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 **21 June 2016**

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

Membership:

Councillors John Kent (Chair), Jack Duffin, Steve Liddiard, Ben Maney, Aaron Watkins and Kevin Wheeler

Substitutes:

Councillors Tim Aker, James Baker, Tony Fish and Terry Piccolo

Agenda

Open to Public and Press

Queries regarding this Agenda or notification of apologies:

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

Agenda published on: **13 June 2016**

Information for members of the public and councillors

Access to Information and Meetings

Members of the public can attend all meetings of the council and its committees and have the right to see the agenda, which will be published no later than 5 working days before the meeting, and minutes once they are published.

Recording of meetings

This meeting may be recorded for transmission and publication on the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is to be recorded.

Members of the public not wishing any speech or address to be recorded for publication to the Internet should contact Democratic Services to discuss any concerns.

If you have any queries regarding this, please contact Democratic Services at Direct.Democracy@thurrock.gov.uk

Guidelines on filming, photography, recording and use of social media at council and committee meetings

The council welcomes the filming, photography, recording and use of social media at council and committee meetings as a means of reporting on its proceedings because it helps to make the council more transparent and accountable to its local communities.

If you wish to film or photograph the proceedings of a meeting and have any special requirements or are intending to bring in large equipment please contact the Communications Team at CommunicationsTeam@thurrock.gov.uk before the meeting. The Chair of the meeting will then be consulted and their agreement sought to any specific request made.

Where members of the public use a laptop, tablet device, smart phone or similar devices to use social media, make recordings or take photographs these devices must be set to 'silent' mode to avoid interrupting proceedings of the council or committee.

The use of flash photography or additional lighting may be allowed provided it has been discussed prior to the meeting and agreement reached to ensure that it will not disrupt proceedings.

The Chair of the meeting may terminate or suspend filming, photography, recording and use of social media if any of these activities, in their opinion, are disrupting proceedings at the meeting.

Thurrock Council Wi-Fi

Wi-Fi is available throughout the Civic Offices. You can access Wi-Fi on your device by simply turning on the Wi-Fi on your laptop, Smartphone or tablet.

- You should connect to TBC-CIVIC

- Enter the password **Thurrock** to connect to/join the Wi-Fi network.

- A Terms & Conditions page should appear and you have to accept these before you can begin using Wi-Fi. Some devices require you to access your browser to bring up the Terms & Conditions page, which you must accept.

The ICT department can offer support for council owned devices only.

Evacuation Procedures

In the case of an emergency, you should evacuate the building using the nearest available exit and congregate at the assembly point at Kings Walk.

How to view this agenda on a tablet device

You can view the agenda on your iPad, Android Device or Blackberry Playbook with the free modern.gov app.

Members of the Council should ensure that their device is sufficiently charged, although a limited number of charging points will be available in Members Services.

To view any "exempt" information that may be included on the agenda for this meeting, Councillors should:

- Access the modern.gov app
- Enter your username and password

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**

Does the business to be transacted at the meeting
- **relate to; or**
- **likely to affect**
any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

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 24 March 2016 at 7.00 pm

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

Apologies:	Councillors Russell Cherry and Martin Kerin

In attendance:

Sean Clark, Director of Finance & IT
Karen Wheeler, Head of Strategy, Communications and Customer Service
Jackie Hinchliffe, Director of HR, OD & Transformation
Sarah Welton, Strategy & Performance Officer
Mykela Hill, Organisational Development Officer
Malcolm Taylor, Strategic Lead - Learner Support

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.

39.   Minutes

The minutes of the Corporate Overview and Scrutiny Committee held on 2 February 2016 were approved as a correct record.

The Committee went through the Action List Update signing off a number of the outstanding actions as they had been progressed satisfactorily. Points of note included:

- A full time employee had now been employed to develop accreditations the Council could undertake to demonstrate performance against the priority of a 'well run organisation'. A cost benefit analysis would also be undertaken.
- The audit of training records by the internal audit team would be scheduled into the audit plan for the next municipal year.
- The benchmarking of investment into training would be left open until the budget had been finalised for next year.
- Officers were under the impression that OFSTED had been reminded to undertake further inspections of schools in the spring term but this would be double checked.
- Officers were investigating whether complaints were related to communication issues.
- The three bin collection policy be added to the Local Plan.

- The format of the fees and charges report for next year would include RAG status on the cost recovery viability of each fee/charge.

40. Items of Urgent Business

The Chair accepted an urgent report regarding the shaping of the Council and Budget proposals. Officers informed the Committee that following the Full Council meeting in February, no changes had been made to the budget proposals. In the current financial year the report set out the budget pressures in the Children's Services and Environment departments.

Unaccompanied asylum seekers continued to present a financial pressure and the Council was due £400,000 from central government which covered the majority but not all of the cost incurred in supporting these people. The government was currently taking a position that it would now not reimburse this cost. There was also the general pressure of rising placement costs for children and also an increase in the amount of children needing placements, which in turn required more staff to support the work. The gross overspend of the Children's Services department was £5.8 million.

Another budget pressure was regarding the surplus owed on Serco pensions which amounted to £2.5 million. The Council picked up this liability when it brought the Serco services back in house. However, officers were confident all pressures had been mitigated and the Council would come in close on budget.

For 2016/17 officers were working on which pressures from the previous years would come over plus allocating growth funding. The Public Health budget had also been reduced by government by £924,000. This presented a big challenge.

For the years from 2017/18 to 2019/20 the Council was looking at a total reduction of budget by £18.5 million with £7 million being in the year 2017/18. This assumed there would be a council tax increase of 3.99% each year. If the Council wished to spend more money it would need to find this funding from elsewhere.

Budget Review panels would be in place for the next municipal year and services could be protected either by:
- generating income,
- becoming more efficient (through managing contracts and other means)
- reducing the demand for certain services
- reducing or stopping services.

The Chair explored the use of staff resources and wondered whether the services that were seeing greater demand could be bolstered by recruitment and whether vacancies in other services could be used to offset increasing staff in other areas. Officers stated that workflows were monitored and staffing was altered as a response, although budgets were fixed within each

service and the vacancies in these services could not be easily removed to send the funding over to another service entirely. Social Care services were under great pressure and staff efficiency in these areas was at maximum. It was added that the majority of the social care budget was now focussed on commissioning and the staff were not necessarily internal Council employees. It was further added that the Council had invested in Local Area Coordinators who worked to reduce the demand on essential services.

Officers agreed that a strategic level the workflows of services could be looked at and the structure of the Council recalibrated to prioritise high demand services. Officers would undertake a metric based assessment of services rather than simply monetary indicators and this would show which services were most important to the Council.

It was highlighted that other services such as Central Services had the majority of its budget invested in staff and certain services, like Legal Services, was focussing on income generation to maintain its service. There was currently no recruitment freeze although the use of agency staff was a challenge. Compulsory redundancies had been avoided by running a successful voluntary redundancy scheme.

The Committee recognised that the budget review panel was an inclusive exercise that involved all political parties and was not a decision making body.

Resolved That:

1. **The Committee note the financial pressures still being faced in Children's Services.**

2. **The Committee note the need to identify £18.5 million through a combination of additional income and cost reduction over the period 2017/18 to 2019/20.**

3. **The Committee note the assumptions set out in the Medium Term Financial Strategy forecasts as set out in paragraph 4.2**

4. **The Committee recommend that at one of the first meetings next year, the committee receive and shape the terms of reference for the second phase of the Budget Review Panels process, which will include the list of services and costings for the service.**

41. **Declaration of Interests**

No interests were declared.

42. **Member Support Services**

Officers introduced the report highlighting the current review of Member Services and the resources available to Members in the day to day roles. Following questions officers explained the difference between Member and

Democratic Services stating that Democratic Services was not explicitly a Member support service but a governance service provided to the whole council. Democratic Services worked closely with the Member Services team and for a number of years they had been managed by the same officer.

The Committee discussed the budget of the team and acknowledged that a large section of the budget was dedicated to staffing costs. Members expressed some interest in the 'subscriptions other' code and wondered what corporate subscriptions the council paid.

In terms of resources Members felt the following could be useful:

- The Member handbook being digitised online and therefore being updated regularly throughout the year.
- An app be developed to allow access to the handbook via a mobile phone.
- Develop a digital service whereby Members can type in a service and relevant officer names are presented who are available to ring.

The committee explored whether Member and Democratic Services could be merged. It was explained that the services worked closely together but they provided different roles that were best served politically as separate, although it was added that the services had fallen under one manager for many years. Some Members felt that job pooling could occur and political assistants could be included. Councillor Snell felt a merge would not serve either team effectively and following a vote, the Committee agreed to form a recommendation in favour of exploring a merge.

In relation to correspondence some Members felt they could each be given a mini stationery budget to spend each year and correspondence to cease being sent to home addresses saving on postage. Councillor Snell disagreed with the idea of a personal budget saying that it would be used to criticise over spending by Members and the fact the Council was aiming to go fully digital a personal stationery budget would potentially be a retrograde step.

Resolved That:

1. **Officers look to digitise the Members Handbook and have a schedule for updating it regularly
   over the year.**

2. **Officers investigate the harmonising of Democratic and Member Services.**

3. **Officers investigate the feasibility of a personal budget for each councillor to spend on consumables.**

4. **Officers review the 'Subscriptions Other' code in the Member Services budget to ascertain if all expenditure is required.**

43.   Month 9 / Quarter 3 Corporate Performance Report 2015/16

Officers took the Committee through each indicator that required comment. The first, 'The percentage of schools judged good by OFSTED', was discussed and it was outlined that two further schools were expected to receive ratings in the near future increasing the performance of this indicator from 80% to 87%. It was predicted the Council would exceed its target. Officers reassured the Committee they were taking supportive action on the schools that were borderline failing their inspections. It was confirmed this was a non-statutory indicator and schools yet to be assessed were currently being scheduled by OFSTED.

The Committee discussed the indicator relating to 'Looked After Children' and officers stated that the outcomes for those not in education, employment or training (NEET) would need to be reviewed to understand whether there were more meaningful educational outcomes for children with learning disabilities. Of the children making up the indicator eleven (27%) were asylum seekers and only one of these had missed education entirely. Nine had Special Educational Needs (SEN) and were undertaking entry level courses. Less than 50% of the cohort were working below GCSE level, while fifteen were studying for their GCSEs but not attaining five qualifications. The group was mainly working below C Grade.

The Committee discussed meaningful outcomes for children who were failing educational attainment and clarified that asylum seekers received the full range of support offered to all other looked after children when leaving care. Achieving five A to C grades was a statutory indicator. Members felt a non-statutory indicator could be added to measure other useful outcomes for these children.

'The rate of children subject to child protection plans' was usually affected by the increase in children entering the system who needed the plans. It was a demand led indicator. Although Thurrock did not have a large amount of children subject to these plans it was affected by the low rate of children leaving the plans once they were on them. There was a procedure in place for managers to sign children off of plans when ready to improve the performance.

'The percentage of older people still at home 91 days after discharge from hospital' had been a challenge in the final quarter of the year but Thurrock's service was high performing and would be in the top quartile performance for England. It was confirmed that older people meant those over 65 and only a small percentage of these were not put through reablement, mainly those suffering advanced dementia or end of life care. The NHS provided a full reablement package lasting six weeks.

