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 **19 November 2015**

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

Membership:

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

Substitutes:

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

Agenda

Open to Public and Press

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

Agenda published on: **11 November 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

<u>Helpful Reminders for Members</u>

- *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?*

<u>When should you declare an interest *at a meeting*?</u>

- **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

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature

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

You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

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

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 17 September 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:	Les Billingham, Head of Adult Services Steve Cox, Assistant Chief Executive Jackie Hinchliffe, Head of HR, OD & Transformation Sarah Welton, Strategy & Performance Officer Karen Wheeler, Head of Strategy & Communications 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.

8.   Minutes

In relation to minute number 7, Councillor Stewart clarified that it was not her intention that any meetings should be delayed in order for members training to take place; rather that training should be scheduled early on in order for members to receive training before the start of the new municipal calendar of meetings.

Councillor Hebb added that this should be considered as part of the members training and development report scheduled for the next meeting.

Councillor Hebb further thanked officers for reporting in more detail all 'red' Key Performance Indicators (KPI's) and asked for an update in relation to the development of a pop-up window on the corporate website that would enable users to provide feedback regarding functionality.

In response the Head of HR, OD & Transformation advised that both the website and communications teams had been working with the Digital Board to develop a system which would work efficiently and that it was hoped it could be implemented in October. Officers explained that this could be reviewed ahead of the next committee meeting.

The Minutes of the Corporate Overview and Scrutiny Committee, held on 25 June 2015, were approved as a correct record.

9.   Items of Urgent Business

There were no items of urgent business.

10. **Declaration of Interests**

Councillor Stewart declared a non-pecuniary interest in respect of Agenda Item 7, 'Month 3/Quarter 1 Corporate Performance Report 2015-16', as she was the owner of a small business in Corringham and paid business rates.

Councillor Snell declared a non-pecuniary interest in respect of Agenda Item 9, 'Thameside Complex Review', as he was the Chair of the Thameside Complex Review Panel.

Councillor Ray declared a non-pecuniary interest in respect of Agenda Item 7, 'Month 3/Quarter 1 Corporate Performance Report 2015-16', as he also paid business rates for three premises in Thurrock.

11. **Shaping the Council and Budget Update**

The Assistant Chief Executive introduced the report which provided an update on the budget pressures in 2015/16 and 2016/17, and summarised the outcomes from the Budget Review Panel discussions to date.

The Committee were advised of a proposed change to the date included in recommendation 1, so that an additional report would be referred back to the committee in January 2016 instead of December 2016, to which all Members indicated their agreement.

Councillor Liddiard appreciated the comments made by the Budget Review Panel but felt that Area Based Working in Tilbury was not working effectively. He expressed concerns over capability issues as he felt that it was unreasonable for street sweepers to learn new machinery, and added that staff observed that they were less effective when working in a team rather than working on their own.

Councillor Stewart explained that some residents had reported that waste from blue recycling bins and brown garden waste bins were being disposed of in the same refuse collection trucks, and that this sent confusing messages to residents who were advised to keep this waste separate. She added that more needed to be done to communicate to residents how to recycle properly and the matter investigated as to whether both types of waste were combined together.

Officers explained that this matter would be investigated outside of the meeting.

The Chair stated that it would be irresponsible of the committee not to review in more detail an £8 million deficit of the Essex Pension Board to which the Assistant Chief Executive clarified that the financial liability that related to Serco's pension position within the Essex Pension Fund was still uncertain, but a potential projected deficit was £3.4 million and that the General Fund Balance totalled £8 million.

The Committee were advised that a decision pending from the Essex Pension Fund was expected mid-September and that Group Leaders, Deputy Group Leaders and the Shadow Portfolio Holder would be notified once received.

The Chair observed that the Budget Review Panel process was a good wish-list but felt that was no definitive plan, and added that he would like to see a terms of reference, objectives, details of the timeliness of the meetings, what was considered to be a success and what support was needed for the Budget Review Panel in order for Members to determine whether it was a mechanism worth investing in. He further stated that the process so far had been a step in the right direction but requested a new recommendation be added that a complete terms of reference and scope for the Budget Review Panel process be drafted and referred to the next meeting of Corporate Overview and Scrutiny Committee for consideration and comment.

Councillor Snell explained that the Budget Review Panel had been an information gathering exercise up until this stage but agreed that going forward a definitive plan would need to be in place.

Councillor Ray indicated his scepticism regarding the Budget Review Panel and felt that the opposition groups were assisting the ruling party, which could in turn keep them in power.

The Chair explained his initial scepticism but stated that the panel were examining the budget for two years' time and all three group leaders had been invested in the process.

Councillor Liddiard through the Budget Review Panel process had been smart, to establish a common sense view of the budget savings faced and not to create divisions on party lines. He added that he would like to see a vision for community hubs to set out where improvements and savings could be made.

The Assistant Chief Executive explained that the Budget Review Panel process had served its purpose but that agreement would need to be reached on the next steps. He reported that the broader public ownership of hubs would be strengthened and that it was important the Council ensured buildings were in a fit state and in an appropriate form that the community could run.

The Assistant Chief Executive informed Members that a vision of Community Hubs had been developed in consultation with the community and that this would be shared with the Committee.

Councillor Stewart requested a list of statutory and discretionary services so that Members could be more informed of impact of the budget savings, in response the Assistant Chief Executive advised that this information had been documented on a slide pack used during the Budget Review Panel process

and that this could be shared with Committee Members to provide further detail.

Members voted unanimously in favour of the recommendations, including the additional recommendation proposed by the Chair.

RESOLVED:

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 January 2016 to update on the options to address the pressures following Cabinet consideration in the Autumn.**

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.**

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.**

4.   **That a Terms of Reference and Scope for the Budget Review Panel process be drafted and referred to the next meeting of the Corporate Overview and Scrutiny Committee for comment.**

12.   **End of Year Progress and Performance Report 2014/15**

The Strategy and Performance Officer introduced the report which set out the performance against the corporate scorecard with progress against the related deliverables as outlined in the Year 2 Corporate Delivery Plan, agreed by Cabinet in March 2014.

The Committee were informed that 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.

Councillor Snell questioned who determined the acceptable tolerance and asked for clarity as to how performance was measured against it.

The Committee were informed that Key Performance Indicators (KPI's) were given a 'Red', 'Amber' or 'Green' status and that 'Amber' KPI's were better than the previous year but did not hit the set target, however the measurement of key deliverables was more subjective and determined internally by service area.

Councillor Snell felt that if a KPI did not meet target it should be classified as 'Red' and questioned the accuracy of measuring deliverable performance if it was self-determined by service area.

Councillor Hebb commended the work of the Elections, Legal Services and Regeneration teams, who had demonstrated excellent performance, but also challenged the 'Red, Amber, Green' (RAG) Status reporting method and proposed that its use should be abolished and instead replaced with a Red and Green system with any performance in 3 a month decline being placed into 'intensive care' for targeted work to be undertaken.

Councillor Liddiard was concerned of the cost impact and ability to change the current reporting system and felt that officers should investigate this matter further to consider the wider implications.

The Strategy & Performance Officer advised Members that KPI's were monitored in great depth on a monthly basis and collated in Excel, with service areas undertaking a great deal of scrutiny of the KPI's over and above standard practice. Members were advised that the way the information was presented could be revaluated and that all positive and negative trends were checked by officers on a monthly basis.

During the debate Members were not in agreement as to whether the 'RAG' reporting system should be changed. Councillor Liddiard felt that Members should be clear regarding what information they wanted presented and Councillor Ray felt that officers should be consulted as to whether they believed the reporting mechanism should be changed.

The Assistant Chief Executive felt that officers could obtain further detail of what Councillor Hebb wanted to achieve from changing the reporting mechanism outside of the meeting, following which the benefits and disadvantages of both reporting mechanisms could be considered by Performance Board and the findings presented to the Committee at a later meeting.

Councillor Hebb agreed due diligence needed to be undertaken and asked officers to seek the views of the other Chairs of other Overview and Scrutiny Committees.

Councillor Stewart observed that Key Performance Indicators were a good reporting mechanism but liked a two stage process of 'Red and 'Green' and questioned whether any figures could be manipulated, particularly in relation to the timely performance of processing planning applications.

The Committee were assured that a great deal of audit and quality assurance was undertaken, with Performance Board and cross-council scrutiny taking place.

Members voted unanimously in favour of the recommendations, including a new recommendation which requested officers investigate the feasibility of

changing the performance monitoring mechanism and assessing advantages and disadvantages of differing methods.

RESOLVED:

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.**

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.**

3.   **That officers be instructed to investigate the feasibility of changing the Council's performance reporting mechanism, assess the advantages and disadvantages of the current method alongside others and consult with Performance Board, before referring findings back to the Corporate Overview and Scrutiny Committee for comments.**

13.   **Month 3 / Quarter 1 Corporate Performance Report 2015-16**

The Strategy and Performance Officer introduced the report which provided an update in regards to 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. The Committee were advised that at the end of Month 3, 72.5% of these indicators were either meeting or within an acceptable tolerance of their target.

The Strategy and Performance Officer presented a detailed PowerPoint presentation to Members which set out the performance of indicators which Performance Board had put 'in focus' in the current quarter for being below target, and therefore were 'Red.'

During the presentation a detailed discussion took place, during which the following key points were highlighted:

- Councillor Hebb stated that Thurrock should not make any apology for setting high targets in relation to the percentage of 'Good' Primary Schools, and felt that without setting such a high target the number of good primary schools would not have increased by as much as they had done.

- Councillor Snell questioned whether schools could become despondent with a such high target set and felt that those 'Good' schools who had converted to academy status or merged should have been included in the figures so as not to skew the results.

- Councillor Hebb recognised that the percentage of planning applications processed within 8 or 13 weeks was a service led target, and although welcomed the positive trajectory, explained that he gave more weight to the quality of work rather than the speediness of processing the application, particularly in relation to larger planning applications.

- Councillor Hebb questioned how the target of the number of apprentices employed by the Council was set and asked officers to investigate.

- The Committee recognised that Thurrock faced particular challenges in relation to self-directed support and the number of people at home following hospital discharge and that the service faced significant financial challenges.

- In relation to recycling rates, Councillor Hebb asked whether the geographical areas had been identified where the most contaminated loads originated from, and if communication could be targeted in these areas to mitigate the volume of contaminated waste.

- Councillor Liddiard questioned why the volume of complaints had increased and whether trends could be identified by service area, in response it was explained that the Information Manager held detailed information on trends by service area in order to learn from complaints.

- Councillor Hebb questioned what other accreditations the authority could undertake to demonstrate performance against the priority of a 'well-run organisation.' In response the Head of HR, OD & Transformation explained that Thurrock achieved the Public Service Network Accreditation Standard but would evaluate what other accreditations the authority could partake in.

- Councillor Liddiard asked for clarification regarding data security breaches, to which it was explained that this information was detailed in other reports referred to Standards and Audit Committee, as this fell under their remit.

RESOLVED:

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.**

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.**

14. **Review of DBS Checks Policy and Register of Interests Process for Members**

The Senior Democratic Services Officer introduced the report which set out the current policy regarding Thurrock's approach to undertaking DBS (Disclosure and Barring Service) checks and maintaining a register of interests for Elected and Co-Opted Members, and explained the new policy that was proposed for introduction, detailed in Appendix 1.

The Committee welcomed the proposal to introduce enhanced DBS checks for all Councillors and any Co-Opted Members who were members of a Committee or Board which discharged an education or social services function.

The Committee were informed that the results of the DBS checks would be carefully managed and a record maintained by the Monitoring Officer, which would also include the date of when a check was requested, a date a response was received and a list of all those to whom the disclosure or disclosure information had been revealed.

Members were advised that it was not possible to disclose the outcome of the DBS check on Councillor's individual web page, even if individual Councillor's wanted to disclose their result voluntarily to the public, as the Council would be in breach of the DBS Code of Conduct and that any breach could result in deregistration, imprisonment or a considerable fine.
Councillor Liddiard asked whether Election Candidates standing for office could be required to undertake a DBS Check before the election, and questioned how Councillors should disclose interests relating to siblings or those of their sons or daughters.

In response the Senior Democratic Services Officer explained that the proposed policy recommended that newly Elected Members complete a DBS check application form on taking up office following an election as part of their induction, which would be assisted by Members Services and the HR team.

Members were advised that having a criminal conviction did not automatically disqualify a person from being eligible to be a Councillor, but this information and the reasons for disqualification were well-documented in the elections guidance process for candidates and agents which all potential candidates should be aware of. The Committee were advised that it would be difficult to require all candidates to undertake a DBS check, which would also have a cost implication for the authority, rather election candidates standing for a political group were subject to an application and selection at group level.

The Senior Democratic Services Officer advised that under the Localism Act Elected Members were required to register any disclosable pecuniary

interests of themselves or a civic partner who they live with, within 28 days of taking up office, and that it was a criminal offence if a Councillor failed to declare such interests to the Monitoring Officer. It was further reported that upon receipt of the completed register of interest form its contents were uploaded to the respective Councillor's webpage online and therefore was available for public view at any time.

The Senior Democratic Services Officer added that any interests relating to siblings or offspring should be declared as part of the pecuniary or non-pecuniary interest process, documented in the Council's constitution, at the start of meetings where appropriate, depending on the relevance of reports and decisions being considered. The Committee were assured that Democratic Services could offer guidance on each particular circumstance should Members require it.

Councillor Hebb felt that political groups should act if they had any concerns regarding the eligibility or suitability of a candidate to stand for election and undertake due diligence before a person was selected to represent that political party.

The Committee were advised that the matter would be referred to the Standards and Audit Committee, as the appropriate decision making body, at its next meeting.

RESOLVED:

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.**

2. **That the current approach to maintaining and publishing Members Register of Interests be endorsed.**

15. **Thameside Complex Review**

Councillor Snell, Chair of the Thameside Complex Review Panel, introduced the report which detailed the findings of the Thameside Complex Review Panel and the recommendations they wished the Committee, and subsequently Cabinet, to endorse.

