get there?

Action Plan

Here we summarise the key actions identified within our business plan.

Ref	Action	Lead
Step 1: Transfer Building Management to Thurrock Lifestyle Solutions CIC		
1	Agree a lease between Thurrock Council and Thurrock Lifestyle Solutions of at least 30 years in length with a fair apportionment of risk and reward (e.g. The Council hold the Utilities responsibility).	TLS
Step 2: Thurrock International Celebration of Culture to provide oversight of cultural offer		
2a	Put in place a Memorandum of Understanding between Thurrock Lifestyle Solutions (TLS) CIC and Thurrock International Celebration of Culture (TICC) Ltd with the agreement of Thurrock Council. This is to ensure a clear mandate for TICC to develop a cultural offer based on a clear understanding of respective roles and responsibilities with residents input via public sounding boards.	TLS and TICC
2b	With Thurrock Council, identify a Council Officer or Member to join the TICC board of directors	Thurrock Council
Step 3: Resource the capital improvements		
3	Confirm £750K of capital investment to improve the rentability of spaces and the implement a flexible architecture ('kit of parts') within the publicly accessible areas of the Complex including the library.	Thurrock Council
Step 4: Resource the transformational offer		
4	Confirm £1M of revenue transformational investment over 3 years to ensure viability of these proposals – saving the Council £2.5M compared to an in-house approach	Thurrock Council
Step 5: Deliver the capital improvements		
5a	Confirm whether the red list items are to be resolved by TLS or the Council, using £220,000 Council capital funding for this purpose	Thurrock Council
5b	Complete an audit of community and cultural provision in Thurrock to understand need and demand today and in future. This will be aligned with the business planning phase of the CPP.	TICC

Ref	Action	Lead
5c	Based on the audit, identify functional and technical requirements, enabling the grouping of activities based on their common needs for tools and space.	TICC
5d	Based on the audit and requirements, contract the 'kit of parts'.	TICC
5e	Operationalise the reassembly of the 'kit of parts' daily in line with a cultural calendar	TICC
5f	Implement capital improvements to the office spaces within the Tower in discussion with prospective tenants to secure occupancy and revenue income	TICC
5g	Implement annual capital transformation meeting between us and the Council.	TICC
Step 6: Deliver the transformational offer		
6a	Recruit the Chief Excitement Officer	TICC
6b	Develop and deliver our five activity programmes in discussion with Arts Council England and activity based funders	TICC
Step 7: Develop Thurrock International Celebration of Culture into a charitable entity with expanded board		
7a	Identify and apply for development grant opportunities from a strategically important funder.	TICC
7b	Appoint a charity professional to co-produce with us and the Council an options appraisal to inform a range of strategic decisions by the TICC board regarding the transition of TICC into a charitable structure.	TICC
7c	Apply to Companies House and/or the Charity Commission to convert TICC Ltd into either a Charitable Company or a Charitable Incorporated Organisation (CIO).	TICC
7d	Once the decision regarding legal structure has been made, prepare broad Charitable Objects reflecting the cultural and community role of the Thameside	TICC
7e	Undertake a recruitment exercise to secure an independent Chair of the Board.	TICC
7f	Undertake a recruitment exercise to secure independent trustees for Board.	TICC
7g	Provide induction and governance training for all board members	TICC
Step 8: Maximise external fundraising opportunities		
8a	Once this Plan has been agreed, develop a fundraising strategy to target resource and effort to develop funder relationships and successful grant awards.	TICC
8b	Identify trusts and foundations that would represent a strong fit with our objectives and start make initial approaches on the basis of this Plan.	TICC
8c	Maximise the activity programme through focussed applications to Lottery based funders	TICC

Ref	Action	Lead
8d	Develop a community share strategy within our fundraising plan to form part of our overall funding mix.	TICC

Appendix 1: Financials

1. Base Forecast

Base Forecast														
		Base Case	Discounted											
		2022/23	Case Year 1	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33		
		2022/23	2022/23	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33		
COSTS	Yr 1 Delays													
Utilities	100%	£ 60,000.00	£ 192,000.00	£ 195,840.00	£ 199,756.80	£ 159,805.44	£ 156,609.33	£ 159,741.52	£ 162,936.35	£ 166,195.08	£ 169,518.98	£ 172,909.36		
Concierge	75%	£ 172,800.00	£ 129,600.00	£ 179,712.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00		
Maintenance	100%	£ 64,800.00	£ 64,800.00	£ 67,392.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00		
Cleaning	100%	£ 70,200.00	£ 70,200.00	£ 73,008.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00		
Insurance	100%	£ 16,200.00	£ 16,200.00	£ 16,848.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00		
Business Rates	100%	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60		
CEO	100%	£ 51,000.00	£ 51,000.00	£ 53,040.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00		
Sub-Total		£ 436,689.60	£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96		
INCOME	Yr 1 Voids/Occupancy													
7th Floor	100%	£ 8,262.00	£ 8,262.00	£ 8,427.24	£ 8,595.78	£ 8,767.70	£ 8,943.05	£ 9,121.92	£ 9,304.35	£ 9,490.44	£ 9,680.25	£ 9,873.85		
6th Floor	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85		
5th Floor	20%	£ 10,121.10	£ 2,024.22	£ 10,323.52	£ 10,530.00	£ 10,740.60	£ 10,955.41	£ 11,174.52	£ 11,398.01	£ 11,625.97	£ 11,858.49	£ 12,095.65		
4th Floor	20%	£ 310.55	£ 62.11	£ 316.76	£ 323.10	£ 329.56	£ 336.15	£ 342.88	£ 349.73	£ 356.73	£ 363.86	£ 371.14		
3rd Floor	50%	£ 15,459.61	£ 7,729.81	£ 15,768.80	£ 16,084.18	£ 16,405.86	£ 16,733.98	£ 17,068.66	£ 17,410.03	£ 17,758.23	£ 18,113.40	£ 18,475.67		
2nd Floor	100%	£ 21,008.39	£ 21,008.39	£ 21,428.55	£ 21,857.13	£ 22,294.27	£ 22,740.15	£ 23,194.96	£ 23,658.86	£ 24,132.03	£ 24,614.67	£ 25,106.97		
1st Floor	0%	£ 8,274.08	£ -	£ 8,439.56	£ 8,608.35	£ 8,780.52	£ 8,956.13	£ 9,135.25	£ 9,317.95	£ 9,504.31	£ 9,694.40	£ 9,888.29		
Ground Floor	0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -		
Basement	100%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -		
Café	50%	£ 15,888.46	£ 7,944.23	£ 16,206.23	£ 16,530.36	£ 16,860.96	£ 17,198.18	£ 17,542.15	£ 17,892.99	£ 18,250.85	£ 18,615.87	£ 18,988.18		
Roof Ariels	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85		
Sub-Total		£ 134,404.19	£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45		
Profit from Theatre		£ 6,000.00	£ -	£ 6,000.00	£ 6,600.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53		
	Annual target													
Community Fundraising	£ 30,000.00		£ -	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00		
Trusts and Foundations	£ 125,000.00		£ -	£ 25,000.00	£ 50,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00		
Lottery Based Funders	£ 250,000.00		£ -	£ 50,000.00	£ 100,000.00	£ 150,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00		
Sub-Total		£ 140,404.19	£ 102,110.75	£ 248,092.28	£ 326,434.12	£ 454,890.80	£ 558,469.42	£ 562,177.69	£ 566,024.01	£ 570,017.54	£ 574,168.24	£ 578,486.99		
Operating Surplus/Deficit		-£ 296,285.41	-£ 423,378.85	-£ 339,437.32	-£ 257,512.28	-£ 89,104.24	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03		
Net Surplus/Deficit			-£ 423,378.85	-£ 339,437.32	-£ 257,512.28	-£ 89,104.24	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03	-£ 993,137.01	

2. Scenario Model Forecasts

Forecast Two		More challenging trading conditions										
Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96	
	Cost pressures: inflation & economic shocks	0.04	0.026	0.021	0.02	0.02	0.02	0.02	0.02	0.02	0.02	
	Adjusted figure	£ 546,509.18	£ 602,805.37	£ 596,209.27	£ 554,874.94	£ 551,614.91	£ 554,809.74	£ 558,068.47	£ 561,392.37	£ 564,782.75	£ 568,240.94	
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45	
	Market pressures: drop in demand, more voids	-0.2	-0.1	-0.05	0	0.05	0.05	0.05	0.05	0.05	0.05	
	Adjusted figure	£ 81,688.60	£ 123,383.05	£ 132,842.42	£ 142,630.80	£ 152,757.59	£ 155,812.74	£ 158,929.00	£ 162,107.58	£ 165,349.73	£ 168,656.73	
	Theatre profit	£ -	£ 6,000.00	£ 6,600.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	
	Fundraising	£ -	£ 105,000.00	£ 180,000.00	£ 305,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	
		2022/23	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33	
	Net Surplus/Deficit	£ (464,820.58)	£ (368,422.32)	£ (276,766.86)	£ (99,984.14)	£ 14,128.68	£ 14,787.60	£ 15,523.59	£ 16,344.58	£ 17,259.28	£ 18,277.32	-£ 1,113,672.83
Forecast Three		More challenging trading conditions, more profit from theatre										
Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96	
	Cost pressures: inflation & economic shocks	0.04	0.026	0.021	0.02	0.02	0.02	0.02	0.02	0.02	0.02	
	Adjusted figure	£ 546,509.18	£ 602,805.37	£ 596,209.27	£ 554,874.94	£ 551,614.91	£ 554,809.74	£ 558,068.47	£ 561,392.37	£ 564,782.75	£ 568,240.94	
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45	
	Market pressures: drop in demand, more voids	-0.2	-0.1	-0.05	0	0.05	0.05	0.05	0.05	0.05	0.05	
	Adjusted figure	£ 81,688.60	£ 123,383.05	£ 132,842.42	£ 142,630.80	£ 152,757.59	£ 155,812.74	£ 158,929.00	£ 162,107.58	£ 165,349.73	£ 168,656.73	
	Theatre profit	£ -	£ 6,000.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	£ 14,147.69	
	10% per year more than forecast											
	Fundraising	£ -	£ 105,000.00	£ 180,000.00	£ 305,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	
		2022/23	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33	
	Net Surplus/Deficit	£ (464,820.58)	£ (368,422.32)	£ (276,106.86)	£ (99,258.14)	£ 14,927.28	£ 15,666.06	£ 16,489.90	£ 17,407.51	£ 18,428.52	£ 19,563.48	-£ 1,106,125.15
Forecast Four		Better trading conditions, more profit from theatre and fundraising										
Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96	
	Cost pressures: inflation & economic shocks											
	Adjusted figure	£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96	
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45	
	Market pressures: drop in demand, more voids	-0.1	-0.05	0	0.05	0.1	0.1	0.1	0.1	0.1	0.1	
	Adjusted figure	£ 91,899.68	£ 130,237.66	£ 139,834.12	£ 149,762.35	£ 160,031.76	£ 163,232.40	£ 166,497.05	£ 169,826.99	£ 173,223.53	£ 176,688.00	
	Theatre profit	£ -	£ 6,000.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	£ 14,147.69	
	10% per year more than forecast											
	Fundraising	£ -	£ 105,000.00	£ 198,000.00	£ 335,500.00	£ 445,500.00	£ 445,500.00	£ 445,500.00	£ 445,500.00	£ 445,500.00	£ 445,500.00	
	10% more than forecast											
		2022/23	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33	
	Net Surplus/Deficit	£ (433,589.92)	£ (346,291.94)	£ (238,852.28)	£ (50,746.69)	£ 73,517.43	£ 74,464.34	£ 75,500.46	£ 76,634.61	£ 77,876.48	£ 79,236.73	-£ 612,250.77

3. Average of Scenario Model Forecasts

		2022/23	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33	Outturn
Base Forecast												
	Trading position	£ (423,378.85)	£ (339,437.32)	£ (257,512.28)	£ (89,104.24)	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03	£ (993,137.01)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,581,276.86
Forecast 2												
	Trading position	£ (464,820.58)	£ (368,422.32)	£ (276,766.86)	£ (99,984.14)	£ 14,128.68	£ 14,787.60	£ 15,523.59	£ 16,344.58	£ 17,259.28	£ 18,277.32	£ (1,113,672.83)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,460,741.03
Forecast 3												
	Trading position	£ (464,820.58)	£ (368,422.32)	£ (276,106.86)	£ (99,258.14)	£ 14,927.28	£ 15,666.06	£ 16,489.90	£ 17,407.51	£ 18,428.52	£ 19,563.48	£ (1,106,125.15)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,468,288.72
Forecast 4												
	Trading position	£ (433,589.92)	£ (346,291.94)	£ (238,852.28)	£ (50,746.69)	£ 73,517.43	£ 74,464.34	£ 75,500.46	£ 76,634.61	£ 77,876.48	£ 79,236.73	£ (612,250.77)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,962,163.10
Forecast X	Based on averaging the four forecasts above											
		2022/23	2023/24	2024/2026	2026/2027	2027/2028						Outturn
		£ (446,652.48)	£ (355,643.48)	£ (262,309.57)	£ (84,773.30)	£ 30,060.97	£ 30,791.14	£ 31,603.00	£ 32,504.89	£ 33,505.99	£ 34,616.39	£ (956,296.44)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
	Capital investment	£ 750,000.00										
	Revenue requirement	£ (446,652.48)	£ (355,643.48)	£ (262,309.57)	£ (84,773.30)	£ 30,060.97	£ 30,791.14	£ 31,603.00	£ 32,504.89	£ 33,505.99	£ 34,616.39	£ (956,296.44)

4. Income Potential

INCOME	Yr 1 Voids/Occupancy												
7th Floor	100%	£ 8,262.00	£ 8,262.00	£ 8,427.24	£ 8,595.78	£ 8,767.70	£ 8,943.05	£ 9,121.92	£ 9,304.35	£ 9,490.44	£ 9,680.25	£ 9,873.85	
6th Floor	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85	
5th Floor	20%	£ 10,121.10	£ 2,024.22	£ 10,323.52	£ 10,530.00	£ 10,740.60	£ 10,955.41	£ 11,174.52	£ 11,398.01	£ 11,625.97	£ 11,858.49	£ 12,095.65	
4th Floor	20%	£ 310.55	£ 62.11	£ 316.76	£ 323.10	£ 329.56	£ 336.15	£ 342.88	£ 349.73	£ 356.73	£ 363.86	£ 371.14	
3rd Floor	50%	£ 15,459.61	£ 7,729.81	£ 15,768.80	£ 16,084.18	£ 16,405.86	£ 16,733.98	£ 17,068.66	£ 17,410.03	£ 17,758.23	£ 18,113.40	£ 18,475.67	
2nd Floor	100%	£ 21,008.39	£ 21,008.39	£ 21,428.55	£ 21,857.13	£ 22,294.27	£ 22,740.15	£ 23,194.96	£ 23,658.86	£ 24,132.03	£ 24,614.67	£ 25,106.97	
1st Floor	0%	£ 8,274.08	£ -	£ 8,439.56	£ 8,608.35	£ 8,780.52	£ 8,956.13	£ 9,135.25	£ 9,317.95	£ 9,504.31	£ 9,694.40	£ 9,888.29	
Ground Floor	0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Basement	100%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Café	50%	£ 15,888.46	£ 7,944.23	£ 16,206.23	£ 16,530.36	£ 16,860.96	£ 17,198.18	£ 17,542.15	£ 17,892.99	£ 18,250.85	£ 18,615.87	£ 18,988.18	
Roof Ariels	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85	
Sub-Total		£ 134,404.19	£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45	
Profit from Theatre		£ 6,000.00	£ -	£ 6,000.00	£ 6,600.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	
	Annual target												
Community Fundraising	£ 30,000.00		£ -	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	
Trusts and Foundations	£ 125,000.00		£ -	£ 25,000.00	£ 50,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	
Lottery Based Funders	£ 250,000.00		£ -	£ 50,000.00	£ 100,000.00	£ 150,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	
Sub-Total		£ 140,404.19	£ 102,110.75	£ 248,092.28	£ 326,434.12	£ 454,890.80	£ 558,469.42	£ 562,177.69	£ 566,024.01	£ 570,017.54	£ 574,168.24	£ 578,486.99	

5. Investment Table (calculated from the above forecasts and income potential)

INVESTMENT TABLE							
	Capital	Revenue	Income	Theatre Profit	Fundraising	Total revenue	
2022/23	£ 750,000	500,000	£ 102,111	£ -	£ -	£ 602,111	
2023/24		250,000	£ 137,092	£ 6,000	£ 105,000	£ 498,092	
2024/25		250,000	£ 139,834	£ 6,600	£ 180,000	£ 576,434	
2025/26			£ 142,631	£ 7,260	£ 305,000	£ 454,891	
2026/27			£ 145,483	£ 7,986	£ 405,000	£ 558,469	
2027/28			£ 148,393	£ 8,785	£ 405,000	£ 562,178	
2028/29			£ 151,361	£ 9,663	£ 405,000	£ 566,024	
2029/30			£ 154,388	£ 10,629	£ 405,000	£ 570,018	
2030/31			£ 157,476	£ 11,692	£ 405,000	£ 574,168	
2031/32			£ 160,625	£ 12,862	£ 405,000	£ 578,487	
Totals	£ 750,000	£ 1,000,000	£ 1,439,395	£ 81,477	£ 3,020,000	£ 5,540,872	

6. Base Assumptions

BASE Assumptions										2022/23	2023/24	2024/2025	2025/2026	2026/2027	2027/2028	2028/29	2029/30	2030/31	2031/32		
COSTS																					
Utilities				£ 60,000.00						220%	2%	2%	-20%	-2%	2%	2%	2%	2%	2%		
Concierge				£ 160,000.00						8%	4%	2%	2%	2%	2%	2%	2%	2%	2%		
Maintenance				£ 60,000.00						8%	4%	2%	2%	2%	2%	2%	2%	2%	2%		
Cleaning				£ 65,000.00						8%	4%	2%	2%	2%	2%	2%	2%	2%	2%		
Insurance				£ 15,000.00						8%	4%	2%	2%	2%	2%	2%	2%	2%	2%		
Business Rates				£ 1,689.60						0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
CEO				£ 50,000.00						2%	4%	2%	2%	2%	2%	2%	2%	2%	2%		
Sub-Total				£ 786,689.60																	
INCOME																					
		Current usage (referencs the occupancy calcs below)	% of area used by council	Available for rent	Potential rent	Actual rent if council rent free	Potential Service Charge	Actual service charge if council rent free	Potential Occupation Income Total	Actual if council rent free											
7th Floor			0%	100%	£ 5,400.00	£ 5,400.00	£ 2,700.00	£ 2,700.00	£ 8,100.00	£ 8,100.00											
6th Floor			0%	100%	£ 16,000.00	£ 16,000.00	£ 11,000.00	£ 11,000.00	£ 27,000.00	£ 27,000.00											
5th Floor		Library	63%	37%	£ 16,000.00	£ 5,880.09	£ 11,000.00	£ 4,042.56	£ 27,000.00	£ 9,922.65											
4th Floor		Theatre, museum	98.8%	1.2%	£ 15,076.92	£ 180.42	£ 10,365.38	£ 124.04	£ 25,442.31	£ 304.46											
3rd Floor		Theatre, bar	84%	16.1%	£ 55,692.31	£ 8,981.62	£ 38,288.46	£ 6,174.86	£ 93,980.77	£ 15,156.48											
2nd Floor		Theatre, library	75%	24.9%	£ 48,923.08	£ 12,205.31	£ 33,634.62	£ 8,391.15	£ 82,557.69	£ 20,596.46											
1st Floor		Theatre, museum, library	90%	9.6%	£ 49,846.15	£ 4,807.02	£ 34,269.23	£ 3,304.82	£ 84,115.38	£ 8,111.84											
Ground Floor		Theatre, bar, library	100%	0.0%	£ 25,846.15	£ -	£ 17,769.23	£ -	£ 43,615.38	£ -											
Basement		Museum	100%	0.0%	£ 3,876.92	£ -	£ 2,665.38	£ -	£ 6,542.31	£ -											
Café			0%	100%	£ 9,230.77	£ 9,230.77	£ 6,346.15	£ 6,346.15	£ 15,576.92	£ 15,576.92											
Roof Ariels			0%	100%	£ 27,000.00	£ 27,000.00	£ -	£ -	£ 27,000.00	£ 27,000.00											
Sub-Total					£ 272,892.31	£ 89,685.22	£ 168,038.46	£ 42,083.59	£ 440,930.77	£ 131,768.82											
					Loss >>>>	£ 183,207.08	Loss >>>>	£ 125,954.87	Loss >>>>	£ 309,161.95											
Profit from Theatre					£ 6,000.00		cumulative over 5 years				0	0%	10%	10%	10%	10%	10%	10%	10%	10%	
					Annual target																
Community Fundraising					£ 30,000.00						£0.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00		
Trusts and Foundations					£ 125,000.00						£0.00	£25,000.00	£50,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00		
Lottery Based Funders					£ 250,000.00						£0.00	£50,000.00	£100,000.00	£150,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00		
Occupancy calculations																					
These calculate the percentage of rentable space on each floor which the council currently uses and the consequent amount of space available for commercial rent																					
			m/2	Other rentable use	Total	Total by council	Percentage by council		Potential value of the rentable space not used by the council												
7th Floor			94	94	94		94.3	£ 132.00	£ 12,408.00												
6th Floor			263	263	263		263.2	£ 99.26	£ 26,105.38												
5th Floor		Library	170.9	99.3	270.2	270.2	63%	263.2	£ 99.26	£ 9,856.52											
4th Floor		Theatre, museum	322	3.9	325.9	325.9	99%	235.8	£ 104.50	£ 407.55											
3rd Floor		Theatre, bar	596	114.6	710.6	710.6	84%	1,128.80	£ 80.40	£ 9,213.84											
2nd Floor		Theatre, library	685	227.7	912.7	912.7	75%	1,254.44	£ 39.88	£ 9,080.68											
1st Floor		Theatre, museum, library	951	101.5	1052.5	1052.5	90%	1,277.88	£ 39.88	£ 4,047.82											
Ground Floor		Theatre, bar, library	817	0	817	817	100%	516.60	£ 83.60	£ -											
Basement		Museum	150.5	0	150.5	150.5	100%	165.81	£ 38.40	£ -											
Café								156													
Roof Ariels																					

7. Council savings

	<u>2022/23</u>	<u>2023/24</u>	<u>2024/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>
Traded Income	£102,111	£137,092	£139,834	£142,631	£145,483	£148,393	£151,361	£154,388	£157,476	£160,625
Revenue Grant	£500,000	£250,000	£250,000							
Total	£602,111	£387,092	£389,834	£142,631	£145,483	£148,393	£151,361	£154,388	£157,476	£160,625
Running Costs	£474,490	£534,490	£531,926	£491,975	£488,779	£491,911	£495,106	£498,365	£501,689	£505,079
Profit / Loss	£127,621.15	-£147,397.32	-£142,092.28	-£349,344.24	-£343,295.51	-£343,518.03	-£343,745.00	-£343,976.50	-£344,212.64	-£344,453.50
Savings to Council	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50
			Total Council savings over 5 Yrs		£2,574,414					

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Thurrock Thameside Financial Forecasts

Four forecasts for the Thameside complex which demonstrate the need for transformation funding to maintain the value of the asset for the owner and to deliver a range of community benefits.