'The percentage of household waste sent for reuse, recycling or anaerobic digestion' was discussed briefly and a communications plan to inform residents how to dispose properly of waste was being developed. Members wondered whether the communications strategy could be funded by the fines

collected from fly tipping. The Committee felt waste and recycling was a major issue that needed urgent and focussed attention.

Abandoned vehicles were highlighted and Members wondered why all costs were not recovered as the cars could be traced back to the owners through the DVLA. Officers stated that not all vehicles abandoned were reported and this could cause a discrepancy in the number of reports compared to the numbers of vehicles collected.

The Committee discussed the format of the report and felt that the direction arrows could also appear in the header of each page and the amber indicator was not required.

Resolved That:

1. **The committee notes the performance at this stage in the year and asks all comments above to be noted and progressed by officers.**

2. **The areas In Focus be circulated as appropriate to relevant overview and scrutiny committee chairs.**

3. **A non-statutory indicator be added to the suite of indicators to show domicile and non-domicile educational progress.**

4. **The Portfolio Holder and Director of Environment provide a report to Full Council to bring the issues and challenges of waste and recycling into focus.**

5. **The Performance Board remove the Amber indication on the reports and include direction of travel arrows on the header of each indicator.**

44.   **Digital Council Programme - Progress Update**

The digital programme was about driving efficiency and making resources for frontline services. The programme consisted of a channel migration to encourage people to access services digitally and also, to deliver savings from investments in technology. The Committee noted that computer modelling was used to inform how council practices could be changed and asked that these models be checked for consistency as they sometimes did not always take into account the reality.

With regards to the Electronic Records Management System (EDRMS) officers confirmed it had Google level search functions and that the system was for internal use only. Officers also confirmed that around sixteen Members had set up a My Account profile but the number could be greater as officers could not search all private email addresses registered. Officers added that more communications would be delivered to help residents use My Account and other online services.

The Committee learnt that online activity was increasing with regards to Council services, for example, Twitter was a major source of interaction between the council and residents. Officers we relooking at how to make the Twitter account more proactive and practicalities needed to be investigated such as how to respond to Twitter enquiries out of hours.

Resolved That:

1.The Committee encourages all Members to sign up to My Account and become ambassadors for it.

2. Provision is available for residents who do not use computers to access services.

45. **Workforce Analysis and Performance**

Officers explained that staff were a £62 million asset to the Council. The Committee were taken through the agency staff lists and were drawn to the fact that there was a current overspend in Children's Services, which would be tackled in the future. Following questioning it was clarified that staff's personal Performance Reviews were not linked wholesale to the performance of the departments they worked for. Therefore, if a department failed to reach its corporate targets it did not mean the staff in the department had not been performing well.

Resolved That:

1. the Committee note the report.

46. **Work Programme**

The Committee felt that the Action List served as a good steer for any incoming Chair and Members to the committee next municipal year.

The meeting finished at 9.34 pm

Approved as a true and correct record

CHAIR

DATE

This page is intentionally left blank

Part 2 – Terms of Reference of Overview and Scrutiny Committees

Council has determined that the following Overview and Scrutiny Committees shall be constituted and shall have responsibility for overview and scrutiny in relation to the matters set out below.

1.	CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

Appointed by:	Number of Elected Members:
Council under section 21 of the Local Government Act 2000	Six, of whom none may be a Cabinet Member
Chair and Vice-Chair appointed by: Council	**Political Proportionality:** The elected Members shall be appointed in accordance with Political Proportionality
Quorum: Three elected Members	**Co-opted Members to be appointed by Council:** None

Functions determined by Council:

1. The Council's overall performance

2. The Council's overall Budget and Value for Money

3. Council's strategic risk management

4. Provision, planning, management and performance of the Local Area Agreement

5. Local Strategic Partnership, other partnerships and community forums

6. Community Leadership, Community Engagement and Community Empowerment

7. Ethical governance matters in conjunction with the Standards & Audit Committee

8. Internal and external communications

9. External and European Funding

10. Resources, including human resources and asset management

11. Information and communications technology

12. Procurement

13. Monitor Councillor Call for Actions

14. Monitor and steer the overall direction of the overview and scrutiny function

15. Any other issues not covered by the four Overview and Scrutiny Committees

Functions determined by Statute

All the powers of an Overview and Scrutiny Committee as set out in section 21 of the Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007

This page is intentionally left blank

21 June 2016	ITEM 6
Corporate Overview and Scrutiny Committee	
Community Asset Transfer Policy	

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

Report of: Cabinet Member for Communities

Accountable Head of Service: Matthew Essex, Head of Regeneration and Asset

Accountable Director: Steve Cox, Corporate Director of Place and Environment

This report is Public

Executive Summary

Thurrock Council, along with every local authority in the country is facing significant financial pressure with savings targets of circa. £18.5m required for the period 2016/17 through to 2019/20. In light of these pressures, the Council has taken positive action to become an enabler of improved outcomes for communities rather than a direct provider of services working closely with the Voluntary, Community and Faith Sector (VCFS) as key partners in the delivery of services and links with local people.

The sustainability of the VCFS is essential to build pride, respect, cohesion and resilience in local communities. The Community Asset Transfer (CAT) Policy builds on earlier dialogue with the VCFS arising from budget saving options and the later Community Ownership and Management of Assets (COMA) programme in Thurrock which highlighted opportunities that should be transferred to the VCFS.

The CAT Policy sets out the Council's approach to support the VCFS to achieve sustainable community managed assets that meet local needs, maximise social value, support growth and resilience in the sector. Through its application, the policy seeks to deliver the most efficient use of publicly owned buildings and spaces in Thurrock, where they are deemed eligible for CAT, and the anticipated community benefit and financial viability outweigh the potential risks for all parties.

1. **Recommendation(s)**

That Corporate Overview and Scrutiny Committee:

1.1 **Acknowledge the work of the Thurrock Community Assets and Management of Assets (COMA) Partnership supported by Locality.**

1.2 **Provide comments on the Community Asset Transfer Policy.**

2. Introduction and Background

2.1 Community asset transfer (CAT) involves leasing or selling a property to a voluntary, community or faith sector (VCFS) organisation, sometimes on a subsidised basis, to enable local people to play a stronger role in meeting the needs of their communities. CAT is a relatively recent term for activity the Council has been undertaking for a long time.

2.2 In recent years, the Council has adopted several approaches to support the leasing, licensing and management of the buildings and other assets that it owns.

2.3 In December 2010 the Community Sport Facilities, Leases and Licences policy was approved by Cabinet establishing a process and criteria for organisations wishing to be a tenant of the Council. The Council's Asset Management Plan (herein AMP), was later approved by Cabinet in February 2011 establishing high level objectives for the future management of property, based on Government guidance, good practice, and the Council's operating environment.

2.4 The Asset Management Plan took into account the direction of travel established by the Localism Act of 2011 and its intention to shift power from government to individuals and communities, making it easier for them to get things done and achieve their ambitions for the place where they live. This shift in the ownership of land and buildings from public bodies to communities demonstrates localism in action.

2.5 A general consent for local authorities to dispose of property under community asset transfer rules was introduced by the Government in 2003. Local authorities are now empowered to transfer the ownership of land and buildings to communities for less than their market value through a process known as 'discounted asset transfer' or 'asset transfer'.

2.6 As part of the Localism Act, the Community Right to Bid has also been enacted giving power to communities to nominate land and buildings to be part of a register of 'assets of community value'. If such land or buildings are then offered for sale, eligible community organisations then have six weeks to indicate an 'intention to bid'.

2.7 The Council led a successful bid to Locality in May 2015 securing technical resources and grant funding from the national Community Ownership and Management of Assets (COMA) programme. The initial driver for the programme in Thurrock was to build on dialogue already taking place between the Council and VCFS particularly concerning the management of parks and open spaces. Additional priorities included the development of a formal CAT Policy. Further information was outlined in a report to Cabinet from the Portfolio Holder for Environment on 9th September 2015 ('Community Delivery of Environmental Services in Parks and Open Spaces').

2.8 A small Thurrock COMA partnership with the voluntary sector was formed in June 2015 with clear objectives for the duration of the programme (June 2015-March 2016) that included establishing the appetite for CAT in Thurrock through a series of engagement events, building capacity within the VCFS and informing the emerging CAT Policy.

2.9   Recent feedback from Locality following the conclusion of the COMA programme acknowledged:
- the growing appetite for CAT within the VCFS (particularly relevant to members of the partnership itself that had actively developed CAT proposals);
- the work of the Council to develop ad-hoc opportunities for CAT in recent years;
- progress made by the Council and COMA partnership to produce a robust CAT Policy (now presented).

2.10 A copy of the final report prepared by Locality, the national network for community led organisations working together, can be found at Appendix 1 to this report.

3.   Issues, Options and Analysis of Options

3.1   Organisations within the voluntary, community and faith sector (VCFS) are often best placed to manage facilities, making extensive use of volunteers and their local knowledge and hands-on management of the asset achieving lower overheads and better value for money as well as a more intensive use of the asset that helps to foster a sense of belonging in communities whilst bringing together people from different backgrounds.

3.2   The CAT policy set out in Appendix 2 to this report builds on feedback gathered during the COMA Programme and seeks to enable the VCFS to achieve successful, vibrant, inclusive and sustainable community managed assets that meet local needs, maximise social value, support growth and resilience and deliver the most efficient use of publicly owned buildings and spaces in Thurrock.

3.3   For the purpose of the Policy the Localism Act 2011 (Section 88 (1) and (2)) has been used to define an asset of community value in Thurrock as:

A building or other land in the local authority's area (and in the case of the policy – owned by the Council) and that:

(a)   has an actual current use of the building or other land that is not an ancillary use, furthers the social wellbeing or social interests of the local community, and;

(b)   it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.

(c)   has furthered the social wellbeing or social interests of the local community in the recent past, and which it is realistic to consider will do so again during the next five years.

3.4   The policy establishes a fair, consistent and transparent process for Council and community initiated CAT, the circumstances where it will be considered, as well as the means for eligible VCFS to express an interest and apply for CAT, and, indicative lease terms. It clarifies the supporting process and governance arrangements for CAT including the role of the Corporate Assets Team, Community Development and Equalities Team, a nominated CAT Assessment Panel, Corporate Property Board and the involvement of members.

3.5   The policy further establishes the Council's commitments to:

- Community Asset Transfer (CAT) where it will achieve benefits to local residents and contribute towards the Council's vision and objectives
- acknowledging the social, economic and environmental value of CAT and the opportunities this may present to offset this value against economic rent
- using Council assets to form long-term partnerships with the VCFS in order to create stronger, more cohesive and more sustainable communities
- proactively investigating potential opportunities for CAT to local communities and social enterprises, and seeking to minimise processes associated with administering this policy
- creating a fair, transparent and consistent process for CAT, and reviewing the application of the CAT policy with the VCFS at annual intervals.

3.6 Feedback through the development of the policy recognised the importance of verifying that CAT is not an automatic right referred in the Localism Act 2011 but a central government policy directed at public bodies use of their assets. Not all assets are therefore expected to be available for CAT. In this regard, it was concluded that the Council will **not** invite or accept expressions of interest for assets:

- that are, or it is anticipated may be required in future, for the Council's operational purposes;
- where the Council considers that the property will achieve full market rent;
- where the Council has identified the property for disposal for a capital receipt (in this case VCS organisations may still choose to submit a bid when the asset is marketed), and/or,
- where there are known or anticipated plans or strategies that may affect the potential for CAT.