In introducing the report, Councillor Snell explained that the panel had visited the Thameside Complex and noted that museum displays were dated and needed refreshing, and opinion was divided about the building. He explained that following discussions with some of the charitable organisations located within the complex, some felt that they could locate elsewhere but were happy being based at Thameside.

Councillor Snell advised Members that the panel were in agreement that the Thameside Complex required modernisation, that it should be commercially viable and that a theatre should remain in Grays.

Councillor Ray acknowledged that a decision about the future of the Thameside Complex was likely to be a difficult one, however the decision did need to be made and it was evident that the theatre in its current form was commercially unviable, with a small seating capacity and compact space which did not lend itself for audience comfort. He further reported that many smaller museums around the country faced closure and were merging with larger institutions to secure their future.

Councillor Snell highlighted the following key points:
- That the seats in the current theatre were cramped and too close together, however a decision needed to be made as to whether modernise and improve the Thameside Complex or relocate theatre provision elsewhere.
- That the museum also had a lot of exhibits in storage that the public were not able to view, some of which were highly renowned and required security.
- That the panel considered whether artefacts of local importance could be displayed in the local community, for example in a library, depending on adequate security and protection.
- That the museum could apply for Lottery Funding however applicants were required to have evidence of 25 year tenure.

Councillor Liddiard commended the report and explained that he valued the theatre, museum and library, but felt that the report contained little information regarding possible options going forward and the full cost implications of any alternatives, for example relocating the library in the Civic Offices or building a theatre elsewhere.

A brief discussion took place on the utilisation of the theatre, during which it was reported that there was an average of 57% audience capacity for each show across a year, although it was questioned whether this included school performance and youth productions.

Councillor Ray suggested that high value exhibits not on display at the museum should be sold to generate income if they were not going to be available for public view.

In response Councillor Snell highlighted that no curator would want to willingly sell their collection but it was suggested that Cabinet could evaluate this and an inventory supplied.

Councillor Liddiard reported that security was essential if displaying high value artefacts which could make it difficult for public displays in the local community, however if adequate security could not be guaranteed for such items to be on public display, the Council could donate to the British Library or sell them.

Councillor Hebb felt that there was not a winning situation but difficult discussions needed to start taking place. He highlighted that the building itself was not fit for purpose, and whether alternatives could be explored, such as locating a theatre at High House Production Park in Purfleet, although he recognised the panel recommended maintaining a theatre provision in Grays.

Councillor Hebb further asked for clarification as to whether there were any capital spends to facilitate the construction of a new theatre in Grays or whether the Council would need to dispose of the Thameside Complex to secure funds.

The Assistant Chief Executive observed that it was a significant question as to whether the Council would want to borrow funds to build and run a theatre, but that there were possible alternatives that could mean a theatre remained in Grays.

Councillor Hebb remarked that he did not believe it was the role of a local authority to provide a theatre and that Thurrock needed to think 'outside of the box' for a solution, which could include part or complete privatisation or the formation of a charitable trust.

The Head of Adult Services explained that the formation of a trust had been considered but there were a number of limitations, which included:
- The building was not fit for purpose and would require significant refurbishment that would incur considerable cost.
- Competitors included the Queens Theatre in Hornchurch, the Towngate Basilson and the West End.

Councillor Snell remarked that it was aspirational to have a theatre in Thurrock, otherwise residents would be required to travel outside of the Borough for entertainment and Thurrock would be stripped of its cultural assets.

Members debated a number of options for the local a theatre which included High House Production Park and school auditoriums, which some Members felt would be impractical and unviable.

There was a discussion as to whether the recommendations included with the Thameside Complex Panel review report should be approved as some Members were not in agreement, during which the Chair suggested that more work should be undertaken before the matter was referred to Cabinet in order to determine the full cost implications of any alternative delivery model.

The Senior Democratic Services Officer advised that the Thameside Complex Review Panel was member-led and their findings were detailed in the report, it was not within the remit of the Corporate Overview and Scrutiny Committee to overrule or change the panel's findings, however the Committee's comments could be taken into account by Cabinet – alongside those of the panel – when the information was presented to Cabinet.

Members were further advised that the Corporate Overview and Scrutiny Committee had no formal decision making powers and it was the role of Cabinet to consider the alternatives in more detail and report back to Scrutiny at a later date when more comprehensive information was available for consideration and comment, including that of any costs.

The Chair explained that he was not satisfied to approve the recommendations printed in the report in their current format, to which it was suggested that the recommendations be amended slightly to replace the words of 'endorse' and 'accept' with to 'note'. Members were in agreement with the proposed amendments.

RESOLVED:

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

1. **Cabinet notes 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.**

2. **A site that represents the Arts should remain in Grays.**

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.**

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.**

16. **Work Programme**

The Senior Democratic Services Officer advised that a report on fees and charges required the consideration of the Committee in November in order for it to be finalised by January 2016.

The Head of HR, OD & Transformation advised that an update on the Serco transition could be provided in November and that an update report on Pre-Election Period Guidance would be deferred until January to allow for this.

The Chair advised that due to time constraints any additional amendments to the work programme would be agreed outside of the meeting.

RESOLVED:

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

The meeting finished at 9.37 pm

Approved as a true and correct record

CHAIR

DATE

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19 November 2015	ITEM: 5
Corporate Overview and Scrutiny Committee	
Serco Transition Update	

Wards and communities affected:	**Key Decision:**
All	Non-Key

Report of: Matthew Essex, Head of Regeneration

Accountable Head of Service: Matthew Essex, Head of Regeneration

Accountable Director: Steve Cox, Assistant Chief Executive

This report is Public

Executive Summary

On the 21st July 2015 the Council and SERCO announced that they had mutually agreed to terminate the Shared Services Partnership Agreement under which SERCO were responsible for the provision of a range of mainly back office and support services and functions.

Following an initial period of due diligence, the Council and Serco have been working together to put in place the necessary arrangements to transfer the 350 permanent staff, around 75 contracts and c.£3m worth of equipment which currently deliver services under the c.£18m contract to the Council on the planned transfer date of 1st December 2015.

This report outlines the broad background to the transition programme, the work completed to date and the proposals for the hosting and management of the returning services.

1. **Recommendation(s)**

1.1 **Members are asked to acknowledge the work completed to date and the progress achieved in transferring services back to the Council.**

2. **Introduction and Background**

2.1 Thurrock Council entered into the 15 year Strategic Services Partnership (SSPA) contract with Vertex in 2004. Vertex was subsequently acquired by SERCO in 2012 which took on the obligations of the contract with the Council. Under the SSPA, SERCO is responsible for delivering a range of services to the Council in areas as broad as Customer Service, Revenues and Benefits, ICT and Business Administration. Over the 11 years that the contract has

been in place there have been a range of changes with services expanding and contracting and some areas being returned to the Council (Highways Management etc). At the present time the contract has a value of around £18m per annum.

2.2   Since taking on the contract, SERCO and the Council have been in almost continuous dialogue over how to reduce the cost of the contract in the face of the Council's reducing budgets. Ultimately it was concluded by both parties that the contract was not an appropriate form of agreement to meet the Council's requirements in respect of available finances and best value or SERCO's needs as a private sector partner. On this basis, the Council and SERCO jointly announced their intention to terminate the SSPA on the 21st July 2015 with responsibility for delivery of the services returning to the Council on the 1st December 2015.

2.3   Given that it had been more than 10 years since the Council had been directly responsible for the services currently delivered by SERCO it was necessary, immediately following the announcement, to undertake a detailed due diligence exercise which ran through the remainder of July up to the end of August 2015. Since then, the focus has been on putting in place the arrangements necessary to secure the transfer of the staff, systems, contract and assets which are used in delivering the service. Progress on all of these items is reviewed below.

2.4   Recognising the scale of the work required to secure the efficient and effective transfer of the services back to the Council a clear management and governance structure has been put in place for the programme. A dedicated Programme Manager was appointed following an internal recruitment exercise (Head of Regeneration) who coordinates all of the relevant workstreams and reports in to Director's Board via the Assistant Chief Executive. Transition Leads have been identified in all relevant Directorates or Departments to oversee the staff consultation and engagement processes and dedicated officers have been assigned management roles in respect of IT systems, third party contracts and finance/budgeting. Member level oversight has been undertaken by Cabinet through the monthly Shaping the Council update reports.

3.   Issues, Options and Analysis of Options

Due Diligence

3.1   As has been noted elsewhere, the first part of the transition process focussed on the completion of a detailed due diligence exercise to gain a complete understanding of the services which are transferring back to the Council. Whilst this exercise didn't identify any major issues or obstacles to the transfer it did help shape some significant principles which have subsequently underpinned the transition:

- Services should be returned to the areas of the Council that they currently support – this has seen business administration resource, for instance, dispersed across the authority rather than being managed from a single location;
- Disruption should be minimised wherever possible – recognising that the Council will have a relatively limited understanding of the services on day one of operation, they are being transferred in largely the same state such that the same people will be delivering the same services on the same systems from the same locations as they currently do. This does not preclude reviews in the future; and
- Staff support and services are critical – outside of the transfer itself, effort is being invested in making sure that HR and Payroll services are ready for the transfer.

3.2   Following the conclusion of the due diligence process the Council and SERCO signed off a high level transition plan outlining the various tasks required on both sides to successfully transfer services to the Council. Work going forward was broadly contained within three areas; people, contracts and systems. Progress in respect of each is briefly outlined below.

<u>People</u>

3.3   Through the due diligence process, c.350 permanent SERCO staff have been identified who will transfer to the Council through TUPE. In addition to these, the services are currently supported with around 100 agency staff and up to 10 contractors (mainly within IT). The number of agency staff is higher than would normally be anticipated as SERCO have sought to minimise permanent recruitment since discussions started on terminating the SSPA. Whilst all of the permanent staff will transfer to the Council, there is no formal obligation (under TUPE at least) for the agency staff and contractors to be transferred. However, is was clear through the due diligence process that many of these individuals are filling important roles or possess specific skills which make them critical to the delivery of the transferring services. To minimise potential disruption, discussions have been held with the suppliers of the agency staff and contractors to ensure that they remain in place beyond the termination date. These arrangements can then be reviewed in the future as the Council gets a clearer understanding of the transferred services.

3.4   It had been hoped that the HR/Payroll functions could be returned to the Council on the 1st November 2015; one month ahead of the planned transfer of the majority of the functions on the 1st December 2015. This was expected to ensure that the Council had sufficient capacity to manage the return of the main body of the staff and set them up on the relevant systems. Unfortunately it has not been possible to transfer HR/Payroll early and they will instead transfer with the bulk of the staff on the 1st December 2015, however the capacity that they provide has been made available to support the transition. Consultation with the HR/Payroll staff commenced on the 16th September 2015 and consultation with the remaining staff started in waves from the 23rd September 2015. There have been a variety of issues raised through the

consultation processes on terms and conditions etc but these have been relatively limited by virtue of the limited initial change which the Council is seeking to make to avoid unnecessary disruption.

Contracts

3.5   In total around 75 contracts have been identified which SERCO use to support the delivery of the services to the Council. These cover everything from the provision of agency staff and facilities management through to the licenses and services which support the Council's IT systems and total around £8m in expenditure. Whilst the majority of these will need to be transferred there are a limited number which will not be required and are likely to come to an end. The Council is working with SERCO to secure the novation or transfer of the required contracts and close down the others. Despite some initial concerns about the potential for additional costs arising from early termination which, under the terms of the agreement with SERCO, the Council would have borne it now seems that all major contracts can be transferred with no additional costs.

3.6   The Council is taking the opportunity, where possible, to review terms and conditions and associated rates on the contracts and determine whether it is receiving best value. In a limited number of cases it will be possible to renegotiate terms and conditions as part of the transfer of the contracts, however in the majority of cases the Council will need to look to use the next review or break to renegotiate or, potentially, re-procure the services.

Systems

3.7   The majority of the transferring services are using systems which are already owned by the Council and operated/serviced on their behalf by SERCO. This makes the transfer of the majority of this area relatively straightforward. There have been issues where this has not been the case where the Council will have to make alternative provisions to replace systems which will no longer be available. The most significant of these is in respect of the systems which support the call centre – a critical area of the Council's operations. The current system has reached the end of its working life and is no longer supported by the provider. Prior to the termination of the SSPA the Council and SERCO were in discussions to move the Council onto a new, SERCO owned virtual systems but, with the contract now being terminated, that is no longer appropriate.

3.8   As a result, the Council has moved to put a low cost, interim solution in place which will provide the opportunity for the call centre to be reviewed as part of a wider consideration of the Council's approach to Customer Services. This review will determine the system requirements for the call centre (and other functions) which can then be subject to an appropriate procurement exercise.

3.9   Beyond the items outlined above the highest rated remaining risk in respect of the transfer is around ensuring that the Council is able to pay staff correctly in

December 2015. Given the proximity of the December pay date to Christmas this is considered particularly important. Additional resource has been brought in to manage this area of work directly and test pay roll runs are already underway to address any issues in advance of the live run being made.

4.   Reasons for Recommendation

4.1   The transfer of services back to the Council from SERCO will see an increase in the Council's level of direct responsibility. Corporate Overview and Scrutiny Committee is invited to review the proposals and progress made to date and consider whether they are appropriate.

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

5.1   The transition arrangements are routinely reported to Cabinet via the monthly Shaping the Council report.

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

6.1   The services currently provided by SERCO and due to return to the Council span a range of back office and front of house functions which will have differing levels of impact on the Council's policies and priorities. However, they do contain services which are critical to the Council's ability to effectively perform its duties – including all IT systems and Customer Services - and to the community (Revenues and Benefits etc). The effective transfer and efficient operation of these services is vital to ensuring seamless continuation of service delivery.