Base Forecast		<u>2022/23</u>	<u>2023/24</u>	<u>2024/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>	<u>Outturn</u>
Trading position	£	(423,378.85)	£ (339,437.32)	£ (257,512.28)	£ (89,104.24)	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03	£ (993,137.01)
Council savings		(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,581,276.86
Forecast 2	Trading position	£ (464,820.58)	£ (368,422.32)	£ (276,766.86)	£ (99,984.14)	£ 14,128.68	£ 14,787.60	£ 15,523.59	£ 16,344.58	£ 17,259.28	£ 18,277.32	£ (1,113,672.83)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,460,741.03
Forecast 3	Trading position	£ (464,820.58)	£ (368,422.32)	£ (276,106.86)	£ (99,258.14)	£ 14,927.28	£ 15,666.06	£ 16,489.90	£ 17,407.51	£ 18,428.52	£ 19,563.48	£ (1,106,125.15)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,468,288.72
Forecast 4	Trading position	£ (433,589.92)	£ (346,291.94)	£ (238,852.28)	£ (50,746.69)	£ 73,517.43	£ 74,464.34	£ 75,500.46	£ 76,634.61	£ 77,876.48	£ 79,236.73	£ (612,250.77)
	Council savings	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
												£ 1,962,163.10
Savings	Maximum	£ 1,962,163.10										
	Minimum	£ 1,460,741.03										

TRANSFORMATION FUNDING IMPACT

The argument is that the Thurrock Thameside complex requires two types of investment:

1. Capital investment to make essential improvements to ensure the property is in good, marketable condition, enabling the charging of market-rate rents
2. Revenue investment to fund the operating shortfall, offset by the potential savings to the council

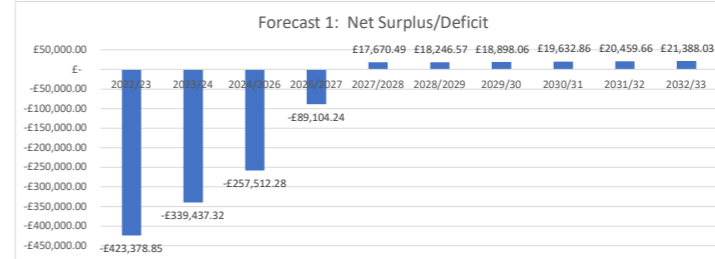
Forecast X	Based on averaging the four forecasts above											
		<u>2022/23</u>	<u>2023/24</u>	<u>2024/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>						<u>Outturn</u>
	£	(446,652.48)	£ (355,643.48)	£ (262,309.57)	£ (84,773.30)	£ 30,060.97	£ 30,791.14	£ 31,603.00	£ 32,504.89	£ 33,505.99	£ 34,616.39	£ (956,296.44)
Council savings		(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50	£2,574,413.87
Capital investment	£	750,000.00										
Revenue requirement	£	(446,652.48)	£ (355,643.48)	£ (262,309.57)	£ (84,773.30)	£ 30,060.97	£ 30,791.14	£ 31,603.00	£ 32,504.89	£ 33,505.99	£ 34,616.39	£ (956,296.44)

The capital investment could be spread over 1, 2 or more years

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Base Forecast

COSTS	Yr 1 Delays	Base Case	Discounted										
		2022/23	Case Year 1	2023/24	2024/2026	2026/2027	2027/2028	2028/2029	2029/30	2030/31	2031/32	2032/33	
Utilities	100%	£ 60,000.00	£ 192,000.00	£ 195,840.00	£ 199,756.80	£ 159,805.44	£ 156,609.33	£ 159,741.52	£ 162,936.35	£ 166,195.08	£ 169,518.98	£ 172,909.36	
Concierge	75%	£ 172,800.00	£ 129,600.00	£ 179,712.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	£ 176,256.00	
Maintenance	100%	£ 64,800.00	£ 67,392.00	£ 67,392.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	£ 66,096.00	
Cleaning	100%	£ 70,200.00	£ 70,200.00	£ 73,008.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	£ 71,604.00	
Insurance	100%	£ 16,200.00	£ 16,200.00	£ 16,848.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	£ 16,524.00	
Business Rates	100%	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	£ 1,689.60	
CEO	100%	£ 51,000.00	£ 51,000.00	£ 53,040.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	£ 52,020.00	
Sub-Total		£ 436,689.60	£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96	
INCOME													
Yr 1 Voids/Occupancy													
7th Floor	100%	£ 8,262.00	£ 8,262.00	£ 8,427.24	£ 8,595.78	£ 8,767.70	£ 8,943.05	£ 9,121.92	£ 9,304.35	£ 9,490.44	£ 9,680.25	£ 9,873.85	
6th Floor	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85	
5th Floor	20%	£ 10,121.10	£ 2,024.22	£ 10,323.52	£ 10,530.00	£ 10,740.60	£ 10,955.41	£ 11,174.52	£ 11,398.01	£ 11,625.97	£ 11,858.49	£ 12,095.65	
4th Floor	20%	£ 310.55	£ 62.11	£ 316.76	£ 323.10	£ 329.56	£ 336.15	£ 342.88	£ 349.73	£ 356.73	£ 363.86	£ 371.14	
3rd Floor	50%	£ 15,459.61	£ 7,729.81	£ 15,768.80	£ 16,084.18	£ 16,405.86	£ 16,733.98	£ 17,068.66	£ 17,410.03	£ 17,758.23	£ 18,113.40	£ 18,475.67	
2nd Floor	100%	£ 21,008.39	£ 21,008.39	£ 21,428.55	£ 21,857.13	£ 22,294.27	£ 22,740.15	£ 23,194.96	£ 23,658.86	£ 24,132.03	£ 24,614.67	£ 25,106.97	
1st Floor	0%	£ 8,274.08	£ -	£ 8,439.56	£ 8,608.35	£ 8,780.52	£ 8,956.13	£ 9,135.25	£ 9,317.95	£ 9,504.31	£ 9,694.40	£ 9,888.29	
Ground Floor	0%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Basement	100%	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Café	50%	£ 15,888.46	£ 7,944.23	£ 16,206.23	£ 16,530.36	£ 16,860.96	£ 17,198.18	£ 17,542.15	£ 17,892.99	£ 18,250.85	£ 18,615.87	£ 18,988.18	
Roof Ariels	100%	£ 27,540.00	£ 27,540.00	£ 28,090.80	£ 28,652.62	£ 29,225.67	£ 29,810.18	£ 30,406.39	£ 31,014.51	£ 31,634.80	£ 32,267.50	£ 32,912.85	
Sub-Total		£ 134,404.19	£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45	
Profit from Theatre	Annual target	£ 6,000.00	£ -	£ 6,000.00	£ 6,600.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	
Community Fundraising	£ 30,000.00	£ -	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	£ 30,000.00	
Trusts and Foundations	£ 125,000.00	£ -	£ 25,000.00	£ 50,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	£ 125,000.00	
Lottery Based Funders	£ 250,000.00	£ -	£ 50,000.00	£ 100,000.00	£ 150,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	£ 250,000.00	
Sub-Total		£ 140,404.19	£ 102,110.75	£ 248,092.28	£ 326,434.12	£ 454,890.80	£ 558,469.42	£ 562,177.69	£ 566,024.01	£ 570,017.54	£ 574,168.24	£ 578,486.99	
Operating Surplus/Deficit		-£ 296,285.41	-£ 423,378.85	-£ 339,437.32	-£ 257,512.28	-£ 89,104.24	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03	
Transformation Fund													
Net Surplus/Deficit			-£ 423,378.85	-£ 339,437.32	-£ 257,512.28	-£ 89,104.24	£ 17,670.49	£ 18,246.57	£ 18,898.06	£ 19,632.86	£ 20,459.66	£ 21,388.03	-£ 993,137.01

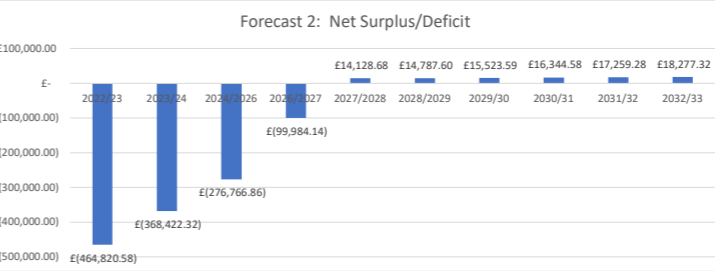


Total deficit: £1 M

Forecast Two

More challenging trading conditions

Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96
Cost pressures: inflation & economic shocks		0.04	0.026	0.021	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Adjusted figure		£ 546,509.18	£ 602,805.37	£ 596,209.27	£ 554,874.94	£ 551,614.91	£ 554,809.74	£ 558,068.47	£ 561,392.37	£ 564,782.75	£ 568,240.94
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45
Market pressures: drop in demand, more voic		-0.2	-0.1	-0.05	0	0.05	0.05	0.05	0.05	0.05	0.05
Adjusted figure		£ 81,688.60	£ 123,383.05	£ 132,842.42	£ 142,630.80	£ 152,757.59	£ 155,812.74	£ 158,929.00	£ 162,107.58	£ 165,349.73	£ 168,656.73
Theatre profit		£ -	£ 6,000.00	£ 6,600.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53
Fundraising		£ -	£ 105,000.00	£ 180,000.00	£ 305,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00
Net Surplus/Deficit		£ (464,820.58)	£ (368,422.32)	£ (276,766.86)	£ (99,984.14)	£ 14,128.68	£ 14,787.60	£ 15,523.59	£ 16,344.58	£ 17,259.28	£ 18,277.32

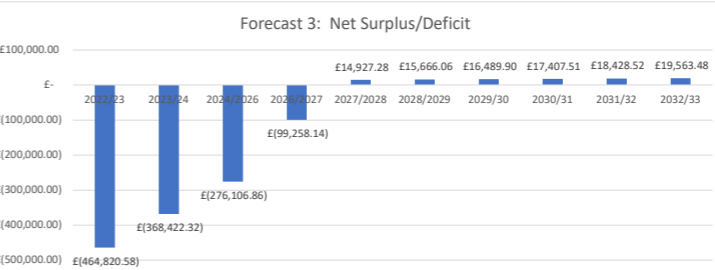


Total deficit: £1.1 M

Forecast Three

More challenging trading conditions, more profit from theatre

Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96
Cost pressures: inflation & economic shocks		0.04	0.026	0.021	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Adjusted figure		£ 546,509.18	£ 602,805.37	£ 596,209.27	£ 554,874.94	£ 551,614.91	£ 554,809.74	£ 558,068.47	£ 561,392.37	£ 564,782.75	£ 568,240.94
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45
Market pressures: drop in demand, more voic		-0.2	-0.1	-0.05	0	0.05	0.05	0.05	0.05	0.05	0.05
Adjusted figure		£ 81,688.60	£ 123,383.05	£ 132,842.42	£ 142,630.80	£ 152,757.59	£ 155,812.74	£ 158,929.00	£ 162,107.58	£ 165,349.73	£ 168,656.73
Theatre profit		£ -	£ 6,000.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	£ 14,147.69
10% per year more than forecast		£ -	£ 6,000.00	£ 7,260.00	£ 7,986.00	£ 8,784.60	£ 9,663.06	£ 10,629.37	£ 11,692.30	£ 12,861.53	£ 14,147.69
Fundraising		£ -	£ 105,000.00	£ 180,000.00	£ 305,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00	£ 405,000.00
Net Surplus/Deficit		£ (464,820.58)	£ (368,422.32)	£ (276,106.86)	£ (99,258.14)	£ 14,927.28	£ 15,666.06	£ 16,489.90	£ 17,407.51	£ 18,428.52	£ 19,563.48



Total deficit: £1.1 M

Forecast Four

Better trading conditions, more profit from theatre and fundraising

Total costs		£ 525,489.60	£ 587,529.60	£ 583,946.40	£ 543,995.04	£ 540,798.93	£ 543,931.12	£ 547,125.95	£ 550,384.68	£ 553,708.58	£ 557,098.96
Cost pressures: inflation & economic shocks		0.04	0.026	0.021	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Adjusted figure		£ 546,509.18	£ 602,805.37	£ 596,209.27	£ 554,874.94	£ 551,614.91	£ 554,809.74	£ 558,068.47	£ 561,392.37	£ 564,782.75	£ 568,240.94
Total income		£ 102,110.75	£ 137,092.28	£ 139,834.12	£ 142,630.80	£ 145,483.42	£ 148,393.09	£ 151,360.95	£ 154,388.17	£ 157,475.93	£ 160,625.45
Market pressures: drop in demand, more vo											

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BASE Assumptions COSTS	Inflation/Growth											
	2022/23	2023/24	2024/2025	2025/2026	2026/2027	2027/2028	2028/29	2029/30	2030/31	2031/32		
Utilities	£ 60,000.00	220%	2%	2%	-20%	-2%	2%	2%	2%	2%	2%	2%
Concierge	£ 160,000.00	8%	4%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Maintenance	£ 60,000.00	8%	4%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Cleaning	£ 65,000.00	8%	4%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Insurance	£ 15,000.00	8%	4%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Business Rates	£ 1,689.60	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
CEO	£ 50,000.00	2%	4%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Sub-Total	£ 786,689.60											

INCOME	Current usage (references the occupancy calcs below)	% of area used by council	Available for rent	Actual rent if		Actual service		Potential	Actual if		Inflation/Growth										
				Potential rent	council rent free	Service Charge	rent free	Occupation Income Total	council rent free	2022/23	2023/24	2024/2025	2025/2026	2026/2027	2027/2028	2028/29	2029/30	2030/31	2031/32		
7th Floor		0%	100%	£ 5,400.00	£ 5,400.00	£ 2,700.00	£ 2,700.00	£ 8,100.00	£ 8,100.00	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
6th Floor		0%	100%	£ 16,000.00	£ 16,000.00	£ 11,000.00	£ 11,000.00	£ 27,000.00	£ 27,000.00	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
5th Floor	Library	63%	37%	£ 16,000.00	£ 5,880.09	£ 11,000.00	£ 4,042.56	£ 27,000.00	£ 9,922.65	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
4th Floor	Theatre, museum	98.8%	1.2%	£ 15,076.92	£ 180.42	£ 10,365.38	£ 124.04	£ 25,442.31	£ 304.46	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
3rd Floor	Theatre, bar	84%	16.1%	£ 55,692.31	£ 8,981.62	£ 38,288.46	£ 6,174.86	£ 93,980.77	£ 15,156.48	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
2nd Floor	Theatre, library	75%	24.9%	£ 48,923.08	£ 12,205.31	£ 33,634.62	£ 8,391.15	£ 82,557.69	£ 20,596.46	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
1st Floor	Theatre, museum, library	90%	9.6%	£ 49,846.15	£ 4,807.02	£ 34,269.23	£ 3,304.82	£ 84,115.38	£ 8,111.84	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
Ground Floor	Theatre, bar, library	100%	0.0%	£ 25,846.15	£ -	£ 17,769.23	£ -	£ 43,615.38	£ -	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
Basement	Museum	100%	0.0%	£ 3,876.92	£ -	£ 2,665.38	£ -	£ 6,542.31	£ -	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
Café		0%	100%	£ 9,230.77	£ 9,230.77	£ 6,346.15	£ 6,346.15	£ 15,576.92	£ 15,576.92	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
Roof Ariels		0%	100%	£ 27,000.00	£ 27,000.00	£ -	£ -	£ 27,000.00	£ 27,000.00	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	
Sub-Total				£ 272,892.31	£ 89,685.22	£ 168,038.46	£ 42,083.59	£ 440,930.77	£ 131,768.82												
Profit from Theatre				£ 6,000.00	£ 183,207.08	Loss >>>>	£ 125,954.87	Loss >>>>	£ 309,161.95	0	0%	10%	10%	10%	10%	10%	10%	10%	10%	10%	

	Annual target	Inflation/Growth										
Community Fundraising	£ 30,000.00	£0.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00	£30,000.00
Trusts and Foundations	£ 125,000.00	£0.00	£25,000.00	£50,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00	£125,000.00
Lottery Based Funders	£ 250,000.00	£0.00	£50,000.00	£100,000.00	£150,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00	£250,000.00

Occupancy calculations

These calculate the percentage of rentable space on each floor which the council currently uses and the consequent amount of space available for commercial rent

	m/2	Other		Total	Total by council	Percentage by council	Potential value of the rentable space not used by the council	
		rentable	use				£	£
7th Floor		94	94	94	94	94.3	£ 132.00	£ 12,408.00
6th Floor		263	263	263	263	263.2	£ 99.26	£ 26,105.38
5th Floor	Library	170.9	99.3	270.2	270.2	63%	£ 99.26	£ 9,856.52
4th Floor	Theatre, museum	322	3.9	325.9	325.9	99%	£ 104.50	£ 407.55
3rd Floor	Theatre, bar	596	114.6	710.6	710.6	84%	£ 80.40	£ 9,213.84
2nd Floor	Theatre, library	685	227.7	912.7	912.7	75%	£ 39.88	£ 9,080.68
1st Floor	Theatre, museum, library	951	101.5	1052.5	1052.5	90%	£ 39.88	£ 4,047.82
Ground Floor	Theatre, bar, library	817	0	817	817	100%	£ 83.60	£ -
Basement	Museum	150.5	0	150.5	150.5	100%	£ 38.40	£ -
Café						156		
Roof Ariels		3,692	904	4,596				£ 71,119.78
					Car park	22		

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Thameside Theatre Business Plan Modelling COSTS

Cost growth assumption, based on
<https://www.statista.com/statistics/306720/cpi-rate-forecast-uk/> 4.0% 2.6% 2.1% 2.0% Mar-22

Total costs	#REF!	#REF!	#REF!	#REF!	#REF!	
Fixed costs	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	Notes
Salary	£ 237,000	£ 244,534	£ 250,892	£ 256,161	£ 261,284	
Shift Pay	£ 20,200	£ 21,567	£ 22,128	£ 22,592	£ 23,044	
National Insurance	£ 34,048	£ 35,660	£ 36,587	£ 37,355	£ 38,103	
Superannuation	£ 49,165	£ 51,756	£ 53,102	£ 54,217	£ 55,301	
Building Maintenance Day						
To Day	£ 11,000	£ 11,440	£ 11,737	£ 11,984	£ 12,224	
Insurance Builds						
Plant Equip	£ 350	£ 364	£ 373	£ 381	£ 389	
Car Allowances	£ 250	£ 260	£ 267	£ 272	£ 278	
Equipment Purchase	£ -	£ 1,000	£ -	£ 2,000	£ 4,000	None required in 2021 / 22
Stock Taking Service	£ 1,664	£ 1,731	£ 1,776	£ 1,813	£ 1,849	
Clothing and Uniforms	£ 750	£ 780	£ 800	£ 817	£ 833	
Telephones Line Rental	£ 750	£ 780	£ 800	£ 817	£ 833	
Marketing budget	£ 43,700	£ 35,100	£ 35,100	£ 35,750	£ 35,750	This is in addition to any marketing effort from the council
Totals	£ 398,877	£ 404,972	£ 413,562	£ 424,160	£ 433,888	
Variable costs	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	Notes
Provisions Food & Drink	£ 25,000	£ 50,000	£ 55,000	£ 60,500	£ 66,550	Combined cost of food and drink for 7 months in 2021/22; 10% increase thereafter to reflect increased demand
Stationery	£ 500	£ 1,000	£ 1,026	£ 1,048	£ 1,068	Increased business = increased variable costs
Promotions and Publicity	£ 7,500	£ 7,800	£ 8,003	£ 8,171	£ 8,334	Council's marketing team contribution
Postage	£ 1,034	£ 1,075	£ 1,103	£ 1,126	£ 1,149	
Telephones Line Rental	£ 750	£ 780	£ 800	£ 817	£ 833	
Licenses	£ 2,500	£ 2,500	£ 2,565	£ 2,619	£ 2,671	
Professional Fees	#REF!	#REF!	#REF!	#REF!	#REF!	Fees reduced in 2021/22 for the shorter season. Fee costs are a proportion of sales, c70%
Commission	£ 20,000	£ 20,000	£ 20,520	£ 20,951	£ 21,370	
Totals	#REF!	#REF!	#REF!	#REF!	#REF!	

