

Thurrock: A place of opportunity, enterprise and excellence, where individuals, communities and businesses flourish

Corporate Overview and Scrutiny Committee

The meeting will be held at **7.00 pm** on **17 September 2015**

Committee Room 1, Civic Offices, New Road, Grays, Essex, RM17 6SL

Membership:

Councillors Shane Hebb (Chair), Graham Snell (Vice-Chair), Martin Kerin, Steve Liddiard, Robert Ray and Deborah Stewart

Substitutes:

Councillors Yash Gupta (MBE), Barry Johnson and Tunde Ojetola

Agenda

Open to Public and Press

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To approve as a correct record the minutes of the Corporate Overview and Scrutiny Committee meeting held on 25 June 2015.	
3. 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.	
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Queries regarding this Agenda or notification of apologies:

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

Agenda published on: **9 September 2015**

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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.

Vision: Thurrock: A place of **opportunity**, **enterprise** and **excellence**, where **individuals**, **communities** and **businesses** flourish.

To achieve our vision, we have identified five strategic priorities:

1. Create a great place for learning and opportunity

- Ensure that every place of learning is rated “Good” or better
- Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities
- Support families to give children the best possible start in life

2. Encourage and promote job creation and economic prosperity

- Promote Thurrock and encourage inward investment to enable and sustain growth
- Support business and develop the local skilled workforce they require
- Work with partners to secure improved infrastructure and built environment

3. Build pride, responsibility and respect

- Create welcoming, safe, and resilient communities which value fairness
- Work in partnership with communities to help them take responsibility for shaping their quality of life
- Empower residents through choice and independence to improve their health and well-being

4. Improve health and well-being

- Ensure people stay healthy longer, adding years to life and life to years
- Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home
- Enhance quality of life through improved housing, employment and opportunity

5. Promote and protect our clean and green environment

- Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities
- Promote Thurrock's natural environment and biodiversity
- Inspire high quality design and standards in our buildings and public space

Minutes of the Meeting of the Corporate Overview and Scrutiny Committee held on 25 June 2015 at 7.00 pm

Present: Councillors Shane Hebb (Chair), Graham Snell (Vice-Chair), Steve Liddiard, Robert Ray and Deborah Stewart

Apologies: Councillor Martin Kerin

In attendance: Steve Cox, Assistant Chief Executive
Sean Clark, Head of Corporate Finance
Karen Wheeler, Head of Strategy & Communications
Sarah Welton, Strategy & Performance Officer
Stephanie Cox, Senior Democratic Services Officer

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

1. Minutes

As the meeting held on 26 March 2015 was inquorate, the Committee noted the discussions and resolutions that had been previously made at both the 3 February 2015 and 26 March 2015 meetings of Corporate Overview and Scrutiny Committee in order to approve the minutes.

The Chair requested an update on the development of a pop-up window to enable users to provide feedback regarding functionality, which was detailed under minute number 28 'Customer Services/Channel Shift'. Officers advised that the Digital Board had noted the request, which would then be updated on the website.

The Chair further welcomed the recommendation under minute number 29 'Review of the Employee Performance Framework' that encouraged the performance management of staff to continue to align with Corporate Priorities.

The Minutes of Corporate Overview and Scrutiny Committee, held on 3 February 2015 and 26 March 2015, were approved as a correct record.

2. Items of Urgent Business

There were no items of urgent business.

3. Declaration of Interests

There were no declarations of interests declared.

4. Corporate Priority Activity Plan 2015-16 and Corporate Scorecard Targets

The Strategy and Performance Officer introduced the report which set out what the Council was expected to deliver during 2015-16 and how progress would be monitored as part of the corporate strategic planning process.

Councillor Stewart welcomed the report but questioned how Members could evaluate the impact of cuts on the overall budget. The Strategy and Performance Officer advised that if a performance indicator had been negatively affected by budget savings that would be reported in more detail during the mid-year and end of year reports.

The Head of Corporate Finance informed the Committee that there was a separate budget reporting process through the 'Shaping the Council' report which was referred to meetings of Cabinet.

The Chair observed that not all of the indicators documented in Appendix 1 were detailed in Appendix 2 and questioned how performance was monitored against those particular indicators. In response the Strategy and Performance Officer explained that not all indicators were quantifiable by statistics or required further investigation to ensure data quality, and as a result were reported within the mid or end of year reports.

The Chair requested officers to provide a list of measurable performance indicators so that the Committee could have confidence the Corporate Scorecard reflected the Corporate Plan.

The Committee agreed that any 'Red' Key Performance Indicators should be reported in more detail, as was the case during the previous year, so that these could be carefully monitored.

RESOLVED:

- 1. That the Corporate Priority Activity Plan as detailed in Appendix 1 be noted.**
- 2. That the corporate scorecard indicators and targets as detailed in Appendix 2 be noted and any comments be made.**

5. Terms of Reference

The Assistant Chief Executive advised that a number of the partnerships had changed name and that these would need to be refreshed for future publication.

A Member proposed that 'Member Development' be included on the Terms of Reference, following which it was agreed that Democratic Services would determine the appropriate remit for this function.

It was agreed that the amended Terms of Reference would be circulated by Democratic Services to the Chair and Vice-Chair for approval.

The Committee noted the date the Constitution was last updated and Members were encouraged to ensure that their latest versions were the most up-to-date or download and view via a mobile device, such as an iPad.

6. Budget Update

The Chair advised that an accompanying note had been published online, circulated to all Members by email and tabled at the meeting.

The Head of Corporate Finance provided an update on the Council's Medium Term Financial Strategy (MTFS) and set out the proposed approach to shaping the Council for the future, which included a proposal for Budget Review Panels being developed in consultation with Group Leaders.

A brief discussion took place on whether the Budget Review Panels would meet the suggested 'Zero Based Budgeting' process which had been proposed by a number of Members of the Opposition.

The Committee were advised that the Budget Review Panels were expected to set out what the Council should provide under Statutory and Non-Statutory obligations, examine what could be provided differently (and by whom) and whether the right outcomes were being delivered.

Members questioned how savings were determined, and whether this was achieved through "top slicing", to which it was explained that historically this had been the case but the Budget Review Panel's would set out a different approach for the 2016/17 budget.

The Committee were advised that each Overview and Scrutiny Committee had a standing budget item to discuss budget savings in more detail if required for each meeting, and that appropriate issues for consideration for the Corporate Overview and Scrutiny Committee would be Council Tax Collection and alternative Delivery Models – such as the Digital Programme.

The Committee were informed that engagement and communication with residents were essential and that 'Let's Talk' sessions helped to communicate key messages.

The Chair asked whether savings targets were included in officer's performance objectives, to which it was explained that each team had a detailed service plan which linked into personal objectives.

The Council Tax base rate was subject to discussion and how a Council Tax freeze grant or percentage increase would impact upon the budget.

The Chair felt that the Corporate Overview and Scrutiny Committee should be responsible for reviewing the final work of the Budget Review Panel in order

to act as a critical friend and ensure any proposals were fit for purpose, even if this included convening an extraordinary meeting of the Committee.

The Head of Corporate Finance advised that it was anticipated the Budget Review Panel would meet on six occasions before September, following which a summary report could be provided to the Committee for consideration.

The Committee agreed that they wished to examine the work of the Budget Review Panel in order to add value to the budget shaping process, and proposed that a recommendation be included to that effect.

RESOLVED:

That a summary of the work undertaken by the Budget Review Panel, once concluded, be referred to the Corporate Overview and Scrutiny Committee for review and comments.

7. Work Programme

Councillor Stewart observed that it would be beneficial to hold the first meetings of Overview and Scrutiny Committees in July to enable Members Training to take place beforehand.

Councillor Liddiard proposed that a report be included on the work programme for early in the municipal year to review the Members Register of Interests and DBS (Disclosure and Barring Service) check process.

The Head of Corporate Finance requested that a standing budget item be included on the work programme for each meeting, which could be removed if no update was needed.

Councillor Liddiard further requested an update on the Digital Programme and Channel Shift as he was concerned the process was still confusing for some residents.

Councillor Stewart asked for an item to be included on Training and Development for both officers and members.

Councillor Hebb requested that an update be provided on the following matters:

- A report to outline the Council's labour costs, to include a full list of the number of staff employed on a permanent, fixed term, agency and temporary basis, following the Leader's suggestion at Full Council on 24 June 2015.
- The Council's approach to the pre-election period, otherwise known as 'purdah', to include its legal obligation.
- A review of the Council's Election Process, including the advantages and disadvantages of alternative models.

- Empowering Small Businesses, including Business Rate Relief.

Officers explained that the scrutiny of Business Rate Relief and empowering small businesses fell under the remit of the Planning, Transport and Regeneration Overview and Scrutiny Committee.

RESOLVED:

That the work programme be noted, subject to the amendments detailed above.

The meeting finished at 8.20 pm

Approved as a true and correct record

CHAIR

DATE

Any queries regarding these Minutes, please contact Democratic Services at Direct.Democracy@thurrock.gov.uk

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17 September 2015		ITEM: 5
Corporate Overview and Scrutiny Committee		
Shaping the Council and Budget Update		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor John Kent, Leader of the Council		
Accountable Head of Service: Sean Clark, Head of Corporate Finance and Section 151 Officer; Karen Wheeler, Head of Strategy & Communications		
Accountable Director: Lyn Carpenter, Chief Executive		
This report is Public		

Executive Summary

The Council set a balanced budget for 2015/16 having made some difficult decisions about where savings could be made. Pressures remain in the current financial year and will escalate in the following years. The cumulative effect of £83.2m savings over 6 years now visibly impacts on communities. It will also make the Council's ability to make further savings increasingly challenging.

This report sets out the pressures in 2015/16 and the Medium Term Financial Strategy (MTFS) with a need to meet an estimated budget gap of over £28m for the four years between 2016/17 and 2019/20. The latest MTFS includes the impact of the cessation of the Serco contract although this is significantly offset by changes to the Environment Services savings targets.

The cross-party Budget Review Panel endorsed by Cabinet in July 2015 held a series of meetings during August and September to inform the strategic approach to shaping the Council in this financial context with consideration of the complexity and scale of the challenge that lies ahead. These initial meetings conclude later this month.

This report provides the Committee with an update on the budget pressures in 2015/16 and 2016/17, and a summary of the Budget Review Panel discussions to date.

1. Recommendation(s):

- 1.1 That Corporate Overview & Scrutiny Committee understands the current financial position and potential pressures in both 2015/16 and 2016/17 and agrees to an additional report in December to update on the options to address the pressures following Cabinet consideration in the Autumn.**
- 1.2 That the Committee support the governance arrangements for the Serco transition, including the role of the Member Governance Group as set out in paragraph 3.12 and notes that a further update report will be brought to Cabinet in October.**
- 1.3 That the Committee provide any feedback on the Budget Review Panel discussions to date to inform the 'wrap-up' session on 21 September 2015.**

2 Introduction and background

- 2.1 The Council set a balanced budget for 2015/16 having made some difficult decisions about where savings could be made. There are still pressures in the current financial year and these will escalate in the following years. The cumulative effect of having to make £83.2m savings over the last 6 years is now visibly impacting upon communities. The Council's ability to make further savings has become increasingly challenging.
- 2.2 The ability to make further savings through efficiencies and 'top slicing' service budgets is increasingly difficult, pushing some services to statutory limits and unsustainable levels. A robust approach to considering the future shape of the Council and budget planning process was agreed by Cabinet in July 2015 including the establishment of a cross-party Budget Review Panel.
- 2.3 This report sets out the pressures in 2015/16 and the Medium Term Financial Strategy (MTFS) with a need to meet an estimated budget gap of over £28m for the four years between 2016/17 and 2019/20. The latest MTFS includes the impact of the cessation of the Serco contract and the additional pressures from the Environmental Services budget.

3 Medium Term Financial Strategy (MTFS)

- 3.1 The MTFS is set out at Appendix 1 of this report, as presented to Cabinet in July 2015, but now assumes a number of the 2015/16 pressures are carried forward and includes the impact of the cessation of the Serco contract. If any mitigating action is taken this year that is of a permanent nature, this will reduce the impact in future years. Officers will review the 2015/16 pressures to minimise the impact on future years and include a detailed analysis in a report to Cabinet in the Autumn.

2015/16

- 3.2 There are already a number of pressures within the 2015/16 budget that need to be considered and, if not resolved, become an addition to the 2016/17 projected deficit reported elsewhere in this report. These were reported to Cabinet in July with the exception of the change to the disposal of recyclable waste through the Council's contract with Sita.
- 3.3 Nordic Recycling Ltd (owned by Sita) were responsible for the disposal of recyclable material collected by the Council but have gone into liquidation forcing a change and closure of the plant in Tilbury. This has resulted in significantly increased disposal costs and longer transfer times to Bywaters in Canning Town. Officers continue to explore a more sustainable, cost-effective option for the future.
- 3.4 To summarise, the impact on 2015/16 to be met from either reserves or additional savings, is as follows:

	2015/16
	£m
Shortfall in Serco and Terms and Conditions targets	0.219
Shortfall in Shared Services Recharges	0.200
Environmental Services (part year)	0.650
Impact of Sita recycling arrangements (part year)	0.400
Shortfall in the ability to meet Public Health In-year Reduction	0.100
Uncommitted budget in transformation contingency	(0.300)
Totals	1.269

Note: this assumes that all but £0.1m of the Public Health Grant reduction of £0.654m will be met from within that budget.

- 3.5 In addition to the above, Members should be aware that there are a number of other service pressures, notably within social care, that are currently being managed within the budget envelope. These are being closely monitored and reported accordingly going forward.
- 3.6 The Council has maintained the General Fund balance (reserves) at £8m and, in addition, is forecast to have an additional £1.4m in a Budget Management Reserve. It is the Budget Management Reserve that has been earmarked to meet the Environmental Services cost pressures although discussions are continuing on whether any expenditure reductions can be met to mitigate this pressure.

- 3.7 The Environmental Services' related pressures have been added into the MTFs for 2016/17 as, unless permanent alternative savings are achieved, they will be a base budget pressure going forward.

Serco

- 3.8 Members have received various updates on the Council's contract negotiations with Serco and it is clear that there are significant financial opportunities open to the Council through the Shaping the Council programme.

Update and Governance

- 3.9 Following the announcement that the Strategic Services Partnership Agreement was to be terminated on 21 July 2015, the Council and Serco have been working together to undertake the necessary due diligence to prepare for the transfer of services back to the Council on 1 December 2015. The majority of this work has focussed on building the Council's understanding of the various services; the circa 400 staff that deliver them and the systems and processes which they use to ensure that the Council is able to effectively operate from day one.
- 3.10 Both the Council and Serco are keen to minimise disruption as far as possible to ensure a seamless transition in a range of critical areas including customer service, revenues and benefits and business administration. As a result, whilst Serco will no longer be managing the delivery of the services from 1 December they will, as far as possible, continue to be delivered by the same people, from the same place and using the same systems as now.
- 3.11 To date, the due diligence process has not identified any major issues which would preclude the return of services. There remains, however, a significant amount of work to complete between now and 1 December with TUPE consultation with affected staff (which commenced in late August) and more than 50 contracts with suppliers to transfer from Serco to Thurrock ranging from IT systems and licenses through to Facilities Management.
- 3.12 Recognising the importance of a successful transfer to the ongoing operation of the Council, a full report will come to Cabinet in October with the Member Governance Group continuing to provide strategic oversight of the transition programme. This committee will also have an opportunity to scrutinise the transfer arrangements with updates provided as part of the budget update and/or performance monitoring agenda items at each meeting.

Financials

- 3.13 As reported to Cabinet, the key financial drivers to terminating the contract centred on budget reductions throughout the Council but, in contrast, an inability to achieve material savings from the Serco contract.

- 3.14 The full year cost of the contract is in excess of £18m. Analysis has shown that the Council can make an immediate saving of £3.6m per annum and are confident that, the greater flexibility in terms of controlling the resources within the contract, will lead to significant opportunities for further efficiencies.
- 3.15 The impact of this saving on the General Fund is £3.1m with the balance benefitting the Housing Revenue Account.
- 3.16 The cost of termination has been previously announced and published at £9.9m and this can be met from reserves created in 2014/15, mainly through a new approach towards budgeting for the Minimum Revenue Provision and related ongoing savings.
- 3.17 There is a further financial liability that has been capped at £3.5m that relates to Serco's pension position within the Essex Pension Fund. The contract ties the Council into having to reimburse Serco the valuation of any pension fund 'surplus' at the time the contract ends. As such, this is not a new liability but one that has been brought forward due to the earlier termination of the contract.
- 3.18 There are two areas of uncertainty. An early valuation indicated that the fund was likely to be in surplus but any final amount will not be known until March 2016 as the contract requires the amount to be set as the average of three valuations – the termination date, three months earlier and three months later.
- 3.19 The second uncertainty relates to a decision pending from the Essex Pension Fund, due mid-September. The Council already makes annual contributions to the fund. As any surplus would be transferred into the Thurrock Council element of the Pension Fund, there is a debate as to whether this could replace the budgeted contribution that the Council is due to make on 1 April 2016.
- 3.20 This would set a precedent though and so is a decision of the Essex Pension Board. Should they agree the cost to the Council would be cost neutral but, if not agreed, this liability would need to be met from any reserves and the General Fund balance of £8m. If the latter, the MTFs would need to be amended to reflect a repayment plan to bring the balance back to the recommended level.

2016/17

- 3.21 The MTFs now shows a projected deficit for the period 2016/17 to 2019/20 of £28.4m of which £3.4m relates to 2016/17. The projected deficit of £3.4m needs to be addressed for 2016/17 and Directors' Board will work with Cabinet Members to bring back proposals to a future meeting of Cabinet.
- 3.22 The aim is to achieve this largely through efficiencies and the use of the demographic growth provision within the MTFs if possible. If this can be achieved, this would allow officers and Members to concentrate on reshaping the Council and reaching agreement on proposals for implementation to

impact the budget for 2017/18 and beyond. As agreed as part of the Budget Review Panel process, Corporate Overview & Scrutiny Committee have the role of overseeing the Shaping the Council programme (see below).

- 3.23 To put all of the above in perspective, the Council's net published budget in 2010, increased for comparison purposes for Public Health, was calculated as £134m and, despite significant inflationary, service demand and new burden pressures, is estimated to be circa £93m by the end of this decade.

4 Shaping the Council

- 4.1 In July 2015, Cabinet endorsed the approach to shaping the Council and the budget planning process based on discussions in Strategy Week, held in June 2015, which focused on the financial challenge and wider context. The week brought together the Council's Leadership Group with other officers from across services, partners and Members to consider the areas of priority and cross-cutting opportunities.

Budget Review Panel

- 4.2 As part of this agreed approach the cross-party Budget Review Panel held a series of meetings during August and September, and will finish with a wrap-up session on 21 September.
- 4.3 The purpose of the Panel is to:
- Build and strengthen awareness and ownership of portfolio budgets and issues across Group Leaders, shadow portfolio holders and other opposition leads;
 - Consider and comment on the Council's draft 2020 Vision, the four change programmes, and the on-going bottom up review of Council functions; and
 - To explore options for budget savings in either 2015/16 or 2016/17 to be taken forward through the autumn scrutiny process, ensuring proposals are broadly consistent with the 2020 Vision and direction of travel.
- 4.4 The Panel is not decision making. Areas identified by the Panel will be considered alongside the outcomes from Strategy Week and drawn together to identify areas for public consultation and review by Overview and Scrutiny (O&S) Committees. There is a role for Corporate Overview and Scrutiny Committee to take an overview of the whole Shaping the Council programme.
- 4.5 As at the report deadline date, five Panel meetings had taken place covering Environment, Central Services, Adult Social Care and Health, Children's Services and Education, Housing and Communities. Key themes discussed so far have included:
- complexity of options for waste and recycling collections;
 - exploring alternative delivery models and income generation opportunities;

- maximising opportunities for joint commissioning and managing the market for services;
- benefits of early intervention and prevention on helping to manage the growing demand for adult, health and children's services;
- the importance of communications to help educate residents and encourage behaviour change where it can improve the customer experience and reduce costs to the Council e.g. accessing services online; and
- exploring ways for the General Fund to buy services to support public protection/anti-social behaviour activity from the Housing Revenue Account (HRA).

4.6 A detailed summary of feedback from the panel meetings held so far is included at Appendix 2. One further meeting covering planning, regeneration and transportation will be held on 15 September (a verbal update will be provided at the meeting). The Committee is invited to provide any feedback on the discussions to date to inform the wrap-up session on 21 September.

Let's Talk

4.7 The Council's approach to communication, consultation and engagement with residents, stakeholders, staff and Councillors through Overview and Scrutiny Committees is a fundamental part of the Shaping the Council programme.

4.8 Part of the approach agreed by Cabinet in July was to reintroduce Let's Talk - Cabinet and Directors Board question and answer sessions in the community. These sessions will start on 30 September and run throughout the Autumn across the borough providing an opportunity to raise awareness and start conversations with communities to seek their views on the potential strategic solutions in the longer-term and their ideas about what we could do differently and levels of services. It will also enable Cabinet and senior officers to engage with communities in thinking about how they can help, for example, through recycling effectively, reducing litter and volunteering.

5 Issues, Options and Analysis of Options

5.1 The issues and options are set out in the body of this report in the context of the latest MTFS and informed by discussions with the Leader of the Council, Group Leaders and Directors Board.

6 Reasons for Recommendation

6.1 The Council has a statutory requirement to set a balanced budget annually. This report sets out a proposed approach to dealing with budget pressures in 2015/16 and for 2016/17 and beyond in the context of needing to achieve over £28m of budget reductions over four years.

7 Consultation (including Overview and Scrutiny, if applicable)

- 7.1 The approach to communication, consultation and engagement with residents, stakeholders, Overview and Scrutiny Committees and staff is set out above. This will include a wide awareness raising campaign and conversations with communities as well as consultation on specific savings proposals when identified.
- 7.2 This report has been developed in consultation with the Leader, Portfolio Holders and Group Leaders and Directors Board.

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

- 8.1 The implementation of savings proposals has already reduced service delivery levels and our ability to meet statutory requirements, impacting on the community and staff. Delivering further savings in addition to those previously agreed is particularly challenging in light of the cumulative impact of such a significant reduction in budget and in the context of a growing population and service demand pressures within children's and adult social care and housing, and legislative changes such as the Care Act. As such a new approach aims to establish sustainable and innovative ways of delivering services in the future to mitigate this impact.
- 8.2 There is a risk that some agreed savings may result in increased demand for more costly interventions if needs escalate particularly in social care. This will need to be closely monitored. The potential impact on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.

9 Implications

9.1 Financial

Implications verified by: **Sean Clark**
Head of Corporate Finance/S151 Officer

The financial implications are set out in the body of this report and in the attached MTFS.

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. Regular budget monitoring reports will continue to come to Cabinet and be considered by the Directors Board and management teams in order to maintain effective controls on expenditure during this period of enhanced risk. Austerity measures in place are continually reinforced across the Council in order to reduce ancillary spend and to ensure that everyone is aware of the importance and value of every pound of the taxpayers money that is spent by the Council.

9.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal & Governance - Deputy Monitoring Officer

There are no direct legal implications arising from this report.

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible financial officer "must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the authority". This includes an unbalanced budget.

9.3 Diversity and Equality

Implications verified by: **Natalie Warren**
Community Development and Equalities Manager

There are no specific diversity and equalities implications as part of this report. A comprehensive Community and Equality Impact Assessment (CEIA) will be completed for any specific savings proposals developed from the Panel's discussions and informed by consultation outcomes to feed into final decision making. The cumulative impact will also be closely monitored and reported to Members.

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

Any other significant implications will be identified in any individual savings proposal business case to inform the consultation process where applicable and final decision making.

10 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):

- Budget working papers held in Corporate Finance
- Budget Review Panel papers held in Strategy and Communications
- Strategy Week papers held in Strategy and Communications

11 Appendices to the report

- Appendix 1 – Medium Term Financial Strategy
- Appendix 2 – Feedback from Budget Review Panel Meetings

Report Authors:

Sean Clark, Head of Corporate Finance/S151 Officer, Chief Executive's Office

Karen Wheeler, Head of Strategy and Communications, CEDU

Appendix 1

Appendix 1: Medium Term Financial Strategy	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000
Local Funding				
Council Tax / Council Tax Grant	(1,700)	(1,335)	(1,362)	(1,368)
Council Tax Collection Fund Surplus	208	382	390	0
Business Rate Growth	(651)	(475)	(1,500)	0
Business Rate - Collection Fund Deficit	(2,644)	(860)	(860)	0
	(4,787)	(2,288)	(3,333)	(1,368)
Total Government Resources				
Revenue Support Grant	9,500	9,000	6,500	1,665
New Homes Bonus	(665)	(529)	(253)	(253)
Other Central Grants	265	228	196	398
	9,100	8,698	6,443	1,810
Net Additional (Reduction) in resources	4,313	6,410	3,111	442
Inflation and other increases				
Pay	1,796	1,596	831	848
Contract Inflation	379	407	424	442
Non Contract Inflation	496	563	619	681
Fees and Charges	(100)	(100)	(100)	(100)
	2,571	2,466	1,775	1,871
Capital Financing				
Prudential Borrowing & Treasury Management	(971)	1,151	1,011	0
	(971)	1,151	1,011	0
Finance and Education	(480)	(232)	0	0
Housing	0	0	0	0
Adult Social Care & Health	(750)	(750)	0	0
Children's Social Care	(516)	0	0	0
Regeneration	(329)	(35)	0	0
Highways and Transportation	(240)	(510)	0	0
Central Services	(600)	(632)	0	0
Communities & Public Protection	(75)	(75)	0	0
Environment	(868)	0	0	0
Total Net Service Reduction	(3,858)	(2,234)	0	0
Impact of 2015/16 decisions				
Reversal of green bin charging	550			
Additional environmental services works	100			
Unachieved SERCO and terms and conditions savings	219			
Changes to recycling contracts	600			
Termination of SERCO Contract (net of HRA elements)	(3,100)			
	(1,631)			
Demographics	3,000	3,000	3,000	3,000
	3,000	3,000	3,000	3,000
Total Savings to Identify	3,424	10,793	8,896	5,313

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Appendix 2: Feedback from Budget Review Panel meetings

The below information relates to the Budget Review Panel meetings which have been held as at the report deadline date:

Environment Budget Review Panel – 11 August 2015
Actions
Area based working – discussion around the opportunity to bring together area teams working in street cleaning, grounds maintenance and highways. To be discussed further in BRP meeting to be held on 15 September regarding Highways
Salt barn – new salt barn to be built with significant capacity and cost saving to the council. Explore opportunities for others e.g. Lakeside and the ports to store salt or commission the council to provide a gritting service for them as a potential income generation opportunity.
Waste collection - provide a menu of options for waste and recycling collections e.g. weekly and/or fortnightly collections with different elements such as a caddy to separate glass, separating food waste, options for brown bin collections etc. This review was set out in the report to Cleaner, Greener and Safer O&S last month and will be reported back to the committee. It was noted that cross-boundary working had been considered in the past and was not a suitable option going forward. Educating residents on how to recycle properly was considered critical and could include messages such as if you recycle properly then you may be able to keep weekly collections.
Precept authorities/community companies – explore opportunities for community groups to use precepts or access other funding to buy services e.g. grass cutting from the council/other provider, building on existing community involvement in service delivery.
Litter – revisit the opportunity to work with take away outlets such as McDonalds locally as part of their corporate social responsibility to provide a clean-up and enforcement service in the area around their restaurants.
Other key areas of discussion
Need to consider the impact on the corporate image of fly tipping, grounds maintenance and state of parks and open spaces etc. Already exploring examples of communities doing more themselves, ongoing support for community clear up days and behaviour changing communication campaigns.
If we recycle more and correctly then can reduce costs – price per tonne reviewed every three months.
Lack of clarity among residents where council tenants receive an enhanced service and are paying for it through their rent. Acknowledgement that this may be impacted by government proposed changes to rent levels and HRA reduction going forward.
Fleet replacement due in 2017 but options to increase usage in the short-term with work to each vehicle – capital cost implications.
Statutory responsibility to have one household waste recycling centre as we are a disposal authority – currently open 7 days per week but could reduce to peak days e.g. Thursday to Monday.

Central Services Budget Review Panel – 13 August 2015
inc. Corporate Finance, Legal, HROD & Transformation, Commercial Services, Strategy & Communications
Actions
Serco transition – Ensure all Members are given confidence in the delivery of services from 1 December 2015 and are made aware of any issues. Updating Members is covered in the communication plan. Corporate Overview and Scrutiny Committee will have oversight of the transition through their performance remit.
Statutory and discretionary services – Provide a list of statutory and discretionary services including the minimum/most reasonable level of service to meet legal requirements. This will be collated from the information provided to each session.
Other key areas of discussion
Acknowledged the significant challenge of addressing the culture change for Serco staff returning to the Council and to provide support.
In relation to sickness absence the work to support improvements in the health and wellbeing of staff was noted and potential to use the Bradford Index in sickness recording.
Ongoing exploration of alternative delivery models included traded services and opportunities to sell to schools e.g. HR and payroll (post Serco transition), and other partnering arrangements e.g. PV panels on Council housing to generate income. Consideration of whether constitutional and/or policy changes would be required to facilitate changing requirements.

Adults Social Care & Health Budget Review Panel – 18 August 2015
Actions
Housing – Explore options for using Gloriana and S106 to provide HAPPI and other specialist housing schemes.
Public Health Grant – Explore opportunities to flex the grant more and deliver prevention programmes as part of the ongoing “invest to save” programme across the council.
Other key areas of discussion
The 0-5 programme is believed to have the most impact in addressing health inequalities but acknowledged that the same areas in Thurrock were facing these issues as several years ago despite positive direction of travel overall.
Thurrock is the 10 th worst in England for obesity levels – awareness and therefore access to initiatives such as Sport for Life and Active Tilbury could be improved with a more targeted and systematic approach but dependent largely on GPs.
Changes from 5-19 to 0-19 commissioning from October 2015 will hopefully improve pathways and outcomes – adds £3.5m of Public Health Grant for existing NHS delivered services.
Demand pressures re autism due to increased awareness and understanding nationally as well as two high performing local schools but uncontrolled market and complexity of needs require a long-term view including building local provision, offering broader choices and solutions, and close working with families. Good joint working with Children’s services re transition.
Work underway to grow own social workers and occupational therapists - service has very few agency temps. Not seen as a career choice for school leavers especially in domiciliary care and nursing homes.
HAPPI schemes helping to give aspiration and choice for older people in terms of their housing and grant funded which then also frees up family properties. Impact of close working with Housing recognised.
Building Positive Futures Phase 2 – do not yet know whether the increasing demand combined with implementing the initiatives will result in savings overall. Market management is the biggest challenge – supporting providers to develop creative solutions and services e.g. building on the experience of Thurrock Lifestyle Solutions.
Prevention and early intervention are key with investment in the longer-term rather than fire-fighting – impact of savings has been managed well but will now be increasingly felt.