7.   Implications

7.1   **Financial**

Implications verified by: **Mike Jones**

Strategic Resources Accountant

The financial benefit of transferring services from SERCO to the Council is built into the Council's MTFS. Through the due diligence process efforts have been made to identify any further liabilities or potential costs to the Council and, where these arise, to contain them within the existing budget allocation. Generally however, it is anticipated that having direct control over the services will enable the Council to drive greater efficiencies and generate further savings over time.

7.2   **Legal**

Implications verified by: **Eldred Taylor-Camara**

Legal Group Manager (Strategic Partnerships & Procurement

The transfer process is being taken forward under the terms of the Termination Agreement agreed with SERCO. Efforts are being made to minimise any financial exposure or liability to the Council from transferring staff and contracts with all of the third party contracts subject to specific novation agreements.

The Council's in-house Legal Services are supporting officers with the legal aspects of the transition, with additional expert legal support being drafted in for specialist advice from external legal advisers.

7.3 **Diversity and Equality**

Implications verified by: **Becky Price**

                                         Community Development Officer

As outlined within the body of the report, efforts are being made to maintain the current levels and systems for service provision to minimise disruption to the Council and the public/service users as far as possible. This should ensure that any specific arrangements to support access to services are retained. Care should be taken in any future consideration of service delivery models to ensure that the needs of protected groups are addressed.

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

- None

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

- None

9. **Appendices to the report**

- None

Report Author:

Matthew Essex

Head of Regeneration (Transition Programme Manager)

Chief Executive's Delivery Unit

19 November 2015	ITEM: 6
Corporate Overview and Scrutiny Committee	
Training and Development - Officers	

Wards and communities affected:	Key Decision:
Not applicable	Not applicable

Report of: Wendy Allen, People and Organisational Development Manager

Accountable Head of Service: Jackie Hinchliffe, Head of HR, OD & Transformation; Les Billingham, Head of Adult Services; Andrew Carter, Head of Children's Social Care

This report is public

Executive Summary

This is a position statement report that outlines the range and scope of officers training across social care. The report references the strong policy and guidance basis for all activity both locally and nationally.

1. **Recommendation(s)**

   This is a position statement report and the recommendations are as follows:

1.1 **Members to comment on the rigour and range of training.**

1.2 **Members to review the information for comment.**

1.3 **Members to be reassured that the rigour and range of training meets both national and local requirements, including legal requirements.**

2. **Introduction and Background**

2.1 This report has been requested as part of the corporate overview and scrutiny committee work programme 2015-16. The report will focus on the training for officers from both adults and children's social care. This will include mandatory training, certification requirements and how we meet those. How we ensure our staff remain competent/competency frameworks and demonstrate the balance between personal/council accountability. The report will also outline report processes for training (including high risk / sensitive activity training, e.g. CSC), validation processes and on-going verification of

the competence of staff employed by Thurrock Council and cover compliance, frequencies, legal requirements and quality assurance of training providers.

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

3.1 Scrutiny on the social care workforce starts at the point of recruitment. Thurrock's recruitment policy includes robust safer recruitment processes which ensure DBS checks and evidence of social work registration are provided by all successful candidates taking up employment in social care roles. This is all clearly set out in the Recruitment and Selection policy which states:

Disclosure and Barring Service (DBS) checks

For jobs working with children and vulnerable adults, plus certain other categories of job where it is required by law that the post-holder must have a DBS check, this will need to be undertaken as part of the recruitment process. An applicant can refuse to have a DBS check but if this is required by law as part of the job role then confirmation of role appointment cannot be made unless a satisfactory 'disclosure' from the DBS is received."

3.2 Council policy continues to support this process from the commencement of employment through the use of the Induction checklist which highlights the need for the manager to identify service specific activity. The policy also sets out employee and employer responsibility:

Induction programme & checklist

A standard induction programme outline is provided at Appendix 1 and should be used by managers to ensure that new employees are given all of the information they need. It is the joint responsibility of the manager and employee to ensure the checklist is completed. The manager has overall responsibility however, for arranging for any information to be provided and the employee should ensure that they attend any meetings, training, and read any relevant documents. An induction programme should also be tailored to meet an individual's needs. Most of the items included are relevant to the majority of new staff but may not suit all groups of staff. Additional items can be added as necessary (there is a section for this), using managers' knowledge of the employee's role at Thurrock.

3.3 The processes for training are underpinned by the learning and development policy which sets out the expectations of the employer, the manager and the employee. The policy states:

The ultimate responsibility for development lies within a partnership created between the individual and their immediate manager. The role of the council to support this responsibility through the provision of learning services and specialist advice this is provided by People and Organisational Development.

The policy is supported by a range of council wide and service specific processes to ensure that our workforce remains competent and that they meet mandatory and certificated requirements, validation processes and on-going verification of staff employed by Thurrock Council.

- All employees are required to book on training through Employee Self-Serve using "my dashboard" to access the Oracle Learning Management system; this provides a real time record of all training undertaken by the individual, group team or department. Support is provided to off-site employees who do not easily access ESS
- Approval for all training requests must be given by the manager following a discussion with the employee where skills, knowledge, development need has been identified. This discussion confirms employee and employer accountability and understanding of the need for the training identified.
- Service planning cycles take into account the requirements of the relevant workforce (for the purpose of this report social care). This will include the requirements and expectations of external scrutiny bodies such as Ofsted and the Care Quality Commission, including identifying where regulatory and certificated training is required and is monitored through the use of local training matrix (see appendix 1) and Oracle reporting.
- Recommendations/outcomes of Serious Case Reviews or Abuse to Vulnerable Adults is driven through the Local Safeguarding Children's Board and the Safeguarding Strategic Board which both have statutory functions. The LSCB also has a responsibility for multi-agency training.

Mandatory training is set out for all staff in the induction guidelines the policy states:

All employees will be automatically booked on mandatory training for corporate induction and corporate diversity and will receive details of this prior to their start date. Corporate induction training will cover: basic health & safety, Section 17 Crime & Disorder Act and ICT data protection.

Employees will also be emailed a link to Thurrock's e-learning zone upon starting (Thurrock Learning Zone TLZ) which is regularly updated with new modules applicable to all roles. It is the employee's responsibility to access the learning zone and complete relevant modules for their own development. Managers should include any key modules they are aware of which it would be useful for the employee to complete, in the additional section of the induction checklist. Completion of the ICT data protection module is compulsory.

3.4	Mandatory training is also determined service by service and is set to meet Ofsted or CQC requirements and the role of the worker e.g. a social worker undertaking child protection work must demonstrate evidence of child protection training; a social care worker who moves people must be trained in moving and handling people.

3.5	High risk and sensitive training such as Child Sexual Exploitation, financial abuse, Prevent, and Female Genital Mutilation are all driven by local policies and procedures that require training to support the implementation of the policy. Decisions to make training such as this mandatory is taken strategically and overseen by the relevant service management team, with reporting going back to this team for monitoring and scrutiny of practice. There is a direct link to the services by a named officer in People and Organisational Development this ensures that all decisions regarding activity are triangulated across the organisation.

3.6	**National standards;** There are two main bodies that externally scrutinise social care training.

- The Health and Care Professions Council (HCPC) is the regulatory body for Social Workers. All Social Workers must be registered with the HCPC to work as a Social Worker. Social Worker is a protected title and as such employers and employees must comply with the requirements of the regulator.
- The Care Quality Commission (CQC) regulates the provision of social care residential and care services and within this they regulate the social care workforce.
- Whilst both bodies set out the regulatory requirements, the legal requirements only apply to the protection of title and registration for social workers.
- The HCPC require all Social Workers to register every two years, social workers must provide evidence of their Continuing Professional Development (CPD) to remain registered. The HCPC have set CPD standards which say registrants must;
  - maintain a continuous, up-to-date and accurate record of their CPD activities;
  - demonstrate that their CPD activities are a mixture of learning activities relevant to current or future practice;
  - seek to ensure that their CPD has contributed to the quality of their practice and service delivery;
  - seek to ensure that their CPD benefits the service user; and
  - Upon request, present a written profile (which must be their own work and supported by evidence) explaining how they have met the standards for CPD.

3.7	Whenever a profession renews its registration, HCPC randomly audit (check) the CPD of 2.5 per cent of professionals from that profession. Those registrants who are chosen for audit must submit a CPD profile to show how their CPD meets their standards.

3.8	As employers Thurrock council comply with the regulators requirements. The HCPC registration renewal document clearly sets out the legal and regulatory

requirements. Social Workers can only work for Thurrock if they have a current registration with the HCPC. Thurrock's expectation is that all social workers are personally and professionally accountable for their CPD and to ensure they meet HCPC requirements. The Thurrock renewal document states:

Employers have the responsibility to ensure that all social workers are appropriately registered. Human Resources regularly maintain a log sheet of all social workers registered with the HCPC with their renewal and registration details. Two months prior to the current registration cycle deadline, Human Resources commence the process of regularly checking the online Register to verify who has renewed their registration and who is outstanding. This inspection takes place fortnightly until 4 weeks prior to deadline. At this point a further inspection takes place and statistical data of those registered against those that haven't are submitted to the senior management of Children's Social Care and Adults Social Care for their information on the Council's progress of social work registration.

3.9   The Care Quality Commission sets out in much the same way fundamental standards below which a regulated provider must not fall. CQC ask the same five questions of all the services they inspect.

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

3.10   As employers Thurrock will ensure that we comply with these regulations and expectations in the following ways.

- Local training records matrix are maintained in addition to the records maintained on Oracle learning Management (see appendix 2)
- Refreshers compliance is monitored locally through the use of these records and direct liaison with People and Organisational Development takes place through site visits and regular communication.
- Records management is regularly reviewed by senior managers to ensure that they are fit for purpose.
- Use the Performance Development Framework to identify objectives and align with learning needs as required to meet requirements of role
- Ensuring we are inspection ready for scrutiny from both Ofsted and CQC who will determine our level of compliance and the quality of services provided. There is not a legal requirement to provide training relating to these expectations (the law relates to the service provided to the child, young person or vulnerable adult) but non-compliance would demonstrate poor practice and provision of service. Thurrock uses the measures set out in this report to monitor progress.

3.11   Thurrock also collects a range of data to support the expectations of both external quality assurance and funding bodies. The Department of Health

require all social care employers to complete a statutory workforce data collection; the National Minimum Data Set- Social Care (NMDS-SC) is submitted annually and Thurrock is 100% compliant with this return. This data demonstrates that we are compliant with role related statutory and certificated training.

3.12   The Oracle Learning Management system allows us to collect a range of data to support the regulatory, mandatory and specialist requirements for social care officers. We can extract data to provide reports for monitoring and quality assurance purposes and to support the compliance expectations of the workforce. (Appendix 2)

3.13   **Local Standards;** we have implemented the following to ensure we are meeting statutory requirements and national good practice in Thurrock

- Assessed and supported Year in Employment- ASYE Academy; was established in 2014 to meet the requirements set out nationally for newly qualified social workers in their first year of employment. Newly qualified social workers (NQSWs) will be assessed in accordance with a national framework. A moderation and endorsement process is also in place to ensure a nationally consistent assessment. Thurrock has a lead manager for the ASYE academy who works across adults and children's social care and who is responsible for implementing the ASYE policy
- Approved Mental Health Practitioner (AMHP); Regulations set out under the Mental Capacity Act require our AMHP's to undertake 3 days training per year. This is coordinated with our health partners (South Essex Partnership Trust). Thurrock has 13 AMHP's who work on a rota basis to respond to the mental health referrals in Thurrock. In addition we also ensure that social workers who hold the Best Interest Assessor (BIA) qualification receive refresher training in line with the requirements of the Mental Capacity Act.
- In children's services all cases that meet the statutory threshold are allocated to a qualified social worker This allocation is monitored through monthly quality and performance meetings chaired by the Head of Service for children's social care. Statutory work is prioritised and must be allocated in line with Ofsted and legal requirements. Training to support statutory work is a core provision to all employees who undertake this role. Workers are provided with a wide range of child protection training (See appendix 2)
- For all social workers there is a local continuing professional development (CPD) framework that is aligned to the national capabilities set out for social workers, the Professional Capabilities Framework (PCF) and takes into account the revisions of these capabilities that is currently being undertaken nationally. Thurrock issues all social workers with a CPD booklet that is aligned to the PCF and that is used in conjunction with supervision guidance and the learning and development policy. We also asses our progress against the Local Governments Association "Standards for Employers for Social Workers in England" and use the tools provide by the LGA to support a range of projects including recruitment and retention.
- The safeguarding role that social care workers and social workers play across Thurrock is a key activity that is underpinned by the Southend, Essex and

Thurrock procedures for both adults and children's services. The SET procedures outline training expectations for both social care and wider partners, activity is monitored through the Local Children's' Safeguarding Board (LSCB) training sub group and the Safeguarding Adults Operational Board. Training providers are commissioned to train to these procedures at all levels across the organisation.

- The introduction of the role of The Principal Social Worker, a national initiative lead by the Chief Social Workers and Government departments has been adopted and embraced by Thurrock providing a further opportunity for quality assurance monitoring and practice development.

3.14 Commissioning of training is both robust and regularly reviewed. The People and Organisational Development team have a range of processes in place that ensure all commissioned providers meet the range of regulatory, procedural and quality assurance expectations set out in this report. All providers must supply references, are challenged on quality as well as price and must be willing to be observed by both officers from the team and the public through our Thurrock Coalition training observation programme that runs on an annual basis. For specialist programmes we also require a full CV, confirmation of experience and qualifications and clear demonstration of subject matter expertise. This is factored with the requirement to make any learning relevant and pertinent to Thurrock and its context. These processes are applied for both internally trained trainers, who undergo an interview and managers support to undertake this activity as part of their role, as well as externally commissioned training providers. This rigour also ensures that we meet requirements for refreshers and compliance, triangulating information with the provider, the officer and the lead from People and Organisational Development. Data from both the managers and Oracle Learning Management verifies information and provides an additional mechanism for planning for required training.

