

|  |                             |               |
|--|-----------------------------|---------------|
| <b>6 March 2012</b>  |                             | <b>ITEM 6</b> |
| <b>Planning, Transport &amp; Regeneration Overview &amp; Scrutiny Committee</b>                                      |                             |               |
| <b>Integration of TTGDC Functions</b>  |                             |               |
| <b>Report of:</b> DC Integration Working Group   |                             |               |
| <b>Wards and communities affected:</b><br>All  | <b>Key Decision:</b><br>Key |               |
| <b>Accountable Head of Service:</b> Steve Cox, Assistant Chief Executive   |                             |               |
| <b>Accountable Director:</b> Steve Cox, Assistant Chief Executive  |                             |               |
| <b>This report is:</b> Public  |                             |               |
| <b>Purpose of Report:</b> To report back on the outcomes of the work undertaken by the DC Integration Working Group. |                             |               |

**Comment [sj]:** Please leave this for completion by Democratic Services

**Comment [sj]:** PLEASE CLICK THIS BOX ONCE and enter the title of your report (in font 16 and in capitals) – a Cabinet Report should be consistent with the wording on the Forward Plan – see Guidelines 2.3

**Comment [a j]:** Please enter the name and job title of the person who will be presenting the report

**Comment [sj]:** Please enter details of any Wards and Communities affected by the report. If this section is not applicable, you should enter "none".

**Comment [sj]:** Yes/No/Not Applicable – a 'Key Decision' is generally one affecting more than 2 wards or above £50,000 expenditure – see Guideline 2.7

**Comment [sj]:** Please state the Head of Service's name and job title

**Comment [sj]:** Please state Director's name and job title

**Comment [sj]:** State whether your report is Public or Exempt. If Exempt (i.e. not to be given to the public or discussed in

**Comment [sj]:** Briefly set out the purpose of your report

**Comment [sj]:** Please provide a summary of the key points in your report

**Comment [sj]:** The recommendations should be set out in bold in the form of the decision that the decision-

**Comment [sj]:** You should briefly explain why the report is on the agenda - See para. 5.3 and 5.4 of the report writing guidelines.

**EXECUTIVE SUMMARY**

This report summarises the work of the DC Integration Working Group in reviewing the progress made by the Council in preparing to take on the responsibilities for regeneration and major planning applications from the end of March 2012.

**1. RECOMMENDATIONS:**

**1.1 That Overview and Scrutiny note the progress being made in preparing for the transfer of functions from TTGDC to the Council.**

**2. INTRODUCTION AND BACKGROUND:**

The Government announced in September 2010 that the Thurrock Thames Gateway Development Corporation (TTGDC) would close at the end of March 2012 and that its functions, including its assets and liabilities, would be transferred to Thurrock Council. To assist the transition, closure and integration programme TTGDC moved into the Civic Centre at the end of March 2011.

In December 2011, the Planning, Transport and Regeneration Overview & Scrutiny Committee agreed to establish a working group to oversee the transition. Two meetings have been held.

## **Working Group Meeting 13 January**

This meeting received a general update from the work of the Localisation Board and of the Council's officer Integration group. It agreed to a further meeting of the group, to include additional members, for early February. Members requested that the next meeting focus on three areas:

- that plans are in place for a smooth integration of DC staff and functions at the end of March
- a high level look at the staff and financial resources that will be in place to pick up the principal regeneration projects, to also include London Gateway and progress with the LDO.
- to consider future regeneration priorities for the Council in the draft Community Regeneration Strategy and the implementation plan/resources required to deliver them.

## **Working Group Meeting 9 February**

Members received short update papers in advance on the main regeneration projects being passed across to the Council – Thurrock Learning Campus; Purfleet Regeneration; and Grays Community Hospital. In addition an update was provided on the LDO process for London Gateway. A financial spreadsheet showing the budget for the transition was tabled.