Integration of social care and health needs to scale up and speed up in next 12 months – barriers to integration include NHS structure and culture, cost shunting concerns, and moving from concept to reality despite positive relationships. If we can't do it in Thurrock...

Children's Services Budget Review Panel – 20 August 2015 including Education & Libraries
Actions
Libraries – Provide statistics on the number of libraries per head of population and compared to other councils.
Other key areas of discussion
Rising young population with 29% increase in school places needed in the last 5 years.
Council has a duty to provide sufficient school places but academies do not have to expand. Good working relationships between the Council and academies. Core Education Support Grant has reduced due to number of academies but we retain a significant number of statutory duties. Council has a mature relationship with academies and work together well e.g. we have provided support in a crisis even though not obliged to do so. Council responsible for all admissions with schools setting their own policies.
Proposed in year cut from Youth Justice Board. Our Youth Offending Service works hard to keep 16 and 17 year olds out of custody. Cost of custody sits with the Council. Low re-offending rates.
Integrated commissioning reduces duplication and provides clear pathways of support for parents. Economies of scale from regional commissioning. Outcome framework for placements – minimum level for placements we would use is 'good' in OFSTED ratings.
National shortage of qualified social workers and some reliance on agency staff. Locally taking on newly qualified social workers and providing a career pathway to retain them after their first year of supervision.
Quality assurance framework with independent checks and audit.
Ability to quantify savings from troubled families and early intervention initiatives is challenging, although national cost calculators have proven the case. Cost avoidance rather than savings in some cases. May need to invest in back office analysis e.g. NEETS tracking officer has impacted on success of significantly reduced team and only council with no "unknowns".
Plan to invest in early intervention and look longer-term including ongoing discussions with partners on impact of our and their changes/savings.
Alternative delivery models being explored including Community Interest Company (CIC) and mutual.
Victims of abuse are now more likely to come forward and there has been an increase in requests to look at historic case files, in line with national trends.
It can be difficult to place older children and sibling groups in suitable foster care. Costs range from £450 per week for specialist in-house foster care to £700 per week for standard foster care through an independent agency. Strategy is to increase in-house provision to be competitive in the market. Communications strategy is key. Residential care can cost £2k per week and secure accommodation £4k+ but there is a national shortage. Responsibility for Looked After Children is up to age 25.
Demand led service with significant incremental costs due to rises in child population and increased need.

Housing Budget Review Panel – 7 September 2015
Actions
Anti-Social Behaviour – explore whether it would be cost effective for the GF to buy services to support public protection/anti-social behaviour activity from the HRA with consideration of the constraints on the use of the HRA and ensuring clarity of the messages to the public including the role of the police
Housing for children in care post 18 - clarify the number of children in care post-18 housed by the Council (Southwark judgement)

Other key areas of discussion
Landlord function – all repairs and servicing provision is outsourced in a mature and cost effective market. Customer 'slip' process has helped to manage demand (12,000 slips per year). Successful rent collection service (£48m income to the Council).
Some increase in evictions linked to introduction of tenancy agreements for first time tenants where eviction can occur at the end of a year-long process. Recognition that ability to pay Direct Debit on only two dates in the month is restrictive.
Service has focused on implementing new ways of working which has resulted in savings and more efficient service as well as greater presence in the community.
Private sector housing is a key issue – 150 complaints and growing demand. Issue re recruitment and retention of qualified officers and availability of general fund. 300+ Homes in Multiple Occupation (HMOs) – best practice is to inspect all, but statutorily only need to license with 5+ occupants and 3+ storeys. This area usually involves most vulnerable residents and can impact on other services
260% increase in homelessness over three years. Ability to prevent through intervention by team is growing and has had very positive results maintaining children at home with families and residents in private tenancies. Close working with Children's Services to support 16/17 year olds to stay at home. There are some people/families housed in Thurrock by other councils but this is low and 90% of those placing authorities inform us correctly.
Energy efficiency programme targeting the most inefficient properties with 400 getting insulation through partnership with Eon and Green Deal. Exploring use of PVs to benefit residents and reduce their bills and generate income for the Council. Report to Councillors in a few months with options.

Communities Budget Review Panel – 7 September 2015	
including Community Development & Equalities, Leisure, Public Protection & Arts & Culture	
Actions	
Community engagement – review the engagement strategy including where existing mechanisms are working e.g. hubs and where less tangible ideas such as community councils have not been developed	
Flytipping – explore opportunities to target regular flytipping sites through use of technology but with consideration of capacity to implement this	
Environmental Enforcement Action – discussion on budget implications where works are rechargeable to see whether more action can be taken	
Other key areas of discussion	
Public protection	
<ul style="list-style-type: none"> • Relatively low cost and high impact service • Successes re prosecutions e.g. flytipping, dog fouling etc. but lack of capacity to have more impact • Communicating prosecutions to act as a deterrent – communication is key as reputational risks • Opportunities to recoup costs where we know the offender even over long-period of time and potential to seize vehicles and use Proceeds Of Crime Act (POCA) powers • Shared service with LBBD providing management with £100k income per year to Thurrock – opportunities to explore wider partnering opportunities • Civil protection priority for the team with joint exercises with the emergency services re COMAH sites 	
Parking enforcement	
<ul style="list-style-type: none"> • Increased requests for Controlled Parking Zones (CPZs) mostly in areas impacted by commuter parking • Working with partners to address HGV parking issues and development of lorry parks • Trialling school gate enforcement in Tilbury • Exploring income opportunities on Council owned land and with partners 	
Arts and heritage	
<ul style="list-style-type: none"> • Creative industries is a key sector – strategy to Cabinet in October • Challenge for the theatre to attract big shows due to number and size of seats – operating at 60% capacity • Heritage offer linked into schools' curriculum • Opportunity to attract external funding but need commitment to be in same location for 25 years 	
Community development & Equalities	
<ul style="list-style-type: none"> • Service leads on relationship with voluntary sector including through Joint Strategic Forum, as well as development of hubs and co-ordination of community right to bid/challenge processes • Opportunity to refresh the relationship with sector in light of reduction in grant funding and their need to adapt and increasingly demonstrate value to the Council delivered through the grants 	
Leisure	
<ul style="list-style-type: none"> • Impulse Leisure – no grant from 2015/16. Working with them to agree asset transfer terms including maintenance responsibilities. • Condition surveys of village/community halls to take place with a view to transferring some to the community • Needs assessment to be carried out to inform future strategy 	

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17 September 2015	ITEM: 6
Corporate Overview and Scrutiny Committee	
End of Year Progress and Performance Report 2014/15	
Wards and communities affected: All	Key Decision: Non-key
Report of: Councillor Victoria Holloway, Portfolio Holder for Central Services	
Accountable Head of Service: Karen Wheeler, Head of Strategy & Communications	
Accountable Director: Steve Cox, Assistant Chief Executive	
This report is public	

Executive Summary

It is best practice to report on the statistical performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.

Appendix 1 of this report combines the performance against the corporate scorecard with progress against the related deliverables/ actions/ projects as outlined in the Year 2 Corporate Delivery Plan, agreed by Cabinet in March 2014. This is used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

At the end of the year, 92% of these indicators either met or were within an acceptable tolerance of their target and 100% of Year 2 (2014/15) deliverables progressed in line with projected timelines or within tolerance.

1. Recommendation(s)

- 1.1 **That the progress against the corporate priorities and level of performance achieved in respect of key performance indicators and outcomes for 2014/15 is commented upon including where the progress or performance outturn has met or exceeded the target.**
- 1.2 **That the Corporate Overview & Scrutiny Committee consider whether there are any areas for which further information is required and recommended to other Overview & Scrutiny Committees as appropriate.**

2. Introduction and Background

- 2.1 This is the End of Year progress and performance report in relation to Year 2 of the Corporate Plan 2013-16. This report combines the performance against the corporate scorecard with progress against the related deliverables/ actions/ projects as outlined in the Year 2 Corporate Delivery Plan, agreed by Cabinet in March 2014.
- 2.2 Appendix 1 provides details on the progress of all the Year 2 (2014/15) Deliverables and associated key performance indicators (which hitherto have been reported to Cabinet in the monthly corporate performance reports and to Corporate Overview & Scrutiny Committee each quarter).
- 2.3 The Corporate Plan has 5 priorities, each of which has 3 corporate objectives. Therefore Appendix 1 has been broken down into objectives, to give an holistic picture of how the council is performing in relation to the overall Corporate Plan priorities. This provides a fuller and clearer picture, rather than the inherent limitations of a defined basket of indicators.

NB the corporate objectives were refreshed in January 2015. The objectives within Appendix 1 were those in place at the beginning of 2014/15.

- 2.4 The delivery of the Council's vision and objectives, as well as the achievements set out below and in the appendices, need to be considered against the backdrop of the national austerity measures and, in particular, how these measures impact on the Council's finances and demands for services.

3. Issues, Options and Analysis of Options

This report is a monitoring report, therefore there is no options analysis. The headline messages for this report are:

- 3.1 **Performance against target** - of the 50 indicators that are comparable, at year end (*NB KPIs = Key Performance Indicators*)

	KPIs at year end (subject to final data quality audit)	KPIs at end of September 2014
GREEN - Met their target	52%	48%
AMBER - Within tolerance	40%	36%
RED - Did not meet target	8%	16%

Direction of Travel (DOT) – 43 of the indicators that are comparable, at the year end (based on the previous year's outturn):

	DOT at end of year	<i>DOT at end of Sept 2014</i>
↑ IMPROVED	72.1%	54.76%
→ STATIC	18.6%	16.67%
↓ DECLINED	9.3%	28.57%

3.2 Progress against Year 2 (2014/15) Deliverables

NB. The following RAG status' are based on a subjective rating for each deliverable within Year 2 (2014/15) of the Corporate Plan.

Priority	GREEN - progressed as planned	AMBER - some slippage but within tolerance	RED - requires remedial action
Create a great place for learning and opportunity	76.47%	23.53%	0
Encourage and promote job creation and economic prosperity	80.77%	19.23%	0
Build pride, responsibility and respect	90%	10%	0
Improve health and well-being	66.7%	33.3%	0
Promote and protect our clean and green environment	50%	50%	0
Overall Total	73.26%	26.74%	0

3.3 2014/15 Performance Highlights

There have been many good new stories to have come out of 2014/15. Some key achievements are highlighted below. Many others are reported within the main body of the report at Appendix 1.

<p>Thurrock opened*:</p> <ul style="list-style-type: none"> • Ground-breaking MASH – Multi-Agency Safeguarding Hub • New Community Hub in Chadwell St Mary • Coastal path from Coalhouse Fort all the way to Leigh on Sea • A council-run licensed MOT station and approved taxi safety testing station • New mentoring service for young people • New South Essex College Campus in Grays • Royal Opera House Costume Store in Purfleet • New Stronger Together website – shared facility for public engagement
<p>Thurrock started*:</p> <ul style="list-style-type: none"> • “Celebrating Education in Thurrock” with the inaugural Education Awards • Building Community House on Seabrooke Rise • Purfleet regeneration programme, including film and TV studios • Building 90 new affordable homes through Gloriana • Converting Grays Magistrates Court into business units • A Fairness Commission • A Cultural Entitlement for children and young people through the Thurrock Trailblazer programme, delivered by Royal Opera House in Purfleet
<p>Thurrock completed*:</p> <ul style="list-style-type: none"> • 2000 home transformations • 400 well homes assessment • 98% of bin collections on time • 48 winter gritting runs
<p>Thurrock secured*:</p> <ul style="list-style-type: none"> • Borough-wide coverage of Local Area Coordinators to support communities to become more independent • £550K Transformation Challenge Funding to support community based working • Almost £100m through the Local Growth Fund – over 20% of the SELEP total • £700K savings per year through a new waste disposal contract
<p>Thurrock excelled*:</p> <ul style="list-style-type: none"> • 81% of Thurrock school children attend a good or outstanding school • 2014 school results were the best Thurrock has had • Zero delays for people being discharged from Basildon & Thurrock Hospital caused by social care team • Partnership Working - MJ Best Achieving Council (Highly commended) • Planning - MJ Best Council Service (Finalist); Planning Awards (Highly Commended); Royal Town Planning Awards (Winner) • Careers Team - National Children and Young People Now Awards • “Beat the Street” - over 14,000 participants, travelling over 70,000 miles - Best Smarter Travel Marketing Award (Winner); LGC Children’s Service (Highly commended) • Housing Gold Standard Peer Review • Legal Shared Services attained the Lexcel accreditation

**Example highlights only. This is not an exhaustive list*

3.4 Examples of other Internal Transformation Highlights

- Restructure of Adult Social Care Fieldwork services to align geographically with community health and GPs
- Development of Adult Social Care Market Position Statement for providers
- Introduction of mod.gov committee system in democratic services
- Delivery of well-organised general & local elections and 2 by-elections and introduction of Individual Electoral Registration by the elections team
- Doubling of our external traded work in Legal Services

3.5 We have also had recognition for the excellence of our individuals including:

- Alison Stewart, Local Government Individual Lawyer Award
- Jill Moorman, Team Leader of the Year – Adult Services, Social Worker of the Year Awards (Silver)
- Leigh Nicholson – Royal Town Planner of the Year (Finalist)
- Five young people from Thurrock were rewarded for years of hard work with Duke of Edinburgh Gold Awards
- The inaugural Education Awards saw 15 awards given to Thurrock teachers and school staff being recognised for their contributions to the improvement and enrichment of Thurrock's school pupils.

3.6 Performance Challenges

The major challenge for all of our services throughout 2015/16 and beyond is going to be how to shape council services differently to meet the ongoing budget challenge. Cabinet will continue to get regular progress reports about the Shaping the Council programme throughout the year.

3.7 Moving forward

In 2015/16 the council is building on the positives from 2014/15 and focussing on the priority activity areas. How this will be achieved has been articulated in the Corporate Priority Activity Plan 2015/16 which was agreed by Cabinet in June 2015.

Cabinet and Corporate Overview & Scrutiny Committee will continue to get regular monitoring reports on progress and performance against these activity areas throughout the year.

3.8 The full summary of Corporate Scorecard KPI performance is set out below:

Corporate Priority	No. of PIs	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a) *	No. of KPIs at Green ✓	No. of KPIs at Amber ⚡	No. of KPIs at Red ✖	No. of KPIs unavailable for comparison (n/a) *	No. Improved since 2012-13 ↑	No. Unchanged since 2012-13 →	No. Decreased since 2012-13 ↓
Create a great place for learning and opportunity	14	2	1	9	2	5	8	1	0
Encourage and promote job creation and economic prosperity	5	0	3	2	0	1	2	0	2
Build pride, responsibility and respect	7	0	6	1	0	2	4	1	0
Improve health and well-being	7	0	4	2	1	1	3	1	2
Promote and protect our clean and green environment	7	0	6	0	1	0	5	2	0
Well-run organisation	12	0	6	6	0	0	9	3	0
TOTAL	52	2	26	20	4	9	31	8	4
		PIs available = 50	52%	40%	8%	PIs available = 43	72.1%	18.6%	9.3%

Please note it is possible to have a different number of indicators comparable against "Direction of Travel" than "Against Target" because for some indicators we only have one year's worth of comparable data and therefore cannot compare Direction of Travel.

4. Reasons for Recommendation

- 4.1 This report is for noting. It is the final corporate performance monitoring report of 2014/15, with Cabinet and Corporate Overview & Scrutiny Committee having received progress updates regularly throughout the year.

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

- 5.1 Performance monitoring reports are considered on a quarterly basis by Corporate Overview and Scrutiny Committee and where there are specific issues relevant to other committees these are further circulated as appropriate.

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

- 6.1 This monitoring report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Michael Jones**
Strategic Resources Accountant

This is a monitoring report and there are no direct financial implications arising. Within the corporate scorecard there are some specific financial performance indicators, for which details are given within the report. With regard to other service performance areas, any recovery planning commissioned by the Council may well entail future financial implications, which will be considered as appropriate.

7.2 Legal

Implications verified by: **Fiona Taylor**
Head of Legal Services & Monitoring Officer

This is a monitoring report and there are no direct legal implications arising.

7.3 **Diversity and Equality**

Implications verified by: **Karen Wheeler**
Head of Strategy & Communications

This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given within the report regarding progress and actions. The Corporate Plan Year 2 Delivery Plan also has some direct references to equality and diversity, for which there is commentary within the report.

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

Not applicable

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

- Corporate Year 2 Delivery Plan – agreed by Cabinet in March 2014 – available on modern.gov

9. **Appendices to the report**

- Appendix 1 – End of Year Corporate Progress and Performance Report 2014/15

Report Author:

Sarah Welton

Strategy & Performance Officer

Strategy Team, Chief Executive's Delivery Unit

17 September 2015		ITEM: 7
Corporate Overview and Scrutiny Committee		
Month 3 / Quarter 1 Corporate Performance Report 2015-16		
Wards and communities affected: All	Key Decision: Non-key	
Report of: Councillor Victoria Holloway, Cabinet Member for Central Services		
Accountable Head of Service: Karen Wheeler, Head of Strategy & Communications		
Accountable Director: Steve Cox, Assistant Chief Executive		
This report is public		

Executive Summary

This report provides Corporate Overview & Scrutiny Committee with a summary of performance against the Corporate Scorecard 2015-16, a basket of key performance indicators, as at Month 3/Quarter 1 i.e. end of June 2015. These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

At the end of Month 3, 72.5% of these indicators are either meeting or within an acceptable tolerance of their target.

1. Recommendation(s)

- 1.1 **That Corporate Overview & Scrutiny Committee consider and comment upon the performance at this early stage in the year and identifies, where it feels necessary, any further areas of concern on which to focus**
- 1.2 **That Corporate Overview & Scrutiny Committee consider whether the areas In Focus need to be circulated as appropriate to other Overview and Scrutiny Committee Chairs**

2. Introduction and Background

- 2.1 This report provides Corporate Overview & Scrutiny Committee with a summary of performance against the Corporate Scorecard 2015-16, a basket of key performance indicators, as at Month 3/Quarter 1 i.e. end of June 2015.

2.2 These indicators are used to monitor the performance of key priorities set out in the Corporate Plan and enables Members, Directors and other leaders to form an opinion as to the delivery of these priorities.

2.3 This suite of indicators was refreshed for 2015-16 to ensure focus on key priorities and objectives is maintained and monitored.

3. Issues, Options and Analysis of Options

This report is a monitoring report for noting, therefore there is no options analysis.

Performance Report Headlines

The headline messages for this report are:

3.1 **Performance against target** - of the 40 indicators that are comparable, at the end of June 2015 (*NB KPIs = Key Performance Indicators*)

	End of June 2015
GREEN - Met their target	45%
AMBER - Within tolerance	27.5%
RED - Did not meet target	27.5%

3.2 **Direction of Travel (DOT)** - of the 40 indicators that are comparable, at the end of June 2015 (based on the previous year's outturn or position the same time last year, depending on which is most appropriate for the indicator):

	DOT at end of June 2015
↑ IMPROVED	42.5%
→ STATIC	20%
↓ DECLINED	37.5%

72.5% of KPIs currently hitting or close to target is lower than is usual at this stage of the year. However, this needs to be considered against the backdrop of reduced resources, and in particular, how these constraints impact on the Council's finances and demands for services. Individual commentary for all those indicators which are below target is included in this report.

KPIs 'IN FOCUS'

3.3 As part of the council's performance management process, the Performance Board - a council wide group of performance leads – reviews the progress of the Corporate Scorecard on a monthly basis to provide assurance to the Directors' Board and members of delivery.

Where the Performance Board identifies issues that it considers to be of concern or indeed merits the highlighting of good performance it recommends these to the Directors' Board and members for their consideration.

This quarter the Performance Board have put IN FOCUS any indicator which is currently showing to be below target (i.e. RED)

3.4 Good Primary Schools

Definition	% of primary schools judged "good" or better		
	June Actual	YTD Target (June 2015)	Year End Target
	71.4	80%*	80%

**NB The target for this indicator is to be above national average. This figure is constantly changing and currently stands at 84.6%.*

Primary schools have been improving significantly across the borough over the last four years and this dip in the number of good and outstanding schools can be partially explained as a result of school closures and the transfer of status from maintained to academy status.

- Arthur Bugler converted from separate Infant and Junior schools, previously both rated as good by Ofsted, effectively losing a school rated as good.
- In addition, Quarry Hill Academy and Stanford le-Hope Primary had not been inspected as academies and were both judged as requiring improvement. Previous results at Quarry Hill clearly required improvement and the inspection unfortunately came too soon to take account of the significant improvement made this summer.
- Benyon Primary School had also not been inspected since converting to academy status – however, they were judged to be good.
- Bonnygate Primary school which was previously good was judged as requiring improvement in this quarter. The school had struggled to recruit and retain teaching staff and the headteacher was on maternity leave for the full academic year.

[Commentary agreed by Carmel Littleton]

3.5 Free 2 year old childcare places

Definition	Number of free places accessed for two year olds for early years education in the borough		
	June Actual	YTD Target (June 2015)	Year End Target
	679	796	796

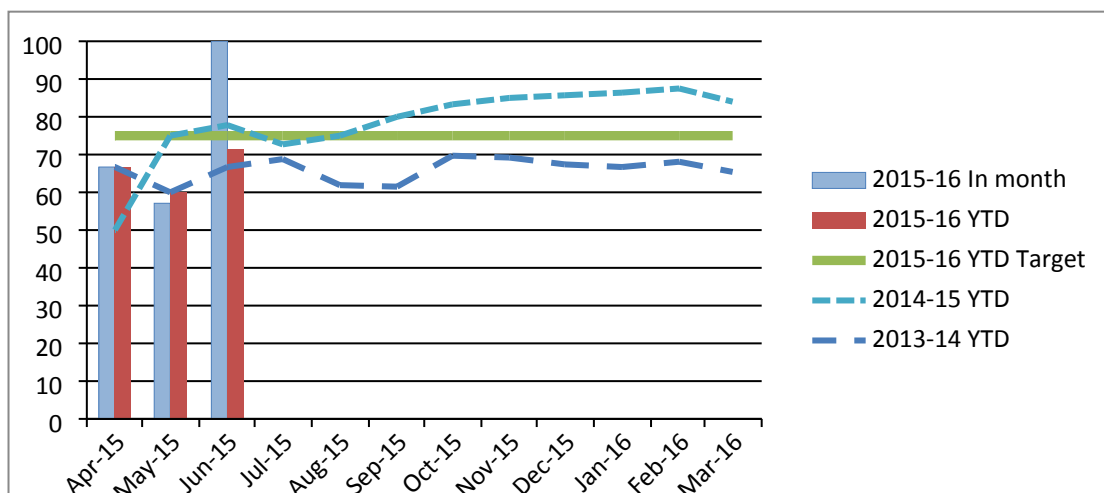
The Department for Education (DfE) voluntary return in June 2015 gave the Thurrock take-up as 66% (671 children) based on Department of Work & Pensions (DWP) eligibility lists for November 2014 and March 2015.

The average take-up by our statistical neighbours was 60%, placing Thurrock 4th out of 11. Within the East of England region, the average take-up was 65%, which again placed Thurrock 4th out of 11. Nationally, the average take up was 63%, placing Thurrock 70th out of 152.

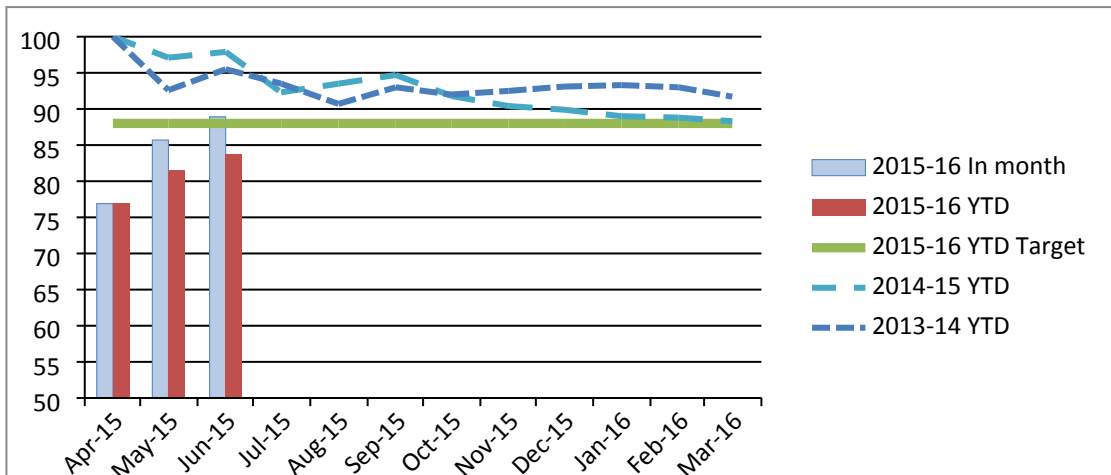
[Commentary agreed by Carmel Littleton]

3.6 Planning applications

Definition		a) % of Major planning applications processed in 13 weeks b) % of Minor planning applications processed in 8 weeks		
	June Actual	June YTD	YTD Target (June)	Year End Target
a)	100%	71.4%	75%	75%
b)	88.9%	83.7%	88%	88%



Major Planning Applications



Minor Planning Applications

The bar for planning performance is set at the highest level. For 4 years, the council has been in the top 10% of authorities nationally and in the top 5% in 2014/15. This year's indicators are set at a level to maintain these exceptionally high standards.

Whilst current performance levels are presently below target, this is not unusual for the first quarter of the year when the base number of decisions is low and therefore variations have a statistically higher impact on the performance figures. In addition, recruitment issues have put additional strains on the team (the team is currently 25% down on capacity).

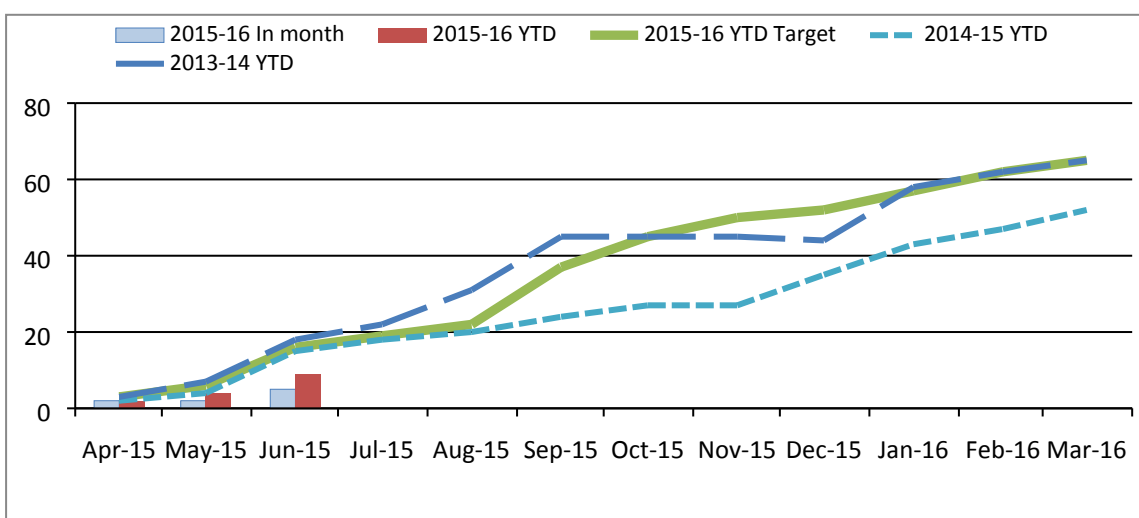
However, performance in two of the 3 areas (including "other applications") was above target for the month (100% in respect of majors).

The service monitors performance on a weekly basis and is satisfied that targets will be met by year end, provided that the recruitment issues are resolved swiftly.

[Commentary agreed by Andy Millard]

3.7 Apprentices

Definition	No of apprentices within the council. One of the key elements for the apprenticeships scheme is that it both directly and indirectly helps towards other priorities including NEETs and attainment at 19.		
	<i>Note: This includes all new apprentices since 1st April 2015 that are employed by Thurrock Council or Serco or apprentices specifically requested in contracts.</i>		
June Actual	June YTD	YTD Target (June)	Year End Target
5	9	16	65



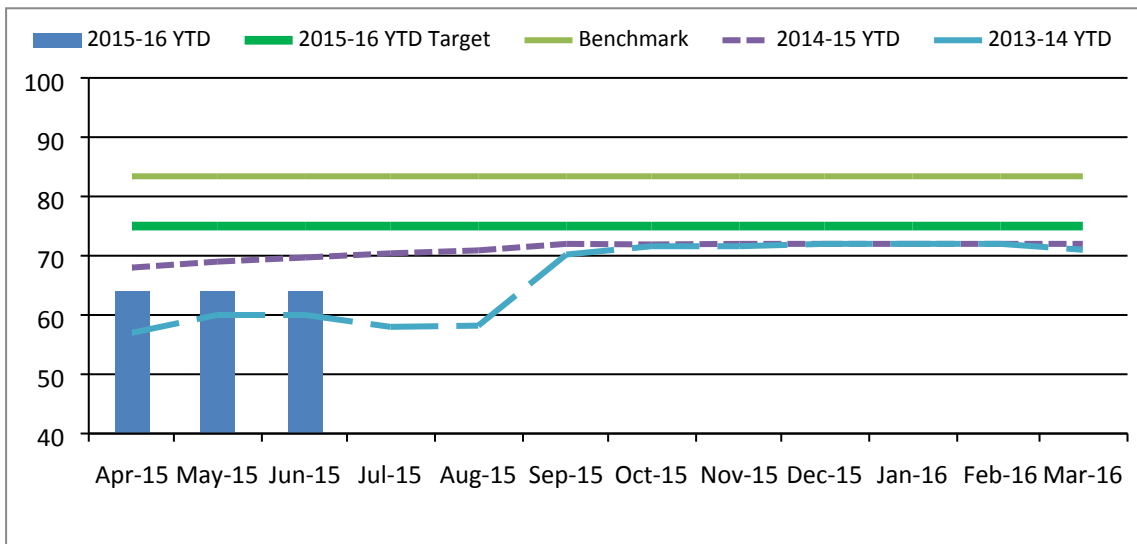
A total of 9 apprentices have been recruited in the first three months of 2015/16. This is lower than the target for Q1 due to delays in references and DBS checks, reduced internal resources from teams that may want to recruit to the issue of contracts.

The Employment and Skills team is continuing to provide support to colleagues to enable the recruitment of apprentices. As a result, numbers will increase over the next few months. 31 further apprentice appointments are currently in progress.