3.15 Oracle Performance Management sets the scene for personal accountability, objectives, once agreed, can be aligned to learning and skills development as identified. This mirrors some of the expectations of the regulatory bodies who also require a level of personal accountability. We see this reinforced through both the learning and development policy and the guidance for the management of supervision.

3.16 The NMDS-SC annual statutory return for the Department of Health along with the CQC inspection regime are key drivers to ensure that statutory requirement is met. These are monitored through the year by the maintenance of training spreadsheets and individual training records. (See appendix 3 and 4) for example of a job profile and training profile that support this role Thurrock is 100% compliant with these returns which are produced to CQC as part of their scrutiny and QS monitoring.

4.   Reasons for Recommendation

4.1   The recommendations relate to the information contained in this position statement report, they should be used as a method to reassure and inform as well as guidance for review and comment.

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

5.1   Consultation is not applicable

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

6.1   The policies referenced in this report are all updated and reviewed regularly; the impact is to ensure that this continues as it is essential that national developments continue to be reflected in the local policy framework.

7.   Implications

7.1   **Financial**

   Implications verified by: **Laura Last**

   Senior Finance Officer – Management Accounts

   This is a position statement report there are no financial implications. The required training is funded through existing budget and grants.

7.2   **Legal**

   Implications verified by: **David Lawson**

   Deputy Head of Legal & Governance

   This is a position statement report there are no legal implications

7.3   **Diversity and Equality**

   Implications verified by: **Natalie Warren**

   Community Development and Equality Manager

   There are no additional diversity and equality implications other than those already established through the national regulatory bodies or locally through policy and procedure.

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

There are no other implications to this report

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

- The Recruitment and Selection Policy
- The Induction and Probation Guidelines
- The Learning & Development Policy
- The Assessed & Supported Year in Employment Policy
- Skills for Care - ASYE Programme
- One to One Performance & Development Review Policy
- Approved Mental Health Practitioners Policy
- Southend, Essex and Thurrock Safeguarding Procedures
- Health and Social Care Professions Council
- Care Quality Commission
- LGA Standards for employers of Social Workers in England
- Thurrock Coalition Observation Programme

9.   **Appendices to the report**

- Appendix 1 – Local training matrix
- Appendix 2- Oracle Leaning Management system data report; Child Protection, Adult social care; In house Social care providers
- Appendix 3- Individual staff training record
- Appendix 4- Job profile care co coordinator

Report Author:

Wendy Allen

People and Organisational Development Manager

HR, OD

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Training required	Staff Nos	Couse Status	Course Type	Course Frequency	Comments
Food hygiene	13	Mandatory	Intermediate	3	13 cooks
Basic Food hygiene	72	Mandatory	Basic	3	All other staff
Dementia	85	Required	Intermediate	3	
Fire Safety	85	Mandatory	Basic	1	
Eplipsey	85	Required	Basic	3	
Health & Safety	85	Mandatory	Basic	1	
First Aid	66	Mandatory	Basic	1	
First Aid Appointed Person	19	Required	Intermediate	3	
Infection Control	85	Mandatory	Basic	3	
Recruitment and Selection	11	Required	Intermediate	3	
Lone Working	12	Required	Basic	3	
Diversity	85	Mandatory	Basic	3	
Handling Threatensing Situations	85	Required	Basic	3	
Handling Service Users Money	85	Required	Intermediate	1	
Moving and handling	72	Mandatory	Intermediate	1	Training provided in-house

Training required	Staff Nos	Couse Status	Course Type	Course Frequency	Comments
Food hygiene	27	Mandatory	Intermediate	3	
Basic Food hygiene	0	Mandatory	Basic	3	
Dementia	27	Required	Intermediate	3	
Fire Safety	27	Mandatory	Basic	1	
Eplipsey	27	Optional	Basic	3	We have some clients who have epilepsy
Health & Safety	27	Mandatory	Basic	1	
First Aid	27	Mandatory	Basic	1	
First Aid Appointed Person	27	Required	Intermediate	3	
Infection Control	27	Mandatory	Basic	3	
Recruitment and Selection	5	Required	Intermediate	3	
Lone Working	14	Required	Basic	3	
Diversity	27	Mandatory	Basic	3	
Handling Threatensing Situations	27	Required	Basic	3	
Handling Service Users Money	27	Required	Intermediate	1	
Moving and handling	27	Mandatory	Intermediate	1	Training provided in-house

Training required	Staff Nos	Couse Status	Course Type	Course Frequency	Comments
Food hygiene	2	Mandatory	Intermediate	3	
Basic Food hygiene	26	Mandatory	Basic	3	
Dementia	28	Required	Intermediate	3	
Fire Safety	28	Mandatory	Basic	1	
Eplipsey	28	Optional	Basic	3	
Health & Safety	28	Mandatory	Basic	1	
First Aid	24	Mandatory	Basic	1	
First Aid Appointed Person	4	Required	Intermediate	3	
Infection Control	28	Mandatory	Basic	3	
Recruitment and Selection	5	Required	Intermediate	3	
Lone Working	7	Required	Basic	3	
Diversity	28	Mandatory	Basic	3	
Handling Threatensing Situations	28	Required	Basic	3	
Handling Service Users Money	28	Required	Intermediate	1	
Moving and handling	28	Mandatory	Intermediate	1	Training provided in-house

Training required	Staff Nos	Couse Status	Course Type	Course Frequency	Comments
Food hygiene	11	Mandatory	Intermediate	3	
Basic Food hygiene	0	Mandatory	Basic	3	
Dementia	11	Required	Intermediate	3	
Fire Safety	11	Mandatory	Basic	1	
Eplipsey	11	Optional	Basic	3	
Health & Safety	11	Mandatory	Basic	1	
First Aid	9	Mandatory	Basic	1	
First Aid Appointed Person	2	Required	Intermediate	3	
Infection Control	11	Mandatory	Basic	3	
Recruitment and Selection	0	Required	Intermediate	3	
Lone Working	11	Required	Basic	3	
Diversity	11	Mandatory	Basic	3	
Handling Threatensing Situations	11	Required	Basic	3	
Handling Service Users Money	11	Required	Intermediate	1	
Moving and handling	11	Mandatory	Intermediate	1	Training provided in-house

Training required	Staff Nos	Couse Status	Course Type	Course Frequency	Delivery method	Max Attendees	Annual Classes Needed	Actual Classes Needed	Rounding
Food hygiene	53	Mandatory	Intermediate	3	F2F	16	3.31	1.10	2
Basic Food hygiene	98	Mandatory	Basic	3	EL	98	1.00	0.33	
Dementia	151	Required	Intermediate	3	F2F	16	9.44	3.15	4
Fire Safety	151	Mandatory	Basic	1	F2F	16	9.44	9.44	10
Eplipsey	151	Required	Basic	3	SD	151	1.00	0.33	
Health & Safety	151	Mandatory	Basic	1	EL	151	1.00	1.00	
First Aid	126	Mandatory	Basic	1	F2F	16	7.88	7.88	8
First Aid Appointed Person	52	Required	Intermediate	3	F2F	16	3.25	1.08	2
Infection Control	151	Mandatory	Basic	3	EL	151	1.00	0.33	
Recruitment and Selection	21	Required	Intermediate	3	F2F	16	1.31	0.44	1
Lone Working	44	Required	Basic	3	F2F	16	2.75	0.92	1
Diversity	151	Mandatory	Basic	3	F2F	16	9.44	3.15	4
Handling Threatensing Situations	151	Required	Basic	3	F2F	16	9.44	3.15	4
Handling Service Users Money	151	Required	Intermediate	1	EL	151	1.00	1.00	
Moving and handling	138	Mandatory	Intermediate	1	F2F	10	13.80	13.80	14

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Person Type	(All)
Status	(Multiple Items)
Directorate	Adult Social Care

Row Labels	Number of Attendees
(PDR) Objective Setting: from Strategy to Action - Managers	4
(PDR)Objective Setting: from Strategy to Action - Staff	1
A Crucial Conversation: The End of Year Review - Managers	4
Adult Social Care Development	42
Alcohol Awareness	9
Appointed Person First Aid (3 day)	17
Approved Assessor Level 1 Training	9
Approved Assessor Level 2 Training	4
Asbestos Training	5
Being your best possible Self during times of change	4
Care Act Focus Sessions	21
Care Act Practice Workshops	112
Care Certificate Workshop	4
Child Protection Awareness(Half Day)	18
Child Protection Training	5
Child Sexual Exploitation	2
Comensura System Training	1
Community Sighted Guide Training	2
Conflict Resolution and Lone Working Training	6
Continuing Health Care Workshop	13
Corporate Induction	30
Courageous Conversations	15
Dementia Friends Information Sessions	41
Discovering Your Own Human Smoothie	1
Diversity Challenge	15
Domestic Abuse - Understanding the impact and engaging with survivors	2
Emergency First Aid Skills	43
Emotional First Aid (Primary)	1
Epilepsy Awareness (Basic)	36
Equality and Diversity Awareness	32
Extremist Ideology Training	1
Female Genital Mutilation Enhanced Safeguarding Training	6
Fire Marshall Training	19
Fire Safety in the Home Drop-in sessions	14
Food Hygiene	43
Handling Threatening Situations	22
HCPC Registration and CPD Information	24
Health and Safety	51
Health and Social Care Transformation Programme	89
Housing Conference - Eyes and Ears	1
Housing Related Support for Adults with Disabilities	6
Infection Control	61
Introduction to Positive Behaviour Support	20
Know Your Hearing for Professionals Workshop	13
LAS Assessment and Review	1
LAS Introduction	7
Legionella	4
Local Area Cordinator Induction	1

Person Type	(All)
Status	(Multiple Items)
Directorate	Adult Social Care

Row Labels	Number of Attendees
Management Essentials	4
Management Essentials for New Supervisors/Managers	6
Management Standards Workshop	1
Managing Sickness Absence	4
Managing the Well-being of Your Staff	1
Managing Your Well-Being and Building Personal Resilience	16
Managing Yourself	3
Manual Handling	27
Meals on Wheels	15
Mental Health Awareness for Employers	8
Modern Day Slavery Conference	18
Modern Day Slavery for front-line staff	13
Modern day Slavery Train-the-Trainer Course	2
Moving and Handling	145
Neglect Awareness Training	2
Ofsted Briefing	1
One Voice for Travellers	6
PDR Objective Setting Clinics - For Managers	3
PDR Process – From Objective Setting to End of Year Review	3
People Handling and Risk Assessment Key Trainers Certificate Refresher/Update	9
Personal Safety for Lone Workers	14
PVI Joint Workforce Agreement	4
Recruitment & Selection	2
Recruitment and Selection	8
Retirement Training (Commissioned on Demand)	1
Risk Assessment	54
Safeguarding Adults Basic Awareness	165
Safeguarding Children with Disabilities	1
Safeguarding for Managers - PVI	4
Serious Youth Crime Conference	6
SPELL Framework for Intervention - Autism Training	2
Stroke Fundamentals and Recovery	11
Student Support	1
Telecare Training	7
Understanding and Supporting People on the Autism Spectrum Level 1	2
Understanding Direct Payments	14
Understanding Hoarding	10
Understanding Telecare	14
Understanding: Appointeeship, Lasting Power of Attorney and Court of Protection	38
Vision and Eye Health	3
Grand Total	**1530**

Person Type	(Multiple Items)
Status	(Multiple Items)
Directorate	Childrens Care Targeted Outcomes

Row Labels	Number of Attendees
Child Exploitation and the Looked After Child	7
Child Protection - The 4 Types of Abuse	8
Child Protection - Train the Trainer	2
Child Protection related to Faith and Beliefs	13
Child Protection Training	28
Child Sexual Abuse Awareness	8
Child Sexual Exploitation	23
Child Sexual Exploitation Back 2 Basics Workshop	39
Domestic Abuse - Understanding the impact and engaging with survivors	3
Domestic Abuse and it's Impact on Children	8
Emotional Abuse and Neglect	4
Emotional First Aid (Primary)	8
Emotional First Aid (Secondary)	5
Emotional First Aid Call Back	1
Female Genital Mutilation Enhanced Safeguarding Training	7
Modern Day Slavery Conference	11
Modern Day Slavery for front-line staff	5
Parental Substance Misuse and it's Impact on Children Workshop	2
Safer Recruitment for Children's Services	2
Safer Recruitment Training for Schools	1
Victorian Risk Assessment	6
Grand Total	**191**

Person Type	(Multiple Items)
Status	(Multiple Items)
Directorate	Adult Social Care
Row Labels	**Number of Attendees**
Care Act Focus Sessions	21
Care Act Practice Workshops	112
Care Certificate Workshop	4
Child Protection Awareness(Half Day)	18
Community Sighted Guide Training	2
Continuing Health Care Workshop	13
Dementia Friends Information Sessions	41
Diversity Challenge	15
Extremist Ideology Training	1
Housing Related Support for Adults with Disabilities	6
Know Your Hearing for Professionals Workshop	13
Modern Day Slavery Conference	18
Modern Day Slavery for front-line staff	13
One Voice for Travellers	6
Safeguarding Adults Basic Awareness	165
Safeguarding for Managers - PVI	4
SPELL Framework for Intervention - Autism Training	2
Stroke Fundamentals and Recovery	11
Understanding and Supporting People on the Autism Spectrum Level 1	2
Understanding Hoarding	10
Vision and Eye Health	3
Grand Total	**480**

Individual Staff Training Profile

Staff Member: ....

Position Held: ....

Employment No.: ....