Key issues arising from the discussion include:

- To press DCLG for written confirmation of the financial settlement as soon as possible (see below), including confirmation that any underspend against contractually committed projects would transfer to the Council
- That the budget sheet set out for the transition (based on the expected DCLG contribution) would be sufficient to meet the costs of staff transferring in; enable momentum to be maintained on existing projects; provides some contingency to meet additional liabilities arise from final due diligence work; and provides a budget for the Council to drive forward its regeneration leadership role
- To ensure the staff transfer process went smoothly, to understand and address any issues through the induction programme and management actions.
- That at the project level the close working between Council and TTGDC staff continued to ensure Council influence in any key decisions and the smooth transfer of projects.
- An endorsement of the direction set out in the community regeneration strategy and that an update on implementation planning be provided for PTR

O&S in March. The working group stressed the importance of involving Members and Thurrock’s communities in shaping implementation plan priorities.

These issues were reflected in the papers on the TTGDC Integration considered and agreed by Cabinet on 22 February and by Audit Committee on 23 February. Attached to this report for reference is the agreed Cabinet paper.

At the point of writing the main update to report is that a letter has been received from DCLG. It confirms the expected offer of a full and final settlement of £1.8m to the Council. In addition to this the Council will receive the proceeds from a development agreement negotiated by TTGDC with developers of the Schoolfield Road site. This will amount to £800k with an end date of December 2013. The total settlement is £2.6m as planned for in the budget. In addition DCLG has confirmed that any underspend on contractually committed projects will also pass across to the Council.

Appendix 1: DC Integration Cabinet Paper – 22 February

Appendix 2: Financial spreadsheet

**3. ISSUES AND/OR OPTIONS:**

3.1 On deciding to close down the TTGDC DCLG considered options for where to transfer TTGDC functions, including to the Homes and Communities Agency. After consultation the decision was reached to transfer TTGDC functions to the Council.

**4. IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

4.1 The Localisation project will support all corporate policies and priorities.

**5. IMPLICATIONS**

**5.1 Financial**

Implications verified by: **Sean Clark**  
 Telephone and email: **01375 652010**  
**sclark@thurrock.gov.uk**

As the report sets out, there are a number of financial considerations including the integration of the regeneration and planning functions, the cost of holding a number of physical assets and the need to bring significant regeneration projects through to fruition. The Council has planned to meet these costs through increasing the Council’s budget in these areas and this is reflected in the 2012/13 budget papers and through financial support circa £2.6m from the Department for Communities and Local Government as well as receiving any

**Comment [s]:** Other headings may be appropriate. The report should outline the reasoning that leads to its recommendations and **must** include:

1. a brief summary of options considered;
2. consultation outcomes
3. a risk assessment.
4. Whether the responsible cabinet members have been consulted/contributed to the report (NB professional and political advice must be clearly distinguished)

- See para.5.5 of the report writing guidelines.

**Comment [a]:** Please refer to Section 5.7 of the Report Writing Guidelines

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**Comment [sj]:** See Guideline 6.2

unspent Development Corporation project budgets as at 31 March 2012. At the time of writing the commitments regarding the DCLG contribution and the transfer of any unspent project budgets are yet to be confirmed

Comment [sj]: See Guideline 6.3

Comment [sj]: See Guideline 6.4

5.2 **Legal**

Implications verified by: **Alison Stewart**  
**Principal Regeneration Solicitor**  
 Telephone and email: **01375 652 040**  
**astuart@thurrock.gov.uk**

The legal due diligence exercise has been undertaken on the information provided by the Thurrock Thames Gateway Development Corporation. The results of the due diligence exercise has been undertaken to provide the Council with a synopsis of the risks and liabilities associated with the transfer and is not legally binding. At the time of this report, there are further inquiries which have been raised by the Council with the Thurrock Thames Gateway Development Corporation and investigations are continuing.