4.   Reasons for Recommendation

4.1 The implementation of this policy will help the Council to support the sustainability and self-financing of the VCFS, build long term partnerships, harness skills and experience in the sector as well as local knowledge and resources to provide community benefit and social value. It will also help to provide access to external funding opportunities otherwise unavailable to the Council, achieve community empowerment, provide control to local organisations, encourage pride, and increase active citizenship (including volunteering) whilst developing organisational, financial, training and entrepreneurial skills within the VCFS.

4.2 It is important to note that, if the Council were to choose to forego the opportunity to review the possibility of allowing VCFS organisations to operate eligible assets, then it is likely that, as a result of financial pressures, some facilities will simply be closed or the quality of delivery will reduce even further.

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

5.1 The CAT policy has been prepared by the Community Development and Equalities Team in consultation with the Corporate Assets Team.

Other internal and external consultees involved with the development of the draft Community Asset Transfer Policy through a range of meetings, presentations and feedback sessions include:

- Directors Board
- Legal Services
- Regeneration and Assets Service
- Environment Service
- Strategy, Communications and Customer Service
- Housing Service
- Locality
- Thurrock CVS
- Thurrock Community Ownership and Management of Assets (COMA) Partnership

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

6.1 There are many benefits for both the Council and VCFS on pursuing a CAT opportunity. Application of the policy will help to realise the community strategy vision and each of the strategic priorities to:

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect to create safer communities
- **Improve** health and well-being
- **Protect** and promote our clean and green environment

6.2 All CAT nominations will be expected to demonstrate how they will directly benefit local residents and the wider communities of Thurrock and how their activities and expected outcomes will contribute to the delivery of the Community Strategy vision and strategic priorities. The assessment process will also enable due consideration of how proposals meet other relevant plans and strategies linked to the Community Strategy.

7. Implications

7.1 **Financial**

Implications verified by: **Mike Jones**
Management Accountant

The introduction of a CAT Policy will allow the Council to develop opportunities for the involvement of the VCFS through the ownership and management of buildings and land providing additional funding streams for community benefit that the Council cannot otherwise access. It may also help to ensure that some services continue to be provided with the Council acting as a facilitator rather than a direct provider.

Implementation of the CAT Policy provides the potential for savings and efficiencies relating to the management of the Council's property portfolio. Opportunities for savings will be considered on a case by case basis as part of the CAT assessment process.

7.2 **Legal**

Implications verified by: **Vivien Williams**
Planning and Regeneration Solicitor

Community asset transfer is a central government policy directed at local authorities' use of their redundant assets. It is entirely separate from the community right to bid, operating on a discretionary basis rather than forming a 'community right'. The powers under which it takes place predate the Localism Act 2011.

The Local Government Act 1972 section 123 (2) states:
Except with the consent of the Secretary of State, a Council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.

A general consent for local authorities to dispose of land to community organisations at below market value was given under this section in 2003. The specified circumstances are:

a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

  i) the promotion or improvement of economic well-being;

  ii) the promotion or improvement of social well-being;

  iii) the promotion or improvement of environmental well-being; and

b) the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

School disposals are covered by a legislative framework. Any disposal would first need approval under Section 77 of Schools Standards and Framework Act 1998. Therefore, school buildings and landholding will not be considered under this policy.

It is important to note that Community Asset Transfer is not an automatic right referred in the Localism Act 2011 but a central government policy directed at public bodies use of their assets.

7.3 **Diversity and Equality**

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

Equality of opportunity is a key principle for many voluntary, community and faith sector organisations who often pursue improved cohesion and diversity through their objectives and practice, involving communities in decisions and governance.

Recent government policy such as the Localism Act encourages the devolution of services to communities in recognition of the benefits that community involvement can bring to local areas.

The Community Asset Transfer Policy sets out clear expectations that align with the Equality Duty 2010 with supporting eligibility criteria to ensure that CAT enhances cohesion and inclusion and prevents the use of assets for services or activities that will isolate sections of our communities.

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

Not applicable at this stage

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):

- Community Ownership and Management of Assets Programme: Final report and findings of Thurrock COMA Partnership, February 2016

- Agenda Item 16: Report to Cabinet on 9 September 2016 entitled 'Community Delivery of Environmental Services in Parks and Open Spaces'. https://thurrockintranet.moderngov.co.uk/ieListDocuments.aspx?CId=129&MId=2559&Ver=4

9. **Appendices to the report**

- Appendix 1: Community Ownership and Management of Assets Programme: Final report and findings of Thurrock COMA Partnership, February 2016

- Appendix 2: Draft Community Asset Transfer Policy

Report Author Contact Details:

Becky Price
Community Development Officer
Strategy & Communications, Community Development

Michelle Thompson
Corporate Assets Manager
Asset Management Team

This page is intentionally left blank

Community Ownership and Management of Assets Programme
Final report and findings of Thurrock COMA Partnership, February 2016

About Your Project

1. *What was your vision, and why is it important that the multiple assets or complex single asset which your project focussed on, are transferred into community management or ownership? (for example appetite from community, inability to deliver services without community involvement, need to dispose of assets, etc).*

Our vision for Thurrock is a progressive and ambitious approach to the management of assets founded on collaborative principles that harness community energy and lead to sustainable resident led enterprise and social outcomes.

The key drivers for our community assets work was to meet community demand around taking on community assets and enable the council to better manage its asset portfolio and relationships with community partners.

Our intention when we launched the assets programme was threefold, to 1) raise the profile of community assets while scoping out local interest, 2) build the capacity of groups working towards asset transfer, and 3) develop and formalise a community asset transfer (CAT) policy for Thurrock.

At the outset we recognised that strong community engagement, genuine partnership working and viable business models could ultimately lead to successful asset transfers, and because of this, three cross cutting themes - engagement, capacity building and policy making – were designed to channel the strengths and skills of local people and organisations.

2. *What was your starting point, key milestones and how many have you got ahead of you? (for example, what is your long term goal/outcome and has it changed since you started the Community Assets programme?)*

We focused on three areas: community engagement, capacity building and policy/strategy development. The nascent assets agenda in Thurrock demanded this approach, which alongside a commitment to partnership working, ensured solid foundations and coherent strategy were developed from which coordinated activity could flow.

At inception the partnership, made up of local authority departments and community groups, agreed a set of aims and objectives and a set of development needs that would be met through a package of support based on the three areas identified above and as follows to:

1. implement a programme of community engagement to inform, inspire and mobilise Build the capacity of local groups in the stages of taking on listed assets;
2. formalise a CAT policy for Thurrock Council;
3. create a product to capture learning and inform future work, and,
4. establish an overarching joint strategy for CAT in Thurrock that includes a clear set of future priorities to implement from April 16.

A series of community engagement workshops were commissioned as part of the consultancy resource. The workshops were designed to furnish a group of community stakeholders with the requisite knowledge around legal and practical aspects of CAT. A workshop was also planned for local authority officers and members although it was determined that a small and focussed session in March 2016 with key strategic

Page 23

leads for the Council's Regeneration, Growth and Environment Services would provide a robust foundation for wider consultation on the Council's CAT Policy in the future. At the time of writing two well attended community workshops have taken place where, in addition to representation from community groups and organisations, delegates have included Council officers, managers and members.

A successful pre-feasibility grants application enabled us to commission two organisations, Neal Howard Ltd and Oxford Brookes University, to deliver bespoke business development support for a number of key asset transfer projects: Hardie Park and Lightship Cafe. This fantastic capacity building support has provided groups with a suite of new resources to strengthen business cases for CAT including business plans and energy audits to support financial forecasting and highlight means to increase the environmental sustainability of both community buildings. Accompanying green energy and waste management training has also been provided to both community organisations. A surveying service will furnish the Council and Lighthouse Café with information on the condition of Grays Beach Café to support both business planning for Lighthouse Café and the Council's assessment of a future CAT. The majority of this work has been delivered at the time of writing with the remaining being tied up before March.

A report to the Council's Cleaner and Greener Overview and Scrutiny Committee in July 2015 highlighted difficulties faced by the organisation in light of budget pressures with the latent opportunity to support community groups to take on parks and green spaces where there was interest to do so. Members of the Committee recommended that Cabinet authorise Council officers to enter into detailed negotiations with groups expressing an interest in developing community based services and report back as appropriate. This was later approved by the Council's Cabinet in September 2015.

A set outcome of the programme for us was to develop a CAT Policy. This would provide a clear and consistent operational framework for the community and public bodies and assist the transfer of sustainable projects. We had hoped for Cabinet approval in March 2016 but this has moved to June 2016. During the course of the COMA programme, the CAT Policy has advanced from initial drafting stage with the partnership providing a valuable consultation body through each stage of its development in conjunction with Council officer scrutiny.

Convening the partners at regular points throughout the lifetime of the programme was important to enable relationships to develop and members to feed the process and draw on their experience and networks. A physical meeting every four to six weeks was held to check progress and plan work accordingly. We have begun to bridge assets work with our 'Stronger Together' partnership and to embed this with related area coordination activity around community building, community rights, volunteering and networking.

Multiple community asset transfer

3. *How many asset transfers did you aim to tackle at the beginning of the project? How many have taken place during COMA? How many will take place soon?*

A collection of assets and associate groups were identified at the outset for development support with a view to asset transfer. Because of the emerging asset transfer scene in Thurrock, we began the programme with realistic expectations around actual asset transfers, but were hopeful of moving key projects along their pathway to a sound proposition.

The assets list that has been the focus of our work includes: a park maintained by a Friends group, and riverside building with café facilities called Grays Beach Cafe stewarded by a board of trustees (entitled Lighthouse Café); a large new-build community house in Grays supported by an interim board; and a set of 5 community hubs.

We are encouraged by the progress of both the park and café which have both received business planning support designed to strengthen their case for asset transfer and will be in a strong position to submit a stage 1 asset transfer application within six months. The community house has developed in parallel with the COMA programme with a member of the board of trustees for Grays Riverside Community Association updating regularly on project development. A report seeking approval for the transfer of Community House will be presented to the Council's Cabinet in March 2016.

Community hubs and centres across Thurrock are set-up as a partnership between local groups, voluntary organisations, and Thurrock Council. They are recognised as positive models for redesigning services as well as reshaping the relationship between state and citizens. Community hubs are in a slightly different position due to their new build and existing use status respectively, but are still in scope and remain viable future asset transfers. There are 5 currently active hubs in Thurrock as follows: Acorns Community Hub, Stifford Clays; Aveley Community Hub; Chadwell St. Mary Centre; South Ockendon Centre; Tilbury Community Hub; a sixth is planned for Purfleet.

4. If your partnership were reviewing multiple community asset transfers, have you attempted this before? What were the unique challenge(s) for investigating multiple asset transfers?

In recent years the Council has adopted several approaches to support the leasing, licensing and management of the buildings and other assets that it owns. A Community Sport Facilities, Leases and Licences policy was approved by Cabinet in 2010 with a view to establishing a range of sustainable self-management options for tenants allowing for the variation of terms and conditions of licenses in some instances allowing for leases to be set below market value. Since adoption in 2010, the policy has focused on a small number of village hall management committees and sports clubs and administered by the Council's Asset's Team where opportunities have presented. CAT has been undertaken in recent years with a new build multi-use building – The Beehive – transferred to Thurrock's CVS on a freehold basis.