[Commentary agreed by Carmel Littleton]

3.8 Self Directed Support

Definition	This indicator measures the proportion of service users eligible for support who receive self-directed support through a personal budget or direct payment.	
June Actual	YTD Target (June 2015)	Year End Target
64%	75%	75%



Quarter 1 data for 2015/16 shows that Thurrock falls below both the provisional year-end target of 75% and the national average for 2014/15 of 83% (provisional national data). While we expect this performance to increase as one-off direct payments increase in the year, the service is reviewing the indicator and its strategy for personal budgets both in the context of this and also in terms of the Care Act 2014.

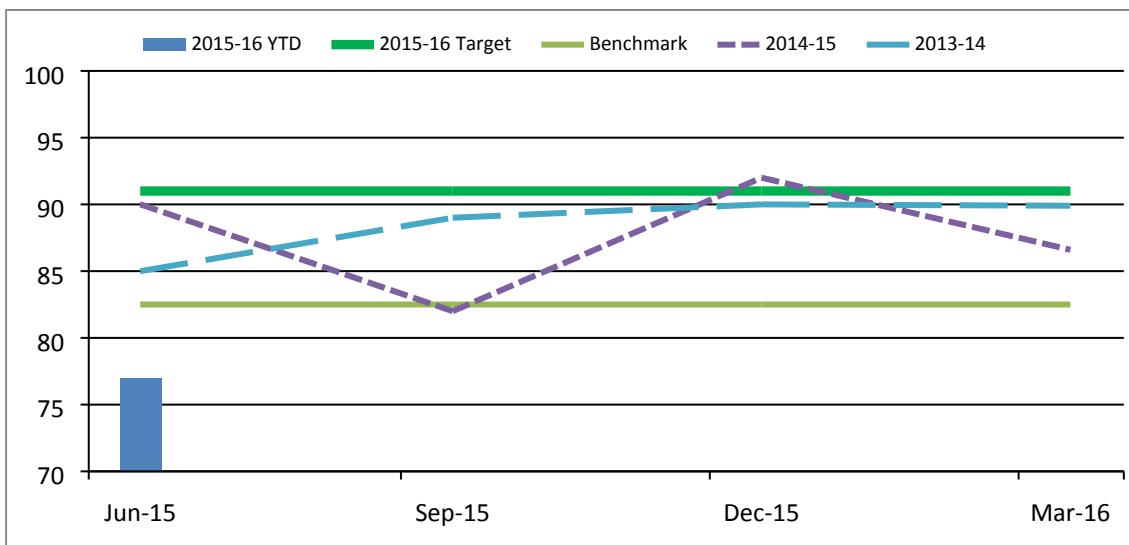
Options for further increasing the take up of direct payments will be considered alongside future review of the commissioning of homecare provision. Target areas include transport and adults with learning disabilities.

This performance should however be viewed alongside a second part of the indicator - Thurrock continues to be one of the best performers nationally on a sub-part of this indicator which is direct payments. 1 in 3 (32%) service users with self directed support gain their support through an actual direct payment, which compares to the national average of 27%.

[Commentary agreed by Roger Harris]

3.10 Older People still at home following discharge

Definition	This indicator measures the proportion of people who were discharged from hospital in a three month period with the intention of re-ablement /rehabilitation who remain independent after a 91 day period.		
	June Actual	YTD Target (June 2015)	Year End Target
	77	91	91



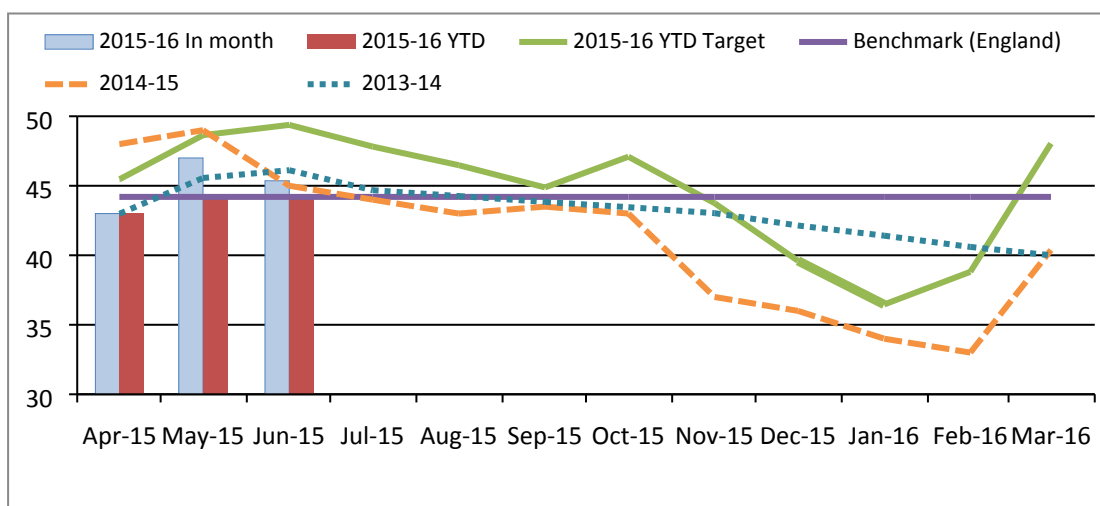
The indicator is a proxy measure of the effectiveness of hospital discharge planning and the effectiveness of rehabilitation and re-ablement services in keeping people independent and out of hospital or residential care.

Managing demand and reducing the need for more costly care such as residential placement is a key part of the service's focus on early intervention and prevention support. The Quarter 1 position of 77% is provisional and subject to change once data quality checks are complete. Performance appears to have dipped below the expected level and that of the previous year. The reasons for this will be further investigated through the service performance group.

[Commentary agreed by Roger Harris]

3.11 Recycling

Definition	The indicator measures percentage of household waste arisings, which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management.		
June Actual	June YTD	YTD Target (June)	Year End Target
45.36	44.4	49.38	45



Recycling performance is currently running below targeted levels. Factors that are contributing to this are lack of engagement by residents in the recycling programme and also the levels of contamination of the dry recycling that has lead to a number of collection loads being rejected by the recycling disposal plant and diverted to landfill.

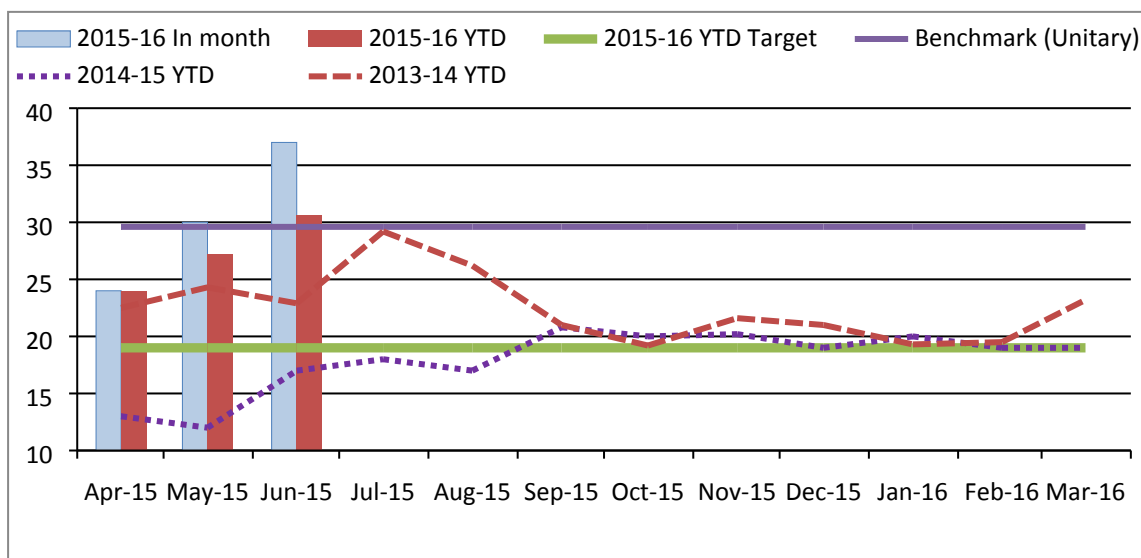
At the end of the last financial year, based on the intelligence gathered by a through waste audit, a communication strategy was commissioned to enable the Environment teams to encourage residents to engage in recycling glass, paper, card, plastics and tins. Before that programme is initiated the service has had to focus on ensuring that our recycling from the blue bins is not contaminated by general waste. The contamination programme is well underway with over 766 focused contacts with residents providing additional information about recycling in a two week period in July. The programme is having an impact with the number of reports of contamination of blue bins falling sharply over a three week period.

The positive impact from the various communication campaigns and strategies is anticipated to take effect in the second half of the year. These efforts may not be sufficient for this indicator to reach the target of 45% this year. However, it will lay a solid base for performance in future years.

[Commentary agreed by Mike Heath]

3.12 Landfill

Definition	This PI measures the percentage of municipal waste sent to landfill. The definition of municipal waste is as for the Landfill Allowance Trading scheme. "Sent to landfill" includes both collected residual waste sent directly to landfill, waste collected for recycling but subsequently rejected to landfill and residual waste sent to landfill after an intermediate treatment.		
	June Actual	June YTD	YTD Target (June)
	37%	30.6%	19%
			Year End Target
			19%

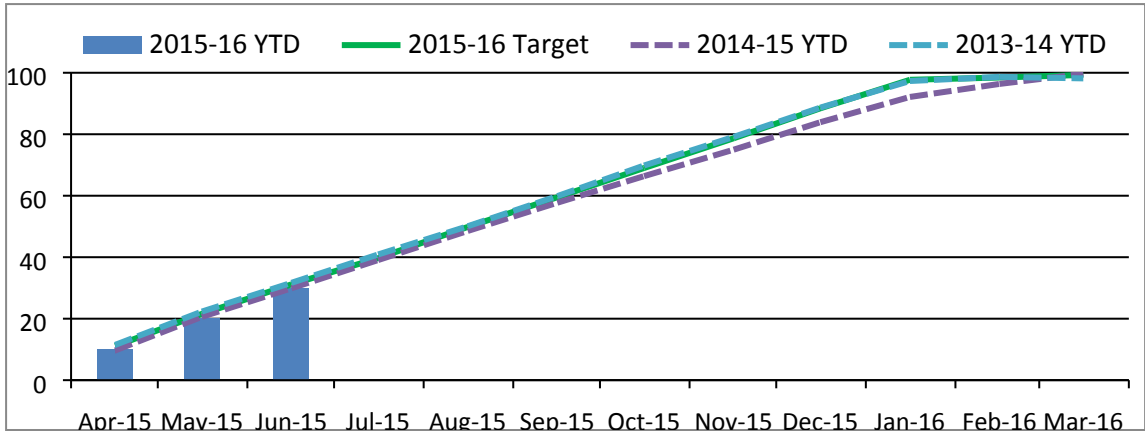


A new contract for the disposal of residual waste commences in September 2015. This ensures that all household residual waste collected in Thurrock will be diverted from landfill and processed to harvest energy from waste. Until the new contract is initiated, the diversion from landfill has been variable. This is partially due to capacity and maintenance at the current disposal site. This indicator will achieve the year-end target.

[Commentary agreed by Mike Heath]

3.13 NNDR (Business Rates) Collection

Definition	This PI measures the percentage of National Non-Domestic Rates (NNDR) sometimes referred to as "business rates" which have been collected by the Council. This indicator is a vital funding stream, particularly with recent national changes to business rates retention.		
	June Actual	YTD Target (June 2015)	Year End Target
	29.76%	31.16%	99.3%

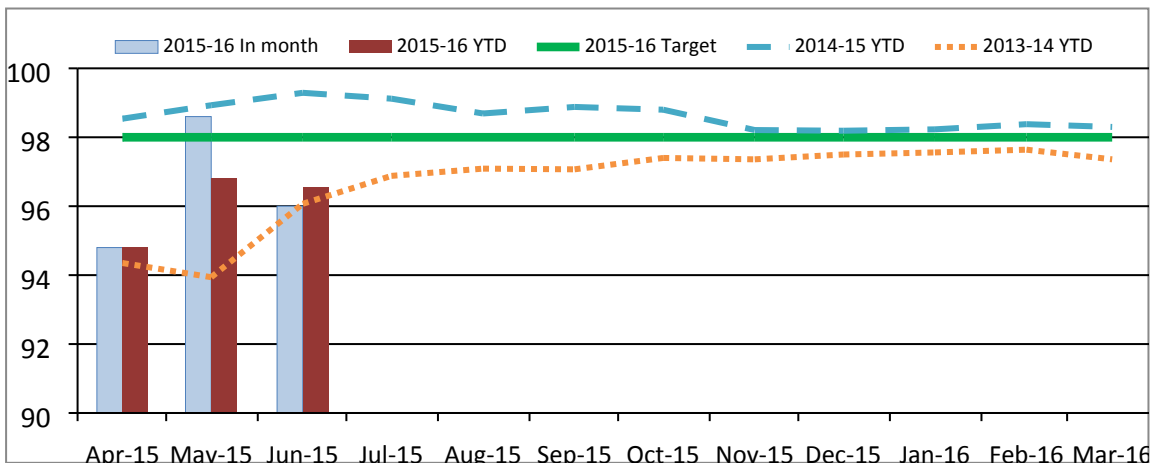


Although slightly below target, this could be as a result of more businesses moving to 12 monthly instalments and the service is confident that the target is still achievable by the end of the year.

[Commentary agreed by Sean Clark]

3.14 Complaints turnaround

Definition	This PI measures the percentage of complaints resolved within timescale for the Council as a whole. This PI is a key barometer for customer service. Receiving complaints is a healthy part of providing good services, provided that the Council learns from these complaints.			
	June Actual	June YTD	YTD Target (June)	Year End Target
	96%	96.5%	98%	98%



A high volume of complaints have escalated to Stage 3 this quarter and this has resulted in significantly increased demand on the corporate team. It is fully anticipated that this normally high achieving KPI will return to normal once these complaints have been resolved. It will continue to be monitored closely in the meantime.

[Commentary agreed by Lee Henley]

3.15 The full summary of performance is set out below:

Corporate Priority	No. of PIs (not inc. Annual KPIs)	Performance against Target				Direction of Travel			
		No. of KPIs unavailable for comparison (n/a)	No. of KPIs at Green ✓	No. of KPIs at Amber ↔	No. of KPIs at Red ✗	No. of KPIs unavailable for comparison (n/a)	No. Improved since 2013-14 ↑	No. Unchanged since 2013-14 →	No. Decreased since 2013-14 ↓
Create a great place for learning and opportunity	15	3	4	6	2	1	8	4	2
Encourage and promote job creation and economic prosperity	6	2	0	1	3	2	1	0	3
Build pride, responsibility and respect	5	2	2	1	0	2	0	2	1
Improve health and well-being	10	6	2	0	2	6	1	0	3
Promote and protect our clean and green environment	8	3	2	1	2	4	1	0	3
Well run organisation	13	1	8	2	2	2	6	2	3
TOTAL	57	17	18	11	11	17	17	8	15
		PIs available = 40	45%	27.5%	27.5%	PIs available = 40	42.5%	20%	37.5%

*Please note it is possible to have a different number of indicators comparable against "Direction of Travel" than "Against Target" because for some indicators we only have one year's worth of data and therefore cannot compare Direction of Travel

4. Reasons for Recommendation

- 4.1 This monitoring report is to enable Members, Directors and other leaders to form an opinion as to the progress towards delivery of the corporate priorities, with a further recommendation to circulate any specific areas to relevant Overview and Scrutiny for further consideration.

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

- 5.1 This monitoring report is considered on a quarterly basis by Corporate Overview and Scrutiny Committee and where there are specific issues relevant to other committees these are further circulated as appropriate.

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

- 6.1 This monitoring report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

7. Implications

7.1 Financial

Implications verified by: **Michael Jones**
Group Accountant, Corporate Finance

This is a monitoring report and there are no direct financial implications arising. Within the corporate scorecard there are some specific financial performance indicators, for which commentary is given within the report. With regard to other service performance areas, any recovery planning commissioned by the Council may well entail future financial implications, which will be considered as appropriate.

7.2 Legal

Implications verified by: **David Lawson**
Deputy Head of Legal and Deputy Monitoring Officer

This is a monitoring report and there are no direct legal implications arising.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development & Equalities
Manager**

This is a monitoring report and there are direct diversity implications arising. The Corporate Scorecard contains measures that help determine the level of progress with meeting wider diversity and equality ambitions, including sickness, youth employment and attainment, independent living, vulnerable adults and children, volunteering etc. Individual commentary is given within the report regarding progress and actions.

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

The Corporate Scorecard contains measures related to some staff, health, sustainability and crime and disorder issues. Individual commentary is given within the report regarding progress and actions.

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

- **Corporate Priority Activities Plan 2015/16**
<https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=129&MIId=2548&Ver=4>

9. Appendices to the report

- Appendix 1: Corporate Scorecard Summary 2015/16 Quarter 1

Report Author:

Sarah Welton
Strategy & Performance Officer
Strategy Team, Chief Executive's Delivery Unit

Appendix 1

Priority	Monthly KPI	Unit	Freq	Big/Small is better	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr-15	May-15	Jun-15	Latest Target	End of Year Target	DOT (since last year)	RAG Status	
Create a great place for learning and opportunity	16-19 yr old Not in Education, Employment or Training (NEET)	%	M	Small	6.2	6.5	6.3	6.7	7.2	6.2	5.6	5.3	5.3	5.3	5.2	5.5	5.8	5.7	5.5	5.8	5	Better	G	
	% of 19-21 yr old care leavers in Education, Employment or Training	%	M	Big	n/a			n/a			n/a			35			n/a			70	70	n/a	n/a	
	Children subject to Child Protect Plan*	Rate	M	-	73	66	56	49	49	48	43.7	42.4	42	46	51	52	54	55	53	n/a	n/a	In line	n/a	
	Rate of Looked After Children*	Rate	M	-	74	76	73	75	77	78	76.6	78	75	74	71	72	71	72	72	n/a	n/a	Better	n/a	
	% of primary schools judged "good" or better	%	Q	Big	72.7			75.8			75.8			76.5			71.4			>80	>80	Worse	R	
	KS2 Attainment – Achievement at Level 4+ in Reading, Writing & Maths	%	Q	Big	76.8			76.8			76.8			76.8			78.6			>79	>79	Better	A	
	KS2 Attainment – Achievement at Level 5+ in Reading, Writing & Maths	%	Q	Big	20.1			20.1			20.2			20.2			20.3			>24	>24	Better	A	
	Achievement of Level 2 qualification at 19	%	Q	Big	87.2			87.2			87.2			88			88			>85.6	>85.6	In line	G	
	Achievement of Level 3 qualification at 19	%	Q	Big	52.8			52.8			52.8			53.2			53.2			57	57	In line	A	
	Number of free places available for two year olds to access early years education in the borough	%	Q	Big	726			973			1024			1083			1191			936	936	Better	G	
	Number of free places accessed for two year olds for early years education in the borough	%	Q	Big	455			657			748			720			679			796	796	Worse	R	
	LAC KS2 Attainment – Achievement at Level 4+ in Reading, Writing and Maths	%	Q	Big	50			53			53			53			66.7			64	64	Better	G	
	LAC KS4 Attainment – 5+ A*-C (including English and Maths GCSEs)	%	Q	Big	5			7			9.5			9.5			9.5			15	15	In line	A	
	Average time (in days) for a child to be adopted (3 year average)	%	Q	Small	784			710			710			710			557			472	426	Better	A	
Average time (in days) between placement order and placement for adoption (3 year average)	%	Q	Small	323			244			244			244			208			121	121	Better	A		
Encourage and promote job creation and economic prosperity	% of Major planning applications processed in 13 weeks	%	M	Big	50	75	77.8	72.7	75	80	83.3	85	85.7	86.4	87.5	84	66.7	60	71.4	75	75	Worse	R	
	% of Minor planning applications processed in 8 weeks	%	M	Big	100	97.1	97.9	92.3	93.5	94.7	91.8	90.4	89.9	89	88.8	88.3	76.9	81.5	83.7	88	88	Worse	R	
	No of apprenticeships within the council	No	M	Big	2	4	15	18	20	24	27	27	35	43		52	2	4	9	16	65	65	Worse	R
	Unemployment Rate (up to 6 mths in arrears)	%	Q	Small	7.6 (March)			7.3 (June)			6.7 (Sept)			6.6 (Dec)			6.5 (March)			4.9	Same as Region	Better	A	
	No of Thurrock people on cultural and creative industries related courses through HHPP/SEC	No	6	Big	n/a			n/a			n/a			n/a			not due yet			n/a	tbc	n/a	n/a	
	% of SELEP funding received by Thurrock	%	6	Big	n/a			n/a			n/a			n/a			not due yet			n/a	n/a	n/a	n/a	
Build pride, responsibility and respect to create safer communities	No of households at risk of homelessness approaching the Council for assistance	No	M	Small	n/a			n/a			n/a			2670			203	473	646	600	2400	n/a	n/a	
	% General Satisfaction of tenants with neighbourhoods/services provided by Housing	%	M	Big	71	72	72	67	67	69	70	74	70	70	70	70	73	71	71	75	75	Worse	A	
	Number of volunteer opportunities in the council	No	Q	Big	252			247			251			250			251			250	250	In line	G	
	% of properties transformed against planned programme (based on 2000 prop)	%	Q	Big	100			100			100			100			100	100	100	100	100	In line	G	
	% of young people who reoffend after a previously recorded offence	%	Q	Small	27			20			24			24			n/a			25	25	n/a	n/a	

Priority	Monthly KPI	Unit	Freq	Big/Small is better	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr-15	May-15	Jun-15	Latest Target	End of Year Target	DOT (since last year)	RAG Status
Improve health and well-being	Permanent admissions to residential / nursing homes per 100K pop. 18yrs+	Rate	M	Small	7	16	20	25	37	56	71	79 (85 revised)	88	100	126	132.6	10	20	30	30	121.1	Worse	G
	% adult social care users in receipt of Self Directed Support	%	M	Big	68	69	69.7	70.4	70.9	72	71.9	72	72	72	72	72	64	64	64	75	75	Worse	R
	No of households assisted to move to a smaller property (downsize)	No	M	Big	3	9	15	18	21	24	33	41	49	56	62	68	10	15	18	10	55	Better	G
	Tier 2 weight mgt services for adults: % of course attendees who achieve their goal by 12 wks	%	Q	Big	n/a			n/a			n/a			n/a			Data lag			<40	<40	n/a	n/a
	% of children identified in Y6 as overweight/ obese followed up for ongoing support	%	Q	Big	n/a			n/a			n/a			92.5			Data lag			>92	>92	n/a	n/a
	% of 4 week quitters from the 40% most deprived LSOAs in Thurrock	%	Q	Big	n/a			n/a			n/a			36			Data lag			>35	>35	n/a	n/a
	Emergency admissions to hospital	Rate per 100k	Q	Small	n/a			n/a			n/a			13846			Data lag			13361	13361	n/a	n/a
	Delayed transfers of care from hospital	Rate	Q	Small	n/a			n/a			n/a			8			Data lag			TBC	TBC	n/a	n/a
	Delayed transfers of care attributable to adult social care only	Rate	Q	Small	n/a			n/a			n/a			1.8			Data lag			TBC	TBC	n/a	n/a
% older people still at home 91 days after discharge	%	Q	Big	90			82			92			90			77			91	91	Worse	R	
Promote and protect our clean and green environment	% Household waste reused/ recycled/ composted (in month)	%	M	Big	48	49	45	44	43	43.5	43	37	36	34	33	40.38	43	44	44.4	49.38	47	Worse	R
	Municipal waste sent to landfill (cumulative)	%	M	Small	13	12	17	18	17	20.8	20	20.2	19	20	19	19	24.2	27.25	30.6	19	19	Worse	R
	Fly tipping		Q	Small	n/a			n/a			n/a			n/a			n/a			TBC	TBC	n/a	n/a
	Abandoned vehicles		Q	Small	n/a			n/a			n/a			n/a			n/a			TBC	TBC	n/a	n/a
	% of refuse bins emptied on correct day	%	M	Big	n/a			n/a			n/a			98			98.8	97.8	97.6	98.5	99	n/a	A
	Tonnage of street waste (In month - not cumulative position)	Tonnes	M	Small	n/a			n/a			n/a			n/a			293.28	304.48	261.04	n/a	n/a	n/a	n/a
	Street Cleanliness - a) Litter	%	thrice a yr	Small	1.81			1.8			1.83			4.34			6	6	Worse	G			
	Street Cleanliness - c) Graffiti	%	thrice a yr	Small	0.33			0.3			0.5			0			2	2	Better	G			
Well - run organisation	Average sickness absence per employee	Days	M	Small	0.63	1.43	2.27	3.11	3.77	4.63	5.6	6.52	7.42	8.27	9.02	9.87	0.76	1.5	2.34	2.25	9	Worse	A
	% long term sickness	%	M	Small	50	47	49	49	50	50	51	51	50	48	48	46	49	46	43	43	34	Better	G
	% stress/stress related absence	%	M	Small	22.66	21.67	22.7	22.25	28.57	24.1	21.52	19	20.5	16.87	16.9	17.5	19.1	18.7	19.45	21	18	Better	G
	Overall variance on General Fund	%	M	0	n/a	n/a	0	0	0	0	0	0	0	0	0	0	/	/	0	0	0	In line	G
	Overall variance on HRA	£k	M	0	n/a	n/a	0	0	0	0	0	-617	-413	-600	-600	-2485	/	/	0	0	0	In line	G
	Overall spend to budget on Capital Programme	%	Q	Big	10.96			28			65			90			15			10	90	Better	G
	% invoices paid within timescale	%	M	Big	95.28	95.09	95.84	94.59	93.92	91.81	93.97	94.37	94.56	94.62	94.76	95.01	96.92	95.46	95.22	97	97	Better	A
	% Council Tax collected	%	M	Big	10.42	19.19	27.94	36.56	45.32	53.98	62.8	71.28	79.77	88.23	93.31	98.71	10.67	19.4	28.21	28.11	98.9	Better	G
	% National Non-Domestic Rates (NNDR) collected	%	M	Big	9.66	20.6	29.89	39.08	48.54	57.72	66.37	74.97	83.91	92.13	96.37	99.68	10.12	20.2	29.76	31.16	99.3	Worse	R
	% Rent collected	%	M	Big	77.63	84.48	90.88	92.22	92.84	94.9	95	95.5	97.1	97.1	97.1	99.4	78.8	85.45	91.48	91	99.5	Better	G
	No of people registered for My Account	No	Q	Big	n/a			n/a			n/a			11000			19893			13000	25000	n/a	G
	% of procurement activity which utilises I-Proc	%	Q	Big	n/a			n/a			n/a			n/a			n/a			TBC	TBC	n/a	n/a
	% timeliness of all Complaints	%	M	Big	98.54	98.93	99.29	99.12	98.69	98.88	98.8	98.21	98.19	98.23	98.38	98.3	94.8	96.8	96.5	98	98	Worse	R

17 September 2015	ITEM: 8
Corporate Overview and Scrutiny Committee	
Review of DBS Checks Policy and Register of Interests Process for Members	
Wards and communities affected: All	Key Decision: Non-Key
Report of: David Lawson, Monitoring Officer	
Accountable Head of Service: Fiona Taylor, Head of Legal and Democratic Services	
Accountable Director: Lyn Carpenter, Chief Executive	
This report is public	

Executive Summary

This report sets out the current policy regarding Thurrock’s approach to undertaking DBS checks and maintaining a register of interests for Elected and Co-Opted Members.

The Protection of Freedoms Act 2012 (PFA) introduced changes to the arrangements for carrying out criminal records checks. This report seeks to inform Members of the reforms, the current process and proposes changes to Council Policy in order to introduce DBS checks for all Members to ensure best practice in Thurrock.

1. Recommendation(s)

- 1.1 The Standards and Audit Committee are recommended to approve Option 1 below (3.14); that enhanced DBS checks are carried out for all Councillors and any Co-Opted Members who are members of any Committee or Board which discharges education or social services functions in line with the proposed policy detailed at Appendix 1.**
- 1.2 That the current approach to maintaining and publishing Members Register of Interests be endorsed.**

2. Introduction and Background

Disclosure and Barring Service (DBS) Checks

- 2.1 The Protection of Freedoms Act 2012 (PFA) introduced changes to the arrangements for carrying out criminal records checks. One of the key changes involved the merger of the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) in December 2012 to form a new body called the Disclosure and Barring Service (DBS).
- 2.2. The DBS is a non-departmental public body, sponsored by the Home Office. The DBS provides access to criminal records and other relevant information for organisations in England and Wales and is also responsible for investigating safeguarding concerns and maintaining the barred lists for Children and Adults and the combined list (these are statutory lists containing details of people considered unsuitable to work with children and/or adults).
- 2.3 The changes introduced under the Protection of Freedoms Act 2012 not only affected the administrative arrangements but also scaled back the number of activities, involving work with children and adults, that are regulated; these are known as “regulated activities”.
- 2.4 Individuals on a barred list for children and/or adults cannot undertake a “regulated activity” and it is a criminal offence for the Council to allow an individual to do so without first checking whether they are on a barred list. That is why it is important for the Council to carry out pre-appointment checks in relation to individuals appointed to positions that involve the carrying out of a “regulated activity”
- 2.5 The revised definition of “regulated activity” was brought into force as a result of the PFA in September 2012. A “regulated activity” is one involving close work with vulnerable groups, including children, which a barred person must not do.
- 2.6 The legislation redefined and reduced the scope of regulated activities. Examples of “regulated activity” include being employed in a position that involves regularly undertaking unsupervised activities such as caring for or supervising children, regularly working for certain establishments such as children’s centres, and providing personal care to an adult in a care home or day care centre.
- 2.7 The majority of Councillors or co-opted members do not have unsupervised contact with children or adults as part of their role and therefore will not be involved in “regulated activity”. Therefore, unless activities fall within the redefined scope of “regulated activity”, Councillors or co-opted members are not required to be checked by virtue only of their position as a Councillor or co-opted member.

- 2.8 It should be noted that the law relating to elections already provides some safeguard by barring individuals from standing for election if they have been convicted of a criminal offence within the last 5 years and received in excess of 3 months' imprisonment.

Register of Interests – Current Process

- 2.9 Elected Members are required to register any disclosable pecuniary interests of themselves or a spouse or civil partner who they live with, within 28 days of taking up office. It is a criminal offence if a Councillor fails, without reasonable excuse, to declare or register interests with the Monitoring Officer.
- 2.10 Currently Members Services liaise with Members once elected and advise them of the process for completing a Register of Interest form. The forms are collated by Members Services and provided to the Business Support Officer in Legal Services who works with the Monitoring Officer to ensure all forms are reviewed, signed and filed accordingly. Once reviewed and formally signed by the Monitoring Officer the information is published online to each Members website page where the public and other Members can review as they wish.
- 2.11 It is Members responsibility to advise the Monitoring Officer of any changes to their register of disclosable pecuniary interests and declare these at meetings where relevant.