5.3 **Diversity and Equality**

Implications verified by: **Samson Dealyn**  
 Telephone and email: **01375 652472**  
**sdealyn@thurrock.gov.uk**

The council is under an duty as set out in the Equality Act 2010 with respect to a number of employment duties. There are also a number of equality implications arising directly and with respect to other legislative frameworks for example the Transfer of Undertakings (Protection of Employment) Regulations 2006 known colloquially as TUPE. There are a number of key implications in terms of the effect of relevant transfers on contracts of employment and workforce obligations. The council has given due regard to all the issues relevant to the Equality Act 2010 duties for example with respect to equal pay. There are also implications in terms of the effect of relevant transfers on collective agreements, pensions and other workforce terms and conditions. These issues have been managed through the due diligence work relating to the HR stream set out in section 2 of the report. The key equality issue has been work to ensure that any "detriment" which is considered using the subjective approach which applies in discrimination law (Tapere v South London & Maudsley NHS Trust) does not impact on the staff transferring to the council and that the transfer is effectively managed.

5.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

6. **CONCLUSION**

6.1 The Localisation project is on track to be successfully completed in accordance with the project plan. The Council will be assuming sole responsibility for regeneration and economic development in Thurrock and for dealing with major planning applications. Decisions have been reached within a robust governance process and with the benefit of consultation about staff transferring and the assets and liabilities to be passed across. Importantly momentum has been maintained and progress made by staff in both TTGDC and the Council on important projects through the period of transition.

Comment [sj]: This should inform the recommendations in the report

Comment [sj]: List the Appendices referred to in the Report

Comment [sj]: Insert the full contact details of the author of the report

**APPENDICES TO THIS REPORT:**

**Report Author Contact Details:**

**Name:** Steve Cox  
**Telephone:** 01375 652280  
**E-mail:** [scox@thurrock.gov.uk](mailto:scox@thurrock.gov.uk)



Appendix 1

|   |                             |                     |
|---|-----------------------------|---------------------|
| 22 February 2012  |                             | ITEM 23<br>01104089 |
| <b>Cabinet</b>  |                             |                     |
| <b>INTEGRATION OF TTGDC FUNCTIONS</b>   |                             |                     |
| Report of: Steve Cox, Assistant Chief Executive   |                             |                     |
| <b>Wards and communities affected:</b><br>All   | <b>Key Decision:</b><br>Key |                     |
| <b>Accountable Head of Service:</b>   |                             |                     |
| <b>Accountable Director:</b> Steve Cox, Assistant Chief Executive   |                             |                     |
| <b>This report is</b> Public  |                             |                     |
| <b>Purpose of Report:</b> To provide an update on progress towards the integration of TTGDC functions into the Council. |                             |                     |

**EXECUTIVE SUMMARY**

This report sets out the progress being made towards the integration of regeneration and planning functions into the Council from Thurrock Thames Gateway Development Corporation on 31 March 2012. It summarises the collaborative work under various workstreams that together will result in the smooth transfer of functions, the integration of TTGDC staff, while also enabling focus and momentum to be maintained on the delivery of regeneration and planning work.

1. **RECOMMENDATIONS:**

That Cabinet

1.1 **Note the progress being made in preparing for the transfer of functions from TTGDC to the Council.**

2. **INTRODUCTION AND BACKGROUND:**

2.1 The Government announced in September 2010 that the Thurrock Thames Gateway Development Corporation (TTGDC) would close at the end of March

Comment [sj]: PLEASE CLICK THIS BOX ONCE and enter the date of the meeting (in font 16, not capitals)

Comment [sj]: Please leave this for completion by Democratic Services

Comment [sj]: PLEASE CLICK THIS BOX ONCE and enter the name of the Committee you are reporting to (in font 16, not capitals)

Comment [sj]: PLEASE CLICK THIS BOX ONCE and enter the title of your report (in font 16)

Comment [a j]: Please enter the name and job title of the person who will be presenting the report

Comment [sj]: Please enter details of any Wards and Communities affected by the

Comment [sj]: Yes/No/Not Applicable – a 'Key Decision' is generally one affecting more

Comment [sj]: Please state the Head of Service's name and job title

Comment [sj]: Please state Director's name and job title

Comment [sj]: State whether your report is Public or Exempt. If Exempt (i.e. not to be given to

Comment [sj]: Briefly set out the purpose of your report

Comment [sj]: Please provide a summary of the key points in your report

Comment [sj]: The recommendations should be set out in bold in the form of the

Comment [sj]: You should briefly explain why the report is on the agenda - See para. 5.3 and 5.4

2012 and that its functions, including its assets and liabilities, would be transferred to Thurrock Council.