The creation of a CIO by Thurrock's CVS entitled 'Community Hubs Thurrock' provides the potential to achieve multiple asset transfers for community hub buildings in the future. A wider strategic debate between the Council, community and public sector partners is now required with the involvement of the local CCG to ensure that any plans of this nature link to an emerging 'Health Hubs' programme in Thurrock. The adoption of a formal CAT Policy will provide an essential tool to structure future dialogue.

Services delivered

5. What type of services will be delivered through the assets which your partnership are considering for transfer/acquisition (high level description)?

Lightship Café, the charity leading the business plan for the Grays Beach Cafe building set in Grays Beach Park are focusing on a community share governance model based around a social café offer that will: promote affordable and healthy eating; provide volunteering opportunities and work experience; and put ownership in the hand of residents and users. An increase in the number of visitors will increase use of the recreational offer in the park, promoting healthy living and strengthen community ties.

Friends of Hardie Park are campaigning for park improvements and championing local management and maintenance of the park. The group have a pool of volunteers and have made improvements to prevent vandalism of equipment and anti-social behaviour. Excitingly they have secured £140K that is funding a brand new stake park which will be open in the Spring and provide sports and leisure opportunities. A prefabricated building has also been erected and will contain a café and space to deliver training sessions. A core offer available at all community hubs is support and advice for citizens to self-serve for information and to assist with on-line applications to services / benefits with signposting from trained volunteers. All

hubs have carried out local surveys to shape a community offer beyond self-service support and additional services include hosting outreach from third sector or community health services, self-help groups, cultural and social groups and advice sessions. Their main aim is to reduce demand on statutory services by working with communities to design more holistic and effective community based solutions to issues in their area. They will also act as a catalyst to supporting public services plan effectively between residents, councillors, public services and business.

6.   *Will these services be new or continued services, and how will the community asset transfer benefit them?*

The majority of services being delivered are new and resident led. Asset transfer will mean the community will be able to enjoy greater opportunities for entrepreneurial management to improve services, borrow against assets and bid for external funding currently unavailable to the Council.

The Friends and volunteers working to maintain the park are doing so in partnership with the parks service and hope to co-design and collaborate on future projects and services.

The hubs are currently operating but are seeking new and improved ways to support local service transformation. Hubs enable the delivery of the Council's wider transformation programme providing residents with: a digital by design service - access to web based information; demand management – diverting people away from social care services to community based solutions which are more sustainable and support quality of life; growth of business – development of local enterprise which further embeds local priorities; and flexible working – helping staff hot desk and work flexibly. All are committed to prevention and managing demand on services through a community based support offer co-produced with residents. For example, close working relationships exist in each hub area with a Local Area Co-ordinator.

7.   *What do you envisage the project's impact to be for the area (e.g. increase social cohesion, increase job opportunities, economic development opportunities, etc)? (Please do include any statistics etc if available).*

We see the principal impacts of the community ownership and management of assets programme to date as community empowerment and local economic development. We recognise that a strong, engaged community and successful community asset transfers is a virtuous circle and must be well supported.

Within Thurrock the volunteer base building around assets and the groups working to take on assets drive community engagement and therefore improving social cohesion and the ability to follow through on ambitious enterprising projects. We have seen that active citizenship breeds more engaged communities and this is in essence what we are striving to achieve.

We are working to support the groups to achieve their potential around becoming part of a cultural landscape and for the named assets and associated groups to support high levels of participation therefore projecting cherished assets for the benefit of the natural and built environment, as much as the community itself.

Learning and Experience

8.   *What went particularly well and according to plan? Can you identify 3-5 things you are particularly pleased about?*

Partnership working and communication: the development of the COMA partnership in Thurrock has brought people around the table, developed relationships and focused minds. The partnership will continue

and indeed grow beyond the programmes lifetime to support the burgeoning assets scene. Crucially partners have listened and been responsive to the needs and demands of others and have sought to find collective solutions to hurdles.

Community engagement: COMA enabled a blend of activities that provided resource in the form of events, consequently people have started to participate in conversations and are driving their own ideas. There is a genuine excitement within the community about community asset projects. The partnership have levered their networks to champion and support local groups. The Council are increasingly receptive and more recently senior leadership have been taking a proactive interest.

Corporate engagement through CAT policy development: the development of a draft CAT policy has been crucial as a focus for the partnership and will form work ongoing. A wide consultation process has taken place within the Council and senior leaders are supportive of its review at cabinet in June. The dedicated officer resource has been invaluable in driving its development as well as related programme activities.

9. What were the top unforeseen issues you have had to tackle? How did you manage this?

In October 2015, a Council-wide organisational review led to changes in corporate structures, loss of key personnel, and some delay to strategic discussions concerning the CAT policy. A key objective of the partnership was to formalise a CAT policy for Thurrock and implement a programme of awareness raising in the Council to support its implementation. This has not been possible during the programme but will take place within six months; a Cabinet meeting in June has been identified.

The impacts of the restructure were mitigated by the RM speaking regularly with the council lead to think through risks and produce alternatives. The council lead has also been regularly making the case to senior colleagues and keeping CAT firmly on the agenda.

There is recognition that the case for CAT needs to be made by senior corporate levels to lever political support. Alongside capacity building, the wealth of knowledge accrued and progress made as a result of the COMA programme provides the partnership with the resources required to influence key decision makers around policy and ongoing investment.

10. Thinking about your response to questions 3-5 - Are there 3-5 things you are could have done better?

Senior engagement: we could have engaged senior council staff earlier in the process, but the challenge of a council review was difficult to overcome within the timeframe. Now things have settled there is a renewed vigour to engaging in conversation.

Links to other services: we could have made more strategic links to other service areas e.g. sports, culture. Given the relatively low level nature of Thurrock's community assets work we felt that developing a track record and a smaller more manageable partnership would then feed new working arrangements, which is indeed what has occurred, but it might have been better to bring in other areas at the outset.

Manage expectations: as a partnership we were aware of what we could achieve within the timeframe of COMA but perhaps could have communicated that better across the wider network and into the public domain. The development of the CAT Policy and a marketing plan will help to keep communication with the wider community open and transparent.

11. *Thinking about your response to questions 3-5 - what are your top 5 lessons you would like to share with other communities?*

➢ **Build relationships** – get to know people and what they are trying to achieve
➢ **Meet regularly** – creates collective drive and joined up thinking and innovation
➢ **Do your homework** – gather and use information and learn from others
➢ **Grow local support** – find your leaders, ambassadors, residents to make you stronger
➢ **Be patient** – it will always take longer than you think!

12. *Thinking about your response to questions 3-5- what are your top 5 lessons you would like to share with other local authorities?*

➢ **Build relationships** – get to know people and what they are trying to achieve
➢ **Meet regularly** – creates collective drive and joined up thinking and innovation
➢ **Welcome challenge** – be open and transparent and engage widely
➢ **Broker and hold to account** – make links with key people and services and seek to unblock
➢ **Share knowledge** – make information readily available

Partnership working

13. *How do you feel your partnership has developed during the programme, from the initial scoping meeting?*

The partnership has grown and strengthened in representation since inception. All partners are active and have attended most, if not all, meetings and community engagement events.

We are planning to develop a terms of reference for the partnership to define what its role will be beyond the programme and gradually invite other members to join from the wider pool of stakeholder who have shown an interest. The terms will also seek to encourage partners to take a broader remit and generally champion community asset transfer across the sectors and organisations in which they operate.

14. **Considering your response above. Excluding Government-sourced funding/grants/capital - what could have made achieving your project easier/quicker/possible?**

Simply we would have valued more time to develop the work and the infrastructure in which it needs to operate. This would have enabled us to do more foundational work and lobbying that would lead to greater impacts during the programme. We believe in the principle of developing at the community's pace and were keen not to rush to the detriment of overall sustainability. The CAT policy requires engagement which takes time, particularly to garner senior council and political support. That said we are proud of the achievements that have been made in such a short amount of time and are excited by the potential of where the work is going.

15. *What community financing routes did you consider/use to progress asset ownership/management (e.g. Community shares, social investment, crowd-funding and loans)?*

The charity looking to take on management/ownership of the café building is working with Plunkett Foundation and engaging Community Shares to establish a share offer which will enable local people to invest in the venture.

16. *Did you receive any in-kind support, or match funding? If so from where, or who?*

During the programme we have received significant in kind support from the Council's Community Development and Equalities Team. The partners themselves have also provided in kind support in the form of room hire, marketing for events and volunteer support.

Friends of Hardie Park have secured funding from Veolia (£120k) and matched by the Council (£20k) for the development of a skate park. This success is further building the CAT business case for the group.

The Hubs currently have revenue support available via the Transformation Challenge Award (£550k for three years). £100k directly pump primes community hubs, £150k supports community development for hubs (volunteer training, learning and development, enterprise support). £300k is available to support service transformation through hubs – for example Housing has contracted with two hubs to provide Customer Service Support, replacing housing led support. The Council has committed £1m in capital funding to 2017/18 to support the development of hubs – part of this budget will match housing investment.

17. *Are you able to identify any savings that have been made, or predict any savings to be made through the Community Asset Transfer?*

Due to the current position of projects, accurate cost savings are currently not possible to quantify.

Anecdotally the two asset transfer projects that are furthest along, Hardie Park and Lightship Café, aim to deliver outcomes of increased awareness of health which should result in cost savings in terms of GP and hospital admissions. Furthermore increased feelings of ownership and pride in community assets should increase community satisfaction/safety and levels of engagement therefore lessening the need for reactive responses from agencies.

Direct Support and grant funding

18. *Can you summarise what benefits the technical support (consultancy) brought to the project? What was learnt /gained from it?*

Technical support comprised a series of community engagement activities (events) and a package of tailored resources. This support was purposefully designed to meet the two partnership aims: 1) to implement a programme of community engagement to inform, inspire and mobilise; and 2) to build the capacity of local groups in the stages of taking on listed assets.

This support sought to:
➢ create excitement around improving Thurrock through community led action using assets for community benefit;
➢ promote an understanding of community assets and commitment from Thurrock Council to develop a policy;
➢ test people's understanding of social value;
➢ manage expectations of groups with good ideas so they are aware of what is involved;
➢ increase confidence to take on sustainable and effective community asset management;
➢ provide an understanding of community enterprise and the importance of a robust business plan, and,
➢ complement existing networks.

19. How did you feel the relationship management worked? Are you able to include any benefits, or anything that could be improved?

Locality's Relationship Manager (RM) in Thurrock – Lawrence Walker - has provided invaluable support helping to transform a range of conversations taking place across the Council and with communities into a strong Thurrock CAT partnership that will sustain beyond the COMA programme.

The RM has helped the partnership to form clear objectives to develop the social and corporate appetite for CAT across the borough and realise opportunities for community benefit where viable. Best practice advice and guidance has been shared with the Council's lead officer (Becky Price) at regular intervals enabling the advance and development of the Council's CAT policy as well as opening debate with officers and members on the benefits CAT can bring to communities and public services.

Two community engagement sessions were hosted in Thurrock by the RM who, owing to his wider experience and connections to members of the partnership, was both knowledgeable and able to demonstrate a vital understanding of the local area and challenges faced by services and communities. Delegates' feedback from both events was positive and created avenues to extend the CAT partnership in the future.

The RM has provided a great deal of support to move the CAT agenda forward in Thurrock over the last 9 months, as such, there are no suggested improvements to the assistance that has been provided.

20. Can you summarise how the grant was spent and what was achieved with this fund, which could not have been achieved without it?