		Actual	Forecast	Saving
April Superannuation was £1722.4	£ 1,722	12 £ 20,664	£ 4,097	£ 2,375
April NI was £1359.58	£ 1,360	12 £ 16,320	£ 2,837	£ 1,477
		£ 36,984		
Total salaries paid £17720.90	£ 17,721	12 £ 212,652	2,300 savings	
Total Shift Pay £1705.61	£ 1,706	12 £ 20,472	1,000	

Salary figures for April & May	£ 36,657
One sixth of a year	6
Adjusted year cost	£ 219,942

Rule of thumb is 6 to 7% of turnover

Shift pay	£ 1,705
	£ 20,460

National insurance	2921
	6
	17526
Supperannuation	3734
	6
	22404

Marketing sub-budget	2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26		
Staffing costs	£ 20,000	£ 25,000	£ 25,000	£ 25,000	£ 25,000		
Website	£ 5,000						
Relaunch campaign	£ 2,000						
Monthly venue							
marketing spend	£ 3,600	£ 3,600	£ 3,600	£ 4,000	£ 4,000		
Brochure	£ 6,000	£ 6,000	£ 6,000	£ 6,000	£ 6,000		
General design							
support	£ 500	£ 500	£ 500	£ 750	£ 750		
Mailchimp monthly							
cost	£ 900	£ 900	£ 900	£ 1,200	£ 1,200		
Hospitality							
marketing	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000		
FoH signage	£ 1,000		£ 1,000				
Venue campaign							
spend	£ 3,700	£ 3,700	£ 4,000	£ 4,300	£ 4,600		
Totals	£ 43,700	£ 35,100	£ 35,100	£ 35,750	£ 35,750	£	185,400
As a % of costs vs.							
6% benchmark	#REF!	#REF!	#REF!	#REF!	#REF!		

Gnd Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX
 1 April 2017 - present
 Your rateable value is **£42,000.00**

	Rateable Value	100%		Business Rates		Service Charge	42.31%		Rent	61.54%
--	-----------------------	-------------	--	-----------------------	--	-----------------------	---------------	--	-------------	---------------

Floor	Description	Area m ² /unit	Price per m ² ,	Value							
Ground	Reception / entrance	502.7	£83.60	£ 42,026.00							
Ground	Loading bay	13.9	£8.80	£ 122.00							
Total		516.60		£ 42,148.00							
Total value	£42,148.00			£ 42,000.00	£ 0.512	£	21,504.00	£	17,769.23	£	25,846.15
									£	50.03	

1 St Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX
 Your rateable value is **£81,000.00**

Floor	Description	Area m ² /unit	Price per m ² ,	Value							
First	Office	93.3	£79.75	£ 7,441.00							
First	Office	670.14	£79.75	£ 53,444.00							
First	Office	514.44	39.88	£ 20,516.00							
Total		1277.88		£ 81,401.00							
Total value	£81,401.00			£ 81,000.00	£ 0.512	£	41,472.00	£	34,269.23	£	49,846.15
									£	39.01	

2 Nd Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX
 Your rateable value is **£79,500.00**

Floor	Description	Area m ² /unit	Price per m ² ,	Value							
Second	Office	740	£79.75	£ 59,015.00							
Second	Office	514.44	£39.88	£ 20,516.00							
Total		1,254.44		£ 79,531.00							
Total value	£79,531.00			£ 79,500.00	£ 0.512	£	40,704.00	£	33,634.62	£	48,923.08
									£	39.00	

3 Rd Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX
 Your rateable value is **£90,500.00**

Floor	Description	Area m ² /unit	Price per m ² ,	Value							
Third	Office	614.36	£80.40	£ 49,395.00							
Third	Office	514.44	£80.40	£ 41,361.00							
Total		1,128.80		£ 90,756.00							
Total value	£90,756.00			£ 90,500.00	£ 0.512	£	46,336.00	£	38,288.46	£	55,692.31
									£	49.34	

4 Th Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX
 Your rateable value is **£24,500.00**

Floor	Description	Area m ² /unit	Price per m ² ,	Value					
Fourth	Office	235.8	£104.50	£ 24,641.00					
Total		235.8		£ 24,641.00					
Total value	£24,641.00			£ 24,500.00	£ 0.512	£ 12,544.00	£ 10,365.38	£ 15,076.92	£ 63.94

5 Th Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX

Your rateable value is £26,000.00

Floor	Description	Area m ² /unit	Price per m ² ,	Value					
Fifth	Office	263.2	£99.26	£ 26,125.00					
Total		263.2		£ 26,125.00					
Total value	£26,125.00			£ 26,000.00	£ 0.499	£ 12,974.00	£ 11,000.00	£ 16,000.00	

6 Th Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX

Your rateable value is £26,000.00

Floor	Description	Area m ² /unit	Price per m ² ,	Value					
Sixth	Office	263.2	£99.26	£ 26,125.00					
Total		263.2		£ 26,125.00					
Total value	£26,125.00			£ 26,000.00	£ 0.499	£ 12,974.00	£ 11,000.00	£ 16,000.00	

7 Th Flr Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX

Your rateable value is £12,250.00

Floor	Description	Area m ² /unit	Price per m ² ,	Value					
Seventh	Office	94.3	£132.00	£ 12,448.00					
Total		94.3		£ 12,448.00					
Total value	£12,448.00			£ 12,250.00	£ 0.499	£ 6,112.75	£ 2,700.00	£ 5,400.00	

Batias Cafe 4 U Thameside Complex, Orsett Road, Grays, Essex, RM17 5DX

Your rateable value is £12,250.00

Floor	Description	Area m ² /unit	Price per m ² ,	Value					
Ground	Restaurant	156	£80.00	£ 12,480.00					
Total		156		£ 12,480.00					
Total value	£12,480.00			£ 15,000.00	£ 0.499	£ 7,485.00	£ 6,346.15	£ 9,230.77	

Bsmt Thurrock Central Library & Council, Orsett Road, Grays, Essex, RM17 5DX

Your rateable value is £6,300.00

Floor	Description	Area m ² /unit	Price per m ² ,	Value
Basement	Store	165.81	£38.40	£ 6,367.00
Total		165.81		£ 6,367.00

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	<u>2022/23</u>	<u>2023/24</u>	<u>2024/2026</u>	<u>2026/2027</u>	<u>2027/2028</u>	<u>2028/2029</u>	<u>2029/30</u>	<u>2030/31</u>	<u>2031/32</u>	<u>2032/33</u>
Traded Income	£102,111	£137,092	£139,834	£142,631	£145,483	£148,393	£151,361	£154,388	£157,476	£160,625
Revenue Grant	£500,000	£250,000	£250,000							
Total	£602,111	£387,092	£389,834	£142,631	£145,483	£148,393	£151,361	£154,388	£157,476	£160,625
Running Costs	£474,490	£534,490	£531,926	£491,975	£488,779	£491,911	£495,106	£498,365	£501,689	£505,079
Profit / Loss	£127,621.15	-£147,397.32	-£142,092.28	-£349,344.24	-£343,295.51	-£343,518.03	-£343,745.00	-£343,976.50	-£344,212.64	-£344,453.50
Savings to Council	(£127,621.15)	£147,397.32	£142,092.28	£349,344.24	£343,295.51	£343,518.03	£343,745.00	£343,976.50	£344,212.64	£344,453.50
Total Council savings over 5 Yrs				£2,574,414						

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LETTER OF INTENT Strategic Partnership Agreement

This Letter of Intent (hereafter “Lol”) dated 08/09/2022 is made between:

Waltham International College
of
Glebe House, Vicarage Drive Barking, England IG11 7NR
(hereafter “WIC”)

and

Anglo Asiatic Arts & Heritage Alliance
of
15D Chalk Court, Jetty Walk, Grays, Essex RM17 6PQ (hereafter “AAAHA”).

1. Purpose

The purpose of this Lol is to outline how AAAHA will provide management services for Thameside Theatre as an independent producer on behalf of WIC.

- This Lol is not legally binding, except as specifically set out below.
- This Lol can be amended only in writing and subject to agreement by both WIC and AAAHA.

2. Scope

The scope of this Lol covers any arts, cultural and academic events that would be programmed in the Theatre. This will cover all aspects of performance, workshops, film screenings and talks.

3. Expectations and Benefits

Under the terms of this Lol AAAHA will aim, within the scope of this agreement, to:

- Create an arts, culture and heritage strategy for events that entertain audiences and activities that include participants
- Identify synergies between AAAHA, the Museum and Library to develop and deliver partnership events where they relate to arts, cultural and heritage
- Create opportunities for future joint or allied funding of such activities
- Support working with local, national and international groups, organisations and other stakeholders where appropriate
- Identify and measure the impact arising from these activities and alter or develop actions in response to this

4. The Working Relationship with Partners

Activities may include, but are not limited to:

- sharing and development of relevant strategies
- mapping connections and priorities
- signposting to cultural productions, expertise and identification of leading groups in areas of interest
- events include performances, film screenings, talent contests, showcases, workshops and conferences
- cultural and academic exchanges
- evaluating the benefit of collaboration
- introductions to third parties that can assist in defining and scoping areas of interest

5. Management of the Partnership

The partnership will be managed through the AAAHA Board of Directors through the Creative Director and WIC. They will review any collaborative activities and agree new activities based on the alignment of strategy and objectives, levels of engagement and commitment between the Parties, communications and forthcoming opportunities.

6. Intellectual Property and Data

As part of any collaboration, intellectual property will be handled on a case-by-case basis. Intellectual Property will remain the property of the organisation which owns it, though licensing arrangements may be entered into as part of any project or programme

Whilst retaining an open data policy enabling free access to all data generated as part of the requirements of any required funding conditions, there are instances where data products are generated, where significant added value may have been invested in developing the initial data, or where proprietary models are used or data belonging to other providers is incorporated into a product or service. In these, or related instances, license agreements will be developed with the aim of minimising the costs or complications arising.

7. Brand Protection

This paragraph is legally binding. WIC and AAAHA require that any Lol should protect both brands and their use either separately or in partnership.

8. Commencement, duration and termination

The effective commencement date of this working relationship will be the date of the signing of this MoU and the working relationship shall remain in force for the foreseeable future.

The working relationship can be terminated at any time by any Party following a consultation period of 30 (thirty) calendar days or such period as agreed otherwise between the parties and thereafter giving 30 (thirty) calendar days written notice of termination to the other Party.

9. Points of contact

Waltham International College (WIC)
Glebe House,
Vicarage Drive
Barking,
England
IG11 7NR
Attn: Imran Pirzada
Tel: 02070180430
Email: imran@wic.ac.uk

AAAHA
15D Chalk Court
Jetty Walk
Grays
Essex
RM17 6PQ
Attn: Hi Ching
Tel: 7846614691
Email: info.aaaha@gmail.com

10. Signatures

Signed for and on behalf of WIC by:



Name Imran Pirzada

Title Assistant Principal

Date 08/09/2022

Signed for and on behalf of AAAHA by:



Name Hi Ching

Title Creative Director

Date 08/09/2022

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THAMESIDE THEATRE PARTNERSHIP

Executive Summary

Anglo Asiatic Arts and Heritage Alliance (AAAHA), a not for profit company limited by guarantee with an honorary Board of Directors, agrees to act as manager of Thameside Theatre as a partner with Waltham International College (WIC) under the business lease WIC contracts with Thurrock Council.

Income and expenditure will fall into two areas – Shared Costs (percentage of costs shared by WIC and AAAHA); Project Costs (costs borne by AAAHA). The percentage shared between the two organisations is based roughly on the square footage used by each party; WIC (13,000 sq/f) and AAAHA (5911 sq/f). These amounts to be discussed further.

AAAHA agrees to be solely responsible for the planning and delivery of public and private productions, performances, film screenings and workshops in the theatre and backstage/dressing rooms areas on floors two and three. This will include budgeting, marketing and box-office.

AAAHA is committed to manage Thameside on a long term basis.

Introduction to AAAHA

AAAHA was form in 2016 as a not for profit company limited by guarantee. It has an honorary Board of Directors who support the Creative Director's vision and projects. AAAHA has a network of artists in its alliance who have previously worked with the Creative Director and which are engaged on projects if necessary. AAAHA operates on a project by project basis. Funding for all projects are raised before any project is delivered and expenditure is within the limits of income raised.

The Creative Director, Hi Ching, has over forty years experience of running one off projects and touring productions throughout the UK. Highlights include the Handover of Hong Kong was a three day event in the London Docklands in 1997 funded by the Hong Kong Government Office and the London Docklands Development Corporation. This was followed by the First Anniversary of Handover in Grosvenor Hotel that included VIP dinner and performance, paid for by The Hong Kong Economic and Trade Office. In 2000, the Hong Kong Tourism Board paid for the performances at Millenium Dome. In 2008, the BBC contracted Hi Ching to be Artistic Director of Silk Screens that marked the Beijing Olympics in four cities with BBC Big Screens (London, Birmingham, Manchester and Glasgow) and at the same documenting the biggest Chinese oral history interviews with local Chinese in these four cities. From 2007-2015, Hi Ching, as Artistic Director of Foundation for Indian Performing Arts, produced

touring productions for theatres in the UK including the Royal National Theatre, Buxton Opera House, South Bank Centre, and outdoor festivals including the Norwich and Norfolk Festival and the London, Glasgow, Leicester and Belfast Melas amongst others. Since AAHA was formed to carry out productions in Thurrock, it has run TICC Festival (2018, 2019), TIC Film Festival now Thurrock Film Festival (2018-2022), Christmas Light Up in Grays Town Centre (2019), Thurrock Festival (2020-02022) and the Platinum Jubilee Pageant, touring Purfleet-on-Thames, Hardie Park and Grays Town Park.

Organisational Mission

AAHA aims to develop Thameside Theatre as a vibrant community hub for arts and culture addressing local needs as well as aspiring for international projects.

With the Museum and Library based within the same building, we will explore with them to Collaborative partnership events.

Local Needs

This refers to what the local community reasonably expects from a local theatre.

- 1 Panto season
- 2 Regular hires to amateur performing companies (drama, dance, music etc.)
- 3 Talent shows (showcasing local and new performers - musicians, singers and dancers)
- 4 Competitions (local dance and theatre schools)
- 5 Screening of popular films (for families and cult audiences)
- 6 In house performance companies (Michael Spencer drama group, East Asian Music and Arts EAMA)
- 7 Rehearsal space (using the theatre for music and singing groups such as Thurrock Music Services)
- 8 Monthly Thurrock Film Club
- 9 Cultural festival events

International Aspirations

This refers to partnerships and projects developed with professionals.

- 1 Thurrock Film Festival TFF (annual)
- 2 Performance partnerships built with national and international professionals (facilitated by e.g. Romanian Cultural Institute, SOAS University of London, Ukrainian ballet dancer Ivan Putrov and East European Zinaida Mamedova)

Financial Overview

The theatre will operate on an ad hoc basis from a remote office.

Hi Ching will be Creative Director deciding on artistic decisions and in charge of overall management. He is Creative Director of AAAHA and works under the supervision of the Board of Directors. He will have a team of ad hoc assistants – A curator and assistant for film, a theatre manager, theatre technician, bookkeeper and a social media and marketing assistant. AAAHA has a network of artists, administrators and workers who will be engaged as appropriate per project.

AAAHA Accountants are SKS Ramon Lee.

Income

This will either be through hire fees or box-office split 35%(goes to WIC/AAAHA) /65% (goes to production house). WIC would retain all of the 35% of earnings, and AAAHA will invoice WIC for staff costs for the staff provided by AAAHA for commercial hires only. AAAHA would re-coup all other expenses as hire costs from its funding partners.

Panto proceeds is expected to cover basic running costs for the year. Additional income has to be covered through income/grants per project.

- 1 Panto income
- 2 Regular annual bookings from local groups (viz. Thurrock Courts Players, touring theatre companies for children)
- 3 Popular film screenings and talent shows
- 4 Hire income from touring productions
- 5 Grants for delivering projects such as TFF, Michael Spencer's drama, EAMA

Expenditure

This falls into two areas.

Shared costs

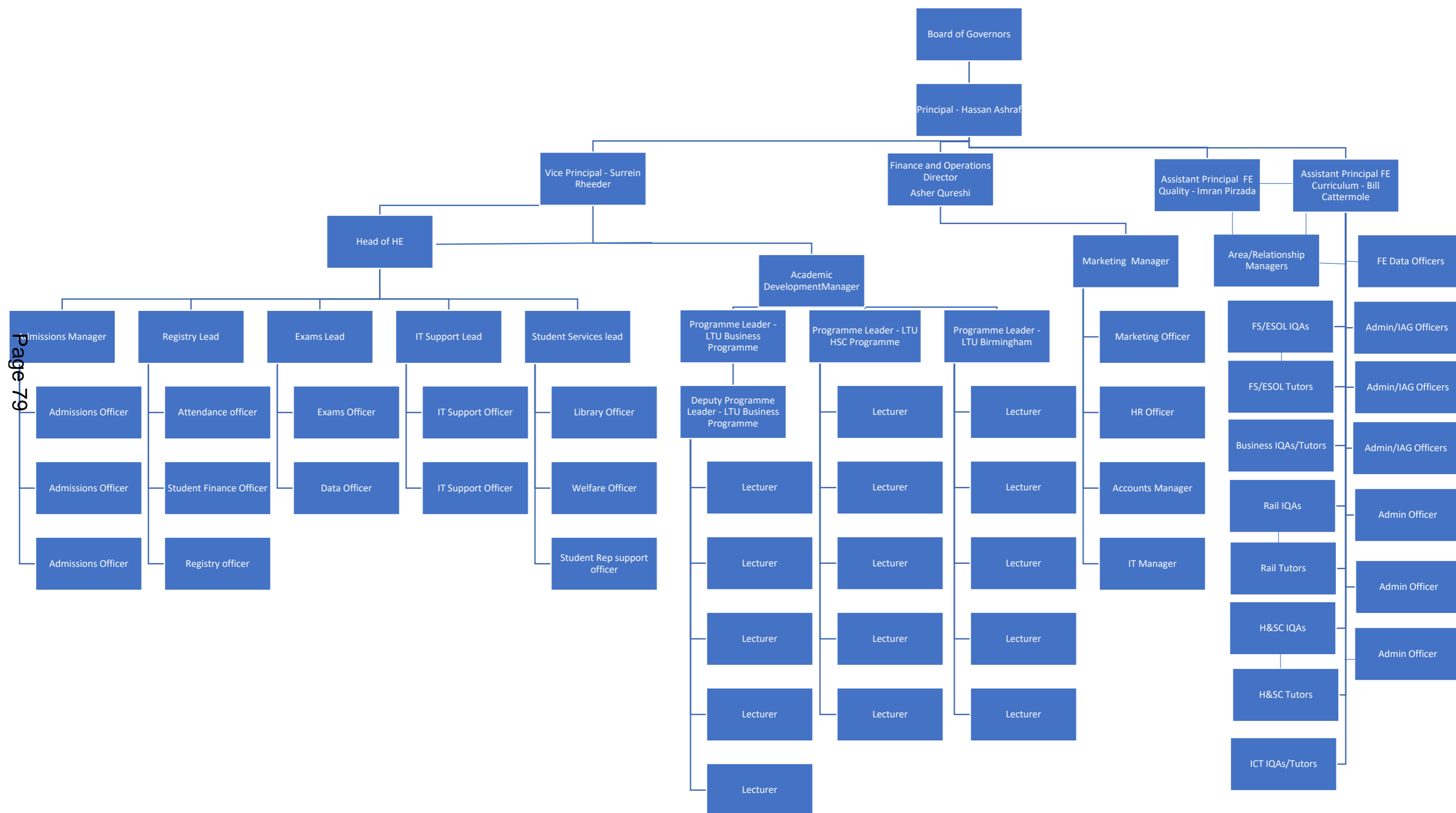
- 1 Utilities
- 2 Security
- 3 Cleaning
- 4 Insurance
- 5 Business Rates?