2.2 To assist the transition, closure and integration programme TTGDC moved into the Civic Centre at the end of March 2011.

### **Legislation**

The transfer will be enabled by the making of an Order by the Secretary of State conferred by section 165B of the Local Government, Planning and Land Act 1980. The Order is set out in three Statutory Instruments prepared by Government which are:

- The Thurrock Development Corporation (Transfer of Property, Rights and Liabilities) Order 2012
- The Urban Development Corporations (Planning Functions) Order 2012
- The Thurrock Development Corporation (Dissolution) Order 2012

Each Order is in draft form and both the Council and TTGDC continue to be consulted by DCLG. Each Order is proposed to come into force on 31 March 2012. The precise date on which the Orders will be made by DCLG is not known.

### **Governance and Project Management**

The governance of the overall process is managed by the Thurrock Localisation Board. The Board is chaired by DCLG with chief executive and senior management representation from both Thurrock Council and TTGDC. It has overall responsibility for the Localisation project. Two progress meetings have also been held with the Thames Gateway Minister, a further meeting with the Minister is due to take place on 8 March.

The Council's own governance process is managed through the DC Integration Group, chaired by the Assistant Chief Executive, which meets weekly. The Group has representation from across Council departments and works to an overall project plan which oversees the progress of eight different workstreams, such as human resources, ICT, accommodation and finance. Its risk register is reviewed weekly. The Council's project plan and risk plan complements the plans owned and managed by DCLG for the Localisation Board.

In addition to these meetings the Chief Executives of the Council and TTGDC meet fortnightly and the management teams meet monthly. There are numerous other meetings on each of the workstreams and close working on key regeneration projects.

### **Financial**

The Council has been in discussion with DCLG since Summer 2011 regarding a financial settlement to cover the Council's reasonable costs arising from the Localisation project. The most recent written communication was a letter from the Council Chief Executive to DCLG on 9 December.

At the time of writing the Council is continuing negotiations with DCLG towards a final settlement. The negotiations are in four broad parts:



- Securing agreement on a cash settlement to cover the Council's resource and staffing costs with a strong expectation given by DCLG of a one-off settlement of £2.6m in 2011/12 for the Council. Final written confirmation is awaited.
- Seeking an assurance from DCLG that sufficient resources are in place to cover any contractual liabilities being passed across to the Council.
- Considering the outcomes of a thorough due diligence process on contracts and assets to be passed across to the Council, and reaching a final financial settlement once sufficient progress has been made.
- The Council has concluded discussions with HMRC and DCLG relating to VAT/SDLT implications arising from the transfer of land and property assets and it has been confirmed that there is no risk or cost to the Council.

An Overview & Scrutiny working group has been established to consider the financial and resources implications arising from the integration of TTGDC functions. It is due to report back to the Planning, Transport and Regeneration Overview and Scrutiny Committee in March.

### **Human Resources**

The Draft Statutory Instruments (referred to above) confirm that TUPE will apply to all staff in scope to transfer to deliver the transferring functions. There are 20 TTGDC staff in scope to transfer to the Council.

Following consultation on staff structures six staff will join the Chief Executive's Delivery Unit as the Delivery Team and the Purfleet Project Team. Two staff will transfer to the new corporate asset team to advise on land and property matters, and one member of staff will join the finance department. Ten staff will be joining the new Planning and Transport Directorate and one member of staff the Chief Executive's PA office.

Consultation on the terms of TUPE transfer are continuing with TTGDC staff representatives and union representatives. Meetings are scheduled fortnightly between now and the end of March.

A training and induction programme has been prepared in conjunction with transferring members of TTGDC staff. The programme includes sessions on the Council's constitution, corporate induction training, Member introductions and departmental introductions. The programme dates have been agreed with TTGDC senior managers to reflect expected business pressures during February and March.