3. Issues, Options and Analysis of Options

Thurrock's current DBS check policy for Members

- 3.1 Thurrock's current policy is that those Members appointed to the following Committees are required to undertake a DBS check prior to taking their seats:
- Children's Services Overview and Scrutiny Committee
 - Health and Wellbeing Overview and Scrutiny Committee
 - Standards and Audit Committee
 - Corporate Parenting Committee
- 3.2 This is approved at Annual Council each year when the allocation of Committee Seats and Committee appointments are agreed, and under Committee Procedure Rule 13.2 (Chapter 5, Part 2 of the Council's Constitution) which states that members of the Corporate Parenting Committee are required to undertake a DBS Check prior to taking up their role.
- 3.3 Currently once a Member has been appointed to one of the aforementioned Committees above, Members Services coordinate with the Member and HR to advise that a DBS Check is required to be undertaken. The Member has a duty to complete the application and submit this to the Disclosure and Barring Service (DBS).

- 3.4 Once the check is completed, DBS will send a certificate listing the results to the applicant (the Member). The Member is required to provide this certificate to the HR department, as their employer, who will need to see the results.
- 3.5 The HR department are responsible for advising the Monitoring Officer of any positive result but should also keep the Monitoring Officer fully informed of the number of clear checks received. The Monitoring Officer would be expected to inform the Chief Executive of any positive result to determine an appropriate course of action.
- 3.6 The results of the DBS check are strictly confidential and are maintained within the HR department. In accordance with Section 124 of the Police Act 1997, disclosure information is only passed to the people authorised to receive it in the course of their duties, such as the Monitoring Officer, Chief Executive and other officers as appropriate, such as the Head of HR, OD & Transformation and the Principal Solicitor for Employment & Litigation.
- 3.7 There is currently no formal time period within which this must be completed, however it is expected that DBS checks would be undertaken as soon as practicable after being appointed to the Committee at Annual Council in May so that they can undertake their duties on the Committee when they begin their work for the new municipal year.

Presenting the Options

- 3.8 Councillors have a wide range of responsibilities and take decisions in relation to core services relating to children and adults, for example, the corporate parenting role. These responsibilities may require Councillors to access sensitive information about, or have contact with, children and adults.
- 3.9 Although the duties and responsibilities of Councillors do not fall under the scope of “regulated activity” and Councillors are no longer required to be checked if not undertaking such activity, the Council can still request that DBS checks (excluding a check of the barred lists) be carried out.
- 3.10 There are two levels of DBS checks that can be carried out:
 - Standard DBS checks which show disclose previous cautions, convictions, police reprimands and warnings relating to an individual.
 - Enhanced Checks (without a check of the barred lists) provide the information resulting from a standard DBS check with the addition of relevant police information provided by the local police force. Chief police officers are asked to provide any information which they “reasonably believe to be” “relevant and ought to be included in the [enhanced DBS] certificate”, having regard to the purpose for which the certificate is sought.

- 3.11 To address concerns about proportionality, the Government has introduced legislation to prevent certain minor and old convictions and cautions from being revealed by a DBS check.
- 3.12 The Committee are asked to consider the current approach adopted by Thurrock in regards to Members DBS checks and recommend to the Standards and Audit Committee whether the policy should remain unchanged, or if one of the following options (or alternative) should be adopted.
- 3.13 It is proposed that **Option 1** be the preferred option to recommend to the Standards and Audit Committee for approval in order to improve the DBS check process and strengthen public confidence in Thurrock.

Option 1: To carry out enhanced DBS checks for all Councillors and any Co-Opted Members who sit on a Board or Committee that discharges any education or social services function

- 3.14 This preferred option proposes that the Council as an employer carries out enhanced DBS checks for all Councillors in order to respond proportionately to the risk and reassure the public, and the draft policy attached at **Appendix 1** reflects this. Checks are also proposed for any Co-Opted member serving on a Committee or Board that discharges any education or social services function of the Council, which will include the Children's Services Overview and Scrutiny Committee, Corporate Parenting Committee and the Health Overview and Scrutiny Committee. Under this proposal Co-Opted Members of the Housing Overview and Scrutiny Committee, Planning, Transport and Regeneration Overview and Scrutiny Committee and Standards and Audit Committee would not be required to undergo a DBS check.

The enhanced level DBS certificate is recommended over the standard check as it contains any additional information held by the local police that they reasonably consider to be relevant to the individual's role. This information is useful to determine whether there are concerns under investigation locally which have not resulted in any formal action and any information provided may also help put details of any offence in context.

Option 2: To carry out no DBS checks

- 3.15 This option would be a change to the current Council Policy position and without any checks taking place it would not be possible to check an individual's background and determine whether an appointment to a particular role may be less suitable for them in light of a relevant disclosure. In order to protect those who are most vulnerable in society it is proposed that this option be rejected; the Council may be open to criticism if it did not take reasonable steps to assess and mitigate the risk.

Option 3: To carry out standard DBS checks for all Councillors

- 3.16 Standard checks only reveal basic information concerning any unspent convictions and cautions, police remands and warnings.

Option 4: To carry out enhanced DBS checks with a check of the barred lists

- 3.17 This option was ruled out because it is not lawful to check the barred lists unless the individual who is being checked is going to undertake a “regulated activity” as amended by the Protection of Freedoms Act. Councillors would not be eligible by virtue only of their position as a Councillor or Co-Opted member.

Option 5: To carry out DBS checks in relation to specific roles which have some relationship with services that engage in “regulated activity”.

- 3.18 Committees are responsible for decision taking therefore identifying specific individuals to DBS check would not be appropriate. Since Councillors engage in a variety of functions across the Council it is more appropriate to check all Councillors.

4. Reasons for Recommendation

- 4.1 It is proposed that Option 1 is adopted in light of the changes to the law and the redefined scope of “regulated activity”.
- 4.2 Although all Councillors and Co-Opted Members are not required to be DBS checked by virtue of their position (unless involved in “regulated activity”), Councillors are community leaders and work with local communities – including the public, community, voluntary and private sectors – to develop a vision for the local area and to find ways to improve services and quality of life for residents. In this role Councillors are expected to meet and engage with the public and could come into contact with residents – and thereby their families, including children and vulnerable people – in a multitude of situations, including within resident’s own homes.
- 4.3 As community leaders and corporate parents, residents would expect Councillors to lead and behave by example and place a great deal of trust in Elected Members by virtue of their position. Therefore it could be argued that if every Member undertook a DBS check this could strengthen public confidence and foster best practice in Thurrock.
- 4.4 The current process for maintaining a record of Members disclosable pecuniary interests is working well. All of Members Register of Interests forms are available online under each Councillor’s web page for public view and Members submit amended register of interests forms where appropriate. Thurrock is meeting its statutory obligation.

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

5.1 Not applicable.

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

6.1 This report supports the Council's Corporate Vision, Priorities and the Aim "to become a **confident**, well managed and **influential** council regarded by residents, peers and partners as **ambitious** for the people of Thurrock and totally focused on meeting their current and future **aspirations**."

7. Implications

7.1 Financial

Implications verified by: **Sean Clark**
Head of Corporate Finance

The cost of each enhanced DBS check is £44. Thurrock has 49 Elected Members and 16 Co-Opted Members, 10 of which would be subject to a DBS Check if the Committee recommended Option 1 to the appropriate decision maker for agreement. If it was subsequently agreed, this would cost the Council £2,596. Further ongoing costs would be incurred upon renewal of Councillors DBS checks after the period specified in the policy (suggested as every 4 years) or as and when new Members are elected. As the Co-Opted Members appointed to Committees could change annually this would also incur an additional ongoing cost. This cost would need to be met from the budget within Legal and Democratic Services.

7.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer and Deputy Head of Legal

The proposed policy complies with the exception to the Rehabilitation of Offenders Act 1974 and with the Disclosure and Barring Service Code of Practice. The Safeguarding Vulnerable Groups Act 2006 has effectively been amended to scale back the number and type of positions/circumstances which should be subject to criminal records checking. The provisions now only relate to those persons who have close and unsupervised contact with vulnerable groups including children. There are specific definitions as to what this means in practice.

The definition of "regulated activity" under the Safeguarding Vulnerable Groups Act has been amended. Previously, the definition specifically included councillors who "discharged functions" relating to the social care of vulnerable adults and children for two or more days in any 30 day period.

This was usually understood to include all members of Cabinet, relevant scrutiny members and those serving on fostering and adoption panels. This definition has been formally repealed. No councillors are now legally required to undergo a criminal records check as part of assessing their suitability for such roles; this is with the exception of councillors who will be involved in Fostering and Adoption panels where criminal checks, including barred list checks, should still be completed.

The definition of “regulated activity” under the Safeguarding Vulnerable Groups Act now only means:

With regard to children:

Unsupervised activities: teach, train, instruct, care for or supervise children, or provide advice/guidance on well-being, or drive a vehicle only for children – if done regularly; and relevant personal care (even if only done once); registered child-minding and foster carers.

With regard to adults:

Healthcare professionals providing healthcare or personal care; the provision of social work by social care workers; assistance with cash, bills or shopping or the conduct of their personal affairs; conveying persons because of their age, illness or disability even if only done once.

These definitions are given in more detail in the legislation but it is clear that the emphasis now is on the provision of close personal care and involvement with the individual.

Given this definition, there is now no legal requirement for a criminal records check on Councillors unless it is considered that a person is undertaking any of the activities listed above or will serve on fostering and adoption panels.

While the statutory requirement for automatic councillor checks has been lifted, *some discretion has been left to councils to continue previous arrangements if they wish. The Rehabilitation of Offenders Act regulations have been amended to allow enhanced checks on individuals who were previously covered by the definitions of regulated activity for children and vulnerable adults that were applicable prior to 10 September 2012.*

This means that the Council may still carry out enhanced checks on any councillors occupying positions which it deems to be “discharging” social services and education functions. The Council can construe this as meaning “all members” on the basis that they may potentially be members or substitutes of such committees or become members of the Cabinet.

7.3 **Diversity and Equality**

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

The report strengthens Thurrock's public sector equality duty and the impact of the proposals on safeguarding the community and human resources have been considered.

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

Not applicable.

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

- None.

9. **Appendices to the report**

- Appendix 1: Proposed revised policy on Disclosure and Barring Service (DBS) Checks for Councillors and Co-Opted Members.
- Appendix 2: Code of Practice for registered persons and other recipients of disclosure information.

Report Author:

Stephanie Cox
Senior Democratic Services Officer
Legal and Democratic Services

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Proposed revised policy on Disclosure and Barring Service (DBS) Checks for Councillors and Co-Opted Members

General Principles

1. That all Councillors undergo enhanced level DBS Checks every 4 years (for the duration of their term of office) upon being newly elected, or within two months of this policy being enacted.
2. Co-Opted Members will be required to undergo enhanced level DBS Checks if they are members of a Committee or Board which discharges any education or social services function. This will include Co-Opted Members of the following Committees:
 - Children's Services Overview and Scrutiny Committee
 - Corporate Parenting Committee
 - Health Overview and Scrutiny Committee

The Process

3. That within two months of the date of this Policy being introduced, and thereafter for newly Elected Councillors within two months of taking office following an election, Councillors will be required to undergo an enhanced DBS Check.
4. Within two months of the date of this Policy and thereafter within two months of a relevant newly appointed Co-Opted Member becoming a member of a Committee or Board that discharges any educational or social services function, the relevant co-opted member will be required to undergo an enhanced DBS check.
5. Members will be assisted by Members Services and the HR department, as the employer, who will provide the Member with application form to complete and return to the HR department, along with documents proving their identity and any other information as required.
6. The HR department will submit the completed application form to the DBS.
7. DBS will send a certificate to the Member once the check is complete. The Member will be responsible for providing the certificate to the HR department who will be required to review the certificate to identify if the check is clear or of any positive result.
8. Members will endeavour to use the online DBS service wherever possible to complete their application or subscribe to the DBS update service, which will enable Thurrock Council HR department, as the employer, to check the Members certificate online.

9. Once the certificate is reviewed by the HR department they would be expected to notify the Monitoring Officer of the result and any other information as required. The Monitoring Officer will maintain a record of the date a check was requested, the date a response was received and a 'list' of all those to whom the disclosure or disclosure information has been revealed together with other relevant information. In accordance with Section 124 of the Police Act 1997 disclosure information will only be passed to those people who are authorised to receive it in the course of their duties. It is a criminal offence to pass this information to anyone who is not entitled to receive it.
10. Where a check is not clear, for instance, it contains details of an offence, the Councillor or co-opted member will be required to provide a copy of the DBS certificate to the Monitoring Officer within 28 days of the date of issue of the DBS certificate, unless the content of the DBS certificate is disputed and the dispute is raised with the DBS within 3 months of the date of issue, in which case the certificate must be provided to the Monitoring Officer within 28 days following the outcome of the dispute.
11. Disclosure information will only be used for the specific purpose for which it is requested and for which the applicant's full consent has been given.
12. Records of the Disclosure Number will be kept electronically, along with the date of issue. Where Disclosure Information is made available this will be kept securely and destroyed within six months in line with the DBS Code of Practice and the Data Protection Act. Once the retention period has elapsed, any disclosure information will be destroyed by secure means. While awaiting destruction, disclosure information will remain secured.
13. No photocopy or other image of the disclosure or any copy or representation of the contents of a disclosure will be kept. However, as stated above, the Monitoring Officer will maintain a register of the date of the request for and issue of a disclosure, the name of the subject, the type of disclosure requested, the position for which the disclosure was requested, the unique reference number of the disclosure and the detail of any decision taken as a result of the disclosure.

Portability

14. DBS certificates are not portable other than those between individuals registered with the online DBS update service. Members will not be able to use their DBS check undertaken by the Council for any other purposes outside of their Council role, for instance in any volunteering opportunities or work with community groups as members of Boards they were not appointed to by the Council.

The Use of Disclosure Information

15. The existence of a criminal record or other information revealed as a result of an enhanced DBS check will not automatically debar a Councillor from holding office.

16. In the event that the disclosure information received raises issues of concern, the Chief Executive advised by the Monitoring Officer, the Principal Solicitor for Employment and Litigation, the Head of HR, OD & Transformation and Directors of Children's Services and Adults, Health and Commissioning, as appropriate, in consultation with the relevant Group Leader, will discuss with the individual Councillor the restrictions considered necessary, to safeguard children, young people and adults, on the positions held by that Councillor.

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Code of Practice

**For Registered Persons and Other
Recipients of Disclosure Information**

(Revised April 2009)

**Presented to Parliament pursuant to Section 122 (2) of the
Police Act 1997**

CODE OF PRACTICE

INTRODUCTION

This Code is established under section 122 of Part V Police Act 1997 and determines the obligations which govern initial and ongoing registration of Registered Bodies with the Criminal Records Bureau (CRB).

The Code applies to all Registered Bodies and Umbrella Bodies, hereon referred to as Registered Bodies, and their clients. The Code also applies to applications for, and handling of, both Standard and Enhanced Disclosures.

The obligations within this Code are determined by Part V Police Act 1997 and in particular the Police Act 1997 (Criminal Records) (Registration) Regulations 2006. These provisions determine the legal requirements upon persons seeking to register and maintain their registration with the CRB as Registered Bodies. They address the way in which the CRB will ensure that:

- Organisations are assessed as suitable to receive sensitive Disclosure information
- Organisations do not breach the spirit and requirements of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 by submitting ineligible Disclosure Applications
- Registered Bodies correctly verify the identity of Disclosure applicants to ensure the integrity of all Disclosures issued by the CRB
- Sensitive and personal data contained within the Disclosure is correctly managed and used by Registered Bodies
- The efficiency of the Disclosure Service is maintained by the timely payment of fees and the accuracy of Disclosure Application data
- Registered Bodies treat their applicants fairly when considering sensitive Disclosure information
- Registered Bodies who fail to comply with the obligations within this Code may be suspended or de-registered in order to maintain the overall integrity of the Disclosure Service

The CRB takes seriously its statutory duties relevant to the rehabilitation of offenders, data protection and human rights legislation. It will therefore seek to ensure strict compliance with the Code through the full range of CRB assurance management processes.

This Code applies to all Disclosure information that is information contained within the Disclosure including information provided under the Independent Safeguarding Authority (ISA) scheme when introduced as well as information provided under separate cover.

THE OBLIGATIONS

1 REGISTRATION

Registered Bodies must:

1. Provide sufficient information to the CRB to allow registration to proceed. This includes information on the organisation's status, the suitability of proposed countersignatories and the purposes for which registration is requested
2. Demonstrate that they are likely to countersign and submit applications for relevant positions and employment
3. Demonstrate that they are likely to submit the minimum annual number of Disclosure applications determined by the CRB
4. Provide up-to-date information to the CRB as required in respect of the registration information and countersignatories
5. Provide information on their organisation and nominated Lead and countersignatories as and when required by the CRB to determine suitability for initial and ongoing registration with the CRB
6. Give access to CRB officials to official premises, data and documentation as and when reasonably required by the CRB to determine suitability for ongoing registration
7. Submit Registration and Disclosure applications in the prescribed format
8. Ensure that Disclosure applications are completed accurately and that all mandatory data fields are completed in full
9. Ensure that any electronic application system complies with CRB specifications as stipulated

2. IDENTITY VERIFICATION

Registered Bodies must:

1. Accurately and comprehensively verify the identity of the applicant prior to the submission of a Disclosure application
2. Ensure that any person undertaking identity verification checks on their behalf is suitable and trained accordingly

3. MANAGEMENT AND USE OF DISCLOSURE INFORMATION

Registered Bodies must:

1. Have a written policy on the secure handling of Disclosure information which, in the case of Umbrella Bodies, should be made available to their clients

2. Store Disclosure information securely
3. Retain Disclosure information, its content or any representation of the same in any format for no longer than is necessary and for a maximum of six months following the recruitment decision unless a dispute is raised or, in exceptional circumstances, where CRB agreement is secured
4. Ensure that no reproductions of the Disclosure or its content are made, including photocopies or scanned images, unless with the prior agreement of the CRB or as a result of a stipulated requirement relating to the e-channel service
5. Only share Disclosure information with relevant persons in the course of their specific duties relevant to recruitment and vetting processes
6. Dispose of Disclosure information in a secure manner
7. Ensure that Additional Information, including information as to its existence, is not revealed to the Disclosure applicant and is disposed of in the appropriate manner and at the appropriate time
8. Ensure that they comply with CRB guidance on the portability of Disclosures and their contents

4. SUITABILITY POLICY

Registered Bodies must:

1. Have a written policy on the suitability of ex-offenders that is available upon request to potential applicants and which, in the case of Umbrella Bodies, should be made available to their clients
2. Ensure that all applicants for relevant positions or employment are notified in advance of the requirement for a Disclosure
3. Notify all potential applicants of the potential effect of a criminal record history on the recruitment and selection process and any recruitment decision
4. Discuss the content of the Disclosure with the applicant before withdrawing any offer of employment
5. Provide a copy of the CRB Code of Practice to the applicant upon request

5. PAYMENT AND FEES

Registered Bodies must:

1. Pay the prescribed registration fee before registration may proceed
2. Pay countersignatory fees within the prescribed period
3. Pay all subsequent Disclosure fees within the prescribed period

4. Pay all fees related to Disclosure applications submitted after any decision by the CRB to suspend registration or deregister the organisation
5. Publish all fees associated with Disclosure applications in relevant documentation
6. Notify the CRB in writing of any change to the fees associated with Disclosure applications

6. ELIGIBILITY

Registered Bodies must:

1. Use all reasonable endeavours to ensure that they only submit Disclosure applications in accordance with the Disclosure eligibility criteria for relevant positions or employment
2. Correctly apply the CRB definition of a volunteer to assert eligibility for free-of-charge Disclosures

7. ASSURANCE AND COMPLIANCE

Registered Bodies and their clients must co-operate in full with the CRB Registration Management Team enquiries, audits and investigations in seeking to:

1. Determine eligibility for initial registration with the Disclosure Service in accordance with the prescribed processes and criteria
2. Ensure ongoing compliance of Registered Bodies with the obligations under this Code by undertaking assurance audits on a regular basis in accordance with the prescribed processes and criteria
3. Implement the suspension or de-registration of a Registered Body where non-compliance is established in accordance with the prescribed de-registration processes and criteria

8. OFFENCES

Registered Bodies must note that it is an offence to:

1. Disclose information contained within a Disclosure to any person who is not a member, officer or employee of the Registered Body or, in the case of Umbrella Bodies, their client unless a relevant legal exception applies
2. Disclose information to any member, officer or employee where it is not related to that employee's duties
3. Knowingly make a false statement for the purpose of obtaining, or enabling another person to obtain, a Disclosure

Persons guilty of such offences are liable to deregistration, imprisonment or a fine unless a relevant exception applies as outlined in CRB Guidance.

GUIDANCE

Each of the obligations of this Code is supplemented by detailed Guidance available on the CRB website at www.crb.gov.uk.

This Guidance will be updated on a continual basis to ensure that it reflects the reality of CRB operations and the needs of Registered Bodies.

Significant changes to the Guidance will be notified to Registered Bodies as required.

FUTURE DEVELOPMENTS

The CRB anticipates significant developments in its service delivery within the coming three year period. These will include:

- The establishment by the Department of Children, Schools and Families of the Independent Safeguarding Authority which will allow for the continual monitoring of persons suitability to work within the children and vulnerable adults sectors
- The development of e-delivery channels for access to the CRB Disclosure Service, including e-applications and the extension of online tracking

Both of these developments will impact on the role of Registered Bodies in regards to the format, content and secure handling of the information they receive as part, or associated with, the Disclosure Service.

CRB CODE OF PRACTICE

GLOSSARY OF TERMS

Additional Information (Enhanced Disclosures Only). -In a very small number of circumstances (typically to protect the integrity of current police investigations), additional information may be sent under separate cover to the Countersignatory. Please note, the applicant's copy of the Disclosure will not refer to this information. Therefore information must not be shared with the applicant.

Where the police issue a separate letter, the Countersignatory's copy of the Enhanced Disclosure will contain the following words '**Please refer to letter sent under separate cover**', printed under the '*date of issue*' on the Disclosure.

Approved Information (Enhanced Disclosures Only). - This is non-conviction information provided by the police from their local records. The Chief Police Officer in each force will decide what, if any, information to provide. The CRB will print this information on both the applicant's and the Countersignatory's copy.

Assurance Audits - Used to determine the level of compliance of Registered Bodies focussing on Id validation and data quality. It takes the form of a self-assessment questionnaire that must be completed by Lead Signatories. Where areas of non-compliance have been identified, they are addressed in a detailed report to the Lead Signatory, and in some cases a Compliance Visit to the organisation may also take place for further examination of their internal processes.

Counter-signatory - A person within a Registered Body who is registered with the CRB to countersign applications and receive the Disclosure.

Criminal Records Registration Regulations 2006 - Conditions set by CRB which must be met in order to maintain registration status.

Disclosure - The term that is used to describe the service provided by the CRB and the document issued to the applicant and Registered Body when a CRB check has been completed.

Exceptions Order 1975 - The Exceptions Order to the Rehabilitation of Offenders Act (ROA) 1974 sets out those occupations and positions exempt from the provisions of the ROA. These are generally positions of trust, where there is a valid need to see a person's full criminal history in order to assess their suitability for a position. This information is intended as general guidance only. It must not be regarded as a definitive interpretation of the Act. Anyone requesting further guidance should seek legal advice.

Enhanced Disclosure - Also referred to as an Enhanced check. These are for posts that involve a far greater degree of contact with children or vulnerable adults. In general the type of work will involve regularly caring for, supervising, training or being in sole charge of such people. Examples include a Teacher, Scout or Guide leader. Enhanced checks are also issued for certain statutory purposes such as gaming and lottery licences.

This level of check involves an additional level of check to those carried out for the Standard CRB check - a check on local police records. Where local police records contain additional information that may be relevant to the post the applicant is being considered for, the Chief Officer of police may release information for inclusion in an Enhanced check.

Exempted Question - An exempted question is a valid request for a person to reveal their full criminal history (including spent convictions) and is made possible by virtue of the Exceptions Order to the Rehabilitation of Offenders Act (ROA) 1974.

Independent Safeguarding Authority (ISA) - The ISA have been created to help prevent unsuitable people from working with children and vulnerable adults by working in partnership with the Criminal Records Bureau (CRB), gathering relevant information on every person who wants to work or volunteer with vulnerable people

Identity Verification Checks - A process that Registered Bodies undertake to check and validate the information provided by the applicant on the application form.

Lead signatory - A senior figure within a Registered Body who has overall responsibility for the use of the CRB checks in their organisation.

Online Tracking - Facility than can be used on the CRB website to track an application by providing the form reference number and date of birth.

Part V Police Act 1997 - The piece of legislation that brought about the CRB.

Personal Data - Data which relates to a living individual who can be identified from that data.

(Sensitive) Data – Data which includes:

- Racial or ethnic origin
- Religious or other beliefs of a similar nature
- Physical or mental health or condition
- Sexual life
- Offences (including alleged offences)

Portability - Portability refers to the re-use of a CRB Disclosure, obtained for a position in one organisation and later used for another position in another organisation.

This practice is no longer endorsed by the CRB due to the risks factors involved.

Registered Body - Organisations that have registered directly with the CRB to use its services.

Rehabilitation of Offenders Act (ROA) 1974 - The Rehabilitation of Offenders Act (ROA) 1974 enables some criminal convictions to become 'spent', or ignored, after a 'rehabilitation period'. A rehabilitation period is a set length of time from the date of conviction. After this period, with certain exceptions, an ex-offender is not normally obliged to mention the conviction when applying for a job or obtaining insurance, or when involved in criminal or civil proceedings.

Standard Disclosure - Also referred to as a Standard check. These are primarily for posts that involve working with children or vulnerable adults. Standard checks may also be issued for people entering certain professions, such as members of the legal and accountancy professions. The Standard check contains details of all convictions held on the PNC including current and 'spent' convictions as well as details of any cautions, reprimands or final warnings. If a position involves working with children, the CRB check will indicate whether information is held on three government lists of those who are banned from working with children or the vulnerable.

17 September 2015	ITEM: 9
Corporate Overview and Scrutiny Committee	
Thameside Complex Review	
Wards and communities affected: Grays Thurrock / All	Key Decision: Non-Key
Report of: The Thameside Complex Review Panel	
Accountable Head of Service: Matthew Essex, Head of Regeneration	
Accountable Director: Steve Cox, Assistant Chief Executive	
This report is public	

Executive Summary

The report attached at appendix 1 details the work of the Thameside Complex Review Panel, including the recommendations they wish this Committee and subsequently Cabinet to endorse.

1. Recommendation(s)

Corporate Overview and Scrutiny are asked to endorse the following recommendations of the Panel which will be put to Cabinet:

- 1.1 Cabinet accept the conclusions set out on page 22 of the report (attached as Appendix 1) as a set of guiding principles when exploring future cultural provision at the Thameside Complex.**
- 1.2 A site that represents the Arts should remain in Grays.**
- 1.3 The Council should endeavour to improve and modernise the library, museum and registry service whether this be in the Complex or in another location.**
- 1.4 Any theatre needs to cater for the community but also a variety of professional acts and productions. It should represent the aspirations of a competitive regional theatre.**

2. Introduction and Background

- 2.1 Corporate Overview and Scrutiny Committee initiated the Thameside Complex Review Panel in January 2015 to look at the options for the building and services contained within the Thameside Complex.**

2.2 The Panel duly met and in collaboration with officers undertook research and community engagement to produce the report attached at Appendix 1.

3. Issues, Options and Analysis of Options

3.1 The Full report attached at Appendix 1 outlines the options available to the Thameside Complex and each is considered in turn in the report.

3.2 Corporate Overview and Scrutiny (and the Cabinet) may wish to take a contrary view to those set out and agreed by the cross party panel.

3.3 By agreeing to the recommendations of the report, the Cabinet will still need to decide from a number of options that will arise. The intention and understanding of the Review Panel is that a separate officer report will be able to provide the professional and specialist advice needed to consider these further options.

4. Reasons for Recommendation

4.1 These are set out in the report at Appendix 1.

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

5.1 The Panel consulted service officers, members of the public and professional theatre consultants as part of their work. This is detailed in the Appendix.

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

6.1 The Thameside Complex has a significant impact on many residents' lives and it is important for the Council to decide on the future of the building and services to best suit residents' needs and aspirations.

7. Implications

7.1 Financial

Implications verified by: **Mike Jones**
Strategic Resources Accountant

The financial implications of the preferred option will need to be considered as part of the Councils overall financial position once the cost is fully assessed.

7.2 Legal

Implications verified by: **Alison Stuart**
Principal Solicitor

Any legal implications are contained within the body of the report.

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**
**Community Development and Equalities
Manager**

The report takes note of and makes recommendations based on the physical accessibility of the Complex and also the needs of those who require access to IT for education and information purposes.

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

At this stage, the Panel's report does not make recommendations that impact on staff terms and conditions.

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

- Not applicable.

9. Appendices to the report

- Appendix 1 – Thameside Complex Review

Report Author:

Matthew Boulter
Principal Democratic Services Manager
Legal Services

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Thameside Complex Review

July 2015

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Chair's Introduction

As councillors we value the artistic and cultural impact the Thameside Complex has on both Grays and Thurrock as a whole. It was with eagerness we embarked on this review as every member of the Panel felt it important to understand and progress the issues involved with the Complex. The Corporate Overview and Scrutiny Committee, who originally established the Panel, thought it extremely important that all political parties had a voice on the Panel as the Thameside Complex is for all and everyone. The original chair of the Panel, Councillor Charles Curtis, lost his seat in the 2015 local elections so I stepped up to the position from mid-May 2015 onwards to finalise our recommendations.

During the review it struck me how many residents were concerned that the Council was seeking to do away with either the building or the services at the Complex. I hope that this report goes some way to reassure residents that the Council is committed to the Arts and culture and will seek to improve it where it can.

We have taken a different approach to this review by listing some conclusion statements before moving on to our recommendations. We hope that by making these conclusions we give the Council some guiding principles to base their future decisions around. For example, keeping cultural provision in Grays and identifying greater aspiration for our theatre provision.