Theatre Project Costs per individual project

- 1 Administration costs
- 2 Artists

- 3 Front of house staff
- 4 Technicians
- 5 Marketing
- 6 Accountancy
- 7 Insurance

Very rough costings of the Panto season and a sample Family Film cost is attached. It is not possible at this stage to make any sort of financial forecast without having any information about the detailed income and expenditure of the running of Thameside Theatre.



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1.0 Governance and Strategy

1.1. Governance and Management Document

For BOG approval BOG September 2021

Version Number 6

Reviewed by Head of HE August 2021

Version Control

Version	Date	Changes Made	Reason	Written/Changed By	Date of Next Review
1	28/09/18	New Document	Document to provide Guidelines on College Governance arrangements	Head of HE	Jul/Aug 19
2	23/01/19	<ul style="list-style-type: none"> Review of compliance with OFS Public Interest Governance Principles and Additional Principles Integration of external reference points Introduction of the Quality Improvement Plan Outline of the terms of reference of the quality Improvement Committee 	<p>Strengthen governance arrangements</p> <p>Establish independent oversight of Governance of Academic Quality and Standards</p>	Head of HE	Jul/Aug 19
3	01/07/19	Added Prevent and Safeguarding to the role of OMC, reformatted add standing agenda's and report formats	Annual Review of Policies	Head of HE	Jul/Aug 20
4	July 2020	<ul style="list-style-type: none"> Streamlined and standardised format of standing agenda items and reports of all Boards, Panels and Committees Action planning is now a key standing agenda to include new plans and review of old plans Removed reference to Pearson to a more generic term: awarding bodies/organisations Removed reference to specific programmes to a more generic reference Improved formatting Correction of grammar and spellings where necessary Clarified membership of SSL committee, which should include all students (not nominated students) Outlines the minute-taking responsibilities introduced for training purposes Included the External Advisor to the HE Academic Board as member of the Academic Board Included reports of the external Advisor to the HE Academic Board All paragraphs in the main document numbered for easy reference Incorporated key governance policies under governance instruments to enable the board of Governors to directly oversee these policies 	Annual Review of Policies	Head of HE	Jul/Aug 21
5	October 2020	<ul style="list-style-type: none"> Further clarified the separation of the FE and HE provisions and their respective terms of reference and responsible committees Changed some titles to account for changes effective from 1 November 2020 	Clarification	Head of HE	Jul/Aug 2021
6	August 2021	<ul style="list-style-type: none"> Incorporated changes due to Covid and updated to reflect changing legislation around freedom of speech necessitating a stand alone policy. 	Annual Review	Head of HE	Jul/Aug 2022

External Reference Points

The design and content of this document is based entirely on the OFS Standard Public Interest Governance Principles for all registered providers of Higher Education.

It also references the guidelines of the:

- Nolan Principles of Public Governance
- Ofsted Inspection Framework (Guidance effective from September 2019)
- ESFA funding Guidance wherever applicable

Related Policies and Documents

Affects all other policy documents. This document should however be read together with the following documents:

- WIC Policy on Freedom of Speech and Freedom of Expression
- WIC Policy on Academic Freedom
- WIC College Strategic Plan
- Quality Improvement Plan for the HE
- Quality Improvement Process (QIP) for the FE
- WIC Policy Statement on Risk and all associated Risk Management Documents

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Introduction

1. Waltham International College (The College or WIC) has adopted its articles of association: Companies (Model Articles) Regulations 2008. Under the terms of these articles of association, the Shareholders and Director of WIC agreed to hand the legal responsibilities for the College's governance to a governing body (the Board of Governors or BOG). Under this agreement, BOG is an independent and autonomous body with a fiduciary duty to the directors.
2. This document provides the governing arrangements at WIC under this agreement. It outlines, in Section 1, the structure, functions, principles and practices of the Board of Governors and in Section 2, those of staff, boards, panels and committees with deliberative responsibilities and leadership and management of the College. Section 3 outlines protocols and instruments for governance and supervision.
3. Additional details are given in:
 - Appendix 1 - Terms of reference of the Board of Governors
 - Appendix 2 - Job descriptions of key members of staff

Background

4. The College believes it has a role to play in the economic development of the local Borough of Barking and Dagenham, the surrounding areas, and within Greater London. The director believes that this local area is a high growth area, with skills development as one of its primary objectives. This growth mirrors the trends in several boroughs within Greater London.
5. Thus, WIC is currently in the high growth stage of its life cycle, in line with the growing trend in the local area and elements of Greater London. At this crucial stage of its growth, WIC is determined to ensure that it demonstrates effective governance in everything it does.
6. WIC has two provisions: the FE and the HE. These provisions are separately managed and respond to different regulatory and quality assurance requirements. However, they have a symbiotic relationship: applicants who do not meet the full entry requirements on the HE receive referrals to the FE provision for further training. The FE provision also provides additional support needs to HE students in functional skills where they lack. The HE offers natural progression pathways for FE students. The Board of Governors of the College, therefore, have oversight and control of both provisions.
7. The HE provision also positions itself first to teach Franchised degree programmes and, later, deliver under validation arrangements and eventually award its degrees. These ambitions are in line with current national trends in the HE Sector. The dreams also provide the necessary solidification of pathways that allow students to progress from Level 1 on the FE, leading up to Level 6 on the current HE provisions.
8. The HE and FE departments respectively is now required to produce and is accountable for a range of data to:
 - The regulatory bodies: Office for Students (OFS) and Department of Education (DfE)

- Funding Bodies: Student Loans Finance (SLC), Education & Skills Funding Agency (ESFA), Greater London Authority (GLA), West Midlands Combined Authority (WMCA)
- Quality and Standards Bodies: Teaching Excellence and Student Outcomes Framework (TESOF), Quality Assurance Agency (QAA), Office for Standards in Education (Ofsted)
- Statistical agencies: HESA, HEAPES and NSS
- Awarding organisations
- Local Area organisations

9. Standards and Quality on the HE provision are reviewed by QAA using the Quality and Standards Review (QSR) methodology. QSR is based on a new Quality Code introduced in 2019 and is designed for new and existing HE providers to meet the quality expectations as a condition for their registration with OFS. Under QSR, the QAA will evaluate Expectations for Standards and Expectations for Quality.

10. Under the Expectations for Standards and Quality, the QAA reviews that
- the academic standards of courses taught to meet the requirements of the relevant national qualifications frameworks
 - the value of qualifications awarded to students at the point of qualification and over time is in line with sector-recognised standards
 - courses are well-designed, provide a high-quality academic experience for all students and enable a student's achievement to be reliably assessed
 - from admission through to completion, all students receive the support that they need to succeed in and benefit from higher education

These reviews reference a set of core practices for each of the expectations.

11. The Department for Education (DfE) regulates the FE sector. Education & Skills Funding Agency (ESFA) is an executive agency of DfE and the primary funder, and its role is to set financial reporting, audit and assurance requirements, ensure compliance with funding agreements and intervene where there are concerns about corporation financial management and/or college educational quality. WIC also comes under the scope of other funders, such as Greater London Authority (GLA) and West Midlands Combined Authority (WMCA) who conduct performance management reviews on their respective contracts.

12. Ofsted inspects and reports on the quality of education and training in FE, including how well safeguarding and Prevent obligations are met. During an inspection, following areas receive overall judgements;

- Quality of Education (Intent, Implementation, Impact)
- Behaviour and attitudes
- Personal Development
- Leadership and Management

13. In July 2019, WIC had a monitoring visit from Ofsted and we were found to be making 'Reasonable Progress'.

14. The Ofsted report can be viewed at <https://reports.ofsted.gov.uk/provider/33/1270871>

15. The FE provision submits Self-Evaluation Reports (SAR), Quality Improvement Process (QIP) and External reports. The FE Curriculum and Quality Panel summarises these reports after deliberations.

Section 1: The Governing Body

Basic Structure of the College

16. WIC's governance structure ensures that the two provisions remain separate and that each has a level of autonomy to set its policies and make its own decisions. On the HE provision, the Academic Board provides oversight of academic governance. The Curriculum and Quality Panel serves a similar purpose on the FE provision the respective Heads of Provision chair these bodies.

17. Through the Operations Management Committee (OMC), the Principal ensures the two provisions have and are making optimum use of resources and providing the resources' adequacy. OMC coordinates the functions of the two provisions, ensuring that they are working together towards a common goal.

18. The Academic Board, FE Curriculum and Quality Panel and OMC make up the leadership and management bodies of the College. Whenever it conducts its meetings, BOG will consider the business and operations of the whole organisation. BOG oversees the activities of Leadership and Management with regular reports outlining how they are implementing the College's strategy and following BOG's strategic direction and objectives. Each committee also reports on progress made with key actions and projects.

Membership of the Board of Governors

19. By design, the size, composition, diversity, skills mix, and terms of office of the Board of Governors of Waltham International College remain appropriate for the nature, scale, and complexity of the College. For current conditions, the Board of Governors will be composed of the minimum numbers given below:

20. There will be a minimum of five governors who are independent of the College. Independent member's terms of office are limited to a maximum of three terms of three years or two terms of four years.

21. Skills mix of independent members include

- At least one member possessing
 - knowledge and understanding of the needs of the local community or businesses
 - a background, experience in and thorough knowledge of government policy or has worked in management or quality assurance in UK HE
 - a background, experience in and thorough knowledge of government policy or has worked in management or quality assurance in UK FE
 - expertise in Finance and Accounts, Audit and Compliance or law

22. At least one representative from each of the colleges deliberative structures may sit on the Board of Governors. These are presented from the Operations Management Committee (OMC), HE Academic Board and FE Curriculum and Quality Panel.

23. At least one student on the Board of Governors represents each provision or the appropriate subject area.

Summary of the Responsibilities of the Board of Governors

24. The Board of Governors is the ultimate authority of the College. It ratifies and approves policies and the college's strategy. However, individual members cannot make decisions or be held accountable for the decisions made in the name of the Board or on its behalf.

25. The Board of Governors has been assigned legal responsibilities for the governance of the College by the Director. The Board of Governors:

- Maintains oversight of the College to provide the best possible education and educational opportunities for all the students
- Sets the strategic direction for the College
- Takes corporate decisions about the regulatory requirements within the business environment

26. Under the Ofsted Inspection Framework, Governors:

- provide confident, strategic leadership and create strong accountability for, and oversight and assurance of, educational performance to ensure continuous and sustainable improvement
- understand their role and carry this out effectively, ensuring that the College has a clear vision and strategy and ensure effective management of resources
- ensure that the College fulfils its statutory duties, for example, under the Equality Act 2010, and other duties, for instance, about the 'Prevent' strategy and safeguarding, and promoting the welfare of learners

27. The Board of Governors holds the college's management structure to account for the quality of education and training and value for money. The BOG therefore plays a strategic role in the running of the College. The part includes overseeing the strategic framework of the college, its aims and objectives, and approving policies and targets for achieving the goals and conducts progress reviews.

28. BOG acts as a "critical friend" to WIC by monitoring and evaluating what is happening in the college, including checking progress and approving plans. It holds to account all other committees and management. The Board supports the Principal and staff and maintains good relationships with them. The Board provides advice and support. The BOG is also accountable to key stakeholders, including students, for the College's performance.

29. BOG delegates authority to the Principal, management, and other Boards and committees to conduct the college's day-to-day running. It reviews and approves the constitution, membership, and terms of reference of all Boards and committees: the Academic Board, the FE Curriculum and Quality Panel and their subsidiary Boards, the Operations Management Committee and Panels.

30. The Board of Governors is responsible for observing the duties set out in the documents the College signs as a condition of receiving public funds. On the HE Provision, the Board of Governors is responsible for the final sign-off of any data reported on behalf of the college and the respective outward-facing reports required before sending the data off. On the FE Provision, the Board of Governors signs off any actions, data and information relating to the areas relevant to the Ofsted inspection. It will perform tests and challenge management to prove how well they show effective leadership and management,

strengthening the quality of teaching, learning and assessment, personal development behaviour and welfare and outcomes for learners.

31. The Board of Governors oversees any collaborative arrangements-ensuring that the College maintains high ethical and professional standards within such relationships.

32. The Board of Governors enforces the College's principles of transparency, accountability, continuous improvement, and providing value for money to its students, funding agencies, and all other stakeholders.

33. It ensures that the leadership and management structure in place provides clarity in job roles and responsibilities and promotes communication, where each member of staff is assigned a specific position. It ensures that clear allocated of duties to eliminate duplication of tasks and thoroughly communicated to remove ambiguity. Incumbents agree and sign for the allocated roles to ensure clear communication and agreement of roles, responsibilities and accountabilities.

34. The Board of Governors receives reports from leadership and management and panels for scrutiny, discussion, and advice and the approval of strategic decisions and ratification of actions. The reports allow BOG to revise the Strategic Plan and strategic objectives.

Standing Panels

35. BOG comprises Independent Governors, Internal Representatives and Panels. BOG appoints Panels to act on its behalf to provide independent oversight of the Strategic Plan and strategic objectives of the College. Standing Panels meet regularly to evaluate activities of the College and to produce reports. These reports contain recommendations and action plans, which form part of the standing agenda items for the Board of Governors. Significant actions move to the Quality Improvement Plans (QIP) where necessary.

36. The three Standing Panels are Audit and Finance, Risk and Compliance and Public Information Panel each are chaired by an Independent Governor.

General Terms of Reference of Standing Panels

37. Each of the Standing Panels comprises at least three members with a Chair who is Independent and preferably, an expert in the field. The Board of Governors appointed chairs of standing Panels at their first meeting and this will be reviewed annually in the internal self review. Each Panel will have at least one student member. It may not be possible and therefore not necessary for the student member to be a Governor. Any student representative can serve on a panel.

38. Thus, panel membership will comprise a minimum of:

- One Independent Governor
- One College representative
- One student

39. The Audit and Finance Panel advises the Board of Governors on the college's financial matters.

40. The Risk and Compliance Panel is responsible for evaluating potential risk areas and appropriately advises the Board concerning risk.

41. The Public Information Panel conducts regular reviews of published information and identifies any issues concerning the information available to students and applicants.

Ad hoc Panels

42. From time to time when required, the Board of Governors appoints other panels on an ad hoc basis and task them to investigate specific issues and report back to the Board. Members from the Independent Governors will normally chair these. Ad hoc panels will typically be assigned to explore, discuss, and recommend specific issues in their areas and the terms of reference will be agreed on appointment. These panels can include, for example:

- HR issues: Including the appointment of key staff and advice on Pay rates for the senior team and dividends for shareholders
- Business development and strategic partnerships
- Curriculum development

Governance Protocols for all Panels

43. The Chair of each panel reports formally to the Board of Governors regarding the panel's proceedings at each meeting of the Board of Governors and on how it has discharged its responsibilities. The report should contain recommendations the Panel wishes to make to the Board on any area within its remit and where action or improvement is needed. The Chair of each Panel responds to any questions from other Board members on the Panel activities.

44. Each Panel advises the Board of Governors on new developments in the market and regulatory and quality assurance.

Frequency of meetings

45. Standing Panels are scheduled to meet three times per academic year, at least termly, following the published calendar of Board of Governors meetings.

Outputs

- Action plans
- Recommendations
- Reports
- Meeting minutes

Basis of the design of the Governance Structure

46. Although the following guidance allows the College to meet the OFS expectations on Governance, they apply to governance across both the HE and FE provisions

Compliance with Public Interest Governance Principles

47. Underlying the governance structure's actual construction is the public interest governance principles specified by the Office for Students. These, and how the design will fulfil them, are discussed in the following paragraphs. Any other Principles required to maintain conditions of registration with funding bodies on the FE provision will also be applicable.

Academic governance

48. The OFS Guidance Principle on Academic Governance (Principal IV) states that: *“The governing body receives and tests assurance that academic governance is adequate and effective through explicit protocols with the senate/academic board (or equivalent).”*

49. The Board of Governors has delegated responsibilities for the Academic Governance to the Academic Board and the FE Curriculum and Quality Panel for the HE and FE provisions, respectively. These maintain oversight of Academic Standards and Quality as discussed in Section 2. The protocols in place to assure effective governance include regular meetings and reports to the Board of Governors. The Board of Governors receives information from the Academic Board and the FE Curriculum and Quality Panel, which heads of Provision present. It scrutinises the reports and questions any aspect of Academic Governance. The Board of Governors may request the minutes of the Academic Board and the FE at any time and can appoint panels for further clarification on Academic Governance.

Academic Freedom and Freedom of Speech

50. The College is committed to upholding academic freedom and Freedom of speech for its staff as outlined in the two Public Interest Governance Principles below:

51. *“I. Academic freedom: Academic staff at an English higher education provider have freedom within the law: o to question and test received wisdom; and o to put forward new ideas and controversial or unpopular opinions without placing themselves in jeopardy of losing their jobs or privileges they may have at the provider”* and

52. *“VII. Freedom of speech: The governing body takes such steps as are reasonably practicable to ensure that freedom of speech within the law is secured within the provider”.*

53. The policy on Freedom of Speech and Academic Freedom contains this principle to promote the independence of unhindered academic thought and Academic Research. Therefore, academic governance is separate from and independent of overall business management, with the Academic Board and the FE assuming apparent oversight.

54. The Board of Governors has a policy statement on Freedom of Speech which allows staff and students to express their views freely. Staff do not have to fear being victimised or losing their privileges for exercising this freedom. However, the Board is aware that it should

allow staff and students to exercise this right within the law. They have therefore identified and highlighted within the policy where it overlaps with the Prevent Duty.

Accountability

55. OFS Guidance Principle on Accountability (Principle II) states:

“The provider operates openly, honestly, accountably and with integrity and demonstrates the values appropriate to be recognised as an English higher education provider”

To ensure transparency, accountability, continuous improvement, and value for money, WIC has set up a Governance Structure comprising Standing Panels and committees with specific agreed terms of reference. This structure facilitate openness accountability and integrity with standing agenda items that facilitate accountability.

56. Governors are collectively responsible for observing the duties set out in the College documents as a condition of receiving public funds. The Board of Governors is responsible for the final sign-off of any data on behalf of the college and the respective outward-facing reports required before sending the data off. However, when deadlines fall outside possible board meetings and if Independent members of the Board of Governors are not available, the Operations Management Committee signs off any such data. It then presents a report to the Board of Governors to ratify such actions at the next Board meeting.

57. The Board of Governors requires a student at every committee, board, and panel. Students practice the same rights to vote and make decisions as to any other member. Wherever possible, and in some instances when it becomes necessary, Independent members are invited to sit on College Boards and committees, with a similar mandate as for the student representatives.