COMA pre-feasibility grant funding has principally supported the advancement of two specific assets and associated groups in Hardie Park and Lightship Café. This took a three pronged approach focused on business planning, green audits and waste training and surveys. Training around business planning and energy management was offered out to the wider stakeholder group. A study visit was also arranged to the Sunlight Centre in Gillingham to inspire and support local project development by giving a clear understanding of what needs to be in place to manage an asset.

21. Any other comments?

Going forward by the time the programme ends we feel will have the knowledge and resources locally to extend the programme further to new partners and a greater range of assets.

Quotes:
Friends of Hardie Park, Rob Groves: "*The programme has enabled Thurrock Council to work intentionally with our organisation to pursue the common goal of asset transfer and partnership working whilst increasing our capacity through consultancy and training to optimise the opportunity that asset transfer presents to us as a relatively inexperienced and new body of local people. It has also helped establish a precedent for similar future public/voluntary sector partnerships across the borough by establishing a proven way of working and the necessary policies and procedures*". **Lightship Café,** Andrew Blakey: "*The Community Ownership and Management of Assets project took a wish and started to turn it into reality. This was the spur that drove the project forward. COMA allowed us to access resources that were not available to us*".

Report prepared on: 25 February 2016
Report prepared on behalf of the COMA Partnership by:
Lawrence Walker, Development Officer Locality
Becky Price, Community Development Officer, Thurrock Council

Community Asset Transfer Policy

Draft v.9 – May 2016

thurrock.gov.uk

Revision History

This document will be subject to amendments during the review period and will be updated during this time using formal change control procedures.

Version	Date	Reasons/Summary of Changes	Author
Draft v.1	19.03.14	First draft	B. Price
Draft v.2	30.04.14	Incorporation of vetting statement to mitigate risk of extremist groups hiring or leasing council buildings	B. Price
Draft v.3	26.11.14	Incorporation of definition of community asset and minor amendments noted by Community Assets Steering Group	B. Price
Draft v.4	April 15	Amendments by Asset Management	I Rydings
Draft v.5	May 15	Feedback from CEDU SMT	B Price
Draft v.6	June 15	Initial feedback from COMA Partnership	B Price
Draft v.7	Sept 15	Additional feedback from COMA Partnership following detailed review and insertion of Stronger Together Appendices C-E provided by L. Walker and J. Cole	B. Price
Draft v.8	Jan 16	Feedback from Head of Assets and Regeneration and Corporate Assets Manager, addition to Appendix B (model lease)	B. Price
Draft v.9	May 16	Amendments following feedback from Head of Assets and Regeneration, Thurrock CVS, Locality, Legal Services, amendments to background, purpose and commitments, heads of terms, removal of model lease, addition of decision making process, process for community and council driven CAT	B. Price

Contents

Vision for Thurrock

Our Community Strategy was approved in September 2012, and refreshed in January 2015, following extensive consultation with our communities culminating in the following vision for Thurrock and five enabling strategic priorities:

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

- SP1. **Create** a great place for learning and opportunity

- SP2. **Encourage** and promote job creation and economic prosperity

- SP3. **Build** pride, responsibility and respect to create safer communities

- SP4. **Improve** health and well-being

- SP5. **Protect** and promote our clean and green environment

Thurrock Council (herein 'Council'), along with every local authority in the country, is facing significant financial pressure and savings targets, which means the way our services are delivered must change drastically. The Council has taken positive action to become an enabler of improved outcomes for communities rather than a direct provider of services using its property portfolio to support this approach.

Our relationship with partners and the community is transforming and the Council wants to enable increased community leadership across the borough for groups and individuals.

We recognise the vital role of the voluntary, community and faith sector (herein 'VCFS') as key partners in the delivery of services and links with local people. The sustainability of the sector is therefore essential to build pride, respect, cohesion and resilience in local communities whilst supporting active citizens, local assets and neighbourhood networks, community led development and management of our borough-wide community hubs.

We are clear that the way we manage our physical assets can have a very positive impact on the long-term strength of local communities and the VCFS more generally, helping the sector to grow, become more secure and gain access to additional assets and external funding. This Community Asset Transfer (herein 'CAT') policy has therefore been designed to help us to both promote and identify opportunities for CAT whilst achieving fairness, transparency and consistency through the assessment and decision making process creating a long-term partnership approach between the Council and the VCFS to support and manage suitable assets.

Whilst CAT will not always be the most suitable option for all properties or all organisations, the Council will continue to work with local organisations to ensure that programmes are in place to support the development of a strong and sustainable VCFS in Thurrock.

Background

In recent years the Council has adopted several approaches to support the leasing, licensing and management of the buildings and other assets that it owns.

In December 2010 the Community Sport Facilities, Leases and Licences policy was approved by Cabinet with a view to establishing a range of sustainable self-management options for tenants allowing for the variation of terms and conditions of licenses in some instances allowing for leases to be set below market value. The policy determined the criteria for organisations wishing to be a tenant of the Council; terms and conditions of related leases and licences; governance and considerations to support decision-making.

The Council's Asset Management Plan, approved by Cabinet in February 2011 established high level objectives for the future management of property, based on Government guidance, good practice, and the Council's operating environment.

These high level objectives required that the Council's property portfolio would in future be:
- managed strategically to support corporate aims and objectives;
- held and managed in support of service delivery;
- used to provide Value for Money and deliver efficiencies and savings for the future;
- procured and managed in a way that minimises the impact on the environment;
- used to support the regeneration of the Borough, and,
- used to support the activities and development of Thurrock's communities and the Council's partners.

The Asset Management Plan took into account the direction of travel established by the Localism Act of 2011 and its intention to shift power from government to individuals and communities, making it easier for them to get things done and achieve their ambitions for the place where they live. This shift in the ownership of land and buildings from public bodies to communities demonstrates localism in action.

A general consent for local authorities to dispose of property under community asset transfer rules was introduced by the Government in 2003. Local authorities are now empowered to transfer the ownership of land and buildings to communities for less than their market value through a process known as 'discounted asset transfer' or 'asset transfer' (in Thurrock) giving greater powers to:
- community and voluntary sector organisations;
- community and social enterprises;
- individuals looking to form a not-for-private-profit group to benefit their area or neighbourhood;
- charitable trusts.

As part of the Localism Act, the Community Right to Bid has also been enacted giving power to communities to nominate land and buildings to be part of a register of 'assets of community value'. If such land or buildings are then offered for sale, eligible community organisations then have six weeks to indicate an 'intention to bid'.

If a bid is subsequently received, any sale of the asset cannot be completed for six months from the date that the council is given notice of the proposed sale.

For further information on the council's process for administering the Community Right to Bid, please see: https://www.thurrock.gov.uk/bidding-for-assets-of-communtity-value/community-right-to-bid

A list of council-owned land and buildings is also available here: https://www.thurrock.gov.uk/land-and-premises-in-thurrock/local-authority-land-and-premises

School disposals are covered by an alternative legislative framework. Any disposal would first need approval under Section 77 of the Schools Standards and Framework Act 1998. Therefore, school buildings and landholding will not be considered under this policy.

It is important to note that Community Asset Transfer is not an automatic right referred in the Localism Act 2011 but a central government policy directed at public bodies use of their assets. It is however based on individual business cases. Not all assets are available for CAT.

Purpose and commitments

We believe that organisations within the voluntary, community and faith sector (VCFS) are often best placed to manage facilities, making extensive use of volunteers and their local knowledge and hands-on management achieving lower overheads and better value for money as well as a more intensive use of the asset that helps to foster a sense of belonging in communities whilst bringing together people from different backgrounds.

This policy sets out the Council's approach to enable the community, voluntary and faith sector to achieve successful, vibrant, inclusive and sustainable community managed assets that meet local needs, maximise social value, support growth and resilience in the VCFS and deliver the most efficient use of publicly owned buildings and spaces in Thurrock.

It outlines a framework that supports the identification, transfer and sustainable management of council assets by the VCFS if the anticipated social value and financial viability outweigh the potential risks. The policy also provides a structure by which the Council can initiate the CAT process following a review. It is founded on the principles of **fairness, transparency, and consistency** in the assessment and administration of CAT.

Through the delivery and application of this policy we are therefore committed to:

- Community Asset Transfer (CAT) where it will achieve benefits to local residents and contribute towards the council's vision and objectives;

- acknowledging the social, economic and environmental value of CAT and the opportunities this may present to offset this value against economic rent;

- using Council assets to form long-term partnerships with the VCFS in order to create stronger, more cohesive and more sustainable communities;

- proactively investigating potential opportunities for CAT to local communities and social enterprises, and seeking to minimise processes associated with administering this policy;

- creating a fair, transparent and consistent process for CAT, and,

- reviewing the application of this policy with the VCFS at annual intervals.

It is important to note at this point however that we will **not** invite or accept expressions of interest for assets:

- that are, or it is anticipated maybe required in future, for the Council's operational purposes;

- where the Council considers that the property will achieve full market rent;

- where the Council has identified the property for disposal for a capital receipt. (in this case VCS organisations may still choose to submit a bid when the asset is marketed), and,

- where there are known or anticipated plans or strategies that may affect the potential for CAT.

What is the process?

The Council has determined two potential options that may instigate a Community Asset Transfer process:

1. **Community driven** – where an expression of interest for an asset transfer is received by the council from an eligible organisation, or,
2. **Council driven** – where a **service review** leads to a preferred option that includes CAT to support ongoing delivery, or, where a **surplus property** has been identified and deemed suitable for CAT

All CAT nominations need to demonstrate how they will directly benefit local residents and the wider communities of Thurrock and how their activities and expected outcomes will contribute to the delivery of the Community Strategy vision and strategic priorities.

The process for both options is presented in **Appendix 1** to this policy.

How will decisions be reached?

Detailed guidance on the decision making process is provided in Appendix 1 to this policy including the roles and responsibilities for the Corporate Assets Team, Community Development and Equalities Team, CAT Assessment Panel, Corporate Property Board and councillors.

In some cases, the Corporate Property Board will be able to reach a final decision of the proposal for CAT. Should a proposal involve entering a lease of over 21 years, a decision will be made by the council's Cabinet.

What is a Community Asset?

For the purpose of this policy, the council has used the Localism Act 2011 (Section 88 (1) and (2)) to define an asset of community value in Thurrock as:

 A building or other land in the local authority's area that:

(a) has an actual current use of the building or other land that is not an ancillary use, furthers the social wellbeing or social interests of the local community, and;

(b) it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.

(c) has furthered the social wellbeing or social interests of the local community in the recent past, and which it is realistic to consider will do so again during the next five years.

Such assets are not always in public or local authority ownership, but when they are, the Council will take a pragmatic view of ownership and management arrangements, seeking to balance the costs of management and maintenance, the social, economic and environmental benefits realisable from the asset's use.

What is a Community Asset Transfer?

At the simplest level, community asset transfer (CAT) is a change in management and/or ownership of land or buildings, from public bodies to communities.

The range of transfer options can vary widely although communities typically take on the ownership or management of a community asset on a management agreement, long lease, shorter lease or a licence to occupy.

CAT usually involves a transfer at less than market value, either at a reduced cost or free of charge. The level of subsidy will however be determined by the social, economic or environmental benefits generated by the transfer.

For how long will leases be granted?

We will carefully consider the specific needs of the organisation, the condition of the asset and the requirements of potential funders or lenders. We will base the length of the lease term on the needs that are clearly supported by the organisation's business plan and on its capacity to manage the asset. In certain cases we may offer a phased transfer.