Throughout our review many officers, specialist companies and residents took the time to speak to us and for that I would like to thank them. I would also like to thank especially Matthew Essex and Stephen Taylor of the Regeneration Team for being so attentive to our questions and ensuring the review was well informed. Finally I would like to express my thanks to my fellow councillors who sat on the Panel for their insightful and frank views on the issues at hand. Through the debate and discussion they thought only of improving services for Thurrock and for that I am thankful to them.

Councillor Graham Snell



Introduction

The future of the Thameside Complex has been a longstanding, recurring topic of discussion which has been thrown into sharp focus in recent years as cuts in public sector spending have given rise to linked debates over the costs of running and maintaining the building, its use, the quality of the services being provided from within it and its ultimate fitness for purpose in a much changed cultural landscape. These debates routinely provoke passionate responses from various parties, driven by concerns that the Council is seeking to unilaterally close the building and cease providing the services currently hosted therein – particularly the Thameside Theatre.



In August 2014 Cabinet received a report entitled ‘Thameside Complex – Securing theatre provision for Thurrock’. The report set out some of the context surrounding the Thameside and sought approval, duly given, to undertake an options appraisal with a view to securing the long-term future for a theatre within the Borough.

The complex is important to many local people both for the services it contains and for what it represents; placing Grays at the heart of culture, heritage and the Arts in Thurrock and as the administrative and civic centre of the Borough. As was apparent from discussion amongst Cabinet Members during the meeting even the proposal to carry out an options appraisal has raised concern.

In January 2015, the Corporate Overview and Scrutiny Committee received a report on the Thameside Complex. It was decided at this meeting that a cross party task and finish group could usefully support the detailed consideration of the options for the future of the services and the complex. Members of the committee felt the complex and its services were vitally important to Thurrock and needed proper consideration.

Following this meeting of the Corporate Overview and Scrutiny Committee, Members were requested from all four political groups represented at the Council to form a Thameside Complex Review Panel.

Purpose and Aims of the Thameside Complex Review Panel

- Building upon the work completed to date, understand the current challenges and benefits of the Thameside Complex and providing services from it.
- Support the consideration of the future options for the services as outlined in the Cabinet report of February 2015, using witness sessions, consultation and other research to provide a balanced view of each.
- Provide a thorough and balanced report to Cabinet outlining the Group's consideration of each option.

Membership

Because the Group undertook its work over the local and general elections in May 2015, two of our group lost their seats following the election.

The Current Membership

Councillor Graham Snell (UKIP) – *Chair of the Group from May 2015*

Councillor Robert Gledhill (Conservative)

Councillor Yash Gupta MBE (Labour) – *Member of the Group from May 2015*

Past Membership

Councillor Charlie Curtis (Labour) – *Chair of the Group until 7 May 2015*

Councillor John Purkiss (Independent) – *Member of the Group until 7 May 2015*

Timeline of Review

3 March 2015	First meeting of the Panel to plan the review
12 March 2015	Panel visit Thameside Complex to meet services and gain an understanding of the building and its services
Late March to early May 2015	Consultation launched to gain views from the public on the Thameside Complex
19 May 2015	Witness day to meet with voluntary sector tenants, service managers and theatre specialists.
2 July 2015	Panel convenes to finalise Report.

What is the Thameside Complex?

The Thameside Complex is a building on the Orsett Road, in Grays, which houses:

- Grays Library
- Thurrock Museum and Archives
- Thameside Theatre and Box Office
- The Registry Office (for birth, deaths and marriages) and the Hawthorne Suite (for wedding ceremonies)
- Expressions Cafe
- Office space that is currently occupied by voluntary organisations (Thurrock Lifestyle Solutions, Trans-vol, CSV, TRUST and the Talking Newspaper)
- Office space used by the Council for library services
- Office space that is currently empty and unused

The Complex had been planned from 1967 and was finally opened to the public in January 1972. The building was specifically designed to contain the new library, the local history museum and the Thameside Theatre in one building.



View of Thameside Complex from Orsett Road, Grays

What Residents think of the Thameside Complex and its Services

134 people responded to our consultation and it gave us a thought provoking insight into how the Thameside Complex was viewed by the community.

The library was the most used service in the Complex according to our consultation with the theatre coming second. These services accounted for 58% of visits mentioned in the survey.

15% of respondents identified the Expressions Cafe as a reason for visiting, whereas 13% listed the museum and 10% of the respondents listed the registry office, baby activity groups and visiting voluntary organisations as the reasons for using the Complex.

The majority of people who responded to our survey felt passionately in favour of the look and feel of the Complex, as well as the services it provided. It is seen by many as a haven of learning and culture. There also seemed to be a concern among those who responded that the Complex and services were being considered for removal to make way for housing or another development.

The concern for the future of the staff who worked for the services was also a prevalent feature of many responses.

There was a clear division among users of the Complex between those who expressed views to keep the Complex and the services exactly as they were and those who felt that there was more the Complex and services could achieve through innovation.

We were interested in this outcome as we felt that many visitors did not know about the potential for improving or modernising services and many responses expressed a fear that the Panel was investigating options to demolish the Complex and remove services entirely to make way for housing rather than potentially improving and modernising them. The Panel agreed that this report would outline all options and be transparent in its aims.

Is the Thameside Complex an attractive building?

One of our key interests was whether people thought the Thameside building was iconic. In other words, did people find the Thameside Complex attractive to look at?

80% of respondents thought the building benefitted the look of Grays town centre. On deeper analysis of the written responses we felt that some of these responses were informed by a fear that the Complex was to be demolished and the services removed. Likewise, a number of responses said the building was ugly or in need of renovation in later answers.

It was clear that most people cherished the Complex for what it represented in Thurrock. It seemed important that there be an iconic focus for the Arts in Grays/Thurrock.

We visited the Thameside Complex to see firsthand some of the issues raised in the survey and we found the Complex fairly unattractive and dated on the outside. We were able to see some of the original prototype architectural models for the building in the museum archives and noted that some of the earlier prototypes looked more attractive, for example using glass frontages and not the largely concrete facings we see today.

Although we cannot change the past and the decisions of our predecessors we felt as a panel that a more modern and inspirational building could enhance the attractiveness of both the Complex and the services to the people of Thurrock.

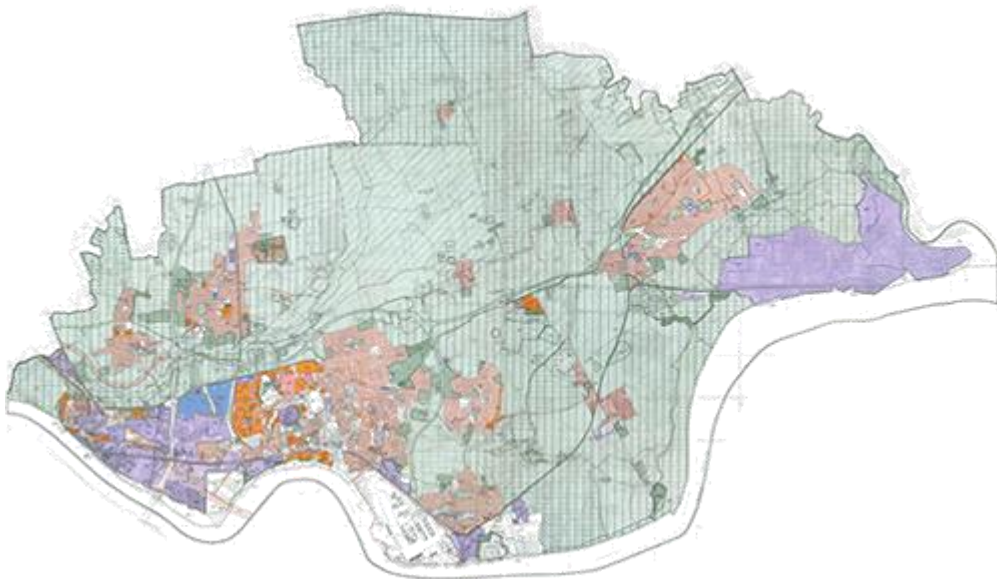


One of the original architectural model of the Thameside Complex

Is the Thameside Complex best placed in Grays?

This became a key line of enquiry for the Panel and we shall return to this later in the report but responses to our survey were strongly in favour of the Complex being located in Grays.

Over **90%** of people lived close to the Complex (Grays is one of the biggest urbanised centres in Thurrock) or found travel easy due to the closeness of bus and rail links. Parking was also largely seen as a positive feature of the Complex.

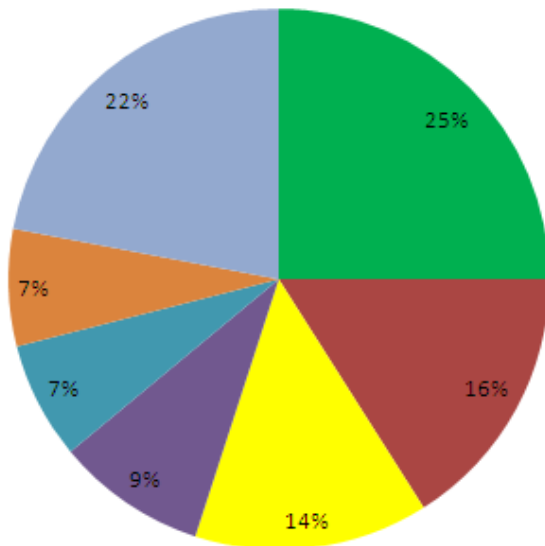


Key Concerns

We received a lot of passionate responses which we are grateful to residents for. The key messages people communicated to us during the review were:

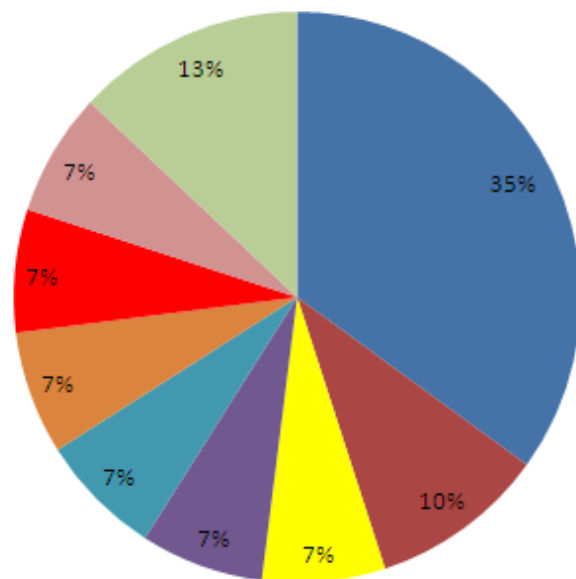
- Do not lose the library
- Do not lose the theatre
- We do not want to lose amenities
- Disabled access is very important to location of services within a town

What People **like** about the Thameside Complex



Everything - 25%
Library - 16%
Location - 14%
Staff - 9%
Easy Access - 7%
Theatre - 7%
Other - 22%

What People **do not like** about the Thameside Complex



Building - 35%
Noise Level in Library - 10%
Parking - 7%
Theatre - 7%
Nothing to Dislike - 7%
Opening Hours - 7%
Cafe - 7%
Staff - 7%
Other - 13%

What are the challenges facing the Thameside Complex and its Services and how can these be resolved?

The Complex

Floor Space

We learnt from officer reports that around a third of the floor space in the Complex was communal circulation space such as corridors and foyers, or storage facilities.

When we visited the Complex we walked through large office spaces that were empty and unused. This gave us the impression that the building was not being used to its full potential and there seemed to be a discrepancy between the cramped spaces available for services like the theatre compared to the large unused office spaces.

This was highlighted when we saw the very small area that was used for the Theatre's backstage storage compared to another floor in the Complex that was entirely empty.



A vacated floor in the Thameside Complex



Cramped and inadequate storage for the Thameside Theatre

We learnt that the theatre and the museum combined only occupied around 25% of the building with the library taking a further 23% of the floor space. Therefore, over half the floor space in the Thameside Complex was not used for the three main services in the complex, namely the theatre, library and museum.

Maintenance and Refurbishment

Although many people who responded to our survey recognised the Complex as an iconic building, we spotted need for refurbishment on our visit. We also learnt that since it had opened, the Complex had not undergone any wholesale refurbishment.

The Council had undertaken a recent condition survey of the building and many of the mechanical and electrical systems in the Complex needed replacing or significant upgrading. Estimates for upgrading these elements of the building had been priced at **£412,000** to be spent over five years. There were also structural and physical improvements in the region of **£976,000**, which we noted was a one off cost as well.

We also noted that the Complex cost, on average, **£336,207** per year to keep running, which included all utility bills, business rates and other running costs. We learnt that these running costs were well within the budget assigned to the Complex and that extra capacity for spend had been included in the budget to safeguard against increased electricity costs. The running costs of the Thameside Complex are therefore not over budget.

Although the running costs of the Complex are within budget now, we were aware that the Council continues to face pressure to reduce budgets and we felt it was the Council's duty to ensure services were provided in the most cost effective and beneficial way for residents.

Potential Improvements for the Complex

The Potential improvements to the Complex building seemed obvious during our visit. There was a clear set of works that would cost £412,000 which would improve the mechanical and electrical systems in the building. Further money could be spent on decorating and ensuring all available space was utilised by Council services, community services or for business rent.

However, the question we explored further during our review was whether these improvements were the best option for the Complex or not.

Voluntary Groups

The Complex is used as office space for a number of community and charity organisations. We learnt that Thurrock Lifestyle Solutions rented the seventh floor and had refurbished this. Trans-Vol and the other groups in the building had similarly been asked to enter a rent agreement.

TRUST and Talking Books did not pay rent; neither did CSV who did not currently support any services in Thurrock.

We met with representatives of the voluntary sector who highlighted the importance of affordable office space that was easily accessible and safe for clients. Daily visitors to these organisations did not exceed twenty or thirty and it was understood that the majority of work undertaken at the Thameside was administrative.

The organisations told us there was a real buzz in the Complex and the services worked well together and complemented the services to clients for these organisations. The Panel was asked to convey to the Council an option for the Complex to be taken over as a community asset run by some of the community organisations.

The Museum

Thurrock Museum has a very active service within the Council and the Complex houses the static museum displays on the first floor. In addition, there are large archives on a number of levels in the Complex that house precious and interesting objects from Thurrock's history.

It is noticeable that the archives, which are not open to the general public, take up much more floor space than the publically open museum.

We found the museum interesting but very dated when we visited. We questioned who actually visited the museum and although there were a number of organised school visits, we learnt that the museum staff generally visited schools as part of an outreach programme.

The displays were old and some councillors on the panel recognised the displays from their own childhood growing up in Thurrock. We discussed this aspect with the museum officer during our witness day and he stated that the galleries could potentially be modernised with a Heritage Lottery Funding bid but there was a requirement for the service to commit to a twenty five year tenure in the Complex, as a funding condition, and with current considerations ongoing, this commitment was not possible.



Artefact room at Thameside Complex

Potential Improvements for the Museum

The Panel discussed access to heritage in the borough and we strongly felt that instead of concentrating Thurrock's history in one place in Grays, there was a need to make artefacts and exhibitions available to the localities within Thurrock. For example, objects relevant to Aveley history should be placed somewhere in Aveley.

We recognised that there were many historic locations (such as Coalhouse Fort and the Purfleet Gunpowder Magazine), as well as libraries that could exhibit these objects. This would have the added benefit of utilising the archives for public use.

We learnt that a heritage trail could potentially be developed along the Thames coastline using key sites such as Coalhouse Fort, Tilbury Fort, Purfleet Gunpowder Magazine and the Tilbury Cruise Terminal among others to house, display and communicate Thurrock's history.

Supported by a comprehensive schools programme this would utilise heritage buildings and increase public access to the museum's collections rather than concentrate the service in one location.

The Museum officer expressed a desire, during our witness session, to keep both the static displays and the archive close together but he also recognised there was an opportunity for heritage displays to become part of the regeneration that was occurring across the borough.



The Registry Office

The Registry Office currently fulfils two main functions, which are to register birth, deaths and marriages and to provide a venue for marriages and citizenship ceremonies. Following our visit we thought the offices that housed the service were adequate and conducive to their role. It was a quiet and respectful place.

The ceremony room (The Hawthorne Suite) we felt was not a competitive wedding venue compared to surrounding provision in other councils, which included historic buildings and stately homes. We recognised that the room was used by many residents, especially in the summer season and that for some the venue offered a cost effective alternative to costly wedding venue hire.

We recognised that there were a number of sites in Thurrock that could potentially become wedding venues, such as Coalhouse Fort. During our witness session, the Superintendent Registrar stated that Thurrock's service lost significant trade to bordering councils because there were not picturesque venues readily available in Thurrock.



Visiting the Hawthorne Suite in the Registry Office

The Thameside Theatre

Out of all the services in the Thameside Complex we felt the theatre had the most challenges to overcome. There was a core programme of events that included both amateur and professional productions. In 2013/14, 39,581 people attended 219 events, with the most successful being the Christmas pantomime. We learnt the pantomime made enough money to cover losses on other shows and the good attendance at the pantomime meant there was an average of about **57%** audience capacity for each show across a year.

Facilities

CharcoalBlue are a specialist consultancy firm that help develop and assess theatres. They attended our witness day and we discussed in detail the provisions currently at the theatre. Similarly our visit highlighted the same challenges, namely that:

- The theatre seats are cramped and uncomfortable
- The stage wings are small and inadequate
- There are significant limitations on the size and transportability of any stage backdrops
- Theatre prop storage is limited
- Dressing rooms are adequate but located on a separate level of the Complex

Attendance and Popularity

There is no doubt that there are a number of dedicated groups who utilise the theatre both for performing and attending performances. During our witness session, representatives of Thurrock Lifestyle Solutions and the CVS both championed the theatre as a community resource for Thurrock Arts Council, South Essex Rape and Incest Crisis Centre and the local Diwali Festival.

At present the theatre is very much a local theatre serving local residents and there is a core audience. Our survey results showed that some people were unhappy with the quality and variety of shows at the theatre and wanted acts that would normally use much bigger venues.

As a Panel we recognised that to attract bigger acts or nationally recognised stage productions, the theatre needed to have a certain capacity to return enough profit for the performers. At roughly 300 seats, the theatre could not achieve this in its present capacity.

We discovered through our conversations with officers and CharcoalBlue that to become a competitive and viable regional theatre we would require a minimum of 650 to 700 seats. The current capacity of the Thameside Theatre, we were informed, could be extended in its current state to 400. Surrounding theatres such as the Queen's Theatre (Hornchurch) and the Orchard Theatre (Dartford) had 700 seats or more.

In our survey, the most popular theatre venues for Thurrock residents outside Thurrock were the Cliffs Pavilion, Southend (over 1500 seats) and London theatres.

It was clear to the Panel that there needed to be a clear vision of what the theatre should be. If it was to remain a local theatre for largely local productions then the current space could be enhanced. However, if the theatre wished to attract more varied and better known acts and productions, it would need to enlarge significantly and enhance the facilities available to performers and audiences alike. However, to achieve this it needed to become commercially viable.

Some members of the Panel felt the location of the theatre was the key challenge and it was discussed whether moving the theatre to another place in Thurrock that had greater foot traffic might be better. Lakeside was used as an example. It had large visitor numbers and was served well by public transport and could encourage larger audiences. It also had a large selection of restaurants and facilities.

Other members of the panel disagreed with this and stated that Grays was a key urban area and as such needed cultural services close by. Being situated in Grays also encouraged local people to walk to the venue. Our consultation results supported this view identifying Grays as the desired location for a theatre or arts centre.

The Panel thought about the wider issue of Grays as a destination and recognised that Grays needed to develop a night time economy to improve the popularity of a theatre. Restaurants, bars, parking and a safe environment were all important contributing factors to the success of a theatre. Similarly, a more commercial theatre attracting better known acts would have a positive impact on Grays as well.



Thameside Theatre Stage

Potential Improvements for the Thameside Theatre – A Question of Aspiration

Our meeting with CharcoalBlue gave us a very clear message. Thurrock Council could have whatever theatre it wanted but it was essential to:

- 1) Have the funding to equip and manage that theatre appropriately.
- 2) Have a clear vision as to what theatre Thurrock wanted to have.

Our research demonstrated that the current Thameside Theatre provided a valuable service to the community, especially amateur dramatics, dance schools and community/voluntary groups. Whether there was a need for a bigger and better theatre to attract professional touring productions and acts would dictate the future of the theatre.

We noted four future options for the theatre:

- Keep it in the Thameside Complex with a view to improving the capacity and quality of the theatre. This was estimated to cost an additional £3 million
- Move it to a new building somewhere in the borough
- Re-build the theatre in the place where the Thameside Complex currently is
- Offer a multi-venue service whereby there was no fixed theatre space and other venues are used across Thurrock

We learnt that maintaining a core audience was key to any theatre's success and if a new theatre was to be built or relocated, some theatre provision would need to be maintained in the interim period to sustain interest in theatre in Thurrock. During our witness session we learnt that building a new theatre did not guarantee commercial success and proper research would need to be undertaken to estimate the commercial viability of a larger theatre. We noted that many surrounding theatres were subsidised significantly by their councils.

We learnt that a multi-venue programme allowed for many venues to be used across the borough to suit different events. Shakespeare at Coalhouse Fort, modern drama at the new college or gigs in Blackshot's Sport Centre were all potential options. This would have the potential of utilising more of Thurrock for the Arts. The CVS highlighted that if varied venues were to be used in the future, they would need to ensure that they remained affordable to community groups so they were not priced out of putting on their shows.

The State Cinema

The potential for the State to be used as a new theatre was raised and discussed several times throughout our review. It became apparent that to convert the State into a mid-level theatre would cost in the region of £15 million and as such, was not considered a viable or affordable option for future theatre provision.

The Library

The Library is spacious and well stocked in Grays but we noted that the bookshelves were static and could not be moved to suit different layouts. We felt the library could use its space more efficiently. This made us wonder how prepared for the future the library was and did it represent modern library provision or something that was becoming dated.

We discussed the use of apps to widen the use of the library. An example given was that graphic novels could be made available on iPads but could only be downloaded and/or accessed in the library itself. It was also discussed whether the size of Grays library could better place it as an information hub as well.

The survey results showed that the library was well used and valued in the community. On our visit it was fairly quiet and some of us wondered whether there was potential for the services in the Complex to work with each other to improve an overall offer. For example, could an improved cafe offer with better seating facilities in the library encourage people to drink their coffees in the library and use it as a place to relax and use library services?

Potential Improvements for the Library

Library officers identified a great spectrum of improvements during the witness session that could take place in Gray's library:

- More space is needed and this could be achieved by reducing the number of desktop computers and increasing the ability for people to use their own laptops and tablets with access to Wi-fi.
- A 'wow' factor could be incorporated into the library service by introducing more touch screens and interactive elements.
- Staff could start using tablets.

Expressions Cafe

Expressions Cafe is housed near the entrance to the Thameside Complex. It is managed by South East Essex College and provides valuable work experience to students at the college and clients of Thurrock Lifestyle Solutions. During our witness session community organisations highlighted the social value of the cafe. At the same session officers working in the services at the Complex told the Panel that the cafe did not always work on a commercial basis and was not open on Saturdays or during special weekend events such as citizenship ceremonies.

We as a Panel felt that the cafe was a crucial part of the service network in the Complex and could be responsible for drawing customers into the complex who could potentially use the other services but also, could provide a better refreshments service to existing customers, thereby increasing the commercial potential of the building.

We observed the cafe during our lunchtime visit to the Complex and noted it was not busy.

Potential Improvements for the Expressions Cafe

Expressions Cafe provides a valuable resource for Thurrock Lifestyle Solutions and the college. Any potential improvements would have to be along commercial lines and might impact on the social and educational provisions currently provided.

Conclusions and Recommendations

Conclusions

What became wholly evident during our review was the exciting potential to improve and modernise cultural provision in Grays and Thurrock. Therefore our first conclusion is:

- 1) There is potential to modernise and improve the Museum, Library, Theatre and Registry Services. The Council should take the opportunity with relevant funding, if available, to improve services as much as possible.**

38% of people who responded to our survey felt the services in the Complex could not be improved. This Panel firmly believes this is not the case and there is great potential to improve services for residents.

It was clear from our investigations that the services in the Complex, excluding the theatre, could be moved without any major negative impact on the delivery of them. However, there were clear essentials that were highlighted by residents and officers, which we feel are important for any future options, therefore we also conclude that:

- 2) Services must remain accessible to all and close to transport links and other related amenities.**

The theatre remained a unique challenge and we came to a number of conclusions regarding its current and future delivery:

- 3) The theatre plays an important role in the lives of many residents and community groups. However, there is potential to improve it to become a viable regional theatre attracting more popular acts with wide appeal.**
- 4) If the theatre offer is to be improved it must maximise its commercial revenue and not rely on Council funding.**
- 5) The theatre should remain in Grays as it is a key urban centre as well as helping to contribute to the economy of the town.**

Our conclusions on the Complex are as follows:

- 6) The Thameside Complex is not suitable for the future aspirations of the services currently residing there.**
- 7) There is no evidence that housing is being considered to replace the Thameside Complex and the Arts and culture within the borough are not under threat.**

We note that if the Thameside was to be relocated to another site, there would be potential for the site to be put to another use, which may include housing. However, we have seen no evidence of this being a motivation to review the services at Thameside at present.

These conclusions were used to form our recommendations below.

Recommendations

Recommendation 1

Cabinet accept the conclusions set out in the previous section as a set of guiding principles when exploring future cultural provision at the Thameside Complex.

Recommendation 2

A site that represents the Arts should remain in Grays.

This could represent a number of options from a combined Arts Centre that includes a modernised museum, library and theatre or it could represent a vastly improved stand alone theatre with a hub for other arts activities.

Recommendation 3

The Council should endeavour to improve and modernise the library, museum and registry service whether this be in the Complex or in another location.

There is compelling evidence to suggest that some aspects of the services, such as the registry office's wedding provision and the museum's archive, could best serve the community by being spread across the borough rather than located in one place. We learnt about sites such as Coalhouse Fort being potential wedding venues and the option to link the museum with the Thames and utilise the footpath and historic sites along the river as a heritage trail. Similarly, we heard about how the Heritage Lottery Fund could be used to improve the in situ galleries in the Thameside Complex. Regardless of the final option on the Thameside Complex, we should ensure the services modernise.

Recommendation 4

Any theatre needs to cater for the community but also a variety of professional acts and productions. It should represent the aspirations of a competitive regional theatre.

This recommendation sets a vision for Thurrock in terms of theatre provision. We hope this gives Cabinet a clear steer by which to pursue options. We feel that Thurrock could offer more and be more. The strong proviso we would add to this recommendation is that the establishment of a regional theatre would require proper market research and funding before it is developed and there would need to be a very strong case to demonstrate that the theatre could finance itself. We were very aware that similar regional theatres were supported by their councils and this was not an option open to Thurrock.

In this Panel's opinion, the Thameside Complex will not be able to accommodate the aspirations for this future theatre provision. If Cabinet agree to this recommendation then they will have to pick one of the following options:

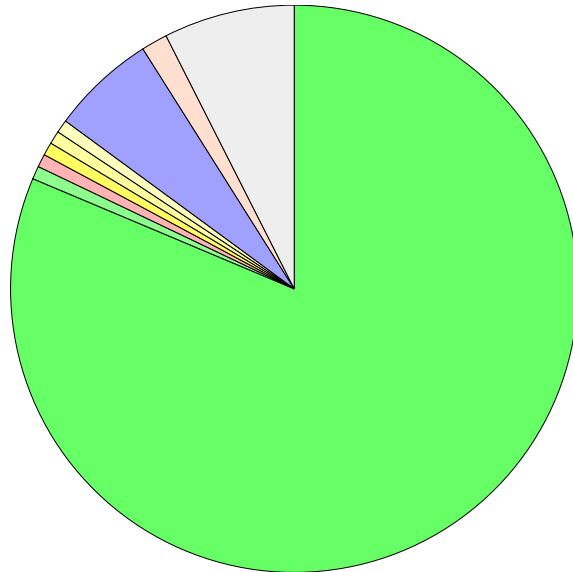
- *either develop the Complex significantly*
- *re-build on the site of the complex*
- *re-build the site in another location in Grays*

Report Settings Summary










Event	Thameside Complex Review
Total Responses	134
Total Respondents	2
Questions	All
Filter	<i>(none)</i>
Pivot	<i>(none)</i>
Document Name	Thameside Complex Final Report Part 2
Created on	2015-05-08 10:40:05
Created by	Jenny Shade

Ethnicity

Question responses: 124 (92.54%)



	% Total	% Answer	Count
White			
English / Welsh / Scottish / Northern Irish / British	81.34%	87.90%	109
Irish	0.75%	0.81%	1
Gypsy or Irish Traveller	0.00%	0.00%	0
Any other White background	0.00%	0.00%	0
Mixed			
White and Black Caribbean	0.00%	0.00%	0
White and Black African	0.00%	0.00%	0
White and Asian	0.75%	0.81%	1
Any other Mixed background	0.00%	0.00%	0
Asian or Asian British			
Indian	0.75%	0.81%	1
Pakistani	0.00%	0.00%	0
Bangladeshi	0.75%	0.81%	1

	% Total	% Answer	Count
 Chinese	0.75%	0.81%	1
 Any other Asian background	0.00%	0.00%	0
Black or Black British			
 Caribbean	0.00%	0.00%	0
 African	5.97%	6.45%	8
 Any other Black background	0.00%	0.00%	0
Other ethnic group			
 Arab	0.00%	0.00%	0
 Prefer not to say	0.00%	0.00%	0
 Any other ethnic group	1.49%	1.61%	2
 [No Response]	7.46%	--	10
Total	100.00%	100.00%	134

Other ethnicity

Question responses: 2 (1.49%)

If you selected other, please write in your ethnic group in the box below










	% Total	% Answer	Count
■ [Responses]	1.49%	100.00%	2
■ [No Response]	98.51%	--	132
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
45				Vietnamese	01/04/15 09:39	0.2	Submitted	letter
57				Other mixed	01/04/15 10:19	0.2	Submitted	letter

Age
Question responses: 131 (97.76%)

Please specify your age group

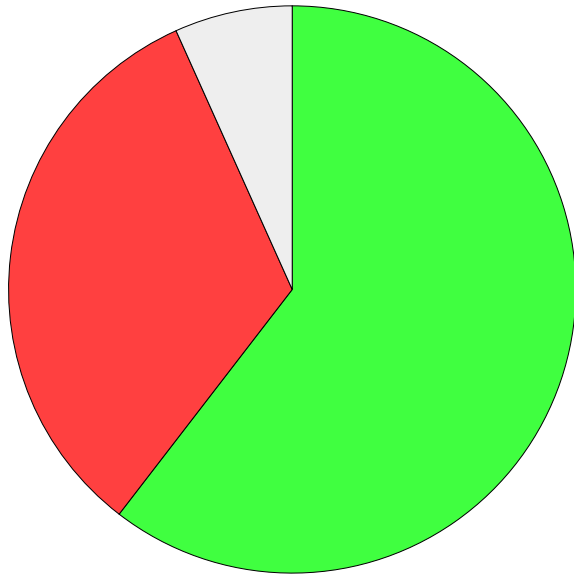
	% Total	% Answer	Count
 17 or under	3.73%	3.82%	5
 18-24	4.48%	4.58%	6
 25-44	25.37%	25.95%	34
 45-59	28.36%	29.01%	38
 Over 60 years	35.82%	36.64%	48
 Prefer not to say	0.00%	0.00%	0
 [No Response]	2.24%	--	3
Total	100.00%	100.00%	134



Gender

Question responses: **125 (93.28%)**

Please specify your gender









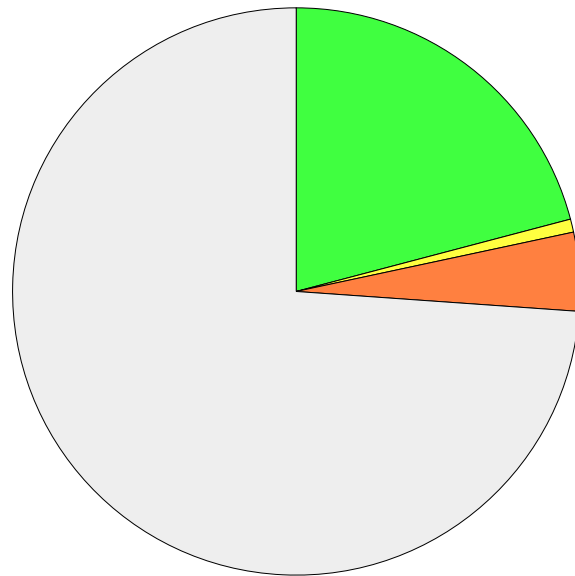
	% Total	% Answer	Count
■ Female	60.45%	64.80%	81
■ Male	32.84%	35.20%	44
■ Transgender	0.00%	0.00%	0
■ Prefer not to say	0.00%	0.00%	0
■ [No Response]	6.72%	--	9
Total	100.00%	100.00%	134

Sexual orientation

 Question responses: **35 (26.12%)**

How would you define your sexual orientation?