### **ICT and Accommodation**

The workstreams have agreed ICT solutions for transferring staff that address, as far as practicable, the requests made. This includes the alignment of systems to manage planning applications and addressing the remote working requirement of the Purfleet project. Specific time has been allocated between 6-9 March for ICT systems to be 'road-tested' by TTGDC staff, and for adjustments to be made if necessary before the transfer at the end of March.

Floorplans have been prepared and consulted upon to show where transferring staff will be accommodated. In each case staff will be located with Council colleagues with whom they will be working most closely. Work has begun to implement the

floorplan changes, with the intention of the space being ready in time for the 6 – 9 March period.

### **Data & Information**

The Transfer of Property, Rights and Liabilities Order (draft) makes provision for any property, rights and liabilities to be transferred to the Council. This provision is expected to apply to data and information. Council officers are working with TTGDC to agree the data and information the Council wishes to receive and to prepare communications to inform necessary third parties.

Storage facilities for hard data are being consolidated into Council's storage facility and notice will be served on the existing TTGDC facility.

### **Land and Property Assets and Liabilities**

All TTGDC property assets as at 31<sup>st</sup> March will transfer to the Council. Land and Property assets will be absorbed within the Council's own land and property register and will be subject to the same decision-making process as the Council's existing land and property.

A significant amount of property has been acquired in Purfleet for the Purfleet Regeneration Project, and further land is planned to be compulsorily purchased in the area for the same purpose. To raise capital to finance the additional purchases TTGDC had planned to make property disposals elsewhere. By absorbing the TTGDC land and property assets into the Council's own register, strategic decisions can be reached about whether to continue the disposal plans TTGDC has or to consider other options such as the disposal of Council assets and thereby retain the DC assets. This is being taken forward through the Asset Management Delivery Plan work.

Based on the information available the land and property portfolio to be transferred to the Council has been professionally valued at approximately £58.5m at 31 March 2011. The portfolio at present provides an annual income of approximately £750k and has annual holding costs of at least £65k. Further information is being sought from TTGDC on income and expenditure.

### **Legal and Governance (Due Diligence)**

Council officers have been undertaking a considerable amount of due diligence on the information provided on contracts and assets to be transferred from TTGDC to the Council. The due diligence work has been done to allow the Council to reach a view about the risks associated with the assets and liabilities being transferred. As well as ensuring the Council becomes aware of what it is inheriting the due diligence process has informed the financial negotiations with DCLG.

The Due diligence work has been led by a group consisting of officers from legal, internal audit, assets and finance who have been liaising with colleagues in the Development Corporation to understand:

- The nature of the assets to transfer;
- The current status of regeneration projects and any ongoing financial liabilities;

- Any issues around the Development Corporation’s data and whether it needs to be transferred;
- The various contracts that are still in place that would be inherited; and
- Whether any of the non-project contracts needs to be cancelled so as not to be a liability on the Council.

This due diligence exercise has also been used to inform the claim being made to DCLG so that the Council can receive support towards bringing the projects through to conclusion. To date 81 contracts and 40 property files have been reviewed. At this point, officers believe that all material issues have been identified from the files that have been available to us and the conversations held with Development Corporation officers.

Key issues identified include those obvious liabilities connected with the projects plus other liabilities identified in connection with current works for which funding has been requested from DCLG. Work is continuing to assess the extent of liabilities. The Council has requested, but not yet received, written assurances from TTGDC regarding the completeness of the information made available.

**Communications**

The Council and TTGDC have an agreed communications plan which is based upon the principle of jointly agreed communications to internal and external partners. For example a monthly update for Members is produced, weekly updates are included on Insight and a briefing of the business community has taken place. The Council is also supporting TTGDC plans to prepare its legacy document.

The Council and TTGDC have agreed a core narrative, attached as Appendix 1.

**Next Steps**

Work is progressing to shape the regeneration priorities for Thurrock through the Community Regeneration Strategy. In consultation with TTGDC and other partners the Strategy maps out the priority regeneration programmes for Thurrock to underpin the decade of delivery. Detailed proposals and projects will be prepared in consultation with partners over the coming months as part of the strategy’s Implementation Plan. The draft Strategy was considered by the Planning, Transport and Regeneration Overview and Scrutiny Committee on 26 January and is also on this Cabinet agenda.