Nationally Recognised Qualification/s

Qualification	Required	Current *Registration Date*	Award Achieved *Date*
Leadership & Management Award			
Registered Managers Award			
NVQ Level 4			
NVQ Level 3			
NVQ Level 2			
D32/D33 or A1 - Assessor Award			

Mandatory Training

Training	Attendance Date	Certificate Filed	IT Records Updated	Refresher Date/Due
Care certificate Induction – new staff/job role changed		Y / N	Y / N	
Corporate Induction		Y / N	Y / N	
Moving & Handling of People – Yearly		Y / N	Y / N	
Moving & Handling of Loads – Yearly		Y / N	Y / N	
Safeguarding Adults – Yearly		Y / N	Y / N	
Risk Assessment – every 2 years		Y / N	Y / N	
Medication Training – every 2 years		Y / N	Y / N	
Infection Control – every 2 years		Y / N	Y / N	
Health & Safety – every 2 years		Y / N	Y / N	
Fire Training – Yearly		Y / N	Y / N	
Food Hygiene – every 3 years		Y / N	Y / N	
First Aid – every 3 years		Y / N	Y / N	
Behaviours That Challenge – every 2 years		Y / N	Y / N	
Dementia Awareness – every 2 years		Y / N	Y / N	
Equality & Diversity		Y / N	Y / N	
Child Protection		Y / N	Y / N	

Appendix 3

Specialist Training

Training	Attendance Date	Certificate Filed	IT Records Updated	Suggested Refresher
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
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		Y / N	Y / N	
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		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	
		Y / N	Y / N	

JOB PROFILE

DIRECTORATE	Adults Health & Commissioning
JOB TITLE	Residential Care Coordinator
POST NUMBER	
GRADE	Band 6
RESPONSIBLE TO	Manager
KEY LIAISON WITH	Residents, Residents relatives, Staff, GPs, District Nurses and other Health Professionals. Private and Voluntary Sector Agencies, Social Workers and Advocates
JOB PURPOSE	To deliver a high quality service to the residents of Collins House with a person centred approach in line with the National Minimum Standards and current legislation within Adult Social Care.
JOB PROFILE LAST REVIEWED	September 2015

KEY CORPORATE ACCOUNTABILITIES

1. To work with colleagues to achieve service plan objectives / targets

2. To participate in Employee Development Scheme / Appraisals and contribute to the identification of your own and team development needs

3. To actively promote the Council's Equal Opportunity Policy and Diversity Strategy and observe the standard of conduct which prevents discrimination taking place

4. To maintain awareness of and commitment to the Council's Equal Opportunity Policies in relation to both employment and service delivery

5. To ensure full compliance with the Health and Safety at Work etc Act 1974, the Council's Health and Safety Policy and all locally agreed safe methods of work

6. At the discretion of the Head of Service, such other activities as may from time to time may be agreed consistent with the nature of the job described above

7. To participate in relevant Learning & Development activities under the Council's "Developing Together" programme

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KEY SERVICE RELATED ACCOUNTABILITIES

- To provide an environment in which six broad values of privacy, dignity, choice, fulfilment, right and independence are continuously embraced, ensuring enhanced quality of life for all.
- To implement staff rotas in an effective and creative manner and monitor attendance.
- To liase with GPs, Community Nursing Services, outside agencies and other professionals, establishing and maintaining good working relationships.
- To implement and promote social and leisure interests for resident.
- To liase with residents, relatives, advocates and friends of residents of the home, Promoting the continuity of family and community involvement.
- To assist with recruitment of the staff and to devise and implement procedures to achieve appropriate levels of staff turnover.
- To be familiar with legal and departmental requirement relating to Health and Safety, COSHH, Moving & Handling and to ensure correct implementation and continuous monitoring of the same.
- To identify training needs in line with Departmental Policy and with either in house or external input to enable and encourage staff to reach their full potential. To plan, prepare, deliver and assess in house training in line with CQC requirements.
- To ensure that all staff receives regular supervision in matters relation to there job performance.
- To be effective in both written and oral communication both within the establishment and when contributing to multi-disciplinary teamwork.
- Appropriate record keeping and monitoring of resident's related issues e.g. the correct administration and safe keeping of medicines in accordance with the departmental policy.
- Footnotes
- To assist in other residential homes as and when necessary.
- To undertake duties on a shift pattern, providing 24-hour cover.
- Supervision agreement
- The department is committed to a staff Care Policy and effective and efficient management, hence the requirements for all Managers to offer formal supervision in line with the agreed policy, and for all staff and managers to jointly own the responsibility as outlined in the policy.

Any other duties reasonably expected to be undertaken by a post holder at this level.

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PERSON SPECIFICATION

JOB TITLE: Residential Care Co-ordinator

DEPARTMENT: Adults, Health & Commissioning

Information for Applicants: The Person Specification provides an outline of the experience, skills and abilities we expect the Successful Applicant to possess. You should match your own skills, experience, and abilities to those listed below. Tell us in what way you have carried out the criteria asked for. **Disabled people will be offered an interview where they meet the Essential Criteria alone**

Method of Testing
    1 = Application Form 2 = Interview   3 = Assessment Tests
Weighting of Criterion
    1 = Low Importance   2 = Medium Importance   3 = High Importance

Key Competencies and Behaviours	How Measured 1 - 3	Weighting of Criterion 1 - 3
1. Skills and Abilities – Essential		
• Ability to communicate effectively both orally and in written form.	1 & 2	3
• Ability to promote multi-disciplinary relationships in a professional and competent manner.	1 & 2	3
• Ability to record information in a clear and concise manner & prepare detailed reports including the completion of medication records.	1 & 3	3
• Ability to organise and chair meetings.	1 & 2	3
2. Special Knowledge – Essential		
• Knowledge of the frameworks of law, policy and regulation affecting social care practice.	2	2
• To be familiar with current departmental policies.	2	2
• An understanding of the concepts of person centred care or the delivery of outcomes to older people.	1, 2, 3	3
• To safely administer medication to a large service user group	1 & 2	3
• Clear understanding of Safeguarding Legislation and practices.	1 & 2	3
• Clear understanding of the Care Quality	1, 2, 3	3

Key Competencies and Behaviours	How Measured 1 - 3	Weighting of Criterion 1 - 3
Commission		
• Clear understanding of residents religious and cultural needs.	2	2
• Knowledge of capacity issues and the Mental Capacity Act 2005	1 & 2	3
3. Experience – Essential		
• Ability to implement and monitor a high quality of service delivery.	1 & 2	3
• Able to demonstrate the ability to manage change.	1 & 2	3
• The ability to work as a team member, to supervise and support the staff team.	1 & 2	3
• Ability to demonstrate counselling skills.	1 & 2	3
• Minimum of 2 years experience Managerial/Social Work within health and/or social care.	1 & 2	3
• Experience of working in a residential setting directly with older people.	1 & 2	2
• An understanding of Social Care Legislation	1 & 2	2
4. Other Requirements – Essential		
• Ability to organise and prioritise own workload.	1 & 2	3
• To hold or working towards NVQ 3 or equivalent.	1 & 2	3
• Willing to undertake training & development in line with job role.	1	3
• Able to competently use Microsoft word/Excel and PowerPoint.	1 & 2	3
• Ability to travel around the borough	1,2 & 3	3
	1 & 2	3
5. Equality – Essential		
• Actively promotes the Councils Diversity and Equal Opportunities policies and strategies	1 & 2	3

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19 November 2015	ITEM: 7
Corporate Overview and Scrutiny Committee	
Members Training and Development	

Wards and communities affected: N/A	**Key Decision:** N/A

Report of: Fiona Taylor, Head of Legal Services
Accountable Head of Service: Fiona Taylor, Head of Legal Services
Accountable Director: Lyn Carpenter, Chief Executive
This report is public

Executive Summary

This report sets out the current Members Training and Development programme which is offered to all Elected Members in order to assist them in their work.

In addition to the Training and Development programme, Members Induction sessions are offered to all new Elected Members to provide a welcome and introduction to the organisation.

Members are requested to review the current arrangements on offer and suggest any areas for future improvement.

1. **Recommendation(s)**

1.1 **That the Committee comment upon the quality and breadth of the current Members Training and Development Programme.**

1.2 **That officers be instructed to identify innovate ways to enhance the Member Development and Training Programme in Thurrock, such as through the development of a regional Member Development Programme and an Online Training Portal.**

1.3 **That each Political Group nominate a "Training Advocate" to act as a lead liaison between Elected Members and Democratic Services in order to help identify which skills Members wish to develop and promote the training courses on offer.**

2.   Introduction and Background

History of Member Training

2.1   The Council used to employ an officer within the organisational development team who managed member training. This officer established a Member working group to steer Member training each year. This was chaired by the then Portfolio Holder for Central Services.

2.2   Following organisational change the responsibility for Member training was transferred to Legal Services. In recent years the programme was managed by the Member Services Office Manager but following her redundancy in March 2015 this role has reversed back to the Principal Democratic Services Officer.

How is Training Identified?

2.3   Member training is informed in two ways, via service officers and Members. At the end of each municipal year officers and Members are contacted by Member Services to check which training courses are still current and, in the case of Members, to ask for any suggestions on new courses or further development.

2.4   The training programme has a core set of statutory training courses that must be attended by Members undertaking certain duties. These include aspects of Planning and Licensing Committees, as well as introduction to the basic legal and constitutional expectations in being an elected Member. All statutory courses are set out in **Appendix 2**.

2.5   In addition to statutory courses the Council offers optional courses that cover a range of topics from 'overview and scrutiny' to 'Health System Training'. These optional courses are identified by the directorates as useful to add on to the programme.

2.6   There is a small budget available (£5,800) for personal Member development and each Member is able to apply to attend external courses paid for by the Council. In the past Members have attended specialist crime conferences and public speaking workshops as part of this scheme. Members must demonstrate how the training helps in their role as an elected member and the Head of Legal Services is given final say on the cost expenditure. In general, other political parties are also contacted if a Member seeks to attend a particular training event as a portfolio holder to recognise the role of shadow and opposition portfolio holders.

How is Training Delivered?

2.7   The methods and content of training sessions is devolved to the departments responsible as they have the expertise to provide the best training. It is then up to those departments whether they employ an external trainer or provide

in-house training. This decision is usually based on the resources available to that department but also the specialist skills and knowledge needed to provide the training.

2.8 There is no central member training budget beyond that referred to in 2.6 and departments are expected to resource the training through their existing budgets.

Corporate Induction Session

2.9 Following an election, all new Elected Members are invited and encouraged to attend a Corporate Induction session which is offered as a welcome and an introduction to the organisation. An overview of the session provided in 2015 is attached at **Appendix 1**.

2.10 The purpose and aims of the Corporate Induction are:

- for new Councillors to familiarise themselves with their new role and how Thurrock Council works
- to introduce new Councillors to the people who they need to know to do their job effectively (e.g. Directors and the Senior Management team, the Monitoring Officer, Democratic Services),
- to show you how and where to access the information you need.
- to run through the legal framework Councillors will be operating within.

2.11 It is appreciated that this is a busy time for newly Elected Councillors, where there is much information to digest and paperwork to complete, so the sessions are designed to cover the essentials and introduce Councillors to the Senior Management team so that they can become familiar with the overall structure, responsibilities and roles within the Council in addition to fundamentals of decision making and Constitutional matters.

2.12 Members have reported that a useful feature of the Corporate Induction is the "if knew then what I know now" session presented by more experienced Councillors, where new Members can find out more about the role of being a Councillor and can ask questions in an open environment.

2.13 By all means the Corporate Induction session is not designed to be exhaustive at this early stage, where historically we have found that it is beneficial to present information in bit size chunks in order for Members to digest at their own pace, following which all Councillors have the opportunity to attend any of the training sessions offered as part of the more extensive Members Training and Development Programme.

2.14 In addition to the Corporate Induction, Members are encouraged to learn from one another, and in the past Groups have arranged for the operation of a "buddy" system where a new Councillor is paired with a more experienced Member to learn from the experiences from others and also on the "basics",

such as how to use the microphone equipment in the Council Chamber, how to structure questions and motions and familiarise themselves with the Group rooms.

2.15   Members Services also provide training and advice to Members and offer one-to-one support on a range of matters, for example, Members using their iPads, blogs, register of interests.

2.16   Democratic Services regularly provide advice to Members on the process to submit Members questions for Council and Cabinet, how to word a motion, the Call-In procedure and creating and submitting petitions. These are all important features of being a Ward Councillor and Members report that they find this one-to-one advice beneficial.

Members Training and Development Programme

2.17   Thurrock provides a wider range of training for Councillors through the Members Training and Development Programme, this intends to build Councillors knowledge in particular areas – such as planning, licensing or children's social care – and develop their skills – for example in effective scrutiny, improving ICT skills or how to use Twitter and Blogging.

2.18   Every municipal year a member training programme is offered to all Members that is a mixture of statutory and optional training courses. This is administered by the Member Services Team with the responsibility for content and delivery resting with the specialist departments. The Programme for 2015/16 is attached at **Appendix 2**.

2.19   Training sessions but all are open to all 49 Elected Members and are spread out across the municipal year depending on service need, for example Planning and Licensing training courses are offered earlier on in the calendar to ensure that Members received sufficient training to enable them to sit on the relevant Committee.

2.20   An example of the guidance and advice offered to Members during the mandatory Planning training sessions is attached at **Appendix 3** for Members information. This information is comprehensive and delivered in a workshop environment where Members are able to ask questions. Subsequent sessions on decision making have also been delivered and further sessions on design and enforcement are planned for later on in the year.

Additional Sources of Support

2.21   The Local Government Association provides a range of advice and support for Elected Members, an online resource is available which is designed as a quick reference guide to provide Members with the essential information that they need to know as a Councillor. This resource can be found here: http://www.local.gov.uk/councillors-guide-2015/16

2.22   There are many useful publications and briefing guides on the portal which include:

   a) Councillors Guide – A Guide for New Councillors 2015/16
      http://www.local.gov.uk/documents/10180/6869714/L15-125+The+Councillors'%20Guide+2015-16_03.pdf/5b4d2760-0ac3-4cfe-b870-1768987c482d

3.   Issues, Options and Analysis of Options

Challenges

3.1   There are a number of challenges that Member training has faced historically:

   1. **Member engagement:** Through numerous surveys and discussions with Members over many years there is still a view that training is poorly attended and Member engagement in steering and developing training is low. Members have cited that evening sessions add to the already busy committee timetable and that the programmes are not engaging enough. Afternoon sessions to mirror evening sessions have been provided in the past and although effort was made to include more appealing and unusual courses, this proved difficult with little central budget. There has been a move to place some fundamental training material online for Members to access in their own time. This was instigated following a Member survey in 2011.