	% Total	% Answer	Count
 Heterosexual	20.90%	80.00%	28
 Gay	0.00%	0.00%	0
 Bisexual	0.75%	2.86%	1
 Lesbian	0.00%	0.00%	0
 Prefer not to say	4.48%	17.14%	6
 [No Response]	73.88%	--	99
Total	100.00%	100.00%	134

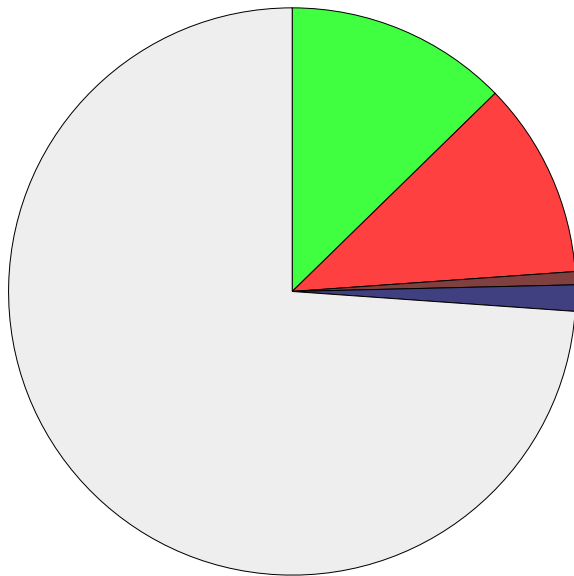











Religious belief

Question responses: **35 (26.12%)**

What is your religion?

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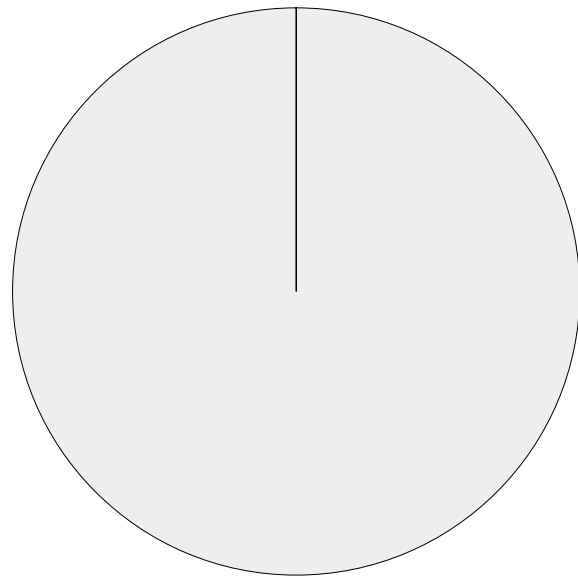
	% Total	% Answer	Count
 No religion	12.69%	48.57%	17
 Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	11.19%	42.86%	15
 Buddhist	0.00%	0.00%	0
 Hindu	0.00%	0.00%	0
 Jewish	0.00%	0.00%	0
 Muslim	0.75%	2.86%	1
 Sikh	0.00%	0.00%	0
 Any other religion	1.49%	5.71%	2
 [No Response]	73.88%	--	99
Total	100.00%	100.00%	134

Other religion

Question responses: **0 (0.00%)**

If you selected other, please write in your religion below

	% Total	% Answer	Count
■ [Responses]	0.00%	0%	0
■ [No Response]	100.00%	--	134
Total	100.00%	0%	134

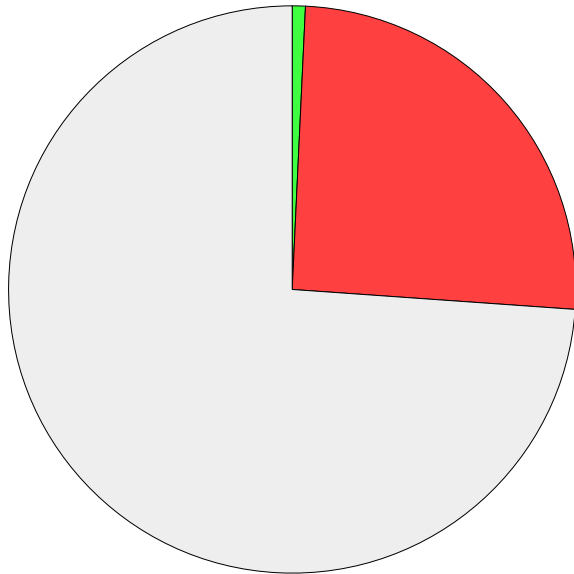


There is no data to display for this question

Disability

Question responses: **35 (26.12%)**

Do you consider yourself to be a disabled person?














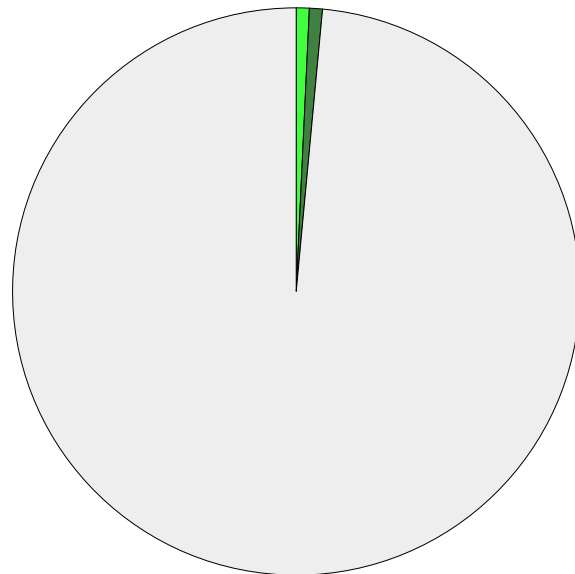
	% Total	% Answer	Count
■ Yes	0.75%	2.86%	1
■ No	25.37%	97.14%	34
■ [No Response]	73.88%	--	99
Total	100.00%	100.00%	134

Impairment

Question responses: 1 (0.75%)

If you are disabled, how would you describe your disability? (tick all that apply)

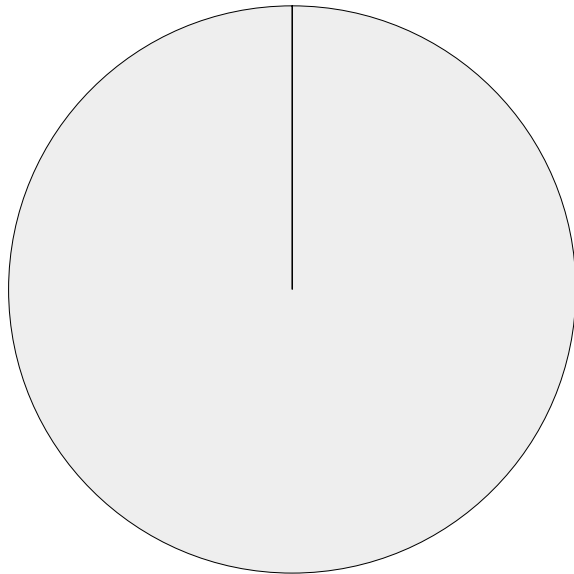
	% Total	% Answer	Frequency	Count
 Visual impairment	0.74%	50.00%	0.75%	1
 Speech impairment	0.00%	0.00%	0.00%	0
 Hearing impairment	0.00%	0.00%	0.00%	0
 Mobility (a wheelchair user)	0.00%	0.00%	0.00%	0
 Mobility (not a wheelchair user)	0.00%	0.00%	0.00%	0
 Mental health condition	0.00%	0.00%	0.00%	0
 Long term medical condition	0.74%	50.00%	0.75%	1
 Learning disability	0.00%	0.00%	0.00%	0
 Hidden impairment	0.00%	0.00%	0.00%	0
 Other	0.00%	0.00%	0.00%	0
 [No Response]	98.52%	--	99.25%	133
Total	100.00%	100.00%	0%	135



Impairment other

Question responses: **0 (0.00%)**

Please specify disability










	% Total	% Answer	Count
■ [Responses]	0.00%	0%	0
■ [No Response]	100.00%	--	134
Total	100.00%	0%	134

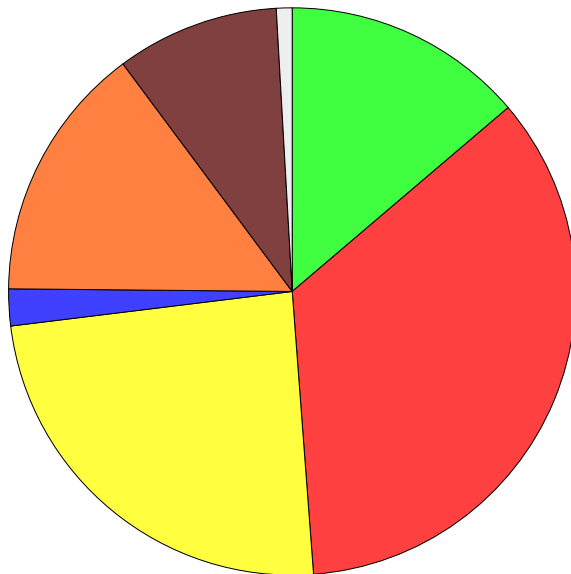
There is no data to display for this question

Which services do you use when visiting the Thameside Complex?

Question responses: 131 (97.76%)

Which services do you use when visiting the Thameside Complex?

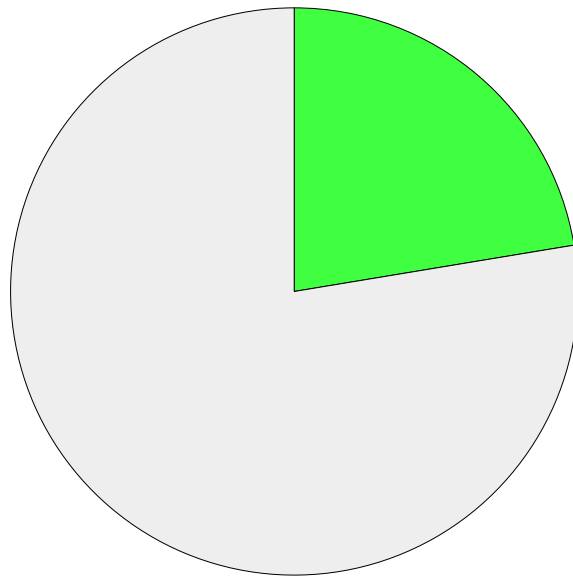
	% Total	% Answer	Frequency	Count
 Museum	13.77%	13.90%	34.33%	46
 Library	35.03%	35.35%	87.31%	117
 Theatre	24.25%	24.47%	60.45%	81
 Registry office	2.10%	2.11%	5.22%	7
 Cafe	14.67%	14.80%	36.57%	49
 Other	9.28%	9.37%	23.13%	31
 [No Response]	0.90%	--	2.24%	3
Total	100.00%	100.00%	0%	334



which services do you use, if other

Question responses: **30 (22.39%)**

If other, please specify:



	% Total	% Answer	Count
■ [Responses]	22.39%	100.00%	30
■ [No Response]	77.61%	--	104
Total	100.00%	100.00%	134

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				TRANS-VOL	18/03/15 15:28	0.1	Submitted	web
4				Trans Vol	18/03/15 15:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
8				Trans-Vol	18/03/15 17:14	0.1	Submitted	web
11				Trust	18/03/15 22:04	0.1	Submitted	web
12				Transvol	19/03/15 10:40	0.1	Submitted	web
21				transvol	21/03/15 11:34	0.1	Submitted	web
23				transvol	21/03/15 18:01	0.1	Submitted	web
24				CSV Charity on 2nd floor by lift	23/03/15 13:18	0.1	Submitted	web
29				Foyer for book club and read aloud	01/04/15 08:14	0.2	Submitted	letter
32				Multi Zone	01/04/15 09:09	0.4	Submitted	letter
36				Registration services	01/04/15 09:18	0.2	Submitted	letter
46				Rhyme time	01/04/15 09:40	0.2	Submitted	letter
50				Registration Services and Rhyme Time	01/04/15 09:47	0.3	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
53				Rhyme makers	01/04/15 10:03	0.2	Submitted	letter
57				quiet space/sitting area	01/04/15 10:19	0.2	Submitted	letter
59				Baby Rhyme Time	01/04/15 10:23	0.2	Submitted	letter
60				registration services	01/04/15 10:24	0.2	Submitted	letter
61				Registration Services	01/04/15 10:26	0.2	Submitted	letter
63				Registration Services	01/04/15 10:33	0.2	Submitted	letter
65				Registration Services	01/04/15 10:39	0.2	Submitted	letter
68				Registration Services	01/04/15 10:45	0.2	Submitted	letter
70				Registration Services	01/04/15 10:49	0.2	Submitted	letter
80				Other meetings	01/04/15 12:42	0.2	Submitted	letter
89				computer lessons	07/04/15 10:22	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
92				Registration Services	07/04/15 10:27	0.2	Submitted	letter
95				Registation Services	07/04/15 10:35	0.2	Submitted	letter
109				knitting grou and sometimes quite room, call out loud	15/04/15 15:49	0.2	Submitted	letter
110				Photocopying, Computing, Printing	16/04/15 07:35	0.2	Submitted	letter
118				The computer	16/04/15 07:51	0.2	Submitted	letter
119				Computers	16/04/15 07:53	0.2	Submitted	letter

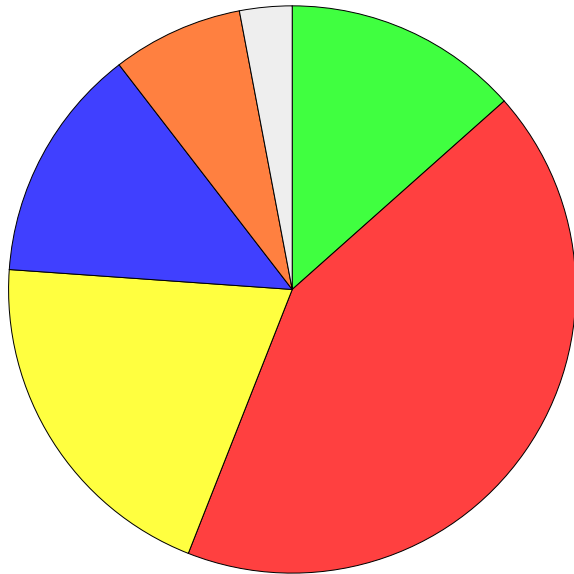
How often do you use those services?

How often do you use those services?

Question responses: **130 (97.01%)**

How often do you use those services?

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


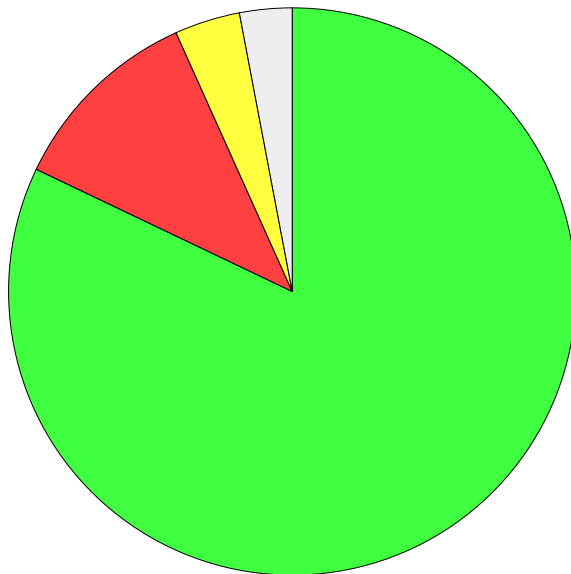
	% Total	% Answer	Count
■ Daily	13.43%	13.85%	18
■ 1 to 3 times a week	42.54%	43.85%	57
■ Once a fortnight	20.15%	20.77%	27
■ Once a month	13.43%	13.85%	18
■ Less than once a month	7.46%	7.69%	10
■ [No Response]	2.99%	--	4
Total	100.00%	100.00%	134

Do you think the Thameside Complex is an iconic building within Grays that benefits the look and feel of Grays?

Question responses: **130 (97.01%)**

Do you think the Thameside Complex is an iconic building within Grays that benefits the look and feel of Grays?

	% Total	% Answer	Count
 Yes	82.09%	84.62%	110
 No	11.19%	11.54%	15
 No opinion	3.73%	3.85%	5
 [No Response]	2.99%	--	4
Total	100.00%	100.00%	134



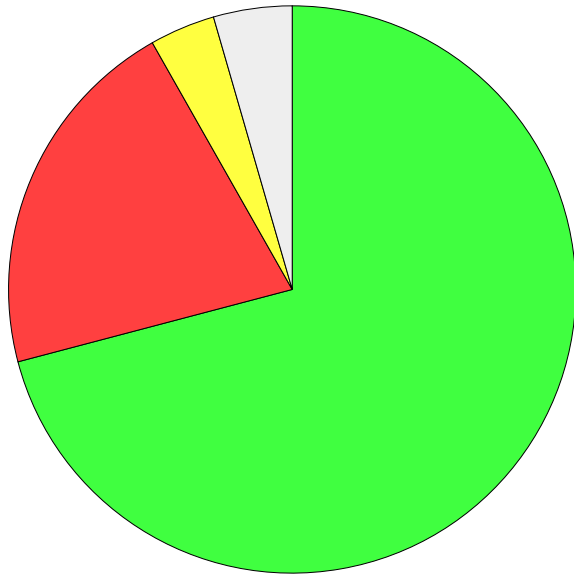
How convenient is the Thameside Complex to where you live?

How convenient is the Thameside Complex to where you live?

Question responses: **128 (95.52%)**

How convenient is the Thameside Complex to where you live?

	% Total	% Answer	Count
■ Very Convenient	70.90%	74.22%	95
■ About right	20.90%	21.88%	28
■ Not convenient	3.73%	3.91%	5
■ [No Response]	4.48%	--	6
Total	100.00%	100.00%	134



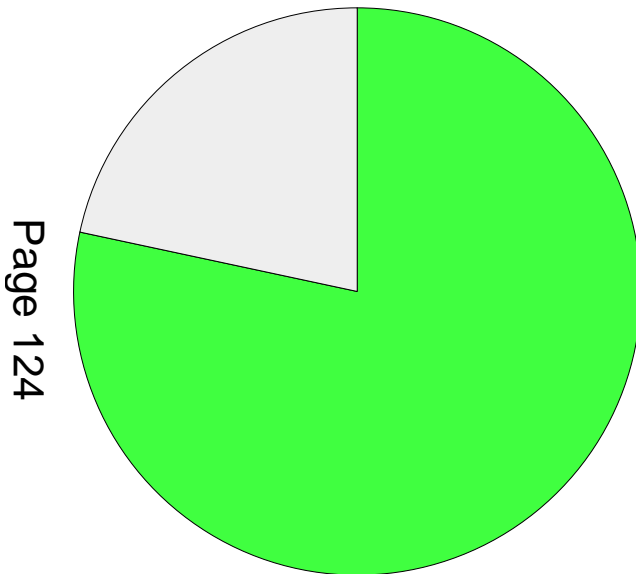
Please explain the reason for your choice in the above question.

Please explain the reason for your choice in the above question.

Question responses: **105 (78.36%)**

Please explain the reason for your response to the above question:

	% Total	% Answer	Count
■ [Responses]	78.36%	100.00%	105
■ [No Response]	21.64%	--	29
Total	100.00%	100.00%	134



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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				Thameside Complex is very accessible for elderly and disabled residents, it is central to Grays Town Centre.	18/03/15 15:28	0.1	Submitted	web

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
4				It is easy to access when I visit Trans Vol. It is disabled friendly and the office is spacious.	18/03/15 15:54	0.1	Submitted	web
5				Its not to far from where i live and is easy to access as it is close to the train, bus stations and shops.	18/03/15 16:00	0.1	Submitted	web
6				Centre of Town easy access parking right outside in Cromwell Road and Orsett Road	18/03/15 16:04	0.1	Submitted	web
7				I work in the Thameside complex and travel approx 10 miles from my home each day	18/03/15 16:10	0.1	Submitted	web
8				To seek information on the day trips that Trans-Vol have to offer, and other services that they provide for the elderly and wheelchair uses.	18/03/15 17:14	0.1	Submitted	web
9				There is ample parking, it's close to the bus and rail station. It's a peaceful place to study away from the hustle and bustle of grays	18/03/15 18:18	0.1	Submitted	web
10				Easy parking	18/03/15 22:00	0.1	Submitted	web
11				I live in Grays.	18/03/15 22:04	0.1	Submitted	web

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
12				Working part time for Transvol our office is located within the building and parking facilities within easy access	19/03/15 10:40	0.1	Submitted	web
13				We use the Thameside a lot. We go to shows, the library and the cafe quite regularly. It is easy to get to and very convenient for us as we have to get public transport to get to Grays. It is central and easy to get to.	19/03/15 11:09	0.1	Submitted	web
14				Only a short car or bus ride away from where we live	19/03/15 16:17	0.2	Submitted	web
16		Major Trevor Rawson		It is a central venue for the community to meet and socialise	20/03/15 10:18	0.1	Submitted	web
17		Major Trevor Rawson		It is a central venue for the community to meet and socialise	20/03/15 10:18	0.1	Submitted	web
18				I live in LittleThurock and the complex is just a short walk from home.	20/03/15 11:40	0.1	Submitted	web
19				It's just down the road from where I live and has parking just behind building which makes it easier.	20/03/15 23:29	0.1	Submitted	web
20				It's just down the road from where I live and has parking just behind building which makes it easier.	20/03/15 23:31	0.1	Submitted	web
21				there is a car park near by and local bus and train stations are not too far	21/03/15 11:34	0.1	Submitted	web

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
22				I can get a bus from Tilbury to Grays and it isn't far to walk either end	21/03/15 12:48	0.1	Submitted	web
24				I am a resident of Grays and this is my local theatre, library, office it is central and easy to park very nearby, it is not isolated from the town like the civic offices and is a general throughway on a main thorough road, easy to find by car and on foot.	23/03/15 13:18	0.1	Submitted	web
25				Its in walking distance of where I live and everything is under the one roof.	30/03/15 17:41	0.1	Submitted	web
26				Plenty of parking in the Town Centre. Local buses with bus stops near.	31/03/15 19:11	0.1	Submitted	web
27				Easy parking, Central location for Thurrock, good access to public transport.	31/03/15 19:20	0.1	Submitted	web
29				I live in Grays	01/04/15 08:14	0.2	Submitted	letter
32				A bus ride away	01/04/15 09:09	0.4	Submitted	letter
33				Nearby	01/04/15 09:11	0.2	Submitted	letter
35				Close to town centre, north of railway line	01/04/15 09:16	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
36				Car park and town centre	01/04/15 09:18	0.2	Submitted	letter
37				Just down the road	01/04/15 09:20	0.2	Submitted	letter
38				Easy to reach by bus	01/04/15 09:22	0.2	Submitted	letter
39				Live in Grays	01/04/15 09:25	0.2	Submitted	letter
40				Because its close and has everything I need	01/04/15 09:27	0.2	Submitted	letter
41				Easily accessible for train/bus	01/04/15 09:29	0.2	Submitted	letter
42				Within walking distance	01/04/15 09:33	0.2	Submitted	letter
43				I like the way they make things available for the people	01/04/15 09:35	0.2	Submitted	letter
44				Short walk	01/04/15 09:37	0.2	Submitted	letter
48				Within walking distance	01/04/15 09:44	0.2	Submitted	letter
49				Close to the stations	01/04/15 09:45	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
50				Pass it on way to town	01/04/15 09:47	0.3	Submitted	letter
51				Its within 1 1/4 miles from my home and I can walk to it or catch a bus to nearby	01/04/15 09:50	0.2	Submitted	letter
52				Quite adequate parking	01/04/15 10:01	0.2	Submitted	letter
53				Walking distance surrounded by shops so easy to pop in whenever in town	01/04/15 10:03	0.2	Submitted	letter
54				A few minutes walk from home	01/04/15 10:12	0.2	Submitted	letter
55				It is central/easy access on my walk to or from home	01/04/15 10:15	0.2	Submitted	letter
56				Easy transport	01/04/15 10:17	0.2	Submitted	letter
57				Easy access/attractive building. Good staff	01/04/15 10:19	0.2	Submitted	letter
59				It is in walking distance	01/04/15 10:23	0.2	Submitted	letter
60				It is within walking distance	01/04/15 10:24	0.2	Submitted	letter
61				Its the closest to us and right at the middle of town centre	01/04/15 10:26	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
62				It has all I need in one spot	01/04/15 10:29	0.2	Submitted	letter
63				On a bus route	01/04/15 10:33	0.2	Submitted	letter
64				10 mins walk	01/04/15 10:37	0.2	Submitted	letter
66				Close to home and has good parking facilities	01/04/15 10:40	0.2	Submitted	letter
67				Easy walk/bus ride	01/04/15 10:43	0.2	Submitted	letter
68				Central situation	01/04/15 10:45	0.2	Submitted	letter
69				Near to where I live	01/04/15 10:48	0.2	Submitted	letter
71				Very close to my house	01/04/15 11:59	0.2	Submitted	letter
75				I live in Tilbury. Its far and I have to park all the way in Morrisons with two babies so it should provide parking	01/04/15 12:18	0.2	Submitted	letter
76				loads to do	01/04/15 12:27	0.2	Submitted	letter
79				I can walk comfortable from my home to the complex - not having to worry about buses or a lift	01/04/15 12:37	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
80				The previous carnegie library was iconic. The current Thameside is useful and functional. Its close to where I live :-)	01/04/15 12:42	0.2	Submitted	letter
81				I can reach it by public transport to Grays and then a short walk or go by car and park conveniently.	02/04/15 10:59	0.1	Submitted	web
83				Limited parking facilities especially at sch holiday times	04/04/15 09:36	0.1	Submitted	web
84				Only 20 minutes walk away	07/04/15 10:13	0.3	Submitted	letter
85				I work close by	07/04/15 10:16	0.2	Submitted	letter
86				I dont like parking fees to go to library	07/04/15 10:17	0.2	Submitted	letter
87				Within walking distance	07/04/15 10:19	0.2	Submitted	letter
88				I live nearby	07/04/15 10:20	0.2	Submitted	letter
90				Within walking distance	07/04/15 10:23	0.2	Submitted	letter
91				Within walking distance	07/04/15 10:26	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
93				Close enough to walk	07/04/15 10:32	0.2	Submitted	letter
94				local, parking good	07/04/15 10:34	0.2	Submitted	letter
95				I can walk to or park easily when I need to use the facilities offered	07/04/15 10:35	0.2	Submitted	letter
96				Less than 10 mins walk	07/04/15 10:38	0.2	Submitted	letter
97				Being a pensioner its local and central Grays	07/04/15 10:41	0.2	Submitted	letter
98				Within walking distance	09/04/15 12:57	0.2	Submitted	letter
99				It is easy to get to by either car or public transport.	09/04/15 14:32	0.1	Submitted	web
100				I live in North Grays and drive to the complex. There are a number of paid parking spaces available close by the complex but there are not always enough spaces available especially when there is a show on in the theatre.	13/04/15 12:18	0.1	Submitted	web
102				Accessible by car or 15 minute walk	15/04/15 15:25	0.2	Submitted	letter
103				Because I can catch a bus outside my house straight into Grays	15/04/15 15:30	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
104				I live in Chafford Hundred - 15 minutes drive	15/04/15 15:32	0.2	Submitted	letter
106				Most buses go into Grays where the theatre is situated	15/04/15 15:36	0.2	Submitted	letter
107				10 minutes down road and near work	15/04/15 15:44	0.2	Submitted	letter
108				Book for the children are always available and staff are so friendly and helpful	15/04/15 15:47	0.2	Submitted	letter
109				Non fiction floor and knitting group, call out loud	15/04/15 15:49	0.2	Submitted	letter
110				Easy parking neaby. Not too far to walk	16/04/15 07:35	0.2	Submitted	letter
111				Ease of access for disabled person	16/04/15 07:37	0.2	Submitted	letter
112				centre of town	16/04/15 07:40	0.2	Submitted	letter
113				Central and close	16/04/15 07:41	0.2	Submitted	letter
117				Good hours. About 15 mins from home	16/04/15 07:50	0.2	Submitted	letter
118				Because it gives me a lot of information	16/04/15 07:51	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
119				Because it gives me a lot of information	16/04/15 07:53	0.2	Submitted	letter
121				It is very important to have this complex right in the middle of Grays for all to access in the same way that we can access Morrisons.	23/04/15 20:35	0.1	Submitted	web
122				Very convenient, its within walking distance.	28/04/15 07:55	0.1	Submitted	web
123				As I visit my mother	07/05/15 08:43	0.2	Submitted	letter
124				Local shopping area to me	07/05/15 08:51	0.2	Submitted	letter
126				It is a 15 minute walk from my house	07/05/15 08:57	0.2	Submitted	letter
127				I can walk into town and enjoy show at night or library by day	07/05/15 09:03	0.2	Submitted	letter
128				We live nearby	07/05/15 09:15	0.2	Submitted	letter
129				Live within 5 mins walk	07/05/15 09:20	0.2	Submitted	letter
130				Good service, friendly staff	07/05/15 09:22	0.2	Submitted	letter
131				I live very close	07/05/15 09:24	0.2	Submitted	letter

Please explain the reason for your choice in the above question.