**3. [ISSUES AND/OR OPTIONS:]**

- 3.1 On deciding to close down the TTGDC DCLG considered options for where to transfer TTGDC functions, including to the Homes and Communities Agency. After consultation the decision was reached to transfer TTGDC functions to the Council.

**4. [CONSULTATION (including Overview and Scrutiny, if applicable)]**

- 4.1 A separate Overview and Scrutiny Working Group has been established to consider the financial and resource implications of the transfer.

**Comment [s]:** Other headings may be appropriate. The report should outline the reasoning that leads to its recommendations and **must** include:

- 5. a brief summary of options considered;
- 6. consultation outcomes
- 7. a risk assessment.
- 8. Whether the responsible cabinet members have been consulted/contributed to the report (NB professional and political advice must be clearly distinguished)

- See para.5.5 of the report writing guidelines.

**Comment [j]:** This should include any consultation with Ward Members and Shadow Portfolio Holders, as well as any public or statutory consultation

4.2 Consultation has also taken place with transferring staff on the terms of the TUPE transfer, the structures to accommodate transferring staff in the Civic Centre and on operational matters such as ICT and accommodation.

5. **IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT**

5.1 The Localisation project will support all corporate policies and priorities.

6. **IMPLICATIONS**

6.1 **Financial**

Implications verified by: **Sean Clark**  
 Telephone and email: **01375 652010**  
**sclark@thurrock.gov.uk**

As the report sets out, there are a number of financial considerations including the integration of the regeneration and planning functions, the cost of holding a number of physical assets and the need to bring significant regeneration projects through to fruition. The Council has planned to meet these costs through increasing the Council's budget in these areas and this is reflected in the 2012/13 budget papers and through financial support circa £2.6m from the Department for Communities and Local Government as well as receiving any unspent Development Corporation project budgets as at 31 March 2012. At the time of writing the commitments regarding the DCLG contribution and the transfer of any unspent project budgets are yet to be confirmed.

6.2 **Legal**

Implications verified by: **Alison Stuart**  
**Principal Regeneration Solicitor**  
 Telephone and email: **01375 652 040**  
**astuart@thurrock.gov.uk**

The legal due diligence exercise has been undertaken on the information provided by the Thurrock Thames Gateway Development Corporation. The results of the due diligence exercise has been undertaken to provide the Council with a synopsis of the risks and liabilities associated with the transfer and is not legally binding. At the time of this report, there are further inquiries which have been raised by the Council with the Thurrock Thames Gateway Development Corporation and investigations are continuing.

6.3 **Diversity and Equality**

Implications verified by: **Samson DeAlyn**  
 Telephone and email: **01375 652472**  
**sdealyn@thurrock.gov.uk**

**Comment [aj]:** Please refer to Section 5.7 of the Report Writing Guidelines

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**Comment [sj]:** See Guideline 6.2

**Comment [sj]:** See Guideline 6.3

**Comment [sj]:** See Guideline 6.4

The council is under an duty as set out in the Equality Act 2010 with respect to a number of employment duties. There are also a number of equality implications arising directly and with respect to other legislative frameworks for example the Transfer of Undertakings (Protection of Employment) Regulations 2006 known colloquially as TUPE. There are a number of key implications in terms of the effect of relevant transfers on contracts of employment and workforce obligations. The council has given due regard to all the issues relevant to the Equality Act 2010 duties for example with respect to equal pay. There are also implications in terms of the effect of relevant transfers on collective agreements, pensions and other workforce terms and conditions. These issues have been managed through the due diligence work relating to the HR stream set out in section 2 of the report. The key equality issue has been work to ensure that any "detriment" which is considered using the subjective approach which applies in discrimination law (Tapere v South London & Maudsley NHS Trust) does not impact on the staff transferring to the council and that the transfer is effectively managed.