      In the last two municipal years the attendance at optional training courses has increased and this puts into question whether member engagement is still an issue.

   2. **Engagement of Longer Serving Members:** There is a notable culture in Thurrock that the member training is seen as a service for new Members only and long serving Members need not attend. There is a good argument to encourage long serving Members to renew their skills in certain areas and keep updated with current best practice. There may also be a need to look at more relevant training for Members with more experience.

   3. **Budget:** There is no central Member training budget and therefore it is difficult to provide additional courses that sit outside departments that Members may benefit from.

Aspirations for the Future

3.2   The current Members Training Programme meets Thurrock needs to offer training advice for those members serving on Committees such as Planning, Licensing and Corporate Parenting – for which training is mandatory. Although training and support is also available for a range of other areas –

from finance and scrutiny to twitter, blogging and media training – it is acknowledged that some Councillors may wish to undertake further training in specialist areas, for example, effective chairmanship, effective community leadership.

3.3   As a result two possible areas where the Members Training Programme could be enhanced have been identified:

The development of a regional 'Member Development Programme'

3.4   In order to offer a wider breadth of varied and exciting training courses for Elected Members, Thurrock could investigate the possibility of developing a regional Member Development Training Programme. In doing so Thurrock could look to host courses and charge external delegates from other local authorities, thereby recouping some or all of the cost of providing the training.

3.5   The benefit of this would be that all Thurrock Members would have an opportunity to attend further training courses which otherwise would be unfeasible due to the cost implications for the authority.

3.6   A sample of the training courses available through our regional provider (the East of England Local Government Association) is attached at **Appendix 4**, although courses can be tailored to individual authorities or bespoke courses created.

3.7   The indicative cost of training is generally charged at £625 + VAT per day, but the cost can vary depending on the trainer, course and supporting requirements. Thurrock has a very small budget for Member training and if this route was considered officers would need to examine the viability of selling course spaces to external delegates in order to offset the cost for Thurrock Councillors. This would carry some risk, as if the income target was not reached the cost would need to be borne from Thurrock's budget.

The development of an Online Training Portal

3.8   It is acknowledged that it can be difficult for some Members to attend training courses due to work commitments and some would prefer to learn at their own pace through an online 'e-learning' training portal which can be accessed at a convenient time to suit them.

3.9   Although Thurrock has a 'Councillor Zone' on the intranet with a range of briefing notes and presentations which may be useful, this could be significantly improved.

3.10   If an online training portal was developed for Members a range of more comprehensive information could be uploaded and accessible at any time. Officers could further look to develop this by creating 'how to' videos which some Members may find effective.

<u>Other Training Opportunities</u>

3.11   In the past some Members have expressed an interest in attending other training opportunities provided by a range of associations, such as the LGiU (think tank and local authority membership organisation). http://www.lgiu.org.uk/events/page/2/

Due to the limited training budget available each request is considered on a case-by-case basis by the Head of Legal Services to determine the value of a Member attending the training.

4.   Reasons for Recommendation

4.1   Members are requested to review the current Corporate Induction and Members Training Programme and comment upon the packages in place, identifying any learning opportunities.

4.2   In order to improve the Members Development Programme the Committee are asked to agree that each Political Group nominate a "Training Advocate" to act as a lead liaison with their group members in order to help determine which training opportunities Members would find most beneficial. If a response was particularly high for a certain course Democratic and Members Services could then investigate further.

4.3   The Training Advocate could also promote courses to other Elected Members at group level to encourage attendance, or feedback any further ideas for consideration and improvement. This could help overcome the challenges identified in 3.1.

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

5.1   Not applicable.

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

6.1   At the most fundamental level, Member training allows Members to engage in quasi-judicial and executive decision making in accordance with the law, constitution and best practice. Beyond this, training allows Members to develop and learn more about their role and become better community representatives.

7. **Implications**

7.1 **Financial**

Implications verified by: **Jonathan Wilson**

Financial Accountant

This report acknowledges that there is a small budget available for Members training and development (£5,800). If a regional Member Development Programme was developed this would incur additional costs to the authority (approximately £625 + VAT per training day), however this cost could be mitigated if external delegates were charged or if Thurrock worked in partnership with other nearby local authorities. There would be some risk to the authority if enough delegates could not be secured on the session in order to offset the cost. If an online training portal could be developed in-house it is anticipated any costs would be negligible as improvements could be made utilising existing resources.

7.2 **Legal**

Implications verified by: **David Lawson**

Deputy Head of Legal and Monitoring Officer

There are no legal implications arising from this report beyond the fact that the recommendations will contribute towards good and informed governance.

7.3 **Diversity and Equality**

Implications verified by: **Natalie Warren**

Community Development and Equalities Manager

There are no direct diversity and equality implications arising from this report, beyond the fact that the recommendations promote the equality of opportunity for all, giving every Member the chance to fulfil their potential.

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: 2015 Corporate Induction Session Overview
- Appendix 2: 2015/16 Members Training and Development Programme
- Appendix 3: Planning Training Presentation
- Appendix 4: Sample Member Training Courses, East of England Local Government Association

Report Author:

Stephanie Cox

Senior Democratic Services Officer

Legal and Democratic Services

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Wednesday 20th May 2015

Welcome and Introduction to the Organisation

This is the first of the induction sessions to be offered and will take the form of a welcome and introduction to the organisation.

This will be held in Committee Room 4 and the programme for the session will be:

9.15	Welcome from Roger Harris, Director of Adult Services
9.30	Introduction from David Lawson, Deputy Head of Legal and Monitoring Officer
	Things you need to know regarding Code of Conduct and the Constitution – David Lawson, Deputy Head of Legal & Deputy Monitoring Officer
10.00	Ensuring things work for you – an introduction to Democratic Services, Member Services and the Member Induction Pack – Matthew Boulter, Principal Democratic Services Officer.
10.40	Perspective from Children's Social Care
11.00	Comfort Break – tea/coffee
11.15	Induction to Planning – Andy Millard, Head of Planning and Transportation
11.40	Questions and answers
12.00	"If I knew then what I know now" - to be delivered by Graham Snell (UKIP) and Cllr Richard Speight (Labour)
12.30	Lunch
1.00	Directors and Heads of Service

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2015/16 Members Training and Development Programme

The following programme of training has been arranged for you, if you could like to attend one of the sessions, please contact Members Services on 01375 366321.

All courses are open to all Elected Members.

Session	Name of course	Time / Facilitator	Date/venue	2015 dates	Delivery Method
Session 1	Planning Committee Training **(MANDATORY SESSION FOR COMMITTEE MEMBERS)** but open to all	Andy Millard/Leigh Nicolson		20th May 2015	Classroom/Workshop Based
Session 2	Licensing Committee Training **(MANDATORY SESSION FOR COMMITTEE MEMBERS)** but open to all	Paul Adams		4th June 2015 c/r 3 booked	Classroom/Workshop Based
Session 3	Corporate Parenting and what it involves	6.00pm – 7.30pm Roland Minto, Paul Coke	18th June c/r 3 29th October 2015	29th October 2015	Classroom/Workshop Based
Session 4	Finance and Budget – All about the Council's budget and funding, Section 106 monies Awareness and spending	6.00 – 7.00 Sean Clark	1st July 2014 c/r 3		Classroom/Workshop Based

Session 5	Standard and Audit Training **(MANDATORY SESSION FOR COMMITTEE MEMBERS)**	6pm – 7pm David Lawson/Sean Clark/		16th July 2015 c/r 1 booked	Classroom/Workshop Based
Session 6	Media training Each session limited to 8 places.	4.00 – 8.00		27th July 2015 c/r 3 booked	Classroom/Workshop Based
Session 7	Effective Scrutiny Skills	6.00 – 7.30 Briefing note Matt Boulter		29th June 2015 7 – 9pm	Classroom/Workshop Based Briefing Note can also be provided.
Session 8	Health integration/social care transformation	6.00 – 7.00 Les Billingham Natalie Warren	11 September 2014 c/r 3		Classroom/Workshop Based
Session 9	Working with our communities – asset based approach	6.00 – 7.00 Les Billingham	2nd October 2014 c/r 3		Classroom/Workshop Based
Session 10	Promoting council services/the Council supporting Councillors/housing repairs	6.00 – 7.00 Kathryn Adedeji Dermot Moloney, Richard Parkin,	15th October 2014 c/r 3		Classroom/Workshop Based
Session 11	Housing accommodation	6.00 7.30 Richard Parkin, Alaine Bunce, Louisa Moss	4th November 2014 c/r 3		Classroom/Workshop Based
Session 12	Equalities training **(MANDATORY SESSION)**	45 minutes per group Natalie Warren	January 2015 (TBA)		Classroom/Workshop Based

13	iPad and Mod.Gov Training – how to use iPads and how to access Committee Papers on a mobile device	Democratic Services		Monday 17th August, 10am-1pm Wednesday 19th August, 2pm-4.30pm Friday 21st August, 10am-1pm Tuesday 25th August (Drop In) Thursday 27th August (Drop in)	4 Drop-in sessions were provided. One-to-One sessions available on request
14	Social Media Training and Corporate Apps	Communications team			4 Drop-in sessions were provided. One-to-One sessions available on request
15	Politically Restricted Media Training	Andy Lever			Classroom/Workshop Based
16	Overview and Scrutiny Training Cost £45 each member, 4 Councillors attended.	Joint partnership between Rochford, Southend and Thurrock	7pm – 9.30pm	22 September 2015	Classroom/Workshop Based

17	Planning, Transportation and Highways Briefing Note	On-line Councillor Zone			Online Councillor Zone
18	Environmental Services – waste and recycling Briefing Note	On-line Councillor Zone			Online Councillor Zone
19	School Admission Appeals Briefing Note	On-line Councillor Zone			Online Councillor Zone
20	What can a councillor claim – hospitality and expenses Briefing Note	On-line Councillor Zone			Online Councillor Zone
21	Twitter and blogging Briefing Note	On-line Councillor Zone			Online Councillor Zone
22	Community Triggers (anti-social behaviour) On-Line Video	On-line Councillor Zone			Online Councillor Zone
23	Data protection/data security e-learning session	On-line Councillor Zone			Online Councillor Zone
24	Improving IT skills With Member Services	Contact Member Services			One-to-One session on request

Member Services Team:

Cara Smith	01375 366322
Emma Trencher/ Karen Deacon	01375 366324
Salma Begum	01375 366325

Thurrock Planning Committee: Annual Training Session

9th June 2015

thurrock.gov.uk

Aims of the Session

- To help Councillors be clear about their role and how to engage in the planning system;

- To reinforce the importance of the plan-led system;

- To help Councillors to deliver consistent, open and transparent decision making.

Agenda

1. The functions and role of Planning

2. The Thurrock context

3. The importance of the Green Belt

4. The decision making process

5. The role of Members

6. On-going training programme

1. The Functions and Role of Planning

About creating places where it is good to live, work, play and invest

A *decision making framework* to reconcile positively competing uses for space by:

- setting out a *long term vision* for place;

- balancing economic, social and environmental needs;

- balancing the needs and interests of all sections of the community.

1. The Functions and Role of Planning

- 'The purpose of the planning system is to contribute to the achievement of sustainable development' (NPPF para.6)
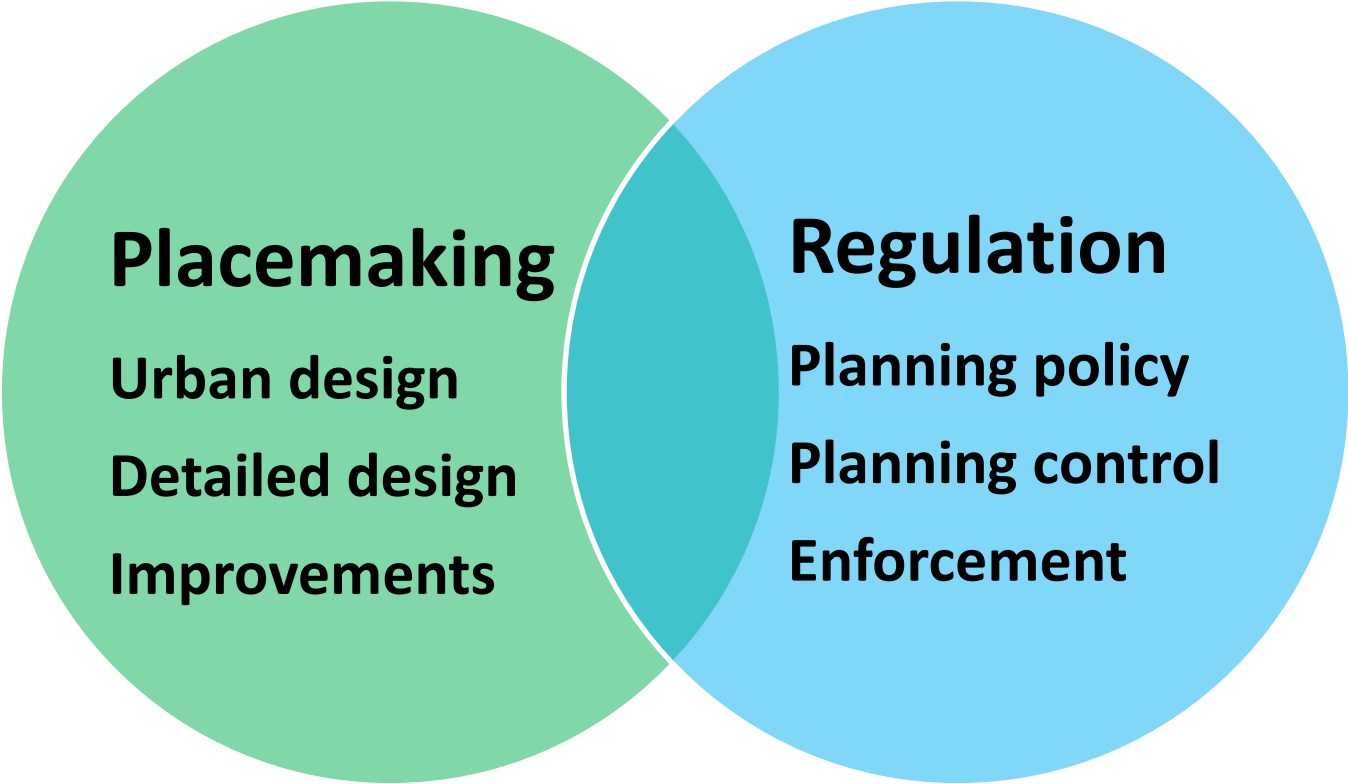
Delivering change on the ground.