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
134				Within walking distance	07/05/15 09:36	0.2	Submitted	letter
135				I live in Aveley and only visit when I come to Grays	07/05/15 09:40	0.2	Submitted	letter
136				Easy walking distance and easy to reach shops from it	07/05/15 09:46	0.2	Submitted	letter

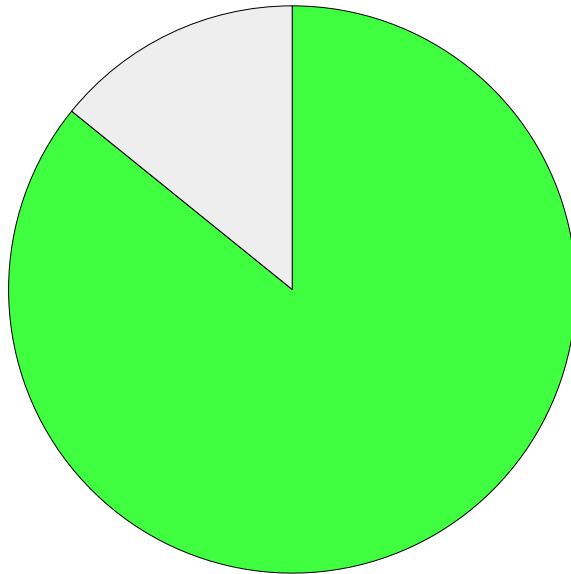
What do you like about the Thameside Complex?

Question responses: 115 (85.82%)

What do you like about the Thameside Complex?

	% Total	% Answer	Count
■ [Responses]	85.82%	100.00%	115
■ [No Response]	14.18%	--	19
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				The location. Central to Town Centre.	18/03/15 15:28	0.1	Submitted	web
4				It is easy to access, disabled friendly and central.	18/03/15 15:54	0.1	Submitted	web

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
5				I like the facilities in the building and the easy access.	18/03/15 16:00	0.1	Submitted	web
6				Large, roomy, welcoming, helpful staff	18/03/15 16:04	0.1	Submitted	web
8				The location is excellent for the community to access and meet up with friends that have disabilities	18/03/15 17:14	0.1	Submitted	web
9				it's heritage, the openness	18/03/15 18:18	0.1	Submitted	web
10				The library is very welcoming and the new self service things are good	18/03/15 22:00	0.1	Submitted	web
11				It's been part of my life for thirty years. The library got me through school, college, university and into my first job. While the rest of Grays becomes a trash-filled, Blade Runner-esque sell-out, Thameside is the last standing icon of freedom and culture.	18/03/15 22:04	0.1	Submitted	web
12				It is easily accessible for the many disabled people who travel with Transvol,has access to lifts which might not be the case in other buildings,also ideally located for access	19/03/15 10:40	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
13				Everything. The theatre is comfortable and put on some very good shows and as we are pensioners, it is easy to get to. The library is very convenient and the staff very helpful. We also use Trans Vol and it is easy to get to their office if we need to speak to someone personally. They are also very helpful in every way.	19/03/15 11:09	0.1	Submitted	web
14				it has a varied programme of events and the pantomime is excelent and very reasonably priced. it would be a travesty if it was not there	19/03/15 16:17	0.2	Submitted	web
16		Major Trevor Rawson		Theatre has good veiw wherever you sit	20/03/15 10:18	0.1	Submitted	web
17		Major Trevor Rawson		Theatre has good veiw wherever you sit	20/03/15 10:18	0.1	Submitted	web
18				I ues the library to borrow books, use the the computer system to research family history, and to get local information.	20/03/15 11:40	0.1	Submitted	web
19				The range of services it provides all under one roof.I love the library. It's a great size library.You need at least one library in Thurrock that is the flagship for all the others and provides	20/03/15 23:29	0.1	Submitted	web

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				<p>enough space for studying(especially with the new college opened up in town) , internet access and of course a variety of books.I love to go to the theatre too and have been to see many shows at the Thameside.We need a theatre in Thurrock to enrich the area for young and old alike.I love that the theatre and library are under the same roof.</p>				
20				<p>The range of services it provides all under one roof.I love the library. It's a great size library.You need at least one library in Thurrock that is the flagship for all the others and provides enough space for studying(especially with the new college opened up in town) , internet access and of course a variety of books.I love to go to the theatre too and have been to see many shows at the Thameside.We need a theatre in Thurrock to enrich the area for young and old alike.I love that the theatre and library are under the same roof.</p>	20/03/15 23:31	0.1	Submitted	web
21				<p>It has a pleasant atmosphere is clean and tidy.. Is accessible for wheelchair users</p> <p>It is in a safe area</p>	21/03/15 11:34	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
22				It has a local theatre	21/03/15 12:48	0.1	Submitted	web
23				Easily accessible to the community in the centre of Grays	21/03/15 18:01	0.1	Submitted	web
24				it's not so big you have to ask people the way when you come in - the lifts are on view and easily accessible, it feels friendly and is USER friendly and easily accessible when on the way home.	23/03/15 13:18	0.1	Submitted	web
25				As I said before everything is under one roof. All departments easy to get to. Friendly atmosphere. The Building is easy to get to. Parking at the back of the building.	30/03/15 17:41	0.1	Submitted	web
26				Plenty of books and other media for hire. Nice theatre within the local vicinity of where I live. Easy access for disabled. Good IT facilities.	31/03/15 19:11	0.1	Submitted	web
27				good signage, other events on site, e.g literary Frstival, lifts, easy to access all facilities.	31/03/15 19:20	0.1	Submitted	web
29				My children and me grew up with "Thameside Complex" it has served our families well for reading, entertainment etc purposes. I like its location and helpful staff.	01/04/15 08:14	0.2	Submitted	letter

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
30				There os nothing not to like about Thameside Complex	01/04/15 08:58	0.2	Submitted	letter
31				Everything under one roof and location.	01/04/15 09:03	0.2	Submitted	letter
32				Convenient place to meet in Grays.	01/04/15 09:09	0.4	Submitted	letter
33				Everything in one building	01/04/15 09:11	0.2	Submitted	letter
34				Friendly. Informative. Unfied	01/04/15 09:14	0.2	Submitted	letter
35				Close to centre. Open plan library. Muuseum relates to local history. Well looked after, warm and clean	01/04/15 09:16	0.2	Submitted	letter
37				There is nothing I dont like	01/04/15 09:20	0.2	Submitted	letter
38				Use of computers, up to date. I get a lot of work done here	01/04/15 09:22	0.2	Submitted	letter
39				Staff very helpful. Oasis of quiet in a busy town, useful for research and book references	01/04/15 09:25	0.2	Submitted	letter
40				Its friendly and inviting!	01/04/15 09:27	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
41				It looks inviting from the outside and welcoming from the inside. Beautiful layout.	01/04/15 09:29	0.2	Submitted	letter
42				Convenient for me to get to	01/04/15 09:33	0.2	Submitted	letter
44				I enjoy the library and its layout, the childrens area is away from the adults	01/04/15 09:37	0.2	Submitted	letter
49				Warm welcoming staff and resourceful for community information	01/04/15 09:45	0.2	Submitted	letter
50				Everything in one place	01/04/15 09:47	0.3	Submitted	letter
53				Its convenient, it has the things I need, books for kids, rhyme makers for toddlers, computers, printers, play/reading area for children. The rhyme makers staff are very welcoming and my children and myself enjoy attending very much	01/04/15 10:03	0.2	Submitted	letter
54				Alot of facilities under one roof	01/04/15 10:12	0.2	Submitted	letter
55				Well layed out - spacious - good facilities - helpful staff - easy access	01/04/15 10:15	0.2	Submitted	letter
56				Atmosphere is friendly and helpful	01/04/15 10:17	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
57				The good use of computers/scanners/printers and books	01/04/15 10:19	0.2	Submitted	letter
58				Location is ideal	01/04/15 10:21	0.2	Submitted	letter
60				Everything is in one place	01/04/15 10:24	0.2	Submitted	letter
61				The library	01/04/15 10:26	0.2	Submitted	letter
62				Its like visiting a friend and all the staff so out of their way to see to all our needs	01/04/15 10:29	0.2	Submitted	letter
63				Convenience of all the services even if I dont use them all personally	01/04/15 10:33	0.2	Submitted	letter
64				Well run and especially like the childrens area - my granddaughter uses	01/04/15 10:37	0.2	Submitted	letter
65				Library. Theatre.	01/04/15 10:39	0.2	Submitted	letter
66				This complex holds many of the reasons people come to Grays before going into the two centre/morrissons	01/04/15 10:40	0.2	Submitted	letter
67				Library - as Chafford Hundred library closed	01/04/15 10:43	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
68				It affords access to the whole community (children to OAP) to a complete range of social and educational facilities	01/04/15 10:45	0.2	Submitted	letter
69				Convenient and good looking	01/04/15 10:48	0.2	Submitted	letter
70				Everything is in one place and is easily accessible	01/04/15 10:49	0.2	Submitted	letter
71				Provide various services to local	01/04/15 11:59	0.2	Submitted	letter
72				Very friendly staff. Very Clean and catering	01/04/15 12:02	0.2	Submitted	letter
73				A variety of well ran events are always available apart from the library. A well run integral part of our community	01/04/15 12:04	0.2	Submitted	letter
74				Size	01/04/15 12:12	0.2	Submitted	letter
75				I like its spacious	01/04/15 12:18	0.2	Submitted	letter
76				I like everything	01/04/15 12:27	0.2	Submitted	letter
77				Everything	01/04/15 12:29	0.2	Submitted	letter

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
78				I think all the facilities in the library are good with a good choice of books and easy access to computers.	01/04/15 12:31	0.2	Submitted	letter
79				I like the complex as it is central to Grays. Has eay access, it is a light and welcoming building. Nothing negative	01/04/15 12:37	0.2	Submitted	letter
80				The building is a "block", a "shoebox" in the centre of mainly victorian surroundings. It is useful especially the theatre, library and museum etc.	01/04/15 12:42	0.2	Submitted	letter
81				The location is easy to reach. I like that everything is in one place, such as theatre, library, museum.	02/04/15 10:59	0.1	Submitted	web
82				It's combination of leisure options helps Grays thrive. I especially like the library though. As the borough's largest library, it is a delight to visit and it would be sad to see it go.	02/04/15 22:09	0.1	Submitted	web
84				Friendly efficient staff, comfortable sitting, the daily newspaper service.	07/04/15 10:13	0.3	Submitted	letter
85				Opening hours	07/04/15 10:16	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
88				Staff, easy to use, spacious	07/04/15 10:20	0.2	Submitted	letter
90				It is convenient and would really miss the library. I always aim to have a library book on hand to read	07/04/15 10:23	0.2	Submitted	letter
91				Like the library and the service received. Like the intimate theatre. Like the coffee served and service.	07/04/15 10:26	0.2	Submitted	letter
93				Tidy, good condition, helpful staff	07/04/15 10:32	0.2	Submitted	letter
94				Local, always good shows	07/04/15 10:34	0.2	Submitted	letter
95				Clearly laid out, can use each area with ease when bringing my son in his buggy. Theatre cheaper than others in the area. Staff are very friendly and helpful and know the building well, feel safe.	07/04/15 10:35	0.2	Submitted	letter
96				Alot of different things are housed including voluntary groups	07/04/15 10:38	0.2	Submitted	letter
97				Location and friendly and very helpful staff	07/04/15 10:41	0.2	Submitted	letter

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
98				The fact that it seems to be civilised and a place of cultural value ie. promoting art, literature and local history	09/04/15 12:57	0.2	Submitted	letter
99				It is an impressive building and never makes you feel crowded. I have grown up with the library and museum being an important part of my childhood and i now take my children there so it feels part of my family heritage. My parents took me to the theatre on many occasions as a child and i now do the same with my children who especially enjoy the pantomimes. It is nice to be able to use the different facilities under one roof.	09/04/15 14:32	0.1	Submitted	web
100				The fact that there are a number of services available in the one complex . I like the fact that there is a theatre in the complex but have a number of issues with it (see below)	13/04/15 12:18	0.1	Submitted	web
101				yes want to stay open	13/04/15 16:49	0.1	Submitted	web
102				Quiet and relaxed atmosphere Range of good facilities eg. library, theatre, cafe Staff very polite and friendly	15/04/15 15:25	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				One of the few good facilities in Grays itself				
103				I like using this library because its light and airy and all the staff are very helpful and friendly	15/04/15 15:30	0.2	Submitted	letter
104				Has a very welcoming feel	15/04/15 15:32	0.2	Submitted	letter
105				Love the library	15/04/15 15:35	0.2	Submitted	letter
106				It is central in Grays. It houses the library which has a wide range of books. The theatre is intimate and puts on a wide variety of both amateur and professional productions.	15/04/15 15:36	0.2	Submitted	letter
107				Open and inviting very clean	15/04/15 15:44	0.2	Submitted	letter
108				Staff are friendly, clean	15/04/15 15:47	0.2	Submitted	letter
109				The service is helpful. The library is clean and relaxing	15/04/15 15:49	0.2	Submitted	letter
110				Large airy building with several amenities under one roof. Friendly and knowledgeable staff	16/04/15 07:35	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
111				Staff very helpful in library and good sized theatre	16/04/15 07:37	0.2	Submitted	letter
112				Theatre is the only one that local people can get to and is a services to children	16/04/15 07:40	0.2	Submitted	letter
113				Love the theatre, cafe and library, easy parking	16/04/15 07:41	0.2	Submitted	letter
114				Centralisation	16/04/15 07:43	0.2	Submitted	letter
115				I like the fact that every thing is under one roof. I like browsing round looking for favourite authors. The cookery section and garden section	16/04/15 07:45	0.2	Submitted	letter
116				Its an educational outing for my son	16/04/15 07:47	0.2	Submitted	letter
117				Good atmosphere, helpful staff, clean and tidy	16/04/15 07:50	0.2	Submitted	letter
118				I like that we can use the computer that ten and over play in the baby area	16/04/15 07:51	0.2	Submitted	letter
119				That we can use the computers for free. That 10 and over play in the baby area	16/04/15 07:53	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
120				I like being able to use the curatural services that Thurrock has to offer in one place	16/04/15 15:27	0.1	Submitted	web
121				See above, Gives a sense of belonging to my local community.	23/04/15 20:35	0.1	Submitted	web
122				That it offers a variety of things, when my son was younger we used the library every week, and he loved going, now i use it fortnightly. I have seen many shows there, and it is move accessible and reasonably priced for many people.	28/04/15 07:55	0.1	Submitted	web
123				This complex has been an inspiration to so many, to move it takes away opportunities for all to learn and enjoy	07/05/15 08:43	0.2	Submitted	letter
124				It offers a lot and is informative	07/05/15 08:51	0.2	Submitted	letter
125				Opening Hours. Accessibility	07/05/15 08:54	0.2	Submitted	letter
126				I enjoy being able to go to the cafe to have a light snack and a pot of tea in a convivial atmosphere. I then like to browse in the library itself (including the DVD section and the biography section). There is nothing I dislike about the complex.	07/05/15 08:57	0.2	Submitted	letter

What do you like about the Thameside Complex?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
127				I like the complex and it has moved with the times, it gives variety and caters for all. I am old school and would like the libraries to be quieter.	07/05/15 09:03	0.2	Submitted	letter
128				Everything is under one roof. Its in the centre of Grays.	07/05/15 09:15	0.2	Submitted	letter
131				There is free wifi	07/05/15 09:24	0.2	Submitted	letter
132				I dont have to use transport. And it is not inconvenient.	07/05/15 09:29	0.2	Submitted	letter
133				Library	07/05/15 09:34	0.2	Submitted	letter
134				The library - Good selection of books and other services. The theatre - Always good performances - especially the christmas panto	07/05/15 09:36	0.2	Submitted	letter
135				I love the library and its resources. I love that it has a cafe and museum	07/05/15 09:40	0.2	Submitted	letter
136				Like - Everything is in one place and its convenient for the town centre	07/05/15 09:46	0.2	Submitted	letter

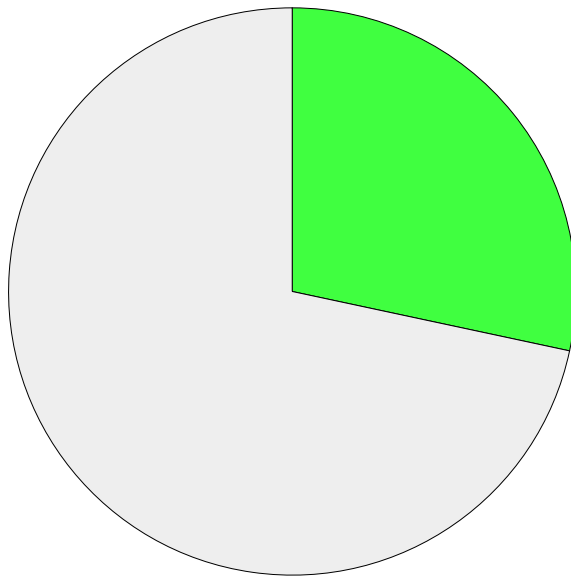
what do you not like about the Thameside complex?

 Question responses: **38 (28.36%)**

What do you not like about the Thameside Complex?

	% Total	% Answer	Count
■ [Responses]	28.36%	100.00%	38
■ [No Response]	71.64%	--	96
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				Parking prices in the Car Park in Cromwell Road + not enough parking spaces.	18/03/15 15:28	0.1	Submitted	web
4				Nothing.	18/03/15 15:54	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
5				I think the building could look nicer as it is abit run down.	18/03/15 16:00	0.1	Submitted	web
7				I think the building looks quite negeted and in need of soem TLC	18/03/15 16:10	0.1	Submitted	web
8				<ul style="list-style-type: none"> • Easy location • Excellent access for wheelchairs uses • Warm and friendly atmosphere • Good reception area 	18/03/15 17:14	0.1	Submitted	web
9				It needs updating to meet modern technological needs	18/03/15 18:18	0.1	Submitted	web
10				The theatre seating is very cramped and the museum is too dark and creepy	18/03/15 22:00	0.1	Submitted	web
11				The wi-fi should be better throughout, the DVD rental scheme should be more reasonable and fetching and they should use their subsidised money to put on some actual, professional theatre productions, not waste our money with amateur dramatics, strippers, psychics and tribute bands.	18/03/15 22:04	0.1	Submitted	web
16		Major Trevor Rawson		Ugly exterior	20/03/15 10:18	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
17		Major Trevor Rawson		Ugly exterior	20/03/15 10:18	0.1	Submitted	web
18				It could do with getting more books in the adult section and a faster computer system.	20/03/15 11:40	0.1	Submitted	web
19				The lighting isn't the best in the library and colour scheme could be a bit more cheerful. Also it's either too hot or too cold in study rooms. They can't seem to get temperature right.	20/03/15 23:29	0.1	Submitted	web
20				The lighting isn't the best in the library and colour scheme could be a bit more cheerful. Also it's either too hot or too cold in study rooms. They can't seem to get temperature right.	20/03/15 23:31	0.1	Submitted	web
21				nothing to dislike	21/03/15 11:34	0.1	Submitted	web
22				Bit dark and dingy	21/03/15 12:48	0.1	Submitted	web
24				people looking miserable as they feel uncertain about their futures.	23/03/15 13:18	0.1	Submitted	web
25				N/A	30/03/15 17:41	0.1	Submitted	web
26				The fact that you are thinking of closing it.	31/03/15 19:11	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
31				All the rumours about closures.	01/04/15 09:03	0.2	Submitted	letter
41				Toilet not on all floors???	01/04/15 09:29	0.2	Submitted	letter
49				Early closing hours	01/04/15 09:45	0.2	Submitted	letter
51				Eating in library areas is allowed. Loud talking by people bot using the library for library purposes is allowed. The use of mobile ophones is endemic and totally tolerated to such an extent that it has become an all pervasice menace moit of the time.	01/04/15 09:50	0.2	Submitted	letter
52				Its use as after school club, youth club without adequate supervision, telephone chats in room	01/04/15 10:01	0.2	Submitted	letter
66				Longer opening hours for the cafe	01/04/15 10:40	0.2	Submitted	letter
75				Its got no parking	01/04/15 12:18	0.2	Submitted	letter
78				I dont like the self service printers as ofte they charge you for copies you do not need. The staff in the cafe are rude as they never say simple things such as please or thank you when serving.	01/04/15 12:31	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
81				Doesn't look very nice, needs lots of attention.	02/04/15 10:59	0.1	Submitted	web
82				The cafe, as it is rarely open and serves a fraction of people on a daily basis where opening it for a few more hours would kick in some more trade.	02/04/15 22:09	0.1	Submitted	web
83				building is old Not enough lift capacity during theatre performances	04/04/15 09:36	0.1	Submitted	web
84				Perhaps, these days, too many conversations - loss of quiet	07/04/15 10:13	0.3	Submitted	letter
100				The theatre design was compromised from the very start of its life in a number of ways - it's neither fish nor fowl as the expression goes. Is it a theatre or lecture room or cinema? It works as a cinema and a lecture theatre far better than it does a stage for live shows. There is little or no wing space, the floor to ceiling height on stage is so restricted as to make it impossible for many touring professional companies with scenery to visit. Being on the third floor makes scenery access almost impossible, There are no appropriate dressing/green rooms, no prompt corner, a poor lighting rig with severe limitations both on stage and FOH. None of these faults can be rectified	13/04/15 12:18	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				whilst the theatre is still in that space so other venues should be considered and options such as a partnership with a private sector company should be actively pursued				
107				Better all under one roof	15/04/15 15:44	0.2	Submitted	letter
120				The building is somewhat tired and either needs a big dose of care and attention or a rebuild!	16/04/15 15:27	0.1	Submitted	web
122				I don't think the entrance is as welcoming as it could be, a bit clinical.	28/04/15 07:55	0.1	Submitted	web
129				Entrance cafe is underused	07/05/15 09:20	0.2	Submitted	letter
131				However this does not always work, which is extremely inconvenient as I have to use the internet for my studies. Please fix this! Two routers maybe?	07/05/15 09:24	0.2	Submitted	letter
134				There's nothing not to dislike about it	07/05/15 09:36	0.2	Submitted	letter
136				Dislike - Nothing	07/05/15 09:46	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

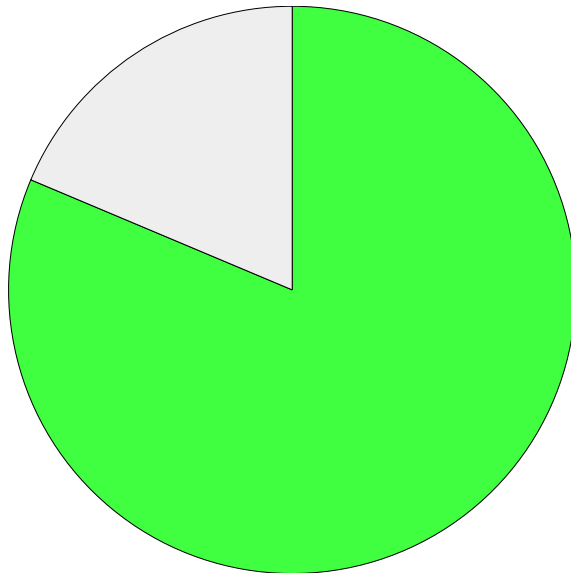
If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

Question responses: **109 (81.34%)**

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in Thurrock? For example, Thameside Theatre

	% Total	% Answer	Count
■ [Responses]	81.34%	100.00%	109
■ [No Response]	18.66%	--	25
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				As long as it is accessible for elderly and disabled visitors.	18/03/15 15:28	0.1	Submitted	web
4				Trans Vol is perfect where it is. It's easy to access for me especially as I	18/03/15 15:54	0.1	Submitted	web

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				visit Grays a lot by bus and it's easy to pop in when I need to pay money.				
5				I would use them if they were still close to where they are at the moment in grays not if they were further away in surrounding areas.	18/03/15 16:00	0.1	Submitted	web
6				Yes	18/03/15 16:04	0.1	Submitted	web
7				Yes	18/03/15 16:10	0.1	Submitted	web
8				Not if they were located in different places	18/03/15 17:14	0.1	Submitted	web
9				No, on pure support for the people that work in the building who will lose their jobs in a downsizing operation	18/03/15 18:18	0.1	Submitted	web
10				Depending where the relocation was and how accessible it is.	18/03/15 22:00	0.1	Submitted	web
11				I wouldn't use the theatre if it were to relocate - the quality of the shows is awful. I would use the library because I need to, like to and because it's my democratic right to, but would hope that should it relocate, it won't be downsized or compromised - remember only the most wretched councils screw over its library service.	18/03/15 22:04	0.1	Submitted	web

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				The museum does nothing for me - it's become a hangout for school kids!				
13				It all depends on where they were moved to. If they were in central Grays maybe we could but anywhere else, we would not be able to get there if there was not a regular bus service.	19/03/15 11:09	0.1	Submitted	web
14				probably not	19/03/15 16:17	0.2	Submitted	web
16		Major Trevor Rawson		yes	20/03/15 10:18	0.1	Submitted	web
17		Major Trevor Rawson		yes	20/03/15 10:18	0.1	Submitted	web
18				It would depend on where the alternative was situated.	20/03/15 11:40	0.1	Submitted	web
19				Only if the services improved with more money going in to improve them.Can't the library and theatre go in the state cinema building if you can't keep the thameside or if you're scrapping the walk in medical centre (another good service) can't the library go in there? As the library needs a big area.I struggle to find a spot to study some days as lots need the space for quiet study time.	20/03/15 23:29	0.1	Submitted	web

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
20				Only if the services improved with more money going in to improve them.Can't the library and theatre go in the state cinema building if you can't keep the thameside or if you're scrapping the walk in medical centre (another good service) can't the library go in there? As the library needs a big area.I struggle to find a spot to study some days as lots need the space for quiet study time.	20/03/15 23:31	0.1	Submitted	web
21				It would depend where they were rehoused	21/03/15 11:34	0.1	Submitted	web
22				Depends on what the new Theatre would look like. It needs a refurbishment whether it goes or stays as the seats look worn, they are not very big and the spacing between seats/rows/leg room is very small and uncomfortable. And also depends if it is on a convenient bus route, or has better parking facilities.	21/03/15 12:48	0.1	Submitted	web
23				no	21/03/15 18:01	0.1	Submitted	web
24				Not really as they would not be accessible by car as there is no parking or very little elsewhere in Grays.	23/03/15 13:18	0.1	Submitted	web