6.4 **Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental**

7. **CONCLUSION**

7.1 The Localisation project is on track to be successfully completed in accordance with the project plan. The Council will be assuming sole responsibility for regeneration and economic development in Thurrock and for dealing with major planning applications. Decisions have been reached within a robust governance process and with the benefit of consultation about staff transferring and the assets and liabilities to be passed across. A positive final financial settlement is expected to be reached with DCLG. Importantly momentum has been maintained and progress made by staff in both TTGDC and the Council on important projects through the period of transition.

**APPENDICES TO THIS REPORT:**

- Appendix 1 – Thurrock Localisation ‘core narrative’

**Report Author Contact Details:**

**Name:** Steve Cox  
**Telephone:** 07713 073879  
**E-mail:** [scox@thurrock.gov.uk](mailto:scox@thurrock.gov.uk)

Comment [sj]: This should inform the recommendations in the report

Comment [sj]: List the Appendices referred to in the Report

Comment [sj]: Insert the full contact details of the author of the report

## Appendix 2

| Revenue   | 2011/12        | 2012/13          | 2013/14          | 2014/15          | 2015/16          |
|---|----------------|------------------|------------------|------------------|------------------|
| <b>Set-up Costs</b>                               |                |                  |                  |                  |                  |
| - Project Management                              | 19,200         |                  |                  |                  |                  |
| - Legal Costs                                     | 24,000         |                  |                  |                  |                  |
| - Equipment and Data migration                    | 24,310         |                  |                  |                  |                  |
| - Transfer & storage of Planning Documents        | 6,960          |                  |                  |                  |                  |
| - Planning Related ICT, electronic storage, etc.) | 85,690         |                  |                  |                  |                  |
| <b>Net Cost</b>                                   | <b>160,160</b> |                  |                  |                  |                  |
| <b>Planning</b>                                   |                |                  |                  |                  |                  |
| - Salaries and parking                            |                | 959,223          | 615,315          | 621,469          | 627,683          |
| - Legal salaries                                  |                | 100,000          | 101,000          | 102,010          | 103,030          |
| - Running Costs                                   |                | 200,000          | 200,000          | 200,000          | 200,000          |
| - Appeal costs                                    |                | 300,000          | 0                | 0                | 0                |
| - Fee Income                                      |                | 420,000          | 420,000          | 420,000          | 420,000          |
| <b>Net Cost</b>                                   |                | <b>1,139,223</b> | <b>496,315</b>   | <b>503,479</b>   | <b>510,713</b>   |
| <b>Regeneration</b>                               |                |                  |                  |                  |                  |
| - Salaries + parking                              |                | 355,562          | 359,117          | 362,708          | 366,335          |
| - External advice                                 |                | 250,000          | 250,000          | 250,000          | 250,000          |
| - Project Specific (namely Purfleet)              |                | 400,000          | 70,000           | 0                | 0                |
| <b>Net Cost</b>                                   |                | <b>1,005,562</b> | <b>679,117</b>   | <b>612,708</b>   | <b>616,335</b>   |
| <b>Finance</b>                                    |                |                  |                  |                  |                  |
| - Salaries and Parking                            |                | <b>91,837</b>    | <b>92,756</b>    | <b>93,683</b>    | <b>94,620</b>    |
| <b>TOTAL COST</b>                                 | <b>160,160</b> | <b>2,422,014</b> | <b>1,455,434</b> | <b>1,398,989</b> | <b>1,412,679</b> |
| CLG Contribution (£2.614m)                        | 160,160        | 1,778,000        | 335,434          | 340,406          | 0                |
| TC Contribution                                   |                | 400,000          | 520,000          | 552,000          | 582,000          |
| Rental Income Contribution                        |                | 244,000          | 600,000          | 506,000          | 500,000          |
| <b>TOTAL FUNDING</b>                              | <b>160,160</b> | <b>2,422,000</b> | <b>1,455,434</b> | <b>1,398,406</b> | <b>1,082,000</b> |
| <b>Shortfall</b>                                  | <b>0</b>       | <b>14</b>        | <b>0</b>         | <b>583</b>       | <b>330,679</b>   |