58. The structure encourages the College to operate openly, honestly, accountably and with integrity and to demonstrate the values appropriate for an English higher education provider at all levels. The Board of Governors embeds accountability within all the functions of the different levels of management.

Fit and proper

59. *“Members of the governing body, those with senior management responsibilities, and individuals exercising control or significant influence over the provider, are fit and proper persons.”*

60. Governors further observe the Nolan Principles of Public Governance. The director declares any conflict of interest or partiality in any of their functions within the College. Conflict of interest also refers to instances where Governors have or are likely to have a personal or financial interest in any other institution that is likely to affect their role within the College are required to declare such interest. The Risk and Compliance Panel also investigates, collects, and reports information regarding any conflicts of interest.

Student Engagement

61. The Board of Governors promotes and has student engagement as a critical aspect of its construction. Students have opportunities to engage with the College's governance through their representation at every committee, board, and panel of the College.

62. The only exclusions to the requirement for the representation of students on committees, boards and panels are the Assessment and Awards Boards, the Operations Management Committee and Student Management Committee. Meetings of these often deliberate on personal issues concerning other students or members of staff.

63. The Student body elects members of committees and has the freedom to question, challenge, and positively contribute to its effectiveness. The College considers students as partners in decision-making processes and establishes an environment that provides them with the best learning experience. Involving students on all committees and boards ensures that each committee is accountable to the students.

64. Student opinion is collected at every meeting as well as at every stage of their learning process. Results of such views are central to all decision-making processes. Students also engage in open discussions with senior staff at the monthly student representative meetings to express their opinions and perspectives on the College's management and how Academic Quality and Standards are maintained. During all its sessions, the Board of Governors reflects on the results of all consultations with students.

Risk management:

65. The OFS Principles of Public Governance require that:

“The provider operates comprehensive corporate risk management and control arrangements (including for academic risk) to ensure the sustainability of the provider’s operations, and its ability to continue to comply with all of its conditions of registration.”

66. The Risk and Compliance Panel ensures the identification, analysis, and contingency arrangements to mitigate against the impact of risks. The Governors maintain a risk policy that outlines the College’s approaches to risk and identifies all potential risk areas.

Value for money

67. The Office for Students requires that:

“The governing body ensures that there are adequate and effective arrangements in place to provide transparency about value for money for all students and (where a provider has access to the student support system or to grant funding) for taxpayers.”

68. The principles and arrangements to maintain value for money apply across both the HE and FE provisions.

69. The Policy Statement on Value for Money references the National Audit Office, which highlights the need for:

- a. efficiency,
- b. economy,

- c. effectiveness
- d. and prudence

in the administration of public resources, to secure value for public money about the public grant funding received and all funding secured from the taxpayer on behalf of the students.

70. The Board of Governors has made arrangements for the Audit and Finance Panel to report how and whether the College maintains value for money. The Board has developed a Policy statement on value for money, with guidelines on how it will be measured and published for students and taxpayers

71. The Board has also made arrangements such as scrutiny and detailed analysis of budgets, variances, and purchases. The Audit and Finance Panel publishes information regarding expenditure, including staff pay and the cost of supporting students. The Panel should make extensive use of indicators to benchmark the College's spending to other similar providers. The Panel should also investigate other measures of ensuring value for money and make proposals to the Board of Governors.

Regularity, propriety, and value for money

72. *“The governing body ensures that there are adequate and effective arrangements in place to ensure public funds are managed appropriately, in line with the conditions of grant and the principles of regularity, propriety and value for money, and to protect the interests of taxpayers and other stakeholders. This also applies to any funds passed to another entity for the provision of facilities or learning and teaching, or for research to be undertaken.”*

73. Should the College secure access to grants, its Policy Statement on Value for Money allows it to comply with the following principles:

Regularity:

74. The College will use grant funding only for its intended purposes. Through Risk and Compliance, the College complies with the relevant legislation and has any terms and conditions attached to any funding received. It reports to the Board of Governors all issues that relate to funding received.

Propriety:

75. The Board of Governors is required to show transparency. Whilst the Risk and compliance Panel monitors and checks on risk, the audit and Finance Panel will publish all information about expenditure. Students and Independent members also play an active role on each of these panels where they have a right to question, challenge and scrutinise all cost relating to public funds

Section 2: College Management Structures

76. The Board of Governors informs vital decisions of the Academic Board and the FE and Operational Management Committee and, where appropriate, commissions panels to investigate issues and recommend actions to the board. It ensures transparency and has

Independent experts who scrutinise, challenge and take management to account for their decisions and appropriately advise management.

77. The HE Academic Board and the FE Curriculum and Quality Panel oversee the business of each provision. The Academic Board and the FE Curriculum and Quality Panel have oversight of Academic Governance. Therefore, they are responsible for setting and maintaining Academic and Quality Standards and ensuring curriculum design appropriate for the enhancement of the student experience.

78. Each provision's structure should primarily facilitate the College's high growth without compromising on Academic Standards and Quality; for example, future growth will depend on introducing new programmes on both provisions.

79. Therefore, the Board of Governors receives and tests assurance that academic governance is adequate and effective through explicit protocols with the Academic Board and the FE Curriculum and Quality Panel.

80. Appendix 1 covers the protocols under the terms of reference of the Academic Board and the FE Curriculum and Quality Panel. These meet quarterly or as and when required. The output of their meetings are minutes containing action plans and recommendations for policy changes and other issues such as resourcing of teaching and learning.

81. Reporting to HE Academic Board is the Academic Management Committee, which oversees the activities of the Programme Boards and attends to student issues regularly. The Registrar chairs the Academic Management Committee. Appendix 1 contains the Terms of reference of the Academic Management Team and Programme Boards.

82. As the College is on a high growth strategy, the Academic Board and FE Curriculum and Quality Panel will add more Programme Boards and Assessment Boards as and when required. The organisational structure allows for the addition of new programmes without disturbing their basic design or affecting quality. It also allows the addition of provisions where necessary

83. The Academic Board and the FE Curriculum and Quality Panel maintain oversight of the programmes, set policies, and take the ultimate responsibility to maintain academic standards and quality. The Head of HE and Assistant Principal, Quality, for the HE and FE, respectively, have oversight of academic standards. These Boards are also responsible for the overall performance of the provisions. They monitor and manage student performance, retention and progression for each provision. Therefore, they are responsible for the Assessment Boards. Through Assessment Boards oversee the award of credit, the Academic Board and the FE Curriculum and Quality Panel approve the ordering of certificates.

84. The Academic Board and the FE Curriculum and Quality Panel are responsible for setting the college's enhancement strategy and the policies and ensuring its successful implementation.

85. On the HE, the Academic Team is responsible for the operational running of the provisions. It is headed by the Head of HE, with the additional role of overseeing the distribution of resources, for example, setting and managing the effectiveness of timetables, allocating staff, and carefully planning and implementing student support.

86. Also, on the HE, Programme Leaders chair their Programme Boards. Programme Boards ensure programmes are running smoothly, ensure teachers plan teaching resources and assessment instruments effectively and that these are appropriately applied.

87. Students attend Student Representative (SR) meetings, which they help to organise, and student representatives chair and take minutes. Having students sitting at the College's committee meetings affords them not just the opportunity to question management decisions. The College considers students as partners in decision-making. Students play an active and decisive role in quality assurance processes. Having students on all committees allows them to specify what they expect from the college, suggest actions for improvements in quality and implementation, and follow up regarding promised activities. Having students attend the SR meetings allows them to sit with staff in a free and relaxed environment to discuss issues on a plan and decide for themselves.

88. The Operational Management Committee, chaired by the Principal, sets and oversees the overall strategy of the College, and ensures that both provisions have all the resources they require and that their interdependent relationship is working smoothly. It brings together all critical functions of the College, including Human Resource Management, Marketing, Accounting and Finance, IT and student information, and the FE and HE provisions.

89. The College also maintains other operational boards, panels, and committees. These can also advise the board and are as follows:

- Assessment Boards, which decide on the maintenance of standards and quality in assessments. Assessment Boards are part of the Academic Board and FE Curriculum and Quality Panel
- Student Management Committee oversees the student support arrangements and how these impact attendance, retention, and achievement. This committee uses risk measures to forecast attendance, retention and achievement rates using a traffic light system
- Student recruitment and admissions panel convenes whenever an admissions cycle is complete to establish lessons learnt and advise the Academic Board and FE Curriculum and Quality Panel and recommend changes to information strategy to the Public Information Panel
- Student induction panel. This Panel also reports to the Academic Board and FE Curriculum and Quality Panel and advises the Public Information Panel on the use and effectiveness of information given to students on induction
- FE and HE are each responsible produce reports to OFS and Funding Bodies. They report to the Board of Governors through the Standing Panels and the Academic Board, the FE Curriculum and Quality Panel and OMC as appropriate.

Section 3: Governance and Management Elements

Deliberative Bodies and their Protocols

90. Boards, Committees and Panels are the deliberative elements of the College's Governance and management. These use policies, protocols and terms of reference and generate different policies, actions, and recommendations (instruments) to higher-level Boards to inform their deliberations.

91. Boards, Committees and Panels have reporting arrangements that reflect the level of the chair in the organisation. Committees should maintain a fixed agenda, with some key agenda items compulsory for each committee, including the Prevent Duty (except Assessment Boards), Health and Safety, Enhancement and Action Planning.

92. Each of these elements works to specific TOR (shown in Appendix 1), dictating the membership, frequency of its meetings and the nature of its business. TOR of each committee are structured to ensure that extensive deliberations concerning the implementation of policies, availability of resources, and operations effectiveness occur at the lower levels. The higher committees approve decisions, recommendations, action plans and completed actions of the more subordinate committees and develop, amend, or recommend changes or introduce policies where necessary.

93. No staff member can chair two committees, except the Head of HE, who chairs both the Academic Board and Assessment Board. Senior members of staff who chair higher committees cannot be members of the lower committees. However, they can attend meetings of such more subordinate committees as observers or where they are required to provide some information to the committee. They can only participate in deliberations of the committees as advisors but cannot take decisions. They cannot participate in panels that they have appointed, except on invitation to give evidence or information, and should not get involved in the deliberations of the panels.

Clerical Roles

94. Each board, committee and panel will be served by an internal staff member for all clerical duties. All minutes of all such bodies shall be kept centrally on the College Virtual Learning Environment in a minute's folder. Staff with clerical responsibilities will have access to the sub-folders containing the minutes of the meetings that they serve. These are as follows:

Deliberative Board	Clerical Responsibility
Board of Governors	External
Academic Board and FE Curriculum and Quality Panel	Admin
Operations Management Committee	Secretary
All Board Panels except Ad Hoc Panels	Admin
Ad Hoc Panels	Appointed by the Board Chair as necessary
Academic Management Committee	Admin
Programme Boards	Member of Academic Staff (alternating)
Assessment Boards	Member of Academic Staff (alternating)
Staff-Student Liaison Meetings	Student Representatives

95. All schedules of meetings will be released in July each year for the rest of the year. The Student Support Manager is responsible for preparing the plans of meetings, which will be approved and published by the Public Information Panel.

Governance Instruments

96. Policies and action plans are vital instruments of the College's governance. As a rule, these action plans are reviewed annually or as necessary, based on recommendations of the committees.

97. Annual reviews are another critical governance instrument. These usually occur at the end of the academic year in July and are approved in early September to mid-October each year. Each annual review results in an action plan, which lays out the plans for the following year.

98. During the Annual Monitoring Review, all Academic action plans are drawn together into the 'Overarching Action Plan' overseen and approved by the Academic Board and the FE Curriculum and Quality Panel. Similarly, operational actions drawn into an 'Overarching Action Plan' overseen and approved by the Operations Management Committee (OMC). Committees should always generate and monitor Action Plans.

99. The College has invested in an IT system that serves as an instrument of communication to ensure the speedy dissemination of policies and communication decisions. Minutes of meetings are posted onto the College Virtual Learning Environment and are accessible to staff and students, as necessary.

Key Policies

Academic Governance

100. The Office for Students (OFS) Public Interest Guidance Principle on Academic freedom requires that Academic staff at the College should have freedom within the law to:

- question and test received wisdom
- put forward new ideas and controversial or unpopular opinions

101. Members of Academic Staff should exercise these freedoms without placing themselves in jeopardy of losing their jobs or privileges they may have.

Responsibilities

Staff and Students

102. Staff and students at WIC have freedom within the law to question and test established ideas or received wisdom and develop and advance new and innovative ideas and proposals regarding whether or not such ideas and suggestions may be controversial or unpopular.

103. Staff and students exercise this without forgetting that the College has a diverse population and with due regards to its welcoming and inclusive attitude towards such diversity. Staff and students should be responsible to each other and society to:

- respect and honour such diversity

- accommodate different perspectives, ideas, knowledge, and culture that such diversity brings
- respect the rights of other individuals to hold different beliefs and views

Academic Board and the FE Curriculum and Quality Panel

104. Academic Board and the FE Curriculum and Quality Panel will exercise its role in governance, and under the Public Interest Guidance Principles, to ensure that academic staff:

- promote a culture of research and questioning
- maintain rigour and make use of evidence and academic arguments to express their views
- recognise the gaps and weaknesses in their arguments
- minimise the risks of any harm for other members of the College, in promoting their views

105. As part of their regular reports to the Board of Governors, the Academic Board and the FE Curriculum and Quality Panel will report on Academic Freedom, progress made in research, and any new and innovative ideas advanced by academic teams within the College. The Academic Board and the FE Curriculum and Quality Panel will also report recent developments in academia and integrate new developments into the College.

The Governing Body

106. The Board of Governors will ensure that policies in place promote Academic Freedom and encourage research and the development and expression of new and innovative ideas and opinions. The Board will exercise its oversight to ensure that any new arguments advanced within the law, regardless of how controversial, should not result in the victimisation of staff or in staff losing their privileges within the College.

The Prevent Duty

107. The Board of Governors has the oversight of the College's Prevent Duty. Therefore, the board should seek to advance the Prevent Duty without restricting academic freedom given to staff and students. Instead, the Board of Governors should encourage research and healthy debate around controversial issues such as religion, politics, or current affairs.

108. The Board of Governors encourages staff to show behaviours that exemplify and promote the 'fundamental British values' of democracy, the rule of law, individual liberty, mutual respect and tolerance for those of different views and persuasions.

External Speakers

109. WIC recognises that freedom of expression is a fundamental human right and that these are protected by law. The College tolerates a wide range of political and academic views, regardless of whether they are unpopular, controversial, or provocative. Therefore the College does not deny the use of its premises to any individual, group or members of groups on the grounds of their beliefs or on the grounds of the policies or objectives of groups they represent but will ensure that external speakers access the college community safely.

110. BOG, therefore, ensures that the College has in place
- Requirements to ensure that members, students, visitors of the College and for Visiting Speakers exercise freedom of speech
 - Procedures to maintain a balance of opinion at any academic discussion or debate in a supportive, inclusive, and safe space for students, with clearly defined and effective procedures for upholding the law.
 - Communication to all members, volunteers, and staff is their mutual responsibility to comply with all relevant policies. Both WIC and the individual can be held liable if they contravene the law.
 - The requirement to obtain permission to hold an Event on College Premises or away from the College, where the event is considered as being controversial
 - Requirement that if an external speaker or their topic of discussion has the potential to go against the College's conditions for a safe event, a reasonable, informed, and lawful outcome is achieved.
 - Requirements for the scrutiny of external agencies, individuals, or speakers to ensure that they do not breach the limits of freedom of speech.
 - A protocol and procedure for admittance of external visitors to the college and that all staff understands this protocol, governing body members, visitors, and students
 - Clear instructions for organising events with external contribution and outline roles and responsibilities for vetting external speakers

Appendix 1: Terms of Reference of Boards, Committees and Panels

Board of Governors

Membership

The Board of Governors will be composed of minimum numbers provided before to ensure that its size, composition, diversity, skills mix, and terms of office remains appropriate for the nature, scale and complexity of the College,

The Board of Governors may choose to appoint additional Associate Members as required for their specific expertise, who do not hold any voting rights at Board of Governors or panel meetings. Each of the Independent Governors serves for a maximum of three terms of three years.

Individual governors have no power or right to act on behalf of the Board of Governors, except where the whole Board of Governors has delegated a specific function to that individual. The Board of Governors is legally liable for all actions taken in its name by individuals or panels to which it has delegated functions. Therefore, the Board of Governors ensures that it delegates specific responsibilities and appoints a competent person to record its decisions keeps minutes of all meetings.

Chair

The Chair of the Board of Governors shall be appointed by nomination at the end of the summer term before the start of the next academic year or the next full meeting following the resignation of a Chair

Frequency of meeting

Each quarter (additional meetings may be convened if required)

Quorum

The quorum shall be 50% of the total membership rounded up to a whole number, excluding vacancies.

Duties (Terms of Reference)

It is the duty of the Board of Governors to:

- Agree on strategic matters, including procedures where the Board of Governors has discretion.
- Work with the Principal to provide oversight and strategic direction to the College
- Oversee the activities of the College's Boards and Committees
- Form panels where necessary and decide the delegation of some of its functions

- Review and approve College Boards and Committees' Terms of reference
- Receive reports from Boards, committees and panels and individuals to whom a decision has been delegated and consider whether any further action by the Board of Governors is necessary.
- Review the delegation arrangements annually.
- Keep the Health and Safety Policy and its practice under review and make revisions where appropriate.
- Maintain oversight of the College's Prevent Duty
- Ensure all statutory policies are in place, including those related to Safeguarding, Prevent and GDPR and ensure that a review of said policies is conducted annually by the delegated Board as agreed.
- Review procedures for appointing and suspending staff, taking account of legal requirements.
- Assess the industrial relevance and suitability of the curriculum of the Courses delivered at the College
- Ratify new (or changes to existing) courses and degree programs
- Guide how WIC can catalyse, encourage, and foster a higher level of industry involvement in its programmes
- Identify and consider any recent or longer-term developments and concerns of the industry which are likely to have a significant impact on the College's activities
- Ratify potential educational collaborations and opportunities
- Evaluate and agree on targets for achievement.
- Approve the first formal budget plan of the financial year and agree on a budget strategy. Receive reports on the budget and decide on actions as required.
- Ensure the use of any Grants received according to the regulations under which it was obtained and for the prescribed purposes.
- Receive proposals for enhancement/expansion and adopt the College Enhancement Strategy.
- Be accountable to the College's partners and regulating organisations.