- Providing *legitimacy* through effective consultation and testing of evidence.

1. The Functions and Role of Planning

Placemaking

Urban design

Detailed design

Improvements

Regulation

Planning policy

Planning control

Enforcement

1. The Functions and Role of Planning

Delivery

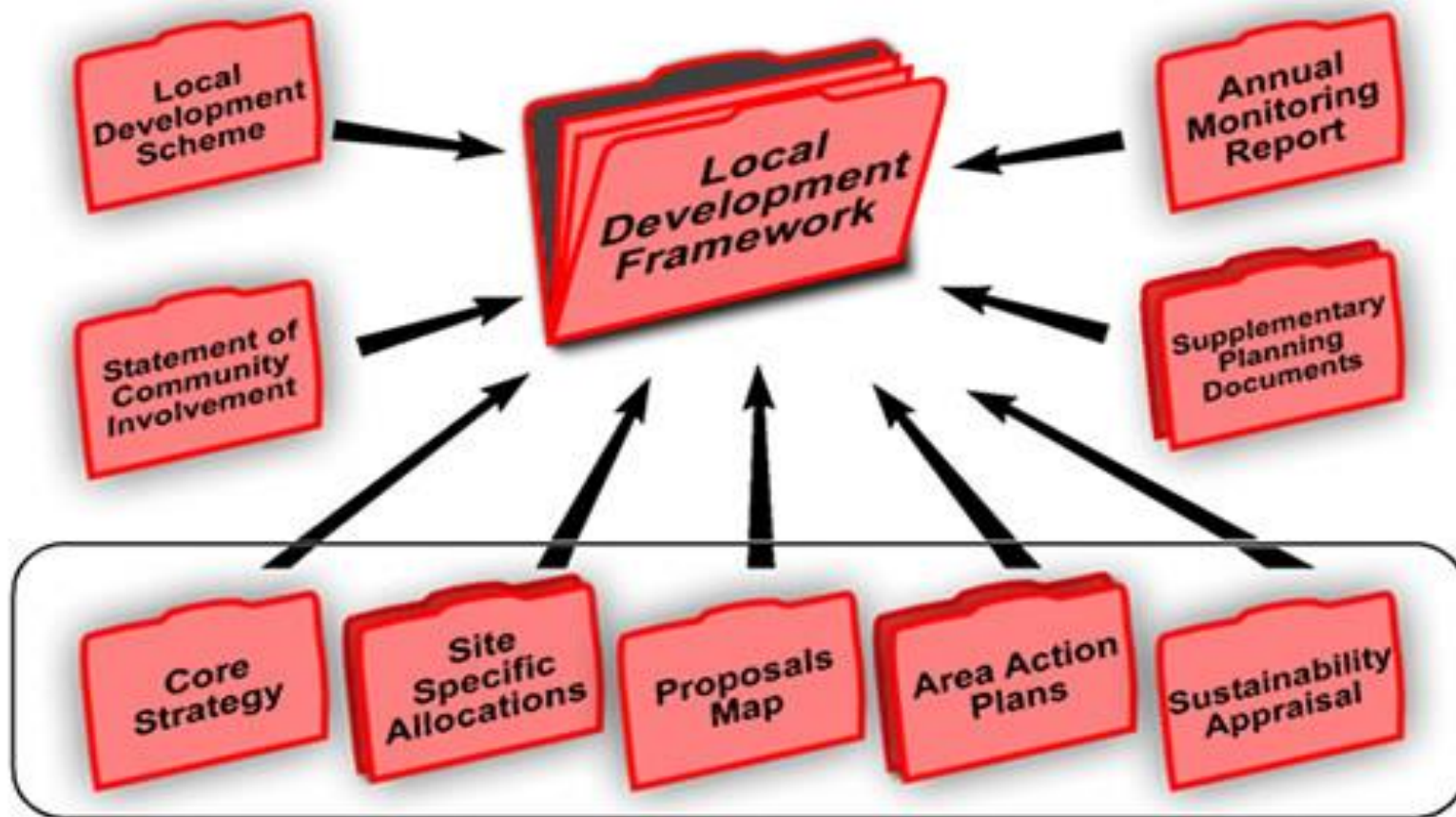- Relationship with the Sustainable Community Strategy and Corporate Plan

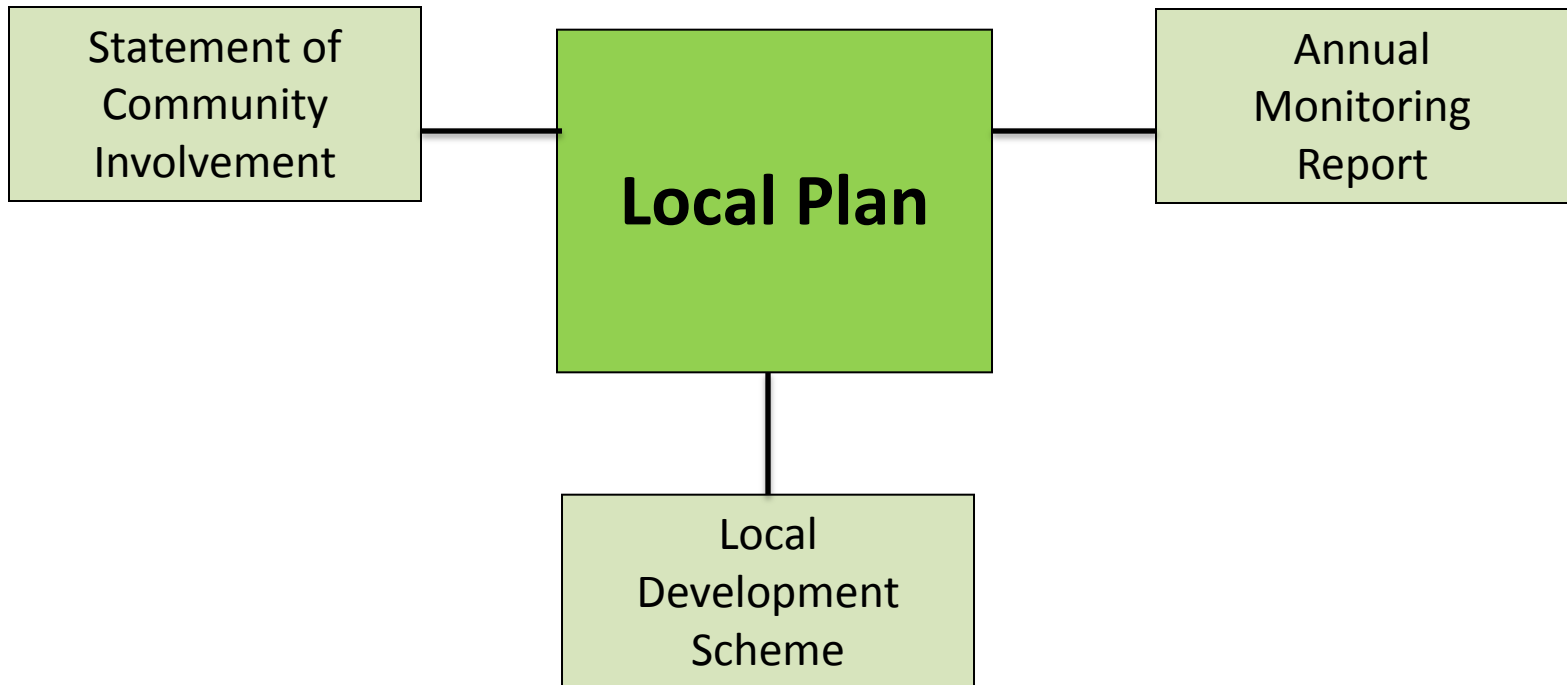- Develop consensus and ownership across the Authority and beyond …

- Integration with other strategies

1. The Functions and Role of Planning
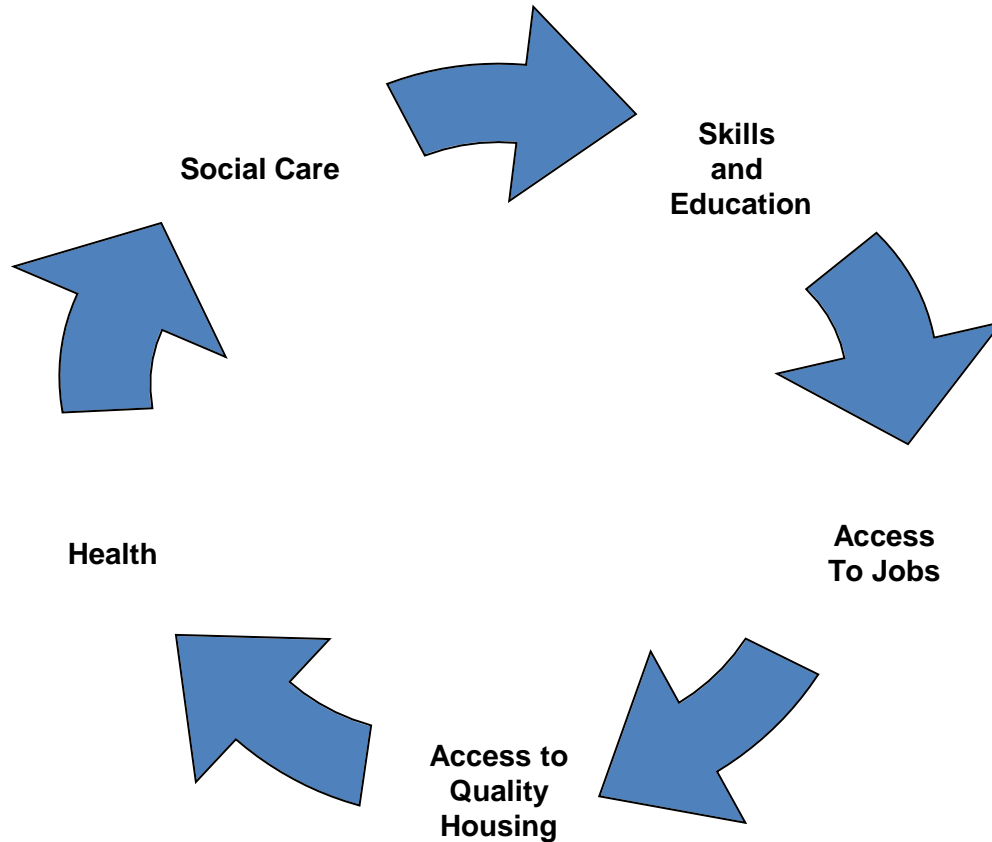
1. The Functions and Role of Planning

Statement of Community Involvement

Local Plan

Annual Monitoring Report

Local Development Scheme

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1. The Functions and Role of Planning