The following is a guide to the type of property arrangement that may apply to new CATs based on the anticipated requirements of most charitable funders:

- a management agreement or licence will normally be granted for up to 12 months
- a lease of up to 21 years
- in exceptional cases, a lease longer than 21 years, or a freehold transfer, protected by appropriate covenants may be appropriate if supported by a business case that demonstrates special circumstances or requirements from funders of lenders.

Which organisations can be considered for CAT?

We are interested in discussing community asset transfer with community groups and VCFS organisations. A key consideration however will be the sustainability of the organisation and its capacity to manage and develop the asset.

Organisations that benefit from the transfer must be credible, constituted, financially viable with a clear business case.

Organisations that will be considered through this process are those that are not for private profit and specifically:

- an unincorporated charitable organisation with at least 21 local individual members (who appear on the electoral roll within Thurrock Council or a neighbouring Local authority) and which does not distribute any surplus it makes to its members;

- company limited by guarantee with charitable status;

- company limited by guarantee which does not distribute any surplus it makes to its members;

- community benefit society (or industrial and provident society registered with FCA prior to the 2014 Act) which does not distribute any surplus it makes to its members;

- community land trust;

- community interest companies (CIC) limited by guarantee, or,

- CIC limited by shares,

- charitable incorporated organisations, and,

- community benefit societies

CAT recipients can be of any size but need to:

- generate social, economic or environmental benefits in Thurrock;

- directly benefit the local people of Thurrock;

- benefit as wide and diverse a range of local people as possible, and,

- provide evidence of these benefits

Privately owned or commercial organisations can only be considered if their main aim is to deliver social, economic or environmental benefits in Thurrock. Any organisation that is not a registered charity must also have an asset lock to ensure the asset remains in community use in perpetuity.

Which organisations and activities will not be eligible for CAT?

In accordance with the Equality Act 2010, it is our duty to ensure that anyone can use our services regardless of age, gender, disability, race, sexual orientation, and religion or belief. We oppose all forms of prejudice and discrimination and promote diversity and tolerance in Thurrock that prevents the harassment and victimisation of our residents, service users and employees.

Through the application of this policy, we will endeavour to prevent both the use of space or transfer of assets to groups or individuals that seek to promote hatred or extremism against individuals and/or society.

We expect these terms, and those set out in the Equality Act 2010, to be upheld by community groups and organisations using or accessing land and buildings that are the subject of CAT.

What are the key considerations that organisations will need to meet to be eligible for CAT?

Interested organisations should complete the Expression of Interest Form presented in **Appendix 2** and must be able to demonstrate:

- a clear community/social demand for the proposal that is inclusive and does not duplicate activities, services or facilities already provided in the local community,
- the benefits for local residents, and,
- alignment with the Community Strategy vision and strategic priorities.

Organisations must also:

- have a strong financial background and/or a demonstrable financial plan for the asset;
- set out a clear, financially viable vision for the asset that will contribute to its sustainability;
- continue to provide access to community and voluntary groups currently using the premises;
- demonstrate strong governance by operating through transparent, accountable and co-operative principles, and,
- demonstrate the skills and capacity within, or available to, it's managing body to effectively deliver services and manage the asset.

Proposals from 'community anchor organisations' (independent, community run and led organisations rooted in a sense of place and with a mission to improve things for the whole community) and those which include the co-location of several services (a 'community hub') will be encouraged in this context.

Depending on the type of asset, there may be additional criteria, for example, running a library service. This will be communicated to the applicant on the council's consideration of their expression of interest.

How do we express an interest in CAT?

If you are interested in a specific asset you will first need to submit an Expression of Interest Form **(Appendix 2)** and return it to CAT@thurrock.gov.uk where it will be acknowledged within 10 working days.

If this is the first time that the property has been brought to the attention of the Corporate Assets Team, the eligibility of the asset itself for CAT will be assessed by the Corporate Property Board. The process flowchart illustrated in Appendix 1 will be applied.

If the asset is considered suitable for transfer, it will be advertised. If your initial Expression of Interest is considered viable, you will be asked to prepare a full business plan using the guidance at **Appendix 3**.

Lease Terms:

Key lease heads of terms will ordinarily contain the following:

1. Full repairing and insuring lease.
2. Contracted out of the Landlord and Tenant Act 1954.
3. A mutual break clause (e.g. periodic break clauses, potentially after 3 years and every 5 years thereafter or on 6 months written notice from either party).
4. The ingoing tenant may not sub-let the asset (land or property) but subject to landlords consent we may agree sub-letting/licenses or shared use subject to a business case.
5. Rent reviews every 5 years and to be uplifted by the consumer price index.
6. The tenant will be required to keep the whole of the asset (land or property) in good repair, decoration and maintenance at all times.
7. Tenant to pay for all utilities, Rates, and any costs and expenses incurred or associated with their use and occupation of the premises.
8. The lease to be entered into on the Council's standard terms containing terms as the Borough solicitor considers appropriate.
9. The lease will contain a permitted use clause. A service agreement will be appended to the lease.

Once granted, leases can be extended or restructured at a future stage to meet the organisations changed activities or circumstances, or to meet the requirement of potential funders or lenders, subject to receipt of a business case by the Head of Regeneration and Assets.

What happens after a CAT has been approved?

After a CAT has been approved a service agreement will be determined with the applying organisation, with ongoing support provided by the council's Corporate Assets Team working with the Community Development and Community Development and Equalities Team signposting to other sources for advice and guidance where appropriate.

Once agreed, it will form a legally binding agreement that will be an appendix to the lease.

An annual self-assessment of the service agreement targets, measurement of benefits etc will be completed by the applicant and submitted to the council's Corporate Asset Team. The Council may require further information, face to face meetings and a site visit as necessary before providing formal feedback on the self-assessment.

Further advice, guidance and resources

For further information on the council's CAT process, please email:
CAT@thurrock.gov.uk

Advice, guidance and support for VCFS organisations is also available from
Thurrock Council for Voluntary Services (TCVS). For further details please see:
www.thurrockcvs.org or email: info@thurrockcvs.org

Additional information and supporting resources can be found in Appendix 4-6 to
this policy.

Appendix Reference

Appendix 1: Community Asset Transfer Process: Community/Council Driven and
Decision Making Process
Appendix 2: Expression of Interest for a Community Asset Transfer
Appendix 3: Business Plan Guidance
Appendix 4: Types of governance models for community organisations (Stronger
Together)
Appendix 5: Community Asset Transfer: Resources (Stronger Together)
Appendix 6: Community Asset Transfer: Sources of Support (Stronger Together

Appendix 1 – Community Asset Transfer Process: <u>Community Driven</u>

Direct approach from the community to CA Team

1. Expression of Interest acknowledged within 10 working days
2. Ward councillors, Portfolio Holder for Communities, Leaders of all parties and Directors Board notified of expression

Lead: CA Team

Asset eligibility assessment

1. Is the property available?
2. What are the alternative options?
3. Any additional considerations (e.g. development proposals?)
4. a) Asset eligible - progress to next stage
   b) Asset ineligible - decision to be communicated to organisation

Lead: Chair, Corporate Property Board with Head of Assets and Regeneration

Advertise CAT opportunity

1. Draw up specification for proposed use of building, advertise the property and opportunity for CAT and invite Expressions of Interest

Lead: CA Team

Assessment of Expressions of Interest

E.g. are the organisations fit for purpose to manage the building, properly constituted and governed, adequate resources and able to meet equalities obligations?

2. a) EOI eligible - progress to next stage
   b) EOI ineligible - decision to be communicated to organisation

Lead: CAT Assessment Panel

Assessment of Business Case

E.g. assessment of organisations financial viability, sustainability of proposal, organisations supporting policy framework, social, economic and environmental value for local residents.

NB. Additional information and process may be required in the case of 2 or more competing business cases.

Lead: CAT Assessment Panel with PFH for Communities

Decision

Subject to proposed terms of CAT

Lead: Corporate Property Board or Cabinet

Final stage

Lease, heads of terms and service agreement prepared and completed with organisation

Lead: CA Team with relevant areas

Appendix 1: Community Asset Transfer Process: <u>Council Driven</u>

Proposal to Assets and Resources Board prompted by Service Review or identification of surplus property

Lead: Lead Service

Asset eligibility assessment

1. Is the property available?

2. What are the alternative options?

3. Any additional considerations (e.g. development proposals?)

4. a) Asset eligible - progress to next stage

b) Asset ineligible - decision to be communicated to organisation

4. Ward councillors, PFH for Communities, Leaders of all parties and DB to be informed of decision.

Lead:

Advertise CAT opportunity

1. Draw up specification for proposed use of building, advertise the property and opportunity for CAT and invite Expression of Interest

Lead: CA Team

Assessment of Expressions of Interest

1. Are the organisations fit for purpose to manage the building, properly constituted and governed, adequate resources and able to meet equalities obligations?

2. a) EOI eligible - progress to next stage

b) EOI ineligible - decision to be communicated to organisation

Lead: CAT Assesment Panel

Assessment of Business Case

E.g. assessment of organisations financial viability, sustainability of proposal, organisations supporting policy framework, social, economic and environmental value for local residents.

NB. Additional information and process may be required in the case of 2 or more competing business cases before a recommendation may be made.

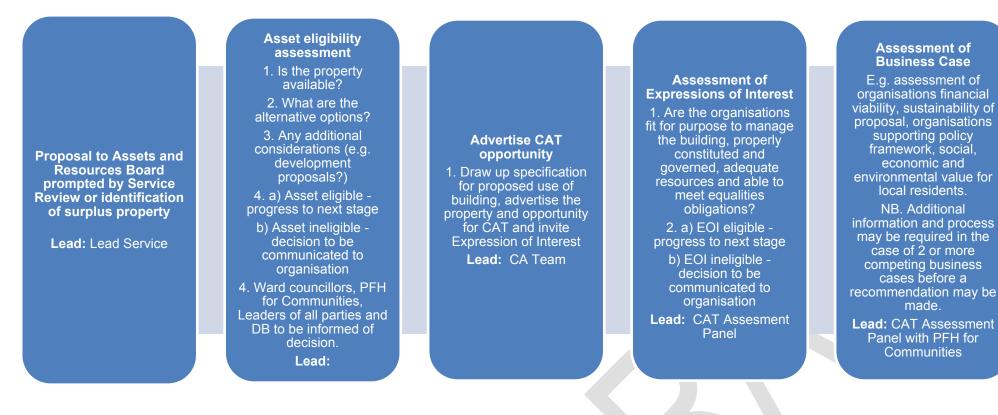**Lead:** CAT Assessment Panel with PFH for Communities

Decision

Subject to proposed terms of CAT

Lead: Corporate Property Board or Cabinet

Final stage

Lease, heads of terms and service agreement prepared and completed with organisation

Lead: CA Team with relevant areas

thurrock.gov.uk

How will decisions be reached?

Stage 1: Expressions of Interest

'Expressions of Interest' (EOI) will be received and acknowledged by the **Corporate Assets Team within 10 working days**.

The team will complete an initial eligibility assessment that will include consideration of the status of the organisation submitting the EOI as well as the current occupation and lease arrangements for the asset. Additional information may be sought from the organisation at this stage to clarify eligibility.

During this stage, notification of the EOI will be provided to Ward Councillors, the Portfolio Holder for Communities, Leaders of all parties and Directors Board with a copy of the supporting process.