Governance Protocols

Board of Governors (BOG) Standing Agenda

1. Attendance and Apologies for Absence

DELIBERATIONS

2. Accuracy check on minutes of the previous Board meeting
3. Progress on Actions of the prior meeting
4. Chair's report
5. Reports from Committees, Boards and Panels on General Business
 - Report of the operations management committee (OMC)
 - Report of the FE Curriculum and Quality Panel
 - Report of the HE Academic Board Report on the Risk and Compliance Panel
 - Risk
 - Compliance
 - Prevent Strategy
 - Report of the Public Information Panel
 - Report of the Audit and Finance Panel
 - Report on Enhancement and Value for money
 - Report of the Student Representative to the Board of Governors
6. Approvals
7. Any other Business
8. Actions Planning

Academic Governance – HE Academic Board

Membership

- Head of Provision
- Academic Manager
- Registrar
- Programme Leaders
- External Adviser to the Academic Board
- Student Representative

Chair

Head of Provision

Frequency of meeting

Each trimester (additional meetings may be convened if required)

Quorum

50%

Reporting Lines

Highest Academic Authority sends minutes to Board of Governors for approval and ratification (Governance) and (for information) to the Operational Management Committee

Duties (Terms of Reference)

The Academic Board

- is the highest academic authority for the provision, adhering to the *UK Quality Code* and other educational, regulatory requirements
- oversees academic standards and the quality and enhancement of student learning opportunities
- approves and regularly revises all academic policies and procedures of the college, and receives reports /approves the work carried out by its subcommittees
- ensures the effective implementation of the strategies, policies, and practices of the provision concerning the requirements of the college's awarding organizations
- liaises with senior management and the governance of the college to ensure that academic operations are correctly resourced
- oversees academic performance about internal targets and external benchmarks
- leads the assessment board, responsible for assessments, including assessment setting, marking, moderation, feedback to students, the security and integrity of marks, the recognition of prior learning, academic appeals, academic misconduct matters, and communications with external examiners and assessors
- oversees the briefing and training of staff in academic matters
- monitors and analyses outcomes of Academic Management Review (AMR), External Examiner (EE), QAA review and monitoring visits
- scrutinises and approves reports arising from the academic and self-assessment process and monitors the progress made in implementing Quality improvement processes
- supports new programmes, any programme discontinuation and oversees the fair and efficient teaching out of any discontinued programmes
- review feedback from students on the quality of their experience
- continuously evaluate and implement opportunities for enhancement
- monitors annually student performance and the academic performance of the college, including the pattern of admissions complaints
- monitors and reviews the number, level and type and frequency of student complaints and academic appeals that are made over each academic year during the colleges Annual Monitoring Review
- oversees the operation of the Assessment Board and Programme Boards
- approves consideration of Recognition of Prior Learning (RPL) if any
- assesses academic appeals, complaint, and academic misconduct
- considers requests for all extenuating circumstances such as additional support, extensions, maternity, and deferrals
- oversees educational information published by the college

Academic Governance Protocols

HE Academic Board Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the Previous Academic Board meeting
3. Updates from meetings of Boards and Committees
 - Last Board of Governors' meeting
 - Operations Management Committee meetings
 - Academic Management Committee meetings
 - Student Management Committee meetings
 - Student-Staff Liaison meetings
 - Assessment Board meetings
 - Awards Board Meetings
4. Review of Comments of the External Advisor to the Academic Board: Quality Improvement Plan and involvement of externals where applicable
5. Review of Enhancement Activities
6. Review of Academic Standards and alignment with FHEQ, the UK Quality Code and other external reference points, including requirements and expectations of awarding bodies/organisations
7. Review of Student satisfaction and Feedback data
8. Review of the activities of the Employability Committee
9. Issues about OfS conditions of Registration (initial/ongoing)
10. Consideration of External Examiner visits\Reports
11. Review of the effectiveness of Academic Governance arrangements including Academic Freedom and Freedom of Speech
12. Review of Research and Development activities
13. Review of Staff development activities
14. Student Representative Report
15. Appeals/Complaints
16. Prevent and Safeguarding
17. Any other Business
18. Action Planning

Content of the Report of the Academic Boards to the Board of Governors

1. Student Management
 - a. Attendance Trends
 - b. Retention
 - c. Achievement
 - d. Continuation
2. Teaching and Learning
 - a. Resources
 - b. Staff issues: Freedom of Speech and Freedom of Expression
 - c. Research and Development: Academic Freedom
 - d. Staff Development
3. Student Support
4. Quality Improvement Plan and Report and Comments from the External Advisor to the Academic Board

5. Academic Resources
6. Employability
7. Student Engagement
8. Student Complaints and Appeals
9. Report on Quality and Standards
10. Issues about OfS conditions of Registration (initial/ongoing)
11. Prevent/Safeguarding
12. Action Planning

Terms of Reference of newly proposed Standing Panel:

FE Curriculum and Quality Panel

Membership

Panel membership will comprise a minimum of:

- One Governor expert in the field (Independent or internal)
- One other Governor (internal or Independent)
- One FE Quality Nominee
- One Admin Team member
- One Tutor/IQA

Chair

Governor expert

Frequency of meeting

Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum

100% of the minimum panel membership

Reporting Lines

Reports directly to Board of Governors

Duties (Terms of Reference)

The FE Curriculum and Quality Panel will ensure the

- Reference and Application of the Ofsted's Education Inspection framework within all WIC processes
- Oversight of the College's quality processes for the Further Education provision
- Monitoring of PICS Data, including, Achievement Rates and trends, Progression rates, Destination Data, Learners age and gender data, learners feedback data, staff feedback data and employer feedback data.
- Effective management and monitoring of FE Annual Targets
- Effective leadership and compliance with Prevent Duty and Safeguarding
- Approval of relevant FE policies and procedures

- Investigation of any matters of concern of a regulatory nature, including the College's ability to maintain the conditions of FE contract funders, Awarding Organisations and Ofsted and monitoring and reporting to the Board of Governors, any breaches or procedures and propose remedial action
- Monitoring of the College's Self-Assessment Report and Quality Improvement Plan
- FE New Programme Approvals and making changes to existing programme offers.

Protocols of the FE Curriculum and Quality Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Discussion of Quality of Education:
 - Reference and application of the Ofsted's Education Inspection framework in teaching and assessments
 - Discussion of Intent – Current / Future Curriculum Offer
 - Discussion of Implementation – Resources for learners
 - Discussion of Impact – Progression and Destination Data, Achievement and Retention Rates
4. Quality of Behaviour and attitudes
 - Discussion of learner feedback
 - Review of Attendance Data
 - Discussion on any issues raised relating to bullying, discrimination.
5. Quality of Personal Development
 - Discussion on learner support mechanisms including Advice and Guidance
 - Discussion on learner progression tracking
 - Discussion on formative and summative feedback to learners
6. Quality of Leadership and Management
 - Self- Assessment report
 - QIP Actions
 - KPIs- FE Targets Monitoring
 - Monitoring of Cross-cutting themes
7. External reports and Actions
8. New Programme and Policies Approvals
9. Staff Development- Teachers OTLR, CPD Plans
10. Safeguarding and Prevent
11. Discussion of issues to refer to the OMC
12. Any other business
13. Action Planning

Content of the Report of the FE Curriculum and Quality Panel to the Board of Governors

Learner Management

- e. Attendance Trends
- f. Retention rates
- g. Overall and Timely Achievement rates
- h. Outcomes/Destinations
- i. Ethnicity Targets and WIC Ethnicity Data
- j. ESFA Targets

Teaching and Learning

- e. Current Curriculum Offer
- f. Resources
- g. Staff Development

ILR Data Return Snapshot (percentages)

Learner Management and Support

Quality Improvement Plan/Annual targets Actions Update

Employability

Learner Engagement

Learner Complaints and Appeals

Report on Quality and Standards- Self-Assessment report data

Prevent/Safeguarding

Future Curriculum offer

Action Planning

Operations Management Committee

Membership

- Principal (Chair)
- Heads of Provision
- Assistant Principal
- Accounts Manager
- Human Resources Manager
- Representative of the Data Team

Chair

Principal

Frequency of meeting

Every two weeks

Quorum

50%

Reporting Lines

Highest Operational authority (minutes sent to Board of Governors)

Duties (Terms of Reference)

The Operational Management Committee

- monitors the marketing and student recruitment strategy
- monitors progress on the College Strategic Plan
- considers funding requests for resources/ CPD
- receives reports from the Academic Board to make informed resourcing decisions
- reviews and approves Operational policies
- makes critical decisions about the day-to-day running of the college
- discusses College finances and human resources related matters
- signs off data returns
- responsibility for the Prevent Duty and Safeguarding for the College

OMC Protocols

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy Check on the previous OMC minutes
3. Updates from:
 - a. Board of Governors meeting
 - i. Approvals
 - ii. Actions for Panels
 - iii. Actions for other Boards and Committees
 - b. Student Management Committee
 - c. Academic Board
 - d. Other Committees and Boards where relevant
4. Progress on External Reviews, Inspections, and other Processes
5. Marketing and Recruitment
6. Implementation of the College Strategic Plans
7. Human Resources
8. Funding Requests
9. Data Returns/Submissions
10. Prevent Duty and Safeguarding
11. Health and Safety
12. Policies
 - a. Reviewed
 - b. to be referred to BOG for Approval
13. Any Other Business
14. Action Panning

Content of the Report of the Operations Management Committee to the Board of Governors

1. Comment on Progress with implementation of strategic plans and Business Development

- College Strategic Plan
 - HE Strategic Plan
 - Collaborative arrangements
 - Strategic Market Development
 - Review of registration and ongoing conditions of registration with OFS, and outcomes of Quality Assurance Reviews and Inspections
 - Facilities and Resources
 - FE Strategic Plan
 - Contracts
 - OFSTED Reviews
 - Business Development
2. Progress on other External Reviews, Inspections, and other Processes
 3. Prevent/Safeguarding
 4. Strategic Requests for Approval by the Board of Governors
 5. Any other business
 6. Action Planning

Terms of Reference of Standing Panels:

Audit and Finance Panel

Membership

Panel membership will have a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair

Governor expert

Frequency of meeting

Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum

100% of the minimum panel membership

Reporting Lines

Reports directly to Board of Governors

Duties (Terms of Reference)

- Recommends the appointment of the external auditor and the appropriate fee and ensures that the annual audit is conducted in an efficient, cost-effective, and objective way
- Reviews and recommends to the board, approval of the annual financial statements, including the selection of appropriate accounting policies and practices

- Reviews budgets before the Board considers them, seeking explanations for any significant variances
- Reports on critical aspects of the budgets and makes recommendations as necessary
- The Panel evaluates the college's financial performance and reports to the Board any areas of concern. This paves the way for the Panel and Board members to question management regarding financial performance.
- The Audit and Finance Panel maintains oversight for the College's funding arrangements and ensures that all financial conditions related to funding are satisfactory and that value for money is secured
- It is the Audit and Finance Panel that will ensure that the College has adequate and effective arrangements in place to provide transparency about value for money for all students

Protocols of the Audit and Finance Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Review Actions of the prior meeting
4. Management Accounting Report
5. Review of financial reports
6. Review of Budgets
7. Review of the College's approaches to Value for Money
 - Review of significant expenses
 - Review of capital budgets
 - Annual Estimates of Budgets for Value for Money
 - Benchmarking of KPI's for Value for Money
8. Review financial risk
9. Appointment of Auditors (when required)
10. Any Other Business
11. Action Planning

Content of the Report of the Audit and Finance Panel to the Board of Governors

1. Appointments
 - Accountants (when required)
 - of Auditors (when needed)
2. Financial Reports and budgets
 - Management Accounting Report
 - Review of financial reports
 - Review of Budgets
 - Review of the College's approaches to Value for Money
 - Review of significant expenses
 - Review of capital budgets
 - Annual Estimates of Budgets for Value for Money
 - Benchmarking of KPI's for Value for Money
3. Review financial risk
4. Capital Requests for Approval by the Board of Governors
5. Any other business
6. Action Plans

Risk and Compliance Panel

Membership

Panel membership will have a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair

Governor expert

Frequency of meeting

Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum

100% of the minimum panel membership

Reporting Lines

Reports directly to Board of Governors

Duties (Terms of Reference)

The Risk and Compliance Panel will ensure the

- Oversight of the College's Prevent Duty and Safeguarding: it will collect information from Management and interpret it professionally and appropriately to advising the Board of Governor on the appropriate courses of action
- Effective management and compliance with health and safety legislation
- effective management of compliance and operational and reputational risk of the College
- rigorous implementation of the Board-approved framework for risk and compliance management
- performance of the terms of the College's Policy Statement on Risk Management
- approval of relevant policies and procedures
- investigation of any matters of concern of a regulatory nature, including the College's ability to maintain the conditions of registration with the Office for Students
- monitoring of the College's risk profile
- maintenance and review of a consolidated register of material risks in all areas of the College
- review of operational and reputational risk exposures and ensure appropriate action is taken where necessary
- monitoring and reporting to the Board of Governors any material breaches of risk limits or procedures and propose remedial action
- review of risk and compliance training programmes to ensure strengthening of risk and compliance awareness within the College
- review of the risk rating methodology for new and existing risks

- receipt of the input of the Audit and finance panel on finance risk to review its impact on overall risk
- the Risk and Compliance Panel also investigates, collects, and reports information regarding any conflicts of interest

Protocols of the Risk and Compliance Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Safeguarding and Prevent Duty
4. Review of Risk Management Mechanisms and risk rating methodologies
5. Review of Risk Reports
 - Governance
 - Strategic risk
 - Financial Risk
 - Business Continuity
 - Health and Safety
 - Student Protection
 - Prevent/ Safeguarding
 - Economic Risk
 - Evaluation of overall risk
6. Staff Development and Training
7. Compliance Issues
 - Conditions of Registration with the OFS
 - Policies
 - Conflicts of Interest
8. Any other business
9. Action Planning

Content of the Report of the Risk and Compliance Panel to the Board of Governors

1. Safeguarding and Prevent Duty
2. Risk Report summaries
 - Overall risk and main contributors to any changes
3. Summary of Compliance including compliance with Conditions of Registration with OFS
4. Review of Ethics and Practices including Ethnicity and Diversity Data and Admission Procedures
5. Policies reviewed and approved for signing-off by the Board of Governors
6. Conflict of Interest Report
7. Staff Development
8. Action Planning

Public Information Panel

Membership

Panel membership will comprise of a minimum of:

- One Independent Governor
- One College Representative
- One student

Chair

Governor expert

Frequency of meeting

Each trimester before the Board of Governors meeting (additional meetings may be convened if required)

Quorum

100% of the minimum panel membership

Reporting Lines

Reports directly to Board of Governors

Duties (Terms of Reference)

The Public Information panel

- evaluates the quality of the information, modes of communication and frequency and timeliness of the data, both internal and outward-facing
- tests that prospective students make informed choices on deciding whether to study with the college or not and on the choice of course of study
- ensures that the application and admission procedures are clear and informative
- Conducts a full annual information audit of the College
- advises the Board of Governors on areas of good practice regarding information and recommend improvements
- oversees conformity of the College's statement to the GDPR and Data Protection regulations
- monitors information published by the College
- approves information to be published
- Review both Higher Education and Further Education data returns.
- Overview of the initiatives and procedures implemented in the college regarding Prevent duty and Safeguarding.
- Overview of secure exchange of information, internal and external overall Information security

Protocols of the Public Information Panel

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Issues about information for students
 - Quality of information for students
 - Test student choices
4. Information Audit
 - Outcomes
 - Essential Actions
 - Areas for Improvement
 - Good Practice
5. Review of all information approved for publication by the College
6. Report on issues of GDPR and Data Protection legislation
7. Data Returns signed-off
8. Safeguarding and Prevent
9. Information Security
10. Any other business
11. Action Planning

Content of the Report of the Public Information Panel to the Board of Governors

1. Quality of information for students
2. Information Audit
3. Approved information
4. Review of Information Security and Compliance with GDPR and Data Protection legislation
5. Safeguarding and Prevent issues
6. Action Plans

Terms of Reference of the Academic Management Committee

The Academic Management Committee (AMC) is responsible for managing the College's academic affairs. The AMC acts as the executive of the Academic Board.

Membership

- Academic Manager
- Registrar
- Programme Leaders
- Student Representatives
- Registrar
- Academic Support Manager

- Admissions Manager

Chair

Academic Manager

From time to time, and at the discretion of the Academic Manager, a Student Representative may be requested to chair a meeting or a panel as part of their training and development

Frequency of meeting

Meetings will be held a minimum of once a month (except August, where Quorum may be hard to achieve due to annual holidays). If required, sub-committee/panel meetings will be arranged outside of these times at a time convenient to the appointed panel members

Quorum

A meeting quorum will be 50% of the members of the group

Reporting Lines

Reports directly to the Academic Board

Duties (Terms of Reference)

- The AMC receives reports from and liaises with awarding organisations, internal and external verifiers, and moderators.
- The AMC submits reports with appropriate recommendations to the Academic Board.
- The AMC refers action points from the Academic Board to the appropriate bodies and monitors the implementation of agreed actions:
 - After each inspection, review, or EE visit and at each meeting, the AMC produces an action plan which feeds into the AB's Overarching Action Plan. It tracks progress in implementing this action plan, together with plans delegated by the Academic Board
- The AMC supervises academic development and the management of learning opportunities
- The AMC is responsible to the Academic Board for the management of:
 - Academic Standards
 - Quality of Learning Opportunities
 - Admissions and administrative support
 - Programmes
 - Staff performance
 - The Academic calendar
 - Safeguarding and Prevent HE compliance

Protocols of the Academic Management Committee

Standing Agenda

14. Attendance and Apologies for Absence
15. Accuracy check on minutes of the previous meeting
16. Discussion of Academic Standards:
 - Reference and application of the Frameworks for Higher Education Qualifications (FHEQ) in teaching and assessments
 - Reference and application of the Higher Education Credit Framework for England in choice of units and modules to teach
 - Discussion of feedback from awarding bodies/organisations
 - Discussion of Assessment schedules
 - Discussion of Assessment and Progression
17. Quality of Learning Opportunities
 - Consideration of student comments and reports on Quality and improvements
 - Review of issues and actions raised at the latest SSL meetings
 - Report on Student Support Management and student support
 - Discussion of student feedback
18. External reports and Actions
19. Programme management
 - Programme Boards reports
 - Updates on previous actions arising from programme boards
20. Staff Development
21. Safeguarding and Prevent
22. Academic calendar
23. Discussion of issues to refer to the AB
24. Discussion of matters to refer to the OMC
25. Any other business
26. Action Planning

Content of the Report of the Academic Management Committee to the Academic Board

1. Application of Academic Standards
2. Quality of Learning Opportunities
3. Programme overview
4. External reports and Actions
5. Staff Development
6. Safeguarding and Prevent HE
7. Action Planning

Programme Boards

Membership

- Programme Leader
- Registrar
- Unit/Module Leaders
- Programme Lecturers
- Student Support officer
- Student representatives

Chair

Programme Leader

Frequency of meeting

Twice per trimester

Quorum

50%

Reporting Lines

Reporting to the Academic Management Committee

Duties (Terms of Reference)

This Programme Board oversees the operation and management of each subject area and pathway for a specific awarding body as follows.

- monitors and analyses programme related statistics, including Student enrolment, Student performance data (including retention, achievement and success rates), Student attendance and punctuality, Student absences, Programme changes, Progression rates (internal and external – where available), First destinations data (if and when available)
- reviews the quality of provision using qualitative/quantitative data the outcomes of lesson and peer observations, student feedback and external feedback on programmes, including standards verifier / external examiner (SV/EE), external verifier (EV), moderation feedback and reports
- monitors and follow-up progress on action plans responding to stakeholder feedback (including post-SV/EE, EV and moderation visits or reports, programme related aspects of QAA and ASIC reports)
- ensures the practical application of the UK Quality Code
- Monitor the availability of support for students
- Monitor the effectiveness of the Prevent and Safeguarding strategies in practice
- monitors student appeals, complaints, and isolated instances of assessment malpractice (broader scale issues relating to assessment malpractice are to be reported to the Assessment and Standardisation Board)

- discusses CPD training of staff involved in programmes teaching, learning and assessment
- monitors and analyses student survey outcomes at unit and programme level
- plans and allocates resources for the upcoming term, including assessment deadlines and format
- identifies areas for improvement
- allows Student attendance in the meetings as and when required
- performs an annual review of programme specifications

Protocols of the Programme Boards

Standing Agenda

1. Attendance and Apologies for Absence
2. Accuracy check on minutes of the previous meeting
3. Discussion of Programme related statistics
 - Student enrolment,
 - Student performance data (including retention, achievement, and success rates),
 - Student attendance and punctuality
 - Student absences,
 - Programme changes,
 - Progression rates (internal and external – where available),
 - First destinations data (when available)
4. Review of the quality of provision
 - outcomes of lesson and peer observations,
 - student feedback and survey outcomes at unit and programme level
 - external feedback on programmes
 - moderation feedback and reports
5. Review and Approval of Action plans for external reports
6. Review and Application of Academic Standards including FHEQ, UK Quality Code, Subject Benchmark Statements and Expectations of Awarding Body/Organisation
7. Student Management and Support
8. Safeguarding and Prevent
9. Student appeals and Complaints
10. Academic Misconduct
11. Non-Academic misconduct
12. Staff Development and CPD planning
13. Resource allocation and requests
14. Annual review of programme documentation
15. Any other business
16. Action Planning

Content of the Reports of Programme Boards to the Academic Management Committee

1. Programme related statistics
2. Quality of provisions
3. Action plans from external reports
4. Review and Application of Academic Standards
5. Student Support
6. Safeguarding and Prevent
7. Student appeals and Complaints
8. Academic Misconduct
9. Non-Academic misconduct
10. CPD training
11. Student survey outcomes
12. Resource requests
13. Action Planning

Assessment Boards

Membership

- Head of Provision
- Programme Leader
- Academic Manager
- Registrar
- Unit/Module Leaders
- Programme Lecturers

Chair

Head of Provision

Frequency of meet

Once per trimester

Quorum

50%

Reporting Lines

Reporting to the Academic Board and corresponding Individual Programme Board

Duties (Terms of Reference)

This Board oversees the assessment operations as follows.