In summary …

- Right development

- Right place

- Right time

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2. The Thurrock Context

Breaking the Cycle ………

Skills and Education

Access To Jobs

Access to Quality Housing

Health

Social Care

2. The Thurrock Context
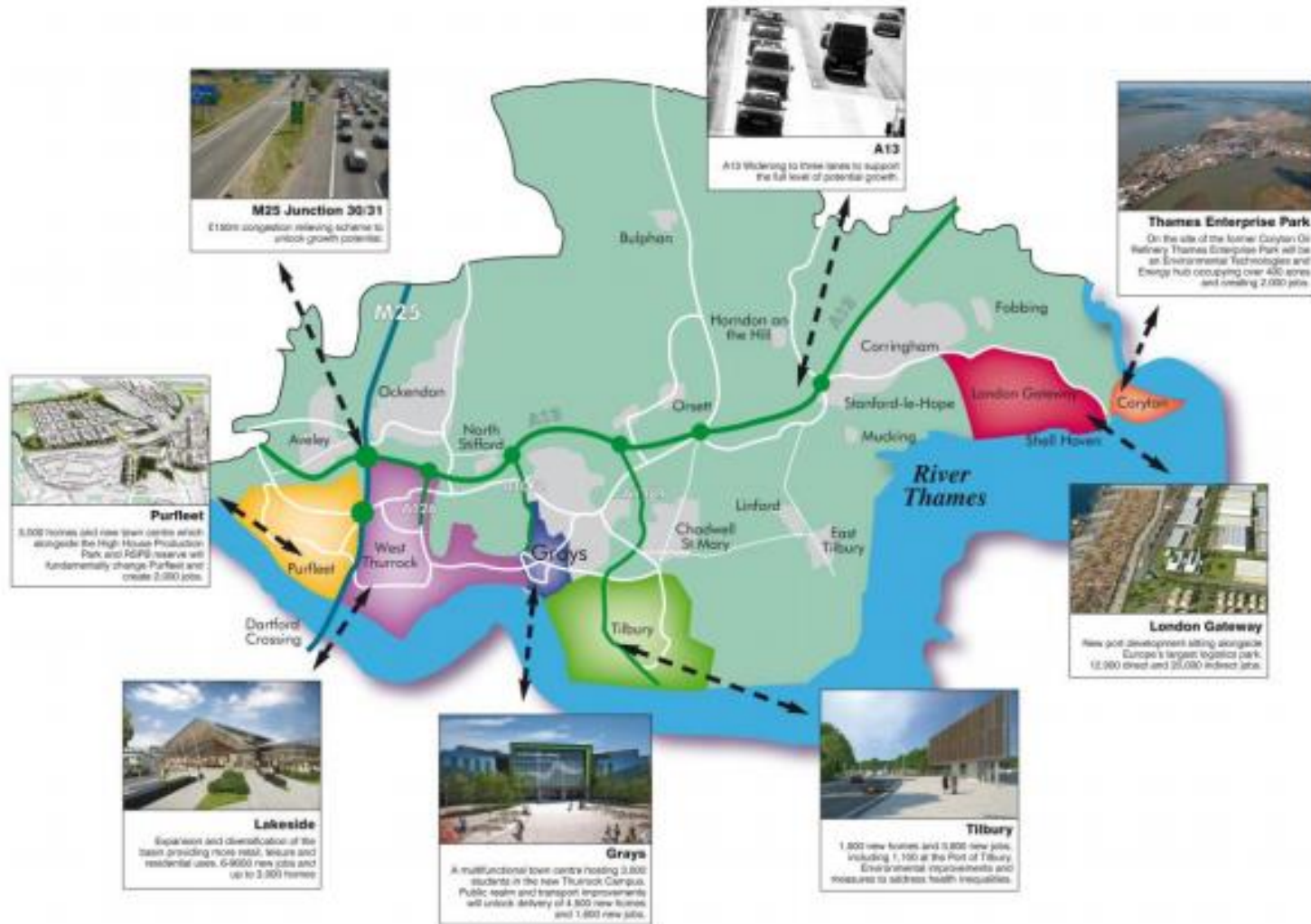
2. The Thurrock Context

- Facilitating Growth and Regeneration

- Pro-active, responsive Service

- Right development, right time, right place

  Promotion and protection

- Award Winning Service Delivery…

3. The Importance of the Green Belt

The Green Belt serves five purposes:

1. To check the unrestricted sprawl of large built-up areas

2. To prevent neighbouring towns merging into one another

3. To assist in safeguarding the countryside from encroachment

4. To preserve the setting and special character of historic towns

5. To assist in urban regeneration by encouraging the recycling of derelict and other urban land

The **NPPF** states that a local planning authority should regard the construction of new buildings as **inappropriate** in Green Belt. The NPPF sets out a limited number of exceptions, namely:

- Buildings for **agriculture** and **forestry**;

- Provision of **appropriate facilities** for **outdoor sport**, **outdoor recreation** and for **cemeteries,** as long as it preserves the openness of the Green Belt and does not conflict with the purposes of including land within it;

- The **extension or alteration of a building** provided that it does **not** result in **disproportionate** additions over and above the size of the original building;

- The **replacement of a building**, provided the new building is in the **same use** and **not materially larger** than the one it replaces;

- **Limited infilling in villages**, and limited affordable housing for local community needs under policies set out in the local plan; or

- Limited infilling or the partial or complete redevelopment of **previously developed sites** (brownfield land), whether redundant or in continuing use (excluding temporary buildings), which **would not have a greater impact on the openness of the Green Belt and the purpose of including land within it than the existing development**.

Development in the Green Belt

- Certain **other** forms of development are also not inappropriate in Green Belt provided they preserve the openness of the Green Belt and do not conflict with the purposes of including land in the Green Belt. These are:

- **Mineral extraction**;
- **Local transport infrastructure** which can demonstrate a requirement for a Green belt location;
- The **re-use of buildings** provided that the buildings are of permanent and substantial construction;

  Development brought forward under a **Community Right to Build Order**

Inappropriate Development

- Development which falls outside of the exceptions of the NPFF represents **inappropriate development.**

- Paragraph 87 of the NPPF makes it clear that **inappropriate development** is, by definition, harmful to the Green Belt and should not be approved except in **"very special circumstances".**

- Paragraph 88 goes on to state that local planning authorities should ensure that **substantial weight is given to any harm to the Green Belt**.

- Very special circumstances will not exist unless
  (i) the potential harm to the Green Belt by reason of inappropriateness, **and**
  (ii) any other harm, is **clearly outweighed** by other considerations.

R (Cherkley Campaign Limited) v Mole Valley DC [2013] EWHC 2582 (Admin)

Local planning authorities must ask three separate sequential questions when applying Green Belt policy:

- **(1) Is *"inappropriate development"* proposed?**
- **(2) Do *"very special circumstances"* exist?**
- **(3) Do such circumstances *"clearly outweigh"* the potential harm caused by the inappropriateness of the development and any other harm?**
- Local planning authorities are also required to give *"substantial weight"* to *any* harm which might be caused to the Green Belt by the *"inappropriate development".*
- It is only if a local planning authority has conscientiously considered each of these three questions and answered each *"Yes"*, and given substantial weight to any harm caused, can it be said properly to have applied Green Belt policy as laid down in the NPPF.

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Development that is defined as 'inappropriate' in the Green Belt is by its very nature harmful ….

- When attempting to prove very special circumstances the onus is on the applicant to prove that the exceptional nature of the proposal outweighs the harm that it would cause to the Green Belt

- Circumstances that have been accepted as being 'very special' are very rare, but will often involve a specific judgement being made that no other option is available in light of the unique circumstances of the case

- These circumstances are not common and are unique and 'one-off's'

Consideration of planning application (summary)

Q. Does proposal represent 'Inappropriate Development' in GB?

Yes → Q. V.S.C to address harm by reason of inappropriateness and any other harm? → No → Refusal justified

No → Other harm identified ? → Yes

No → Approvable, subject to compliance with other development management policies taking account material considerations as relevant

Yes → Approvable, subject to compliance with other development management policies taking account material considerations as relevant

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4. The Decision Making Process

- Delegated and Committee Decisions

- Types of application

- The Development Plan

- Consultation and notification

- Material considerations

- Non-material considerations

- Appeals

4. The Decision Making Process

Delegated and Committee Decisions

- 90% delegated;
- Procedures to ensure that Committee consider most significant or contentious applications;
- Call in procedure;
- Local democracy – opportunity for public to participate;

Common types of application

- **'HHA' :** Householder application
- **'FUL' :** Full application
- **'OUT':** Outline application
- **'REM':** Reserved Matters application
- **'PHA':** Larger home extension prior approval
- **'TEL':** Telecoms application
- **'TBC':** Application submitted by Thurrock Council
- '**ADV':** Advertisement application
- **'CV':** Section 73 application to vary / remove condition
- **'DVOB':** Variation to s.106 legal agreement
- '**CLOPUD' & 'CLEUD':** Certificate of Lawfulness applications
- **'TPO':** Works to a preserved tree

4. The Decision Making Process

The Development Plan

Section 38 of the Planning & Compulsory Purchase Act 2004:

'If regard is to be had to the development plan for the purpose of any determination to be made under the Planning Acts, **the determination is to be made in accordance with the plan unless material considerations indicate otherwise**'

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4.   The Decision Making Process

Consultation and Notification

- Pre-Application

- Community engagement – [particularly large scale strategic developments]

- Statutory consultation

- Non-statutory consultation

- Neighbour notification [notification letters / site notices / press adverts]

- www.thurrock.gov.uk/planning : Public Access

thurrock.gov.uk

4. The Decision Making Process

Material Considerations

- Layout, density
- Privacy
- Daylight / sunlight
- Access / traffic
- Local economy
- Design / appearance
- Noise / smell
- Previous similar decisions
- Emerging national policy

4.   The Decision Making Process

Non-material Considerations

- History/character of applicant

- Loss of view

- Commercial competition

- Impact on property value

- Restrictive covenants

- Ownership of land

- Matters of decency or taste

- Retrospective consent

4. The Decision Making Process

Decision, Conditions, Obligations

- ## Reasons for refusal (and approval)
  - Section 38 of the Planning & Compulsory Purchase Act 2004]
  - Clear, consistent, policy based

- ## Planning conditions

- ## Section 106 Agreements
  - Need to be reasonable; NPPF indicates greater scrutiny of viability
  - Planning Obligation Infrastructure List (April 2015)

4. The Decision Making Process

If refused, applications can be resubmitted within 1 year (free go) or appealed within 6 months (3 months for HHA's). Appeals can be determined by:

- **Exchange of Written representations**
- **Informal hearing**
- **Public Inquiry**

Applications for costs [a claim for costs must satisfy the Inspector that the other side acted unreasonably. It is possible to win an appeal and lose costs, or vice versa]

Useful links:

www.thurrock.gov.uk/planning: Thurrock's website [where you can search for planning applications, make comments on applications, track applications, obtain general advice, report a breach of planning control, submit pre-application requests, call in applications and more]

www.planningportal.gov.uk: Government's Planning Portal [where you can search for appeals, obtain general information, make an application and more. Also home to Planning Practice Guidance resource]

5. The Role of Members

Rules and Codes

1. As a Ward Councillor …

    … you can support or oppose an application and represent the views of your constituents

2. As a Planning Committee Member …

    … doing so *may* compromise your (impartial) role on the Committee

Interests

✓ Disclosable Pecuniary Interests (defined by legislation)

✓ Other Interests (in Thurrock's locally adopted code)

✗ Personal Interests

✗ Prejudicial Interests

Disclosable Pecuniary Interest

- An interest of yourself, or

- An interest of –

  – Your spouse or civil partner

  – Person with whom you are living as husband and wife

  – Person with whom you are living as if you are civil partners

  And you are aware that that other person has the interest.

If you have a DPI

- You should -

✓ Register the interest

✓ Disclose it to a meeting

- But you should not –

✗ Participate in the discussion

✗ Participate in any vote

✗ (Local Code) Remain in the room during discussion or vote

Disclosure of Other Interests

- Declare an interest if:-

  ✓ You are at a formal meeting of the Council; and

  ✓ You have a significant interest in a matter considered (affects your wellbeing); or

  ✓ It would be a DPI but for it relating to a member of your family other than your partner or relates to a close associate; or

- Decide whether to participate in discussion or voting on the matter.

5. The Role of Members

Predetermination

Localism Act

- Makes it clear that Councillors are entitled to campaign on issues, express views etc. without disqualifying themselves from participation in decision-making by reason of "bias" or "predetermination"

- Provides that failure to register or to declare interests may be a breach of criminal law

5. The Role of Members

Predetermination

Engage, but don't predetermine:

- Let other Councillors advocate for their areas
- Work with input from applicants as well as from parishes and the community
- Free to speak in advance, provided you are able to demonstrably retain an open mind – perception of others as well as intention

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5. The Role of Members

Predetermination

Positive engagement but avoid the risks:

- Ensure you have all necessary information, including by neutral site visits

- Respect the professionalism of planning and other officers

- Do not exert undue pressure and also resist it

- Remain able to demonstrate you retain an open mind – perceptions as well as actions

6. On-going Training Programme

- Bi-monthly sessions

- Topic matters ……?

development.management@thurrock.gov.uk

www.thurrock.gov.uk/planning

thurrock.gov.uk

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Management/Member Training Courses 2015

Improving the East

Management Training Courses

Political Awareness

Effective Member/Officer Relations

Performance Management

Partnership Working

The Bigger Picture
(Developing a Strategic Vision and Political Priorities)

Top Team Development
(Elected members and senior tier)

Transformational Leadership

Managing Change

Delegation, Decision Making and Empowerment

Negotiation Skills

Presentation Skills

Improving Customer Services

Member Training Courses

Introduction to Overview & Scrutiny

Interviewing, Listening and Questioning Skills

Finance for Members

Effective Chairmanship

Effective Member/Officer Relations

Performance Management

Effective Community Leadership

The Cabinet/Scrutiny Interface

Ethics and Probity

The Bigger Picture
(Developing a Strategic Vision and Political Priorities)

Top Team Development
(Elected members and senior tier)

Introduction to Staffing Matters

Managing Time and Paperwork

Transformational Leadership

Improving Customer Services

Practical Interviewing Skills

Communicating and Influencing Skills

Community Engagement

Community Cohesion

Facilitation Skills

Representation on Outside Bodies

For further information or to book the training sessions contact East of England LGA Talent Bank
Email: talentbank@eelga.gov.uk   Phone: 01284 758315   web: www.eelga.gov.uk

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

Meeting Dates: 7 January 2016, 2 February 2016, 24 March 2016

Report Name	Lead Officer	Meeting Date
Mid-year Corporate Progress and Performance Report 2015/16	Sarah Welton	7 January 2016
Budget Update	Sean Clark	7 January 2016
Capital Programme	Sean Clark	7 January 2016
2016/17 Fees and Charges	Sean Clark	7 January 2016
Thurrock Fairness Commission Update	Karen Wheeler	7 January 2016
Fair Debt Policy	Sean Clark	7 January 2016
Budget Update	Sean Clark	2 February 2016
Update on the Pre-Election Period Guidance	Democratic / Electoral Services	2 February 2016

Report Name	Lead Officer	Meeting Date
Review of the Election Models available to Thurrock Council, and existing boundaries	Democratic / Electoral Services	2 February 2016
An update on the Council's temporary, contract and agency staff, performance ratings.	Jackie Hinchliffe / Mykela Hill	2 February 2016
Qtr 3 Corporate Performance Report 2015/16	Sarah Welton	24 March 2016
Budget Update	Sean Clark	24 March 2016
Digital Programme Update	Jackie Hinchliffe	24 March 2016
Review of support services and facilities available to members to enable them to perform their role as ward representatives	Fiona Taylor	24 March 2016
Update on the outcomes from the Budget Review Panel	Sean Clark / Karen Wheeler	To be included in budget update standing item as appropriate.