The CA Team will highlight the outcome of the eligibility assessment to the **Head of Assets and Regeneration**.

Stage 2: Asset eligibility assessment

The **Head of Assets and Regeneration and Chair of the Corporate Property Board** will use information from Stage 1 to complete a basic eligibility assessment of the asset identified as a potential CAT opportunity.

Their considerations will clarify:
- whether the property is available;
- alternative options to CAT (where relevant);
- known or anticipated plans or strategies that may affect the potential for CAT, and,
- potential conflicts of interest.

If the asset is deemed eligible for CAT, the application will proceed to Stage 3.

Nominations to the **CAT Assessment Panel** will be sought from the Corporate Property Board. The panel will be Chaired by the Head of Assets and Regeneration (or a nominated substitute at senior management grade) and include representatives from the Corporate Assets Team, Community Development and Equalities Team and other relevant services.

If the asset is deemed ineligible, information on the rationale for such a decision will be provided to the applying organisation and parties notified at Stage 1.

The outcome from this stage will be provided to the **CA Team** who will notify the applying organisation (and other parties if necessary) of the decision and next steps.

Stage 3: Advertising CAT opportunity

If the EOI is considered eligible at Stages 1 and 2, the opportunity for CAT will be advertised through a range of local mediums including the council's website for a period of 6 weeks during which additional EOI's will be invited. The **CA Team** will lead this process.

The advertisement will include a specification for the proposed use of the asset.

Additional information (e.g. running costs) may also be provided by the CA Team, where available, on direct application to CAT@thurrock.gov.uk

Stage 4: Assessment of Expression/s of Interest

As soon as possible after the advertised close date for EOI's, the **CAT Assessment Panel** will be convened with additional representation from the Portfolio Holder for Communities (where no conflict of interest is identified), to complete a formal EOI eligibility assessment.

If more than one EOI is received a competitive process will be invoked in which case notification will be provided to the applying organisations and additional parties identified in Stage 1.

In the case of just one application, the panel will consider:
- the constitution and governing documents for the organisation;
- the proposed use of the asset and community benefit;
- alignment with the community strategy vision and priorities;
- the financial resources to take on, manage and maintain the asset,
- any additional skills and experiences of members of the organisation that would support a successful CAT;
- an assessment of the mitigation of risk factors;
- gaining an understanding of the community demand, benefits and involvement and supporting evidence, and,
- any additional support required by the organisation.

A standard assessment template will be prepared for members of the panel to 'score' the EOI. The panel may require additional information from the applying organisation before a decision is reached.

If the EOI is deemed eligible, the applying organisation will be notified and invited to submit a business case allowing the process to move on to Stage 5. A timetable for the submission of a business case will be developed on a case by case basis and also notified to the organisation depending on any additional support requirements highlighted in their EOI.

If the asset is deemed ineligible, information on the rationale for such a decision will be provided to the applying organisation and other parties notified at Stage 1. The CAT opportunity will therein be withdrawn.

The outcome from this stage will be provided to the **CA Team** who will notify the applying organisation (and other parties if necessary) of the decision and next steps.

The council may consider reinstating the process at Stage 4 if a further EOI is received within 6 months from the close date of the original advertisement for the CAT opportunity.

Stage 5: Assessment of Business Case/s

On receipt of the business case, the **CAT Assessment Panel** will convene to complete a detailed assessment of the business case that will include an evaluation of:

- the organisations track record, financial viability and ability to run and maintain the asset;
- the sustainability of the proposal;
- the supporting policy framework (e.g. Health and Safety, Equal Opportunities);
- the range of social, economic and environment benefits for local residents and communities;
- how it will help to realise the community strategy vision and priorities
- any additional factors that may affect the proposal (e.g. dependency on acquiring planning consent).

A standard assessment template will be prepared for members of the panel to 'score' the business plan.

The panel may require additional information from the applying organisation before preparing a recommendation to the Corporate Property Board based on their assessment.

Stage 6: Decision

The Corporate Property Board will receive the recommendation of the CAT Assessment Panel following their assessment of the business case.

Depending on the nature of the CAT, and recommended lease period, the Corporate Property Board may reach a decision to accept, accept with variations or reject the proposal.

Notification of this decision and next steps will be provided to the applying organisation within 10 working days of the meeting of the Corporate Property Board where this decision was reached.

In the case of CATs that involve a proposed lease in excess of 21 years, the Corporate Property Board may provide its in-principle acceptance for the proposal before making a final recommendation to Cabinet in the form of a report.

If a referral to Cabinet is necessary, the applying organisation will be notified within 5 working days of the meeting of the Corporate Property Board and provided with a supporting timeline for the decision.

Formal notification of the Cabinet decision and next steps will be provided to the applying organisation within 3 working days of the meeting by the CA Team who will also notify the applying organisation (and other parties highlighted in Stage 1 if necessary) of the decision and next steps.

Final Stage

The final stage of the process will involve the preparation of the lease, heads of terms and service agreements with the applying organisation.

Appendix 2 – Community Asset Transfer Policy

Expression of Interest for a Community Asset Transfer

This application form should be completed by all groups wishing to have their application for an asset transfer from Thurrock Council to be considered.

Guidance relating to the key considerations and eligibility criteria for organisations is set out in the Community Asset Transfer Policy

1	**Name and Location of Asset in which you are interested**	
2	**Name of your organisation**	
3	**Name and contact details of the Lead Contact, including email (this will be the lead person for correspondence etc)**	
4	**What type of organisation are you? e.g. registered charity?** **Please provide your company or charity registration number (if applicable)**	
5	**Do you presently occupy the asset or are you aware of any existing occupancy arrangement?**	Yes/No Please describe:
6	**What do you want to use the asset for?** **Please include brief details of any activities or services which will be delivered and specify whether these are existing activities or new ones.**	
7	**How will your proposal be funded?** **Include details of grants, sustainable income streams etc**	

thurrock.gov.uk

8	How will your proposal help to realise the Community Strategy vision and priorities?	
9	Do you have any plans to improve the physical condition of the asset? Please specify, including details of how improvements will be funded and if they are dependent on gaining any additional consents (e.g. planning permission)	
10	If this asset is transferred to you what do you think will be the main benefits for the local community?	
11	How long are you seeking to lease/manage this asset for?	
12	Please provide evidence of any consultation you have undertaken with the community or other organisations about your proposals	
13	Who are the key people involved in your organisation, with a summary of their role and key skills?	
14	What do you think are the key risks to your proposal and how will you mitigate them?	
15	Are there any areas in which you think you need help and support to enable you to successfully manage this asset?	

Attachment Checklist

☐ Copy of group constitution (or Registration Form and Interest Statement for Community Interest Company)

☐ Evidence of decision of organisation or group to submit this Expression of Interest

☐ Name and home addresses of 21 members registered to vote in nomination area (if group is not constituted)

Conflict of Interest Questionnaire

Officers and Members have a duty to act in the best interest of the Council. They must avoid situations where their personal interest conflict or duties conflict with their duty to the Council unless they have been authorised to do so in accordance with the Council's procedures. The duty also extends to conflicts that arise because of persons connected with them. Conflicts of interest can occur in many ways. A conflict of interest can occur where an Officer/ Member or connected person stands to benefit personally from the Council. Conflicts of interest must therefore be appropriately identified and this questionnaire should help.

Questionnaire

Please answer the following questions:

1. 1. Are you a Councillor or Thurrock Council Employee?
   Yes/No

2. Do you have a spouse, co-habiting partner, child, parent or business associate who is employed by Thurrock Council at a senior level or who is a Councillor?
   Yes/No

3. Have any of your directors/partners/company secretary ever worked for or are currently employed by Thurrock Council?
   Yes/No

4. Have any of your directors/partners/company secretary ever served as or are currently a Councillor at Thurrock Council?
   Yes/No

5. Does any of your directors/partners/company secretary have a spouse, co-habiting partner, child, parent or business associate who is employed by Thurrock Council at a senior level or who is a Councillor?
   Yes/No

6. Is there any basis on which there maybe or perceived to be a conflict or interest, i.e. a connection that may provide you with a potential advantage over other bidders or put you in a position where there maybe a conflict of interest between you/your organisation and Thurrock?
   Yes/No

If the answer to any of the questions 1-6 is yes please provide more details on a separate page, including details of the connection, the person's name and role.

Next steps
If a conflict is identified you must not use your position in any way to gain an advantage. Officers will treat conflicted applicants in the same manner as any other bidder so that the Council can demonstrate that it has not shown any favouritism to you and any declaration will be appropriately reported. The connection will be reported to the appropriate officers and an approach agreed. All connections will be reported in decision making reports and recommendations.

The Members and Officers Codes of Conduct outlined in the council's constitution emphasises the responsibility of Officers and Members to declare conflicts of interest.

Declaration
I declare that to the best of my knowledge the information submitted in this form and the associated documents are correct. I understand that the information will be used in the process to assess the eligibility of my Expression of Interest for Community Asset Transfer.

Name:
Date:
Signature:

Data Protection Statement
We will process the information provided in accordance with the Data Protection Act for the purposes of administering the Community Asset Transfer procedure. The information provided will be stored securely by Thurrock Council and will be destroyed within 6 years. The information provided will be subject to the Freedom of Information Act, but personal information (names and contact details) will not be released in responses to Freedom of Information requests.

Further advice and guidance
We welcome informal discussions prior to the submission of your Expression of Interest. If you would like to arrange such a discussion please email:
CAT@thurrock.gov.uk

Additional sources for support are noted in Appendix 6 to the Community Asset Transfer Policy.

Please return your completed Expression of Interest to:
CAT@thurrock.gov.uk
or post to: Corporate Assets Team, 4th Floor, Thurrock Council, Civic Offices, New Road, Grays Thurrock, Essex, RM17 6SL

Appendix 3: Community Asset Transfer Policy

Community Asset Transfer: Full Business Plan Guidance

You can structure your business plan in any way you like but it should contain as a minimum the following information

Business Plan Element	Detail to be included
Summary	This is usually written last and should include a clear summary of o Who you are o What you want to do o How you intend to do it
About your organisation	This should include details about: o Your track record o What you currently do o How you run your organisation, for example details about your staff (paid and volunteers), governance and your legal structure o Any relevant partnership working
Summary of the project	This includes: o Project objectives o How you will deliver these objectives o The impact and benefit of your project o Proposals for the management and operation of the asset o Proposals for any improvements to the asset you intend to undertake (and where relevant proposals for the management of any construction phase) o How your proposal aligns to the Community Strategy vision and priorities and the delivery of the same
Community demand and benefits	In this section you need to consider: o Needs – what community needs will you be meeting? Who will be the beneficiaries of your project? How many local residents? How many community organisations? o Supply – who else is delivering similar activities in the same area? Is there potential for collaboration or competition?

thurrock.gov.uk

	o Which organisations are already using the assets? o Pricing – what is the rationale for pricing (e.g. for services, renting space etc) o Are there any additional social, economic or environmental benefits the CAT will help to achieve? Be as specific as you can
Inclusion and promoting the asset	How will you ensure the asset is open to all members of the community? How will you promote your asset and encourage people to use it. You should include details about your marketing strategy, including: o What methods you will choose (online, direct to the customer) o Who will you target? o Who will do this?
Resources (Financial Information)	How will you fund the organisation to meet the running costs for the proposed use and operational costs of the asset? This is a critical section. You should include explanations explaining the rationale for any projections and any assumptions made. You need to be clear about the different types of income/expenditure for your project. This includes: o Capital (this includes one off expenditure, for example improving or altering the building, purchasing equipment). Be clear about how such expenses will be financed, for example through specific grants or from surpluses from other parts of the business. o Revenue, these are on going expenses, for example payment of staff, costs associated with delivering services, ongoing maintenance costs. Again be clear about your income streams e.g. payments for delivery of services, rental income, grants etc. You should include: o Financial projections with funding sources o Your cashflow for the first two years o Your expected budget (for the next 3-5 years) o Longer term projections/assumptions about the long-term sustainability of your project.