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
25				Depends where it was and if there was parking.	30/03/15 17:41	0.1	Submitted	web
26				No because where it is now it is convenient to get to and there are local restaurants and pubs to go to for a meal before or after a show.	31/03/15 19:11	0.1	Submitted	web
27				No.	31/03/15 19:20	0.1	Submitted	web
29				Yes, although I like the feel of the library complex	01/04/15 08:14	0.2	Submitted	letter
34				Yes	01/04/15 09:14	0.2	Submitted	letter
35				I would still use the services but I question if they could be as well provided as currently within the Thameside building	01/04/15 09:16	0.2	Submitted	letter
36				Yes	01/04/15 09:18	0.2	Submitted	letter
38				Yes but I prefer it here	01/04/15 09:22	0.2	Submitted	letter
39				Would not be happy to use services in separate venues as this is easy to access and very convenient to me as a pensioner	01/04/15 09:25	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
40				I would prefer it to be all together as a communal building	01/04/15 09:27	0.2	Submitted	letter
41				I'll prefer to have it at it's current venue	01/04/15 09:29	0.2	Submitted	letter
42				Depends where they are	01/04/15 09:33	0.2	Submitted	letter
44				Yes, if still withing walking distance	01/04/15 09:37	0.2	Submitted	letter
45				Yes Thameside Theatre	01/04/15 09:39	0.2	Submitted	letter
47				Yes	01/04/15 09:42	0.2	Submitted	letter
49				Yes	01/04/15 09:45	0.2	Submitted	letter
50				Not sure depends where it is	01/04/15 09:47	0.3	Submitted	letter
51				No. Why put the library in the cramped Thameside threatre. It is not a particularly large library as it is.	01/04/15 09:50	0.2	Submitted	letter
52				Doubtful	01/04/15 10:01	0.2	Submitted	letter
54				No	01/04/15 10:12	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
55				May be not if it was a long walk or off the bus route	01/04/15 10:15	0.2	Submitted	letter
56				Please dont move it	01/04/15 10:17	0.2	Submitted	letter
57				Not really, it would loose the atmosphere of a library	01/04/15 10:19	0.2	Submitted	letter
58				No	01/04/15 10:21	0.2	Submitted	letter
59				It would depend how far away it was	01/04/15 10:23	0.2	Submitted	letter
60				Depends how far away they are	01/04/15 10:24	0.2	Submitted	letter
61				Not necessarily. Its convenient all together	01/04/15 10:26	0.2	Submitted	letter
62				No way dont try to mend something that is not broken	01/04/15 10:29	0.2	Submitted	letter
63				No	01/04/15 10:33	0.2	Submitted	letter
64				Satisfied with existing venue - like all under one roof. May not use if elsewhere - depending on convenience	01/04/15 10:37	0.2	Submitted	letter
65				No	01/04/15 10:39	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
66				No I like the fact that all the services I use are under one roof and I can get a hot drink/sandwich	01/04/15 10:40	0.2	Submitted	letter
70				Probably not as often. It would be a tragedy for the town to lose the Thameside complex	01/04/15 10:49	0.2	Submitted	letter
71				Yes	01/04/15 11:59	0.2	Submitted	letter
72				I live in Upminster and still use them	01/04/15 12:02	0.2	Submitted	letter
73				Yes	01/04/15 12:04	0.2	Submitted	letter
74				Yes	01/04/15 12:12	0.2	Submitted	letter
75				Yes may be	01/04/15 12:18	0.2	Submitted	letter
76				I use it lots	01/04/15 12:27	0.2	Submitted	letter
78				I do not use Thameside Theatre because no seating is provided for bigger people who cant fit in a standard size chair	01/04/15 12:31	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
79				I would only use the services I frequent if they were still central Grays eg. walking distance from my home	01/04/15 12:37	0.2	Submitted	letter
80				I would use the services, library and theatre - here or elsewhere.	01/04/15 12:42	0.2	Submitted	letter
81				Possibly but depends how easy it is to get too and whether there is easy parking for the Theatre. Parking and walking to the theatre would definitely put me and my family off from buying tickets.	02/04/15 10:59	0.1	Submitted	web
82				I would, but I would miss the convenience. The Thameside building was designed as a library building right from the start. There is no other suitable space within the town or even the borough that would deliver a similar sized library at a cost effective way. The only answer should the complex be closed would mean to move the library but this would mean less space so less room for books and a horrible downer on the library service.	02/04/15 22:09	0.1	Submitted	web
83				depends where the services were located	04/04/15 09:36	0.1	Submitted	web
84				No	07/04/15 10:13	0.3	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
85				Perhaps not	07/04/15 10:16	0.2	Submitted	letter
87				Yes	07/04/15 10:19	0.2	Submitted	letter
90				I expect I would	07/04/15 10:23	0.2	Submitted	letter
91				Would use library if still in Grays Not sure about theatre if moved to Purfleet	07/04/15 10:26	0.2	Submitted	letter
92				Yes	07/04/15 10:27	0.2	Submitted	letter
93				Yes - depends on location though	07/04/15 10:32	0.2	Submitted	letter
94				Yes	07/04/15 10:34	0.2	Submitted	letter
95				depends how accessible they are, both to the town and inside the building	07/04/15 10:35	0.2	Submitted	letter
96				Only if the facilities were in walking distance of my home would I use as often	07/04/15 10:38	0.2	Submitted	letter
97				No	07/04/15 10:41	0.2	Submitted	letter
98				Yes. What about state cinema?	09/04/15 12:57	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
99				If the services were split up i would find it difficult to get to each venue on a regular basis and i feel the Thameside complex is the best way to have library, museum, theatre etc so that people can use these various facilities at the same time and without having to walk or drive to many locations. I feel this is especially beneficial for the elderly or disabled so that they don't have to waste more time or money trying to reach each new location	09/04/15 14:32	0.1	Submitted	web
100				Yes - more so if it was a modern facility and was solely for theatrical use	13/04/15 12:18	0.1	Submitted	web
101				yes stay	13/04/15 16:49	0.1	Submitted	web
102				Yes but the location of Thameside Complex is not convenient for the town centre and high street	15/04/15 15:25	0.2	Submitted	letter
103				Where else could all the books be housed? The library should stay where it is in the centre of the town the same goes for the theatre.	15/04/15 15:30	0.2	Submitted	letter
104				It depends on where these services were located	15/04/15 15:32	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
105				Yes probably	15/04/15 15:35	0.2	Submitted	letter
106				It depends where they were in the borough. As Grays is the central twon in Thurrock it would seem absurd to have the theatre elsewhere	15/04/15 15:36	0.2	Submitted	letter
109				Theatre seats need improving. New ceiling paper for maintenance on ground floor	15/04/15 15:49	0.2	Submitted	letter
110				Depends where they would be situated	16/04/15 07:35	0.2	Submitted	letter
111				Ideal where situated at present	16/04/15 07:37	0.2	Submitted	letter
112				Why move its great as it is	16/04/15 07:40	0.2	Submitted	letter
113				Only if easy to get to	16/04/15 07:41	0.2	Submitted	letter
114				No	16/04/15 07:43	0.2	Submitted	letter
115				Why break up a completely good seervice that satisfies the whole of the community	16/04/15 07:45	0.2	Submitted	letter
116				No we use all these services as they are under one roof	16/04/15 07:47	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
118				No I live to far to go so it is hard even to go daily. I live in Purfleet	16/04/15 07:51	0.2	Submitted	letter
119				No because I live to far to go one way and after another because I live in Purfleet	16/04/15 07:53	0.2	Submitted	letter
120				Probably not	16/04/15 15:27	0.1	Submitted	web
121				Better to have all togther.	23/04/15 20:35	0.1	Submitted	web
122				Maybe, depending on location, and I like the Theatre as it isn't too big.	28/04/15 07:55	0.1	Submitted	web
123				Maybe its a disgrace that it should be separated after all these years!!	07/05/15 08:43	0.2	Submitted	letter
124				Maybe, more convenient together	07/05/15 08:51	0.2	Submitted	letter
126				I would be less likely to, as the Thameside Complex is perfectly fit for purpose. The local council needs to support the Thameside Theatre as its Jewel in the Crown, rather than dumb down. You only have to look across the river at Dartford to see what can be achieved.	07/05/15 08:57	0.2	Submitted	letter
127				It would take getting used to, eventually. I expect I would, but many	07/05/15 09:03	0.2	Submitted	letter

If you use the services within the Thameside, would you still use these services if they were housed in separate venues or elsewhere in the Borough? For example, Thameside Theatre

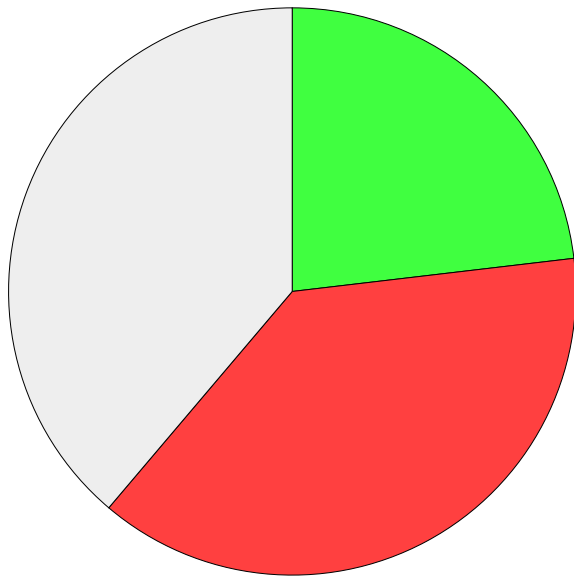
ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				may not use it as regularly and then stop				
128				Yes	07/05/15 09:15	0.2	Submitted	letter
129				Less likely to use if moved outside Grays	07/05/15 09:20	0.2	Submitted	letter
130				Probably	07/05/15 09:22	0.2	Submitted	letter
131				I'd use the library as long as I could get there on foot/by bike	07/05/15 09:24	0.2	Submitted	letter
133				No	07/05/15 09:34	0.2	Submitted	letter
134				This would depend where they would be located if local - yes - if further field - no	07/05/15 09:36	0.2	Submitted	letter
136				Probably not - what is the point in putting these facilities in separate venues;especially if the library is moved to the civic offices (as suggested)	07/05/15 09:46	0.2	Submitted	letter

Do you think Thurrock Council could provide these services better?

 Question responses: **82 (61.19%)**

Do you think Thurrock Council could provide these services better?

	% Total	% Answer	Count
■ Yes	23.13%	37.80%	31
■ No	38.06%	62.20%	51
■ [No Response]	38.81%	--	52
Total	100.00%	100.00%	134

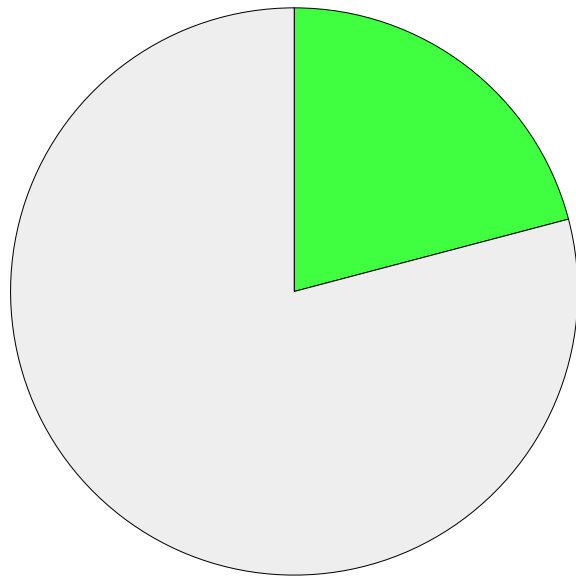


If so, how?

If so, how?

Question responses: **28 (20.90%)**

If so, how?



	% Total	% Answer	Count
■ [Responses]	20.90%	100.00%	28
■ [No Response]	79.10%	--	106
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
4				Keep Thameside Theatre how it is. There's no need to change it.. it's easy for all sorts of people and central/local for everybody in Grays.	18/03/15 15:54	0.1	Submitted	web
5				I think some things seem run down or not like they are trying to encourage	18/03/15 16:00	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				people to use the facilities so there could be more promotion or activities in the library or theatre.				
9				Put more money into the services and staff.	18/03/15 18:18	0.1	Submitted	web
10				Bringing the building up to date	18/03/15 22:00	0.1	Submitted	web
11				Like Redcar, give the theatre an artistic director, a rep company, actor/crew apprenticeships and a presence in the fringe theatre scene. The library could be the makerspace of the borough - fuelling a new generation of skilled people with burning ambition and cultural aspiration! That building is a goldmine - why tout about that opera place in Purfleet, when you've been sitting on a fortune for years, in the heart of Grays. You call yourselves innovators of people, and value the artistic scene so much, and yet the Thameside complex, whether you like it or not, is the face of art in Thurrock, and has been since you opened it back in the 60s. Well - be innovative, then.	18/03/15 22:04	0.1	Submitted	web
13				They could make sure that the Thameside Theatre is never closed, as I believe has been suggested. We	19/03/15 11:09	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				Would find it very difficult to get anywhere else in Thurrock, if there was not a regular bus service. We also use the train and Grays Station is very central. Not everywhere is accessible by train.				
19				Yes by stop keep cutting front line paid staff, who provide services for us public. We need staff around to help book show tickets too. There should be staff visible in all departments to help provide support when needed especially with the new college opened up in town .Why are there more and more services being cut when we need them in this deprived area? There's lots of houses going up in area, so we can't afford to cut services when more and more people are moving in.	20/03/15 23:29	0.1	Submitted	web
41				I believe so, friendly helpful staff in a very warm and loving environment	01/04/15 09:29	0.2	Submitted	letter
50				More for pre school	01/04/15 09:47	0.3	Submitted	letter
51				Thurrock Council should clamp down on eating in library. It should stop. Its noisy use by people not using library facilities (such people have all Grays to talk in including the two arcade and	01/04/15 09:50	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				morrison's cafe areas etc). Mobile phone use should be totally banned. They destroy the library				
66				The division of funds needs to be calculated so less is spent on expensive managers and more on services as we need libraries	01/04/15 10:40	0.2	Submitted	letter
71				Provide additional services to match people's requirements such as short courses for building new careers etc	01/04/15 11:59	0.2	Submitted	letter
75				Provide better parking also	01/04/15 12:18	0.2	Submitted	letter
78				Because in regards to overweight and disabled people the only way you can access some of the services is to sit in a wheelchair.	01/04/15 12:31	0.2	Submitted	letter
80				The library service is very good and I hope it continues. If you were to re-locate the library it is possible the complex would die...	01/04/15 12:42	0.2	Submitted	letter
83				More variety of books	04/04/15 09:36	0.1	Submitted	web
86				More library resource for studying	07/04/15 10:17	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
98				Keep services as they are !	09/04/15 12:57	0.2	Submitted	letter
100				As stated above, a stand alone theatre option needs to be provided	13/04/15 12:18	0.1	Submitted	web
111				More money spent on library especially range of audio books or agree with Essex libraries to rotate audio book collection	16/04/15 07:37	0.2	Submitted	letter
112				The service is great as it is	16/04/15 07:40	0.2	Submitted	letter
113				Use the building - rent out (at reasonable cost) to outside community and other organisations	16/04/15 07:41	0.2	Submitted	letter
114				Satisfied as they are	16/04/15 07:43	0.2	Submitted	letter
120				Investment in making the building more attractive.	16/04/15 15:27	0.1	Submitted	web
123				Dont shut it down or move it. Disgraceful!!!	07/05/15 08:43	0.2	Submitted	letter
126				The services you have in place are fine. Grays has already lost the rec (Grays athletics football ground) all in the name of building more flats and houses, which is what I suspect is at the heat of this matter. Maybe the	07/05/15 08:57	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				council could sell off their fancy offices and work out of somewhere more modest!!!!				
127				Yes but it all costs money to provide new services - so just keep up with new technology and encourage children coming into the library	07/05/15 09:03	0.2	Submitted	letter
132				Yes, respect the staff more and the management more power	07/05/15 09:29	0.2	Submitted	letter

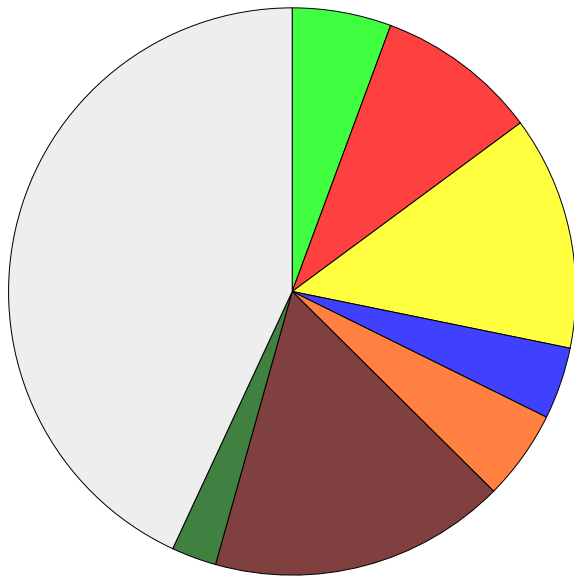
In relation to theatre provision within Thurrock, have you visited any other theatres near Thurrock in the last year?









In relation to theatre provision within Thurrock, have you visited any other theatres near Thurrock in the last year?

Question responses: **50 (37.31%)**

In relation to theatre provision within Thurrock, have you visited any other theatres near Thurrock in the last year?

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	% Total	% Answer	Frequency	Count
 Orchard Theatre, Dartford	5.64%	9.91%	8.21%	11
 The Palace Theatre, Westcliff-on-Sea	9.23%	16.22%	13.43%	18
 The Cliffs Pavalion, Southend	13.33%	23.42%	19.40%	26
 Towngate Theatre, Basildon	4.10%	7.21%	5.97%	8
 The Queen's Theatre, Hornchurch	5.13%	9.01%	7.46%	10
 London theatres	16.92%	29.73%	24.63%	33
 Other	2.56%	4.50%	3.73%	5
 [No Response]	43.08%	--	62.69%	84
Total	100.00%	100.00%	0%	195

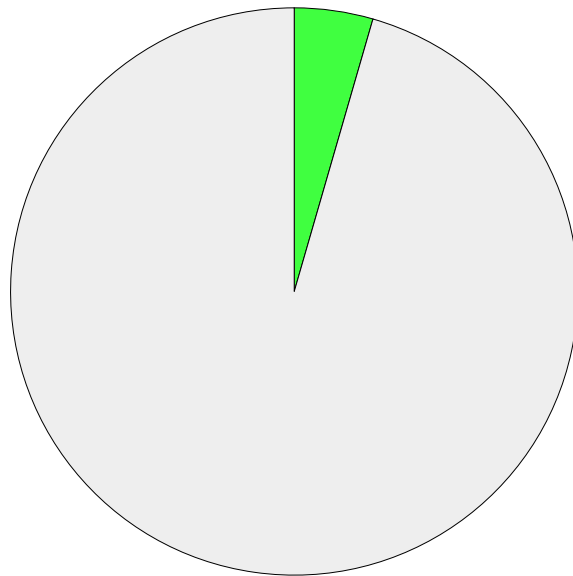
If other, please specify

Question responses: **6 (4.48%)**

If other, please specify

	% Total	% Answer	Count
■ [Responses]	4.48%	100.00%	6
■ [No Response]	95.52%	--	128
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
16		Major Trevor Rawson		Buxton Opera House	20/03/15 10:18	0.1	Submitted	web
17		Major Trevor Rawson		Buxton Opera House	20/03/15 10:18	0.1	Submitted	web

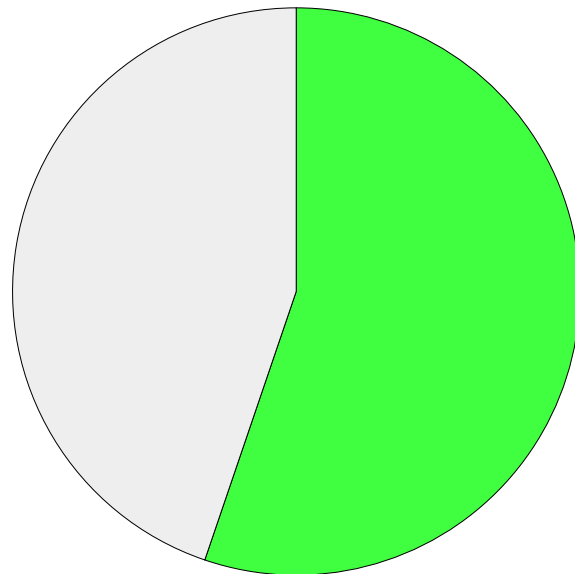
If other, please specify

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
49				Sadlers Well	01/04/15 09:45	0.2	Submitted	letter
81				Brookside Theatre, Romford	02/04/15 10:59	0.1	Submitted	web
133				Chelmsford	07/05/15 09:34	0.2	Submitted	letter
135				No, I am new to the area still exploring	07/05/15 09:40	0.2	Submitted	letter

Any other comments?

 Question responses: **74 (55.22%)**

Do you wish to make any other comments concerning the Thameside Complex?



	% Total	% Answer	Count
■ [Responses]	55.22%	100.00%	74
■ [No Response]	44.78%	--	60
Total	100.00%	100.00%	134

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ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
3				I think the Thameside Building should stay with all the facilities. I would not visit if the facilities were moved i.e. to the Council Offices, as I find it hard to push my spouse in a wheelchair over the Rail Crossing and Bridge to Council Offices.	18/03/15 15:28	0.1	Submitted	web

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
5				I think the facilities are well used in the building but the building it self could use some work.	18/03/15 16:00	0.1	Submitted	web
7				I think the Thameside is worth saving and spending some money on to improve the facilities provided.	18/03/15 16:10	0.1	Submitted	web
8				As above	18/03/15 17:14	0.1	Submitted	web
10				i	18/03/15 22:00	0.1	Submitted	web
11				Make the car park cheaper - you're scaring away the punters! Maybe that's the plan? I suspect you want to turn it into flats, or a McDonalds or something, but I've had to sit in that library every week, and I promise you it's a busy place, and the staff look stressed for it! It has quiet moments, but then so does the Civic Offices - you wouldn't close that down! Thurrock has a great library, a publicly-funded theatre, all in one building (its own Barbican!) - can you not see the potential in that? If you don't, maybe you should knock it all down, it would kinder.	18/03/15 22:04	0.1	Submitted	web
13				I think I have covered everything above.	19/03/15 11:09	0.1	Submitted	web

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
19				If you are not going to put money into the thameside, then we want a bigger better building for our library, theatre and not forgetting museum.Why do we have to keep settling for less all the time?The area needs money put into it, not taken away.	20/03/15 23:29	0.1	Submitted	web
20				If you are not going to put money into the thameside, then we want a bigger better building for our library, theatre and not forgetting museum.Why do we have to keep settling for less all the time?The area needs money put into it, not taken away.	20/03/15 23:31	0.1	Submitted	web
21				it would be a crying shame to change the facilities, it is a very nice space.	21/03/15 11:34	0.1	Submitted	web
23				If we were to loose another amenity in the borough it would be disastrous for the community	21/03/15 18:01	0.1	Submitted	web
24				I love it here - it's like home and the building is known by everyone as they pass by either by car or on foot.	23/03/15 13:18	0.1	Submitted	web
25				Think it is in a good central position and parking is very important.	30/03/15 17:41	0.1	Submitted	web
26				I do not see any other building suitable for a Theatre in Grays. The Thameside Theatre has hosted productions by	31/03/15 19:11	0.1	Submitted	web

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				Thurrock Court Players and these are very popular. If you are thinking of moving the Theatre this would be too far away and more expensive to go to.				
29				Since I retired, I recognise the services the library offers and I think they are going a splendid job.	01/04/15 08:14	0.2	Submitted	letter
31				Charge users a small yearly fee ie. 50p would raise money. Get the council to make up there minds instead of squabbling.	01/04/15 09:03	0.2	Submitted	letter
34				A valuable asset to the community	01/04/15 09:14	0.2	Submitted	letter
37				We need this theatre to stay!!!	01/04/15 09:20	0.2	Submitted	letter
38				I like the library to be in this building. The library here is useful and convenient	01/04/15 09:22	0.2	Submitted	letter
39				In a civilised social libraries and local theatres should be there for all to use	01/04/15 09:25	0.2	Submitted	letter
40				Keep the library as it is!	01/04/15 09:27	0.2	Submitted	letter
41				It is always a beautifully interesting to visit this building	01/04/15 09:29	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
42				Would not like to see this library closed or moved	01/04/15 09:33	0.2	Submitted	letter
51				Please do not close or restrict central Thameside library. Dagenham & Havering and Barking & Dagenham have all recently opened new or totally refurbished libraries. May I add that Grays Thameside library is not the best I have ever encountered over 70 years of life and in any place in England, Scotland or Wales???	01/04/15 09:50	0.2	Submitted	letter
52				If it isn't broken don't fix it. Other libraries in adjacent boroughs are expanding their services (London Boroughs) while Thurrock contracts	01/04/15 10:01	0.2	Submitted	letter
53				Toilets could be kept cleaner (gents)	01/04/15 10:03	0.2	Submitted	letter
54				They are fine as they are. No need to have any change	01/04/15 10:12	0.2	Submitted	letter
55				I think it is ok at the present time	01/04/15 10:15	0.2	Submitted	letter
56				It's ok for now. Computer system and access if very useful	01/04/15 10:17	0.2	Submitted	letter
57				Because the library is a great place already. Great library/good services and staff	01/04/15 10:19	0.2	Submitted	letter

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
62				Please leave well alone	01/04/15 10:29	0.2	Submitted	letter
66				Think more about what the public want in relation to services and less about cutting these services to keep less necessary services running	01/04/15 10:40	0.2	Submitted	letter
67				This building is a necessary iconic building within Grays	01/04/15 10:43	0.2	Submitted	letter
68				As they exist - the facilities are excellent	01/04/15 10:45	0.2	Submitted	letter
72				Enough said	01/04/15 12:02	0.2	Submitted	letter
73				This facility must remain available to Thurrock residents	01/04/15 12:04	0.2	Submitted	letter
75				Thank you for the services I really appreciate it.	01/04/15 12:18	0.2	Submitted	letter
76				Its good as it is	01/04/15 12:27	0.2	Submitted	letter
79				I would request that the panel would seriously consider keeping the Thameside complex in same situ and with same services intact as at present. I use the library facilities, cafe, book club and read aloud apart from lending library regularly including	01/04/15 12:37	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				these as an important part of my social life.				
80				The Thameside complex is a useful meeting and social point of contact for many. Overall the spaces - the floors seem to be under used. A difficult decision - keep open or close? Re-vamp or demolish? Rent as offices or convert to flats? Build homes that fit in with the terraced homes - sensitively? A difficult decision in times of huge cuts. Good Luck !!!	01/04/15 12:42	0.2	Submitted	letter
82				The Thameside Complex dates back many years to when money from the Carnegie Foundation was used to fund the building of a library in Grays. It is sad that in 2015, the decision to close such a viral building to this town and it's people is one you are considering making. Many people value the services that the Complex provides. Community groups like Trans-Vol would be homeless without it. And it isn't just me that shares these concerns, I visited the library today and overheard staff talking about their worries. If the Thameside closed, they'd lose jobs, they'd lose space, they'd lose their purpose. Libraries aren't for profit. The building on the whole is not for profit. The Council is	02/04/15 22:09	0.1	Submitted	web

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				well within it's rights to review spending patterns. But libraries are valued by far too many people, and so is the Thameside. It is not fair to close a building that is valued by so many.				
84				If the library were ever closed down (god forbid!) - after these 50 years in Grays I would leave and return to the civilised north.	07/04/15 10:13	0.3	Submitted	letter
85				In one place is logical and viable I do not believe any libraries should close within the area	07/04/15 10:16	0.2	Submitted	letter
89				Excellent service always	07/04/15 10:22	0.2	Submitted	letter
90				I am satisfied with the service as it is My concern is it would be a shame to lose the Thameside Complex. My main reason for coming into the town.	07/04/15 10:23	0.2	Submitted	letter
92				This is central and useful - Dont try to fix what isnt broken.	07/04/15 10:27	0.2	Submitted	letter
96				I am happy with Thameside Complex. If the Council is concentering moves, what would these be?	07/04/15 10:38	0.2	Submitted	letter
97				Moving the library will be another big mistake Thurrock Council has made.	07/04/15 10:41	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
98				Grays appears to have de-generated to an area of take aways, estate agenda and pound shops - please keep at least one area for self improvement of a cultural value.	09/04/15 12:57	0.2	Submitted	letter
99				I feel it would be a bad day for Grays if the Thameside were to close and the services it provides were to be moved. I hope they decide to keep things as they are.	09/04/15 14:32	0.1	Submitted	web
100				I do not think of this building as iconic or beautiful. I have used the theatre as a performer, director and audience member and always found it lacking except possibly in one way - it's been about the right seating capacity for the kind of show that can play there. I do believe that better provision is needed and that providing nothing new and/or closing this complex is not a viable option.	13/04/15 12:18	0.1	Submitted	web
101				none	13/04/15 16:49	0.1	Submitted	web
102				No, services are already convenient in terms of opening times and location. Staff are also great and provide a fantastic service Thameside Complex is a valuable facility. The library in particular is well used and encourages	15/04/15 15:25	0.2	Submitted	letter

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				reading and studying for children and young people.				
104				These services are very good as they are	15/04/15 15:32	0.2	Submitted	letter
106				The services are fine, they just need to be sustained. I believe that Thurrock Council are letting Grays decline in many ways. It makes no sense to put the new campus in Grays , attempts to give it university status and move the best library and theatre out. As above, it makes no sense to move the college campus to Grays, upgrade its status, then move the main library and theatre out. We are also told these will be improvements to the railway station etc. Where is the sense in coordinating services.	15/04/15 15:36	0.2	Submitted	letter
108				We need this library so dont shut it. I would be more than happy to donate two pounds to use the library	15/04/15 15:47	0.2	Submitted	letter
109				No other comments	15/04/15 15:49	0.2	Submitted	letter
111				The ELAN system is excellent (personal experience of a similar but inferior system is another county) and should be maintained at present	16/04/15 07:37	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				standard. Excellent staff in Grays library, always obliging.				
112				Keep it as it is	16/04/15 07:40	0.2	Submitted	letter
113				Keep it alive!	16/04/15 07:41	0.2	Submitted	letter
114				I think its disgraceful to contemplate closing this library	16/04/15 07:43	0.2	Submitted	letter
115				Do the council want to turn the library into a block of flats?	16/04/15 07:45	0.2	Submitted	letter
118				I wished there was more children activities	16/04/15 07:51	0.2	Submitted	letter
119				No, because it is already perfect in its way now. I wish there was more children or teen activities.	16/04/15 07:53	0.2	Submitted	letter
120				The library is a bit dark, maybe all that grey? They staff are great though! The theatre has some great shows but is a bit cramped! The museum is so dark I really wouldn't go in there on my own.	16/04/15 15:27	0.1	Submitted	web
122				I think it would be a shame to lose another complex in Grays that has been used for many years and people have come to love. Everything seems to be broken up and outsourced and	28/04/15 07:55	0.1	Submitted	web

Any other comments?

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
				I don't think the services would be used as often. I think that the Thameside should be made more use of not abandoned.				
123				I think its an abomination to even consider changing this, the staff and services they provide are fabulous.	07/05/15 08:43	0.2	Submitted	letter
126				If money is an issue why not raise council tax instead of freezing it. Grays is slowly or should I say quickly becoming a cultural desert. The Thameside Complex should become a listed building in order to protect ir for future generations.	07/05/15 08:57	0.2	Submitted	letter
128				We have enjoyed using the library, museum and theatre as a family, over the years. I think it is an excellent service.	07/05/15 09:15	0.2	Submitted	letter
131				Please could the library be open later on Sat - until 7pm may? Many of my friends feel the same - its a quiet place for us to study as at home we have nowhere quiet to concentrate - it would make a massive difference to those revising for A Levels/GCSEs.	07/05/15 09:24	0.2	Submitted	letter
132				Yes, pay the employee more because they are qualified staff and they treat the public with respect.	07/05/15 09:29	0.2	Submitted	letter

ID	Consultation Point	Consultee	Agent	Answer	Date	Version	Status	Type
134				I feel the Thameside Complex should stay exactly where it is	07/05/15 09:36	0.2	Submitted	letter
135				Thameside is a beautiful building and provides excellent resources. Let it stay!	07/05/15 09:40	0.2	Submitted	letter
136				If there is going to be a chane in the facilities why dont the powers that be think about working with Wetherspoons to develop the old state buuilding and putting everything in there?? It would be very central	07/05/15 09:46	0.2	Submitted	letter

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2015-16**

Meeting Dates: 19 November 2015, 7 January 2016, 2 February 2016, 24 March 2016

Report Name	Lead Officer	Meeting Date
Budget Update	Sean Clark	19 November 2015
Training and Development – Officers	Jackie Hinchliffe / Les Billingham / Andrew Carter	19 November 2015
Training and Development – Members	Democratic Services	19 November 2015
Update on the Pre-Election Period Guidance	Democratic / Electoral Services	19 November 2015
Mid-year Corporate Progress and Performance Report 2015/16	Sarah Welton	7 January 2016
Budget Update	Sean Clark	7 January 2016

Report Name	Lead Officer	Meeting Date
Review of the Election Models available to Thurrock Council, and existing boundaries	Democratic / Electoral Services	7 January 2016
An update on the Council's temporary, contract and agency staff, performance ratings.	Jackie Hinchliffe / Mykela Hill	7 January 2016
Budget Update	Sean Clark	2 February 2016
Fair Debt Policy	Sean Clark	2 February 2016
Review of support services and facilities available to members to enable them to perform their role as ward representatives	Democratic Services	2 February 2016
Thurrock Fairness Commission Update	Natalie Warren	2 February 2016
Qtr 3 Corporate Performance Report 2015/16	Sarah Welton	24 March 2016
Budget Update	Sean Clark	24 March 2016

Report Name	Lead Officer	Meeting Date
Digital Programme Update	Jackie Hinchliffe	24 March 2016
Serco Transition Update	Jackie Hinchliffe	TBC
Update on the outcomes from the Budget Review Panel	Sean Clark / Karen Wheeler	To be included in budget update standing item as appropriate.

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