- confirms that assessment standardisation activities have taken place and any discrepancies have been resolved expediently

- ensures that assessments are fit for purpose and verified promptly
- approves draft examination papers and Programme assignments before submission for external examiner's approval where appropriate
- determines the forms of evaluation for candidates re-sitting assessments
- acts upon the decision made by the Academic Board regarding appeals, extenuating circumstances, plagiarism, etc.; and consider appropriate penalty or course of action following the WIC policies and procedures
- reviews application of special consideration and reasonable adjustments and whether correct procedures had been followed and propose a recommendation to the Academic Board
- reviews the outcomes of any applications of prior learning (RPL)
- monitors academic appeals (whether upheld or not)
- verifies that all scheduled assessments opportunities have been utilised , and that associated written formative feedback has been sufficient to ensure students can make necessary improvement
- confirms that all written assignments have been scanned for plagiarism and that presentations, role-plays and simulations have been effectively observed and recorded
- Considers the marks for all students undertaking the modules being assessed and to satisfy itself that the marks are appropriate
- determines each candidate's progress in the stage under consideration from marks and other assessments supplied, including, where applicable, reports on professional training
- agrees and record results approved by members of the board

Student Representative meetings Terms of Reference

Membership

- Head of Provision
- Programme Leader
- Academic Manager
- Student representatives support officer
- The Student representatives
- All students are invited

Chair

Student Representative

Frequency of meet

Once per month

Quorum

50%

Reporting lines.

Reporting to the Corresponding Programme Board who will, in turn, make recommendations to the Academic Board

Committee Terms of Reference

- To provide a forum for students to discuss the quality of teaching, learning and student support with staff in an open manner.
- The Staff should consult with the SR on new proposals, including introducing new courses and amendments to existing courses.
- To encourage the resolution of issues and improvement to matters at the course level.
- To ensure that discussions and resulting actions are documented and distributed to the student body via the SR
- To follow up on all actions concerning the quality of learning opportunities available to students

Content of the Student Reports to the Board of Governors

1. Teaching on my course
 - Availability of teaching staff
 - Quality of teaching
 - Availability of resources
2. Assessment and feedback
3. Academic support
4. Other support and student welfare
5. Any issues of concern to be addressed by the Board of Governors

Appendix 2: Job Descriptions of Key Internal staff members

Job Description: Principal

The Principal is Director and the Board of Governors to ensure that the College is run professionally and maintains good relations with the Community, Regulatory bodies, and other stakeholders. The Principal oversees the College's strategy: ensuring that both provisions share a common strategy and have a common understanding of this strategy through:

- Clear and regular communication of the College's strategy to all stakeholders
- Appropriately resourcing all operations of the College.
- Chairing regular Operations Committee meetings to bring together all functions within the College to discuss operational issues
- Ensures accountability of all senior managers for their roles and takes responsibilities for their performance in their areas of operation.
- Manage College staff effectively by:
 - Taking responsibility for the appointment of key staff
 - Appropriately designating staff duties and responsibilities
 - Maintaining appropriate Staff development
 - Monitoring their work and using appropriate procedures in matters relating to their wellbeing, performance, discipline, and capability
 - Leading on the recruitment, retention, and succession planning of College staff
- Maintains healthy relationships with the local community, council, and organisations to ensure a good understanding of local development needs

The Principal is accountable to the Directors and the Chairman of the Board for the effective discharge of all duties.

- For a leading role in the development and implementation of strategy, policy and quality assurance and enhancement of the College;
- For a leading role in developing and implementing strategies for the long-term continuance and existence of the College;
- For a leading role in the promotion of the College to external agencies/partners;
- For a leading role to ensure that the College obtains and maintains its status as a Quality Provider of educational programmes in line with the requirements of QAA and other review and accreditation bodies including but not limited to OFS, GLA, ESFA, LTU;
- For ensuring compliance of the Health and Safety policy and current regulations.

This is done through:

- Clear and regular communication of the College's strategy to all stakeholders
- Oversight of resourcing all operations of the College.
- Chairing regular Operations Committee meetings to bring together all functions within the College to discuss operational issues

- Ensures accountability of all senior managers for their roles, and takes responsibilities for their performance in their areas of operation.
- Maintain oversight of management of College Staff
- Maintains healthy relationships with the local community, council and organisations to ensure a good understanding of local development needs
- Forms primary bridge between FE and HE provisions
- Explore industrial potential and business development opportunities in the market for both HE and FE
- Maintains a good understanding of local development needs, and drives a curriculum that is designed to meet these needs in general and student employability needs in particular

Membership

- OMC Chair

Job Description: Assistant Principal- Quality

As a member of the Operations Management Committee (OMC), Assistant Principal-Quality has to take responsibility for the College's Quality to ensure the continuous improvement of provision and is responsible for the College's Quality Assurance process.

Main duties and responsibilities

- To work as a member of the OMC to drive and deliver excellent standards in student achievement and progression
- To promote and develop the college's mission and deliver upon its strategic and operational objectives
- To ensure that Waltham International College sustains and strengthens its standing in the Further Education market
- To ensure that the college delivers programmes of study which meet students' needs and ambitions and provide good value for money
- To participate in the OMC's responsibility for the day to day running of the FE Department, including the maintenance of good order and discipline
- To promote and defend the financial health of the college
- To ensure that the college meets all its statutory obligations
- To provide a role model of excellent practice for staff

Quality Assurance

- To lead the strategic development and implementation of the College's Quality Assurance strategy to drive forward standards and continuous improvement
- To lead in developing a culture of continuous improvement and striving for excellence across the college.
- To monitor FE wide course offer and student-level performance indicators
- To work with the Manager of College Information Systems to maintain and develop data and information that is fit for purpose in monitoring college performance at every level
- To help devise, with the Assistant Principal: Curriculum, effective interventions and improvement plans at the course level
- To help create, with the Assistant Principal: Curriculum, effective interventions and improvement plans at the student level

- To help devise, with the Marketing Coordinators: Marketing Liaison, effective interventions and improvement plans
- To help design, with the Director of Studies effective interventions and improvement plans
- To oversee management and deployment of value-added systems and target positive value-added outcomes for all students
- To develop, monitor and implement the FE wing's quality cycle, including the overall strategy, draft policy for Governor approval, academic quality and review processes, vocational quality and review processes, cross-college quality and review processes, quality calendar
- With the Assistant Principal: Curriculum, to develop, monitor and implement systems for lesson observation, learning walks and student survey/ feedback
- Ensure that quality frameworks and methods are implemented effectively and efficiently across the curriculum and the more expansive college areas.
- To be proactive and implement strategies for improvement with potential quality issues, implement strategies for improvement, and monitor and report on their impact.
- To establish the setting of targets across college's FE provision and work towards their achievement.
- To attend, report to and keep informed, the FE Curriculum and Quality Panel on relevant aspects of Quality Assurance
- To monitor and keep informed on current aspects of Quality Assurance especially OFSTED documentation and Inspection Reports
- To monitor and keep informed on performance data provided by the GLA/EFA/ ESFA/ DFE and analyse and disseminate as appropriate
- To undertake any necessary checking of performance data before publication
- To take responsibility, with the Assistant Principal: Curriculum, for departmental quality standards and schemes; to develop Self-Assessment proformas
- To take responsibility, with the Director of Studies, for departmental and cross-college quality standards and procedures; to develop Self-Assessment proformas
- To work with all department in the production of SAR
- To lead the college's preparation for inspection by relevant external bodies
- To establish and develop contacts outside the College, attend meetings as a representative of the College and build appropriate networks

Job Description: Assistant Principal- Curriculum

As a member of the Operations Management Committee (OMC), Assistant Principal-Curriculum has to take responsibility for all aspects of the curriculum and continue implementing and embedding the current curriculum changes; they will plan for and implement further changes. Assistant Principal-Curriculum works closely with the Assistant Principal- Quality in the drive to maintain and further improve standards across the college.

Main duties and responsibilities

- To work as a member of the OMC to offer the most suited curriculum in line with the learner's needs and drive and deliver excellent standards in student achievement and progression
- To promote and develop the college's mission and deliver upon its strategic and operational objectives
- To ensure that Waltham International College sustains and strengthens its standing in the Further Education market
- To ensure that the college delivers programmes of study which meet students' needs and ambitions and provide good value for money
- To participate in the OMC's responsibility for the day to day running of the FE department, including the maintenance of good order and discipline
- To promote and defend the financial health of the college
- To ensure that the college meets all its statutory obligations
- To provide a role model of excellent practice for staff

Curriculum

- To support the strategic planning, management and quality of the curriculum and related services within their allocated area
- To lead on the changes necessary in these areas to raise the achievements and progression outcomes of learners
- To respond to the local and national drivers to ensure learner numbers and contracts are achieved
- To be responsible for a range of vocational curriculum areas, their delivery, quality and to support their development to achieving the highest standards
- To lead continuous improvement within the relevant areas, implement and embed quality systems working with Department managers to ensure the improvement strategy is effectively implemented and embedded
- To champion the delivery of excellent teaching and learning across the College
- To meet college and curriculum performance indicators in all areas of responsibility and to set appropriate performance indicators for line managed staff
- To implement all College strategies for curriculum development across the College
- To ensure that the relevant college learner and employer services in the relevant areas are comprehensive, inclusive and of excellent quality
- To manage change in a way that supports staff and learners to achieve
- To effectively line address the relevant areas and participate in people management activities across the FE department
- To work as an efficient and influential member of the College management team, contributing to meetings, projects and outcomes across the College
- To establish and develop contacts outside the College, attend meetings as a representative of the College and build appropriate networks
- To follow the requirements of the College policies strictly and in particular the Equality and Diversity Policy and Health and Safety Policy
- To maintain confidentiality in all aspects of College business
- Promote high quality in all aspects of the work of their team by maintaining high standards of achievement and ensuring that all students fulfil their potential through effective teaching and learning, and high expectations
- To manage and analyse the monthly ILR data submissions effectively acting as the key data contact with the funding companies

Job Description: Director of Operations

The Director of Operations is accountable to the Principal for the overall co-ordination of the daily operations of the College;

This includes responsibility for all main HR and financing functions and to ensure:

- College staff are managed effectively by:
 - Taking responsibility for the appointment of key staff
- Appropriately designating staff duties and responsibilities
- Maintaining appropriate Staff development
- Monitoring their work and using appropriate procedures in matters relating to their wellbeing, performance, discipline and capability
- Leading on the recruitment, retention and succession planning of College staff

Appropriately resourcing all operations of the College including but not limited to

- Appropriately resource the College' enhancement strategy
- Ensures that the College has sufficient resources to play its duty of care to students:
 - Plans and appropriately allocates staff resources for all programmes
 - Ensures sufficient resources for all programmes to run smoothly
 - Maintains sufficient numbers of administrative/registry staff to effectively support academic teams

Ensures all the staff are fully trained and competent to run their programmes

- Resource and track training and mentoring of all staff

Job Description: Head of HE

The Head of HE leads and organises the Academic and Registry functions to ensure the efficient running of the provision. The Head of HE contributes as appropriate to the development, management, review, and progress of the College.

The College has elected to register with the Office for Students. It is also actively seeking partners to expand its provision. The Head of HE ensures that the college meets the requirements set by the awarding organisations where appropriate and ensures that the College runs programmes that meet the needs of Ofqual, QAA and other organisations.

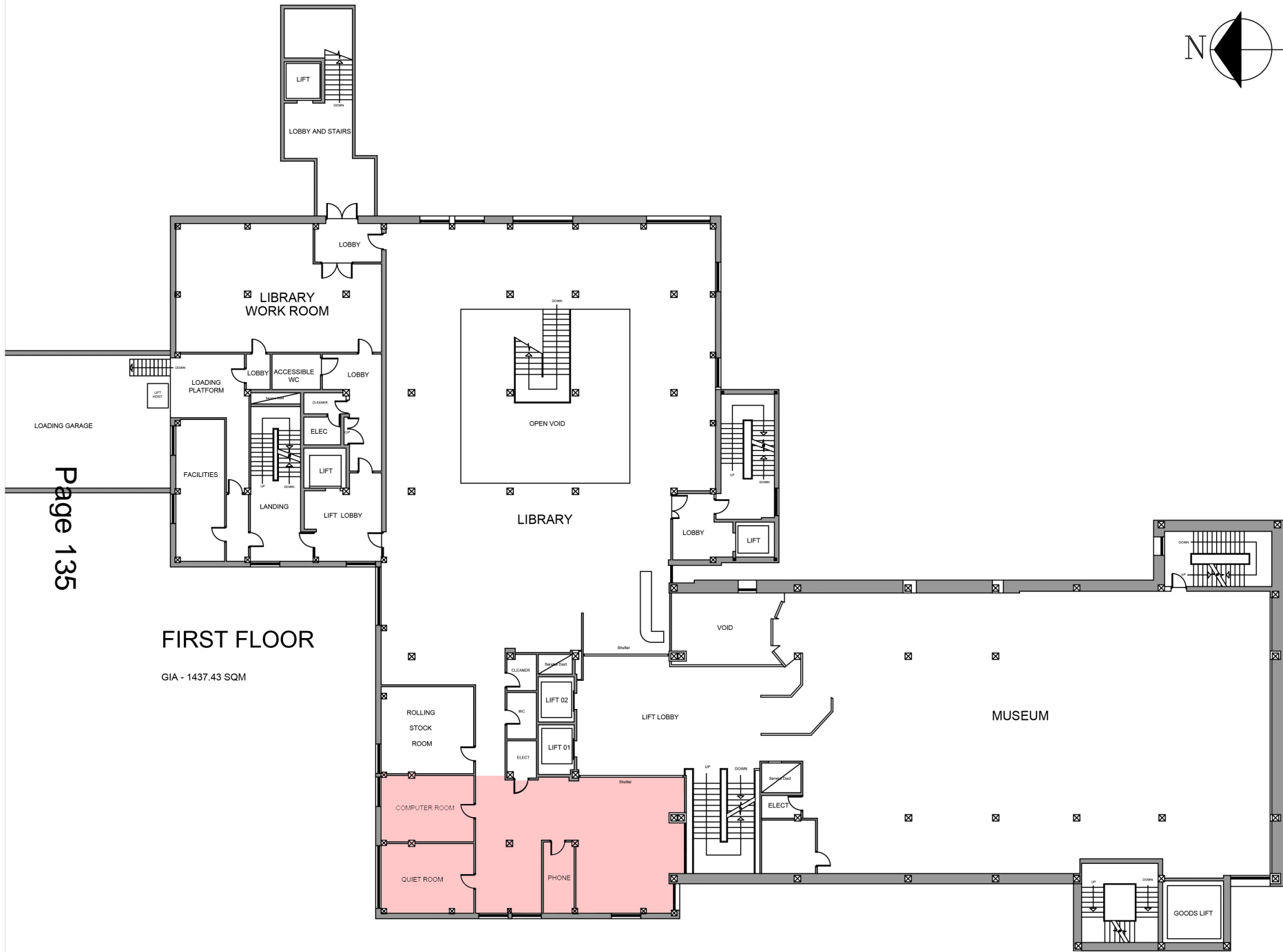
The Head of HE also chairs the Academic Board and is responsible for setting Academic Policies, strategies, and procedures and maintaining academic quality and standards.

The Head of HE reports to the Principal on day-to-day issues and is accountable to the Board of Governors. The Head of HE, therefore:

- Plays a leading role in the development and implementation of the College's strategy, policy, and quality assurance
- Is responsible for the College's enhancement strategy
- Actively promotes the College and its courses to students and external agencies/partners
- Ensures the College maintains its membership and registrations with Regulatory, Quality, Standards, Professional and awarding bodies.
- Ensures that student welfare is the College's main priority
- Communicates clear teaching and learning strategies and ensures that these are fully implemented
- Maintains all action plans of the provision through the Academic Board, ensuring that all agreed actions are effectively implemented on time
- Ensures that the College has sufficient resources to play its duty of care to students:
 - Plans and appropriately allocates staff resources for all programmes
 - Provides adequate resources for all programmes to run smoothly
 - Maintains enough administrative/registry staff to support academic teams effectively
 - Ensures all the staff are fully trained and competent to run their programmes
- Maintains oversight of the health and safety within the HE provisions, as well as the Prevent Duty, ensuring that all staff are appropriately trained and understand their role within the Prevent Duty
- Ensures that students are consulted on all aspects of the provision, including resources, quality and standards, health and safety, introduction, and revision of courses, as well as teaching and learning strategies
- Maintains a good understanding of local development needs and drives a curriculum that is designed to meet these needs in general and student employability needs in particular

Membership

- Member of the OMC, Academic Board (Chair), Staff Representative Committee Assessment Board (Chair)



FIRST FLOOR

GIA - 1437.43 SQM

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Notes

Revisions

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ORSETT_ROAD
GRAYS
ESSEX_RM17_6DX
TITLE#

FIRST_FLOOR_PLAN

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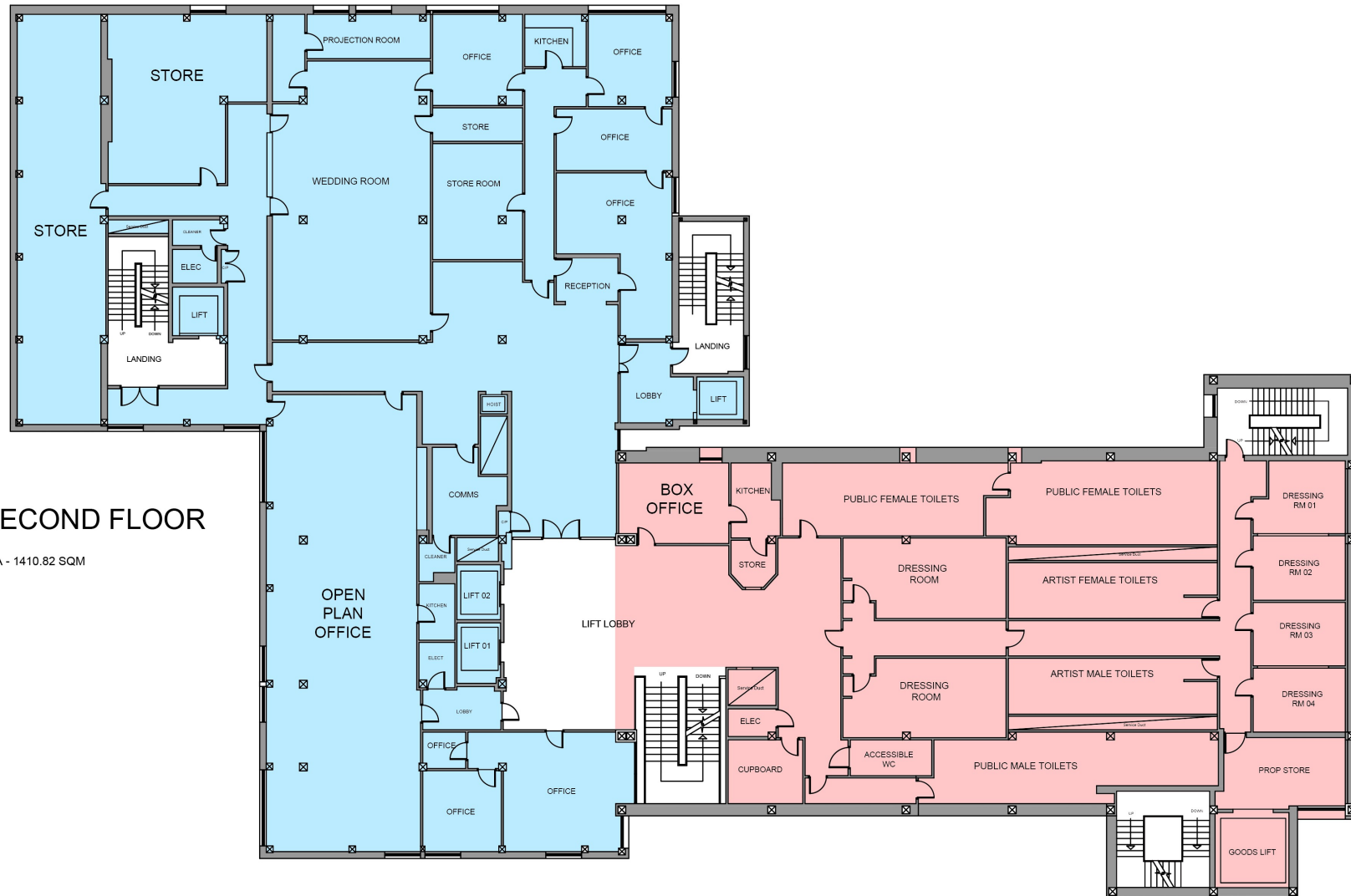
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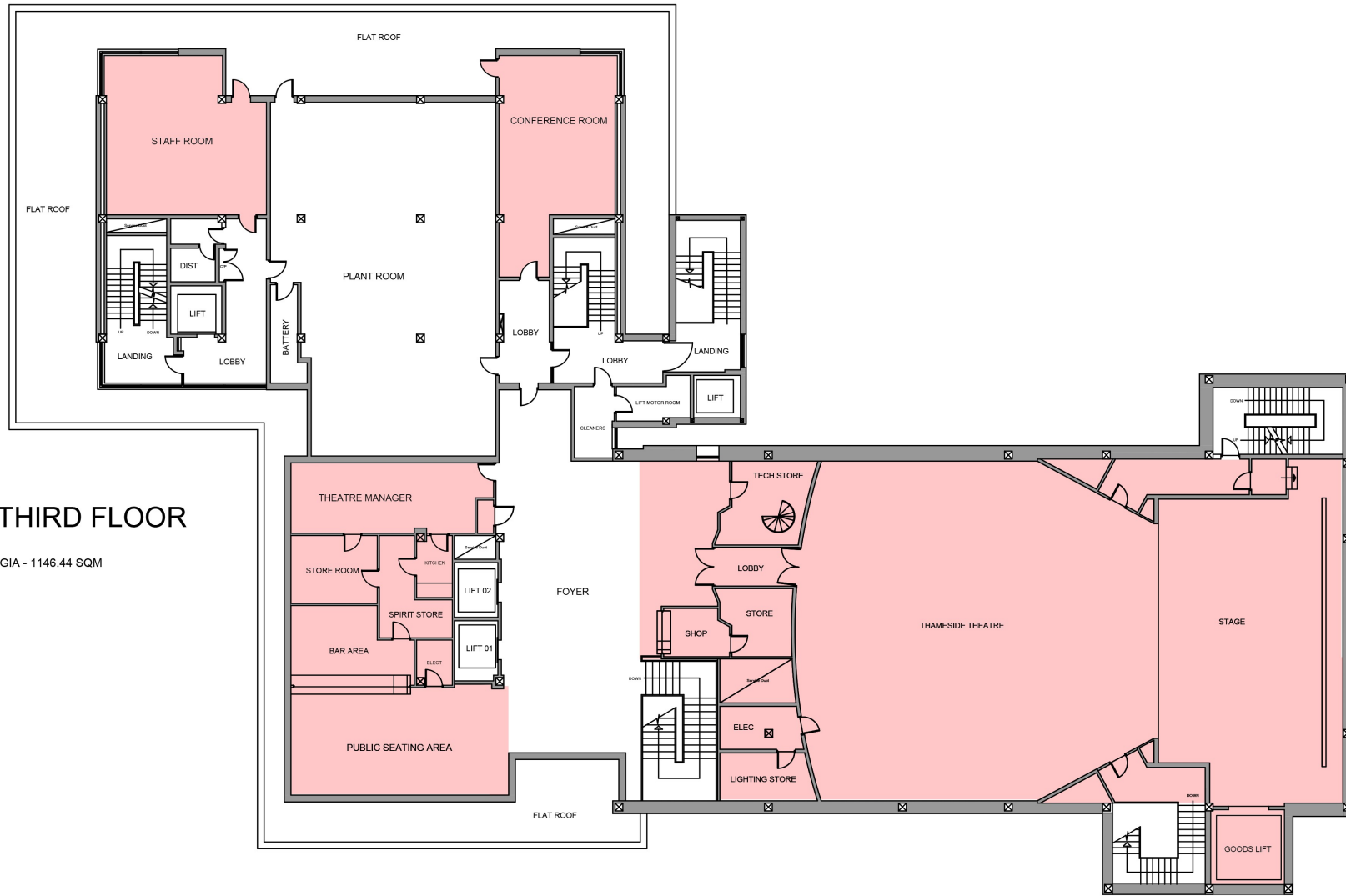
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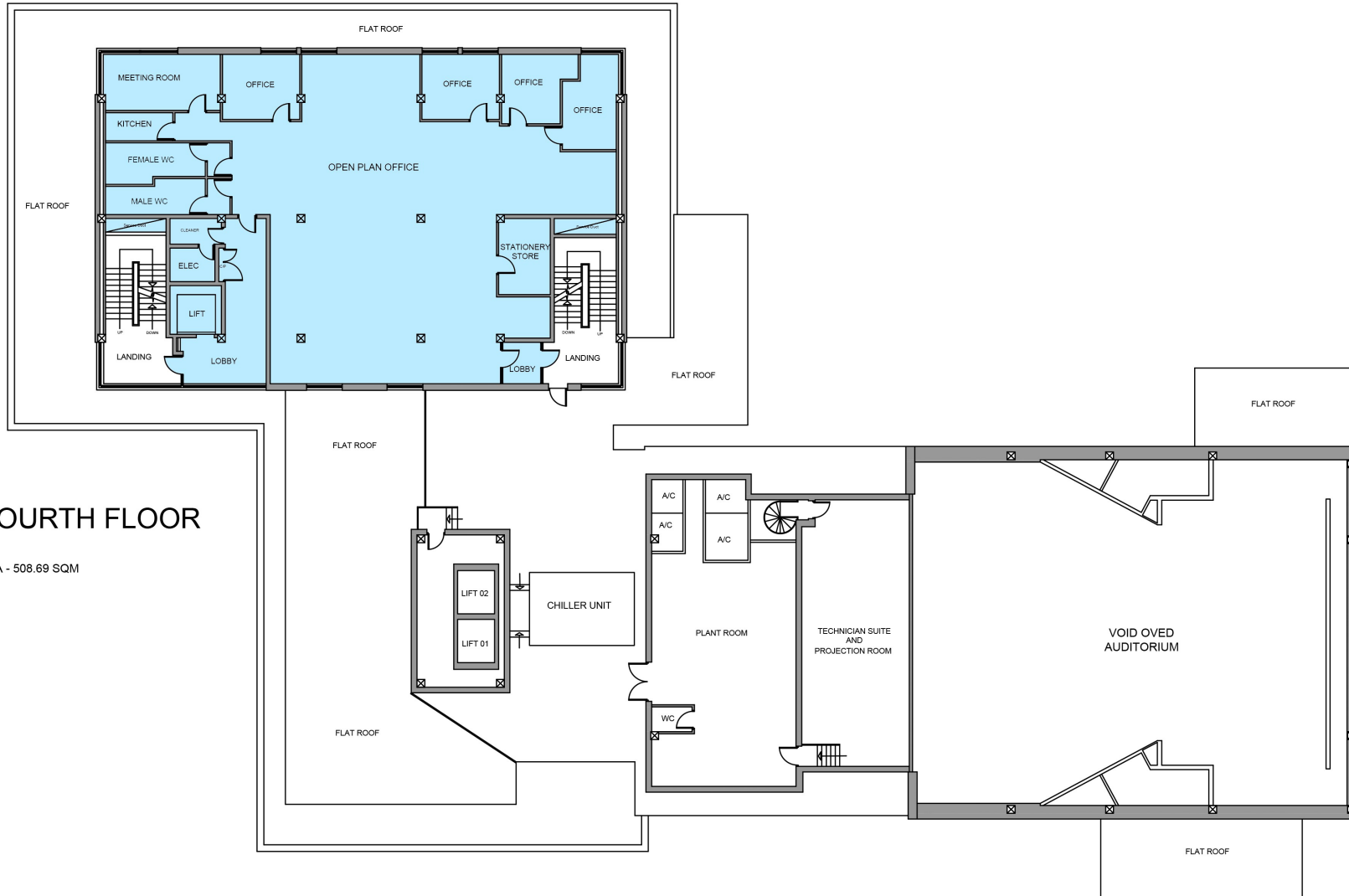
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Revisions

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GRAYS
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TITLE
FOURTH_FLOOR_PLAN

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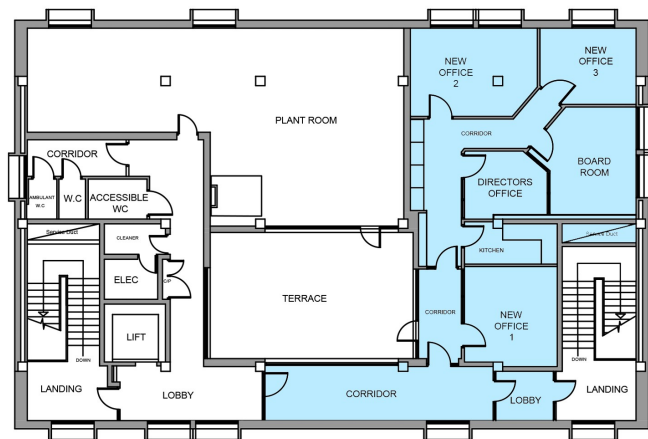
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ORSETT ROAD
GRAYS
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TITL#

TOWER_FLOOR_PLANS
5TH_6TH_7TH_AND_8TH

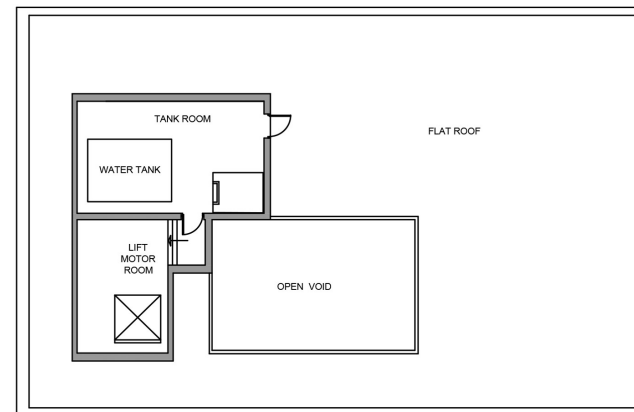
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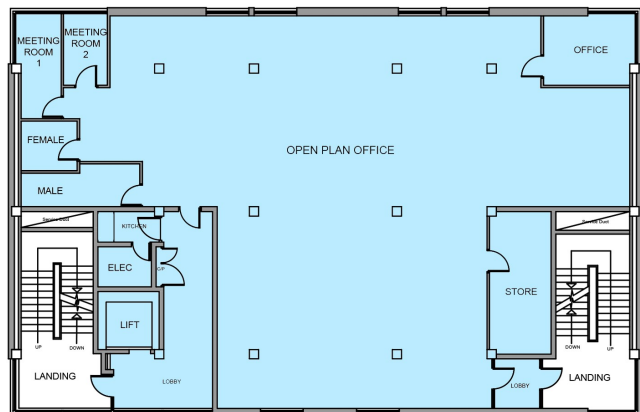
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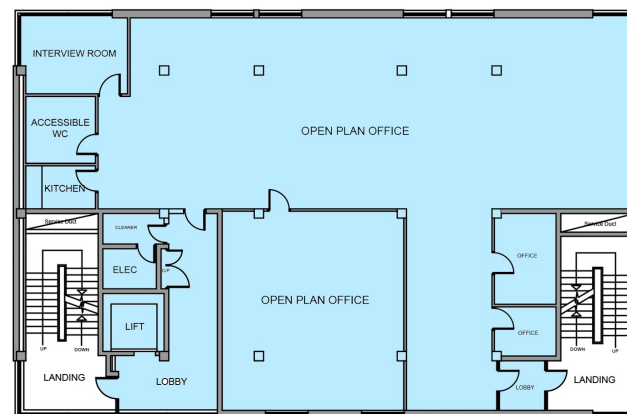
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Outline Business Case For Thameside Building

Submitted by;

Waltham International College Limited

Dated: 14/09/2022

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Executive Summary

The document outlines the proposal for WIC to utilise the space within Thameside Building in Grays, Thurrock, in order to provide services for the local community, focusing on providing higher education, in collaboration with Leeds Trinity University (LTU). This will benefit the local communities of the Borough by providing opportunities for individuals to gain good quality higher education and potentially create more employment.

WIC's and its partners' activities in this project would be community focused, and will aim to support art and cultural organizations, making Thameside an art, culture, education and community hub.

WIC has partnered with Anglo Asiatic Arts and Heritage Alliance (AAAHA) to manage the existing Theatre, which is also located inside the building.

WIC's vision is aligned with the Thurrock Community Strategy vision and priorities to achieve the objectives set in the document. WIC plans to bring a number of improvements to the Thameside building, and aims to continue to offer its support to the wider local community.

Introduction: WIC and its Partners

Waltham International College (WIC) (The College), since its establishment in 2010, has enjoyed exponential growth, as a community college specialising in adult education.

In 2019, WIC entered in a partnership with Leeds Trinity University. Our partnership has gone from strength to strength over the last 3 years and now consists of 1800 students across Business, Health and Social Care and Computer Science Degree and Foundation courses across two campuses. In November 2021, WIC was registered with the Office for students and launched our Diploma in Education and Training course in May 2022. We have targeted and achieved a pass rate of above 85% over the last 3 years.

As part of our strategic objectives, we aim to support the widening participation demographic within the communities where WIC is currently based namely, Barking- London and Central Birmingham, and now look to expand our services to the other areas such as Thurrock.

Our core strategic goals over the next 5 years are related to smart growth and diversification of each of the HE provisions to ensure every student is provided with an appropriate learning programme that is well designed, provides a high-quality academic experience for all students and enables student's achievement to be reliably assessed. In practice, this includes the development of the range of courses and locations available to our students which include validated courses and additional campus launches. By way of example, in Thurrock, we would look to work with the local communities in the Borough to provide opportunities for individuals to progress their employment into higher skill, higher-paid roles which would have a positive economic impact on the community as a whole. Additional degree programmes which we plan to introduce in Thurrock, considering the opportunities within the Thameside building, would be Graduate Theatre Degree Programmes in Performance Making, Drama, Theatre Arts.

WIC has partnered with Anglo Asiatic Arts and Heritage Alliance (AAAHA) to manage the Theatre within the Thameside building. The letter of intent between AAAHA and WIC is attached as **Appendix A**, which provides an overview of the intended Strategic partnership between the two organisations. The outline business proposal for the Thameside Theatre Partnership proposal is attached as **Appendix B**. This document gives the introduction and background to AAAHA.

Waltham International College Limited would be the legal entity taking the lease for Thameside. Mr Hassan Ashraf is the Principal and also the named Director with Companies House. Please see our company Hierarchy attached as **Appendix C**. Our Board of Governors (BOG), which consists of independent and external members, has oversight of the college. The document regarding our 'Governance and Management' is also attached herewith **Appendix D**, which provides further details regarding College's Governance and Management Structure.

Market Evaluation- Why Thurrock?

Thurrock is currently estimated to have a total population of 175,500, sixty three percent (110,200) which comprises working age (between 16 and 64) people. Thurrock has a relatively young population with the highest proportion of residents in the traditional working age group (16 to 64 years) of the working age population, 10% compared to 9.3% in London, claim out of work benefits. This level of benefits claimants is high in the region with 79% of the economically inactive people not wanting a job. WIC specialises in engaging these people. WIC also recruits mature learners that have had a prolonged gap in education. Often our students include non-native English speakers and ones who hold no UK qualifications. Generally, our students hold part-, or full-time employment in low-skilled roles but are seeking to advance their opportunities by gaining and higher education degree. They will act as a role model to their

family and local community and further promote the benefits of pursuing education in any form.

Entry to higher education in the area is similarly lower than the national average. The proportion of residents with Level 4 and above qualifications is 27% (London Average is 59%). Approximately 7.1% of residents have no formal qualifications. The majority of firms, at least 92%, are micro, employing 9 people or less. The development planned under the new Thurrock Local plan is also likely to create further demand for the College's programmes.

WIC offer in line with the Thurrock Community Strategy Vision and priorities

WIC is a community led organisation and we have always kept local community needs at the forefront of all our activities within the regions we operate.

In our London barking campus, WIC prioritises support to meet need, with flexible, inclusive and integrated skills and training provision that prioritises improving progression outcomes, employability and enterprise skills. WIC has made good progress with respect to developing very close relationship with the local authorities and has always involved the Council, through the Job-Centre plus, in its recruitment activities and on Open days. Local Council management also actively participates in the College's induction activities by giving keynote speeches. The College also hires council facilities to host such activities, thus strengthening the relationship in different ways. WIC's has also received various awards by the Local Council of Barking and Dagenham as recognition of our services and support provided to the local community.

The College plans to adopt a very similar community engagement plan, by the establishment of close relationships with Thurrock council, through which it will be able to appeal to the wider community and work together effectively.

WIC would offer its services in accordance to the priorities of Thurrock, which include providing vocational and academic education, skills and job

opportunities for all and by making Thameside an attractive opportunity for the local people, businesses and investors to enhance the local economy.

WIC would tap into the various ethnic groups within the Thurrock region to engage them and enhance the BAME participation to enable them to play a more vital and integral part in the development of Thurrock.

All new or existing activities/services which will be delivered from Thameside Building and main benefits to the local community

WIC would be delivering Higher Education University Degree programmes from the Thameside Building to support the local communities with their educational needs and to support them in gaining employment or progress within education.

WIC has partnered with Anglo Asiatic Arts and Heritage Alliance (AAAHA) to manage the Theatre within the building. The plan for the Theatre explaining how the partnership would look like, including our initial plans for the Theatre is attached as **Appendix B**. 'Thameside Theatre Partnership'.

The existing services within the building i.e. Library and the Museum would continue to be offered to the public and would stay under Council's remit. We will work with Council to support Library and Museum facilities at this location, if and when required to do so. By way of example, we could provide volunteers to support both of the said projects.

WIC would continue to offer its support to the local community groups and facilitate them by providing community space within the building for meetings and events on a not -for-profit basis. As part of the Theatre project, WIC would also allocate working space for local artists at discounted rates.

Rental proposal and our assumptions

Sections of the building would be dedicated to offering a good quality higher education provision to the community. The area shaded in blue, in the attached floor plans (**Appendix E.**), which approximately totals to around 13000 Sq. ft, would solely be used to run the class-room based delivery for our Higher Education Degree Programmes. For this space, we are proposing a yearly rent of £90,000. Kindly note that there are other communal areas which will be in joint use of all the businesses within the building, therefore, we have kept them out of our rental remit.

The area shaded in red on the attached floor plans, attached as **Appendix E**, covers the Theatre and its associated services. This totals to 5911 Sq. ft and would solely be used to run all the theatre related activities along with other community support services. We propose a fixed rent of £25,000 per year for this space.

WIC has a sustainable plan and all the required resources to run the services for a longer term. Therefore, minimum length of Lease required by WIC and its partners would be 25-30 years.

As there would be many different businesses operating from within the Thameside Building, including the College, Theatre, Library and the Museum, this would mean that we would require the most appropriate approval for use of building from the Council.

WIC's understanding is that Council will continue to manage the Museum and Library located within the building, and a tenancy agreement at a peppercorn rent would be put in place.

WIC does not have to retain current staff working at the facility. If in future, we need staff, we will advertise and preference would be given to current staff members.

WIC requires minimum 6 months' rent free period from completion date, to allow us do the necessary renovation and upgradation of the building.

How the proposal would be funded

This proposal would be partly funded through WIC's retained profits. WIC had 1.3 million retained profit at the end of last year (i.e. July 2021), and this year ending July 2022, our retained earnings stand at 2.4 million. The last submitted accounts for WIC confirm this statement.

WIC's main income stream is from the higher education students paying their fee either privately or through Student Finance i.e. Students Loans Company and/ or local authority grants.

Council Grants

WIC would expect Thurrock Council to provide initial grant/funding of £400,000 to re-structure and improve the general outlook of the building.

Improvement plans for the building

We are considering the following improvement plans for the building;

- Improve the general outlook of the building
- Improve/upgrade the Theatre facilities
- Change / upgrade the existing ventilation system, if needed
- Demolish and re-partition the area designated for educational use (coloured in blue on the attached floor plans)
- Upgrade the existing computer facilities on the ground/first floor
- Add appropriate signage on front and back elevation of the building
- Re-locate floor 4 and floor 5 storages to the basement area

- Have a mechanism in place to separate the gas and electric between WIC and Council, where possible
- General maintenance of the building

Consultation with community and other organisations about the proposal

WIC has already engaged with number of organisations based in Thurrock, who have assured their support to us, and we are very excited for future collaboration with these organisations and other groups in the Thameside project.

Some of the Organisations we have been able to engage with so far are listed as follows;

- Anglo Asiatic Arts & Heritage Alliance, Grays
- NASFAT, Grays
- Thurrock Nepalese Gurkha Community
(Note: In the past, WIC has delivered free English Classes for Nepalese Gurkha women in Grays).
- Ex-British Gurkha Veterans & Dependents Society
- Kenyan Community Church, Grays
- Tamil School and Tuition Services

WIC aims to carry on consulting / engaging further community organisations and business within Thurrock.

Willingness to work together

We are willing to work with the Council to discuss and /or amend this plan to suit the Council's and community's requirements.