Risk assessment, management and mitigation	This should include: ○ Identifying the different risks associated with the project and a description of the implications of those risks occurring. ○ Risks should be evaluated in two ways – the likelihood that the risk will occur and the level of impact if the risk item does occur. ○ For each risk you should set out the actions that will be taken to prevent the risk occurring, or to cope with the risk if it occurs.
Additional considerations	○ Are there any additional considerations or dependencies that may affect the CAT (e.g. is planning consent required)? If so, please provide details.

The organisation will also be expected to submit additional supporting evidence, for example, copies of governing documents, expressions of support from partners/customers, copies of accounts, plans etc.

Equalities Information

Under the Equalities Act 2010, the Local Authority has a duty to:

○ Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
○ Advance equality of opportunity between people who share a protected characteristic and those who do not.
○ Foster good relations between people who share a protected characteristic and those who do not.

There are eight protected characteristics of people who use services, which are

○ Age
○ Disability
○ Gender reassignment
○ Pregnancy and maternity
○ Race
○ Religion and belief
○ Sex (gender)
○ Sexual orientation

As part of the assessment of your application we will assess the extent to which your application will help us to achieve the above duties.

Please describe how you will ensure your activities/services will be accessible to, and foster good relation between groups in relation to the eight protected characteristics above.

Please describe how your activities/services will be accessible to and benefit communities or individuals who experience financial or social disadvantage?

Advice, guidance and resources for organisations that wish to find out more about CAT is also available from Thurrock Council for Voluntary Services (TCVS). For further details please see: www.thurrockcvs.org or email: info@thurrockcvs.org

Appendix 4: Community Asset Transfer Policy

Community Asset Transfer: Types of governance models for community organisations and their features

Unincorporated Association

Governing document	Constitution
Governing body	Management Committee (or Trustees)
Membership	Participating membership or an Open membership
Charity	May be set up as a charity
Reports to	Charity Commission (if a registered charity)
Surpluses	No profit distribution permitted

Management committee members are personally liable as the organisation has no legal identity. The management committee / trustees can insure themselves against this liability but this would not protect them from reckless or negligent management of the organisation. To be a charity an unincorporated association must exist for a purpose that the law recognises as charitable, and its activities must be solely for public benefit. The Charities Act requires 'charitable' associations to

register if they have an annual income of over £10,000. There are some benefits in being registered as a charity (exemptions from some taxation, rate relief, funding sources) but there are also additional administrative burdens.

No member can profit from the association (although expenses can be reimbursed). The surplus on winding up must be transferred to an organisation with similar objects.

Trust

Governing document	Trust Deed
Governing body	Trustees
Membership	Closed - the only members are the trustees
Charity	May be set up as a charity
Reports to	Charity Commission (if a registered charity)
Surpluses	No profit distribution permitted

This governance model is ideal for the holding of an asset or land (with an association set up to run activities) known as holding trustees – as happens with community buildings.

This is also the traditional model for an organisation that wants to distribute grants (an endowed grant giving trust) – sometimes to rapidly raise and distribute funds e.g. for humanitarian crisis. Trustees make the distributions of funding. It is most likely to be set up as a charity

This model is not suitable for an organisation that wishes to encourage participation in its own governance.

No member can profit from the trust (expenses can be reimbursed). This payment of expenses must not be confused with grant distribution.

Company Limited by Guarantee

Governing document	Memorandum & Articles of Association (Mem and Arts)
Governing body	Directors
Membership	Participating membership or an Open membership
Charity	May be set up as a charity
Reports to	Companies House (and Charity Commission if registered)
Surpluses	Profit distribution permitted if not a charity

Membership is very flexible like an unincorporated association. For a 'Charitable' Company Limited by Guarantee, this model has the potential to encourage member participation. This structure is most common form for a charity at present.

It does allow profit distribution to members (unless the company is also a registered charity). The rules on profit distribution will be specified in the Mem & Arts.

Charitable Company Limited by Guarantee

Governing	Memorandum & Articles of Association (Mem and Arts)

document	
Governing body	Directors / Trustees
Membership	Participating membership or an Open membership
Charity	Charitable status
Reports to	Companies House and Charity Commission
Surpluses	No profit distribution permitted

A company limited by guarantee (see previous type of organisation) that is also a registered charity. For charitable companies, profits cannot be distributed and there is an asset lock to ensure land and buildings owned by the charitable company remain in community ownership. There are specific purposes that are recognised as charitable and there is a 'public benefit test' to comply with

Community Interest Company (CIC)

Governing document	Memorandum & Articles of Association (Mem and Arts)
Governing body	Directors
Membership	Participating membership or an Open membership
Charity	Not eligible for charity status
Reports to	Companies House
Surpluses	Possible profit distribution

The CIC governance model was established as a new structure to recognise social enterprises – i.e. organisations that are socially motivated and intend to make profits to use for the public good. Mem and Arts contains an 'asset lock' to prevent any assets owned by the CIC being transferred. Although not a charity, a CIC must satisfy a 'community interest test' to demonstrate how it will benefit the community. As a company it will be subject to corporation tax (whereas charities are not).

A level of profit distribution may be permitted in the form of bonuses, but is subject to the discretion of the CIC Regulator. On dissolution, any assets or surpluses must go to another organisation with an asset lock.

Charitable Incorporated Association (CIO)

Governing document	Constitution
Governing body	Trustees
Membership	Closed, Participating membership or an Open membership
Charity	Charitable status
Reports to	Charity Commission
Surpluses	Profit distribution not permitted

Membership – there is a full choice of membership structures. A CIO can be set up either with just the trustees as the members, or with a participating or open membership. The CIO model was created to remove the requirement for organisations requiring incorporation and charitable status to register with both Companies House and the Charity Commission. The CIO will register only with the Charity Commission which will ease the burden of regulation. Hence the membership requirement being as open as possible.

This governance model is only available to charities therefore all surpluses must be retained and reinvested in the organisation

Community Benefit Societies (BenComs)

Governing document	Rules
Governing body	Directors
Membership	Open membership
Charity	Can apply for charitable status if operating for public benefit
Reports to	Financial Conduct Authority (FCA)
Surpluses	Surpluses cannot be distributed in the form of dividend but interest can be paid to shareholders as an operating expense

Membership – Society legislation has little to say about membership. The rules must state who can (and cannot) be a member, including individuals, corporate bodies, and the nominees of unincorporated bodies. This includes joint members, where one member must be the nominee representing the interests of the joint members. The FCA does not require members to participate in the business, which means that, unlike a co-operative society, anyone is able to invest in a community benefit society, subject to its rules. Although a society is required by the FCA to specify the community it serves, membership is not restricted to this community.

A community benefit society can issue community shares to raise funds to enable it to start up or to expand. The term 'community shares' refers to non-transferable withdrawable share capital; a form of share capital unique to co-operative societies and community benefit societies, including charitable community benefit societies.

Co-operative Societies (Co-ops)

Governing document	Rules
Governing body	Directors
Membership	Open membership
Charity	Cannot be a charity (run for the mutual benefit of its members)
Reports to	Financial Conduct Authority (FCA)
Surpluses	Surpluses can be distributed in the form of dividend

Membership – the FCA must satisfied that a co-operative society is a bona fide co-operative, which implies that it must meet internationally agreed principles for membership of co-operatives. The rules must state who can (and cannot) be a member, including individuals, corporate bodies, and the nominees of

unincorporated bodies. This includes joint members, where one member must be the nominee representing the interests of the joint members.

A co-operative society can have more than one category of membership but must ensure that such membership rules are consistent with the International Co-operative Alliance's Statement on co-operative Identity.

A co-operative society operates for the mutual benefit of its members and may or may not be a social enterprise, depending on its activities and how it distributes profits. Co-operatives cannot be established as charities. Co-operatives 'are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of co-operative founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others'.

A co-operative society can issue community shares to raise funds to members to raise funds which enable it to start up or to expand. The term 'community shares' refers to non-transferable withdrawable share capital; a form of share capital unique to co-operative societies and community benefit societies.

A co-operative society can pay interest on share and loan capital provided it is not more than a rate necessary to obtain and retain enough capital to run the business. It is not a bona fide co-operative if it carries on business with the object of making profits mainly for paying interest, dividends or bonuses on money invested with or lent to it. If the rules of the society allow profits to be distributed, they must be distributed among the members in line with those rules. Each member should receive an amount that reflects the extent to which they have traded with the society or taken part in its business. For example, in a retail trading society or an agricultural marketing society, profits might be distributed among members as a dividend or bonus on purchases from or sales to the society. In other societies (for example, social clubs) profits are not usually distributed among individual members but members benefit through cheaper prices or improvements in the amenities available.

Appendix 5: Community Asset Transfer Policy Community Asset Transfer: Resources (Stronger Together)

Understanding Community Asset Transfer

Community Asset Transfer is an established mechanism used to enable the community ownership and management of publicly owned land and buildings.

This guide provides you with a basic understanding of Community Asset Transfer.

Link

To Have and to Hold

A guide to long-term community ownership and development of land and buildings.

It's aimed at individuals and community groups and organisations, as well as local authorities and registered social landlords. Each of these groups has the power to be an asset project champion or stakeholder supporter.

Link

Community Led Space

A guide for community organisations and local authorities around the community asset transfer of public spaces such as parks, gardens and woodlands. The guide includes considerations for local authorities around transfer and advice for community organisations around viable and sustainable transfer.

Link

The show must go on

This publication is based on presentations at the Community Owned Civic Buildings event held in November 2012. The event aimed to inspire the reinvention of civic buildings in community ownership and to inform proposals for the future community asset transfer of theatres, performance, event and exhibition venues and town halls.

Link

A history of community asset ownership

A history of community asset ownership was written by Steve Wyler, ex-CEO of Locality.

It gives an overview of the long history of community assets, starting from pre-1066, a time when local communities really did own the land they lived on, all the way up the present day.

With the issue of community ownership of local land and buildings currently high on the national agenda, this short book gives a useful potted history of community assets.

Link

Pillars of the community: the transfer of local authority heritage assets

Aimed at both local authorities and community groups, this guidance is designed to provide clear, useful advice on when and how to transfer heritage assets from public to community ownership. The guidance also provides links to case studies, checklists, a glossary, bibliography and additional sources of information.

Link

Multiple Asset Transfer

This document gives an overview of the multiple asset transfer process.

Link

Empowering Communities: making the most of local assets – an officers' guide

This guide aims to provide support to council officers and introduces the full suite of tools available to unleash the creativity, innovation and growth flowing from community asset ownership and management.

Link

Empowering Communities: Making the most of local assets – a councillors' guide

This guide explores the range of tools available to unleash the creativity, innovation and growth flowing from community asset ownership and management.

Link

Making buildings work for your community

This guide provides an introduction to the design process and practical advice on how to ensure that your building can be the best possible facility for your community.

Link

Making Land Work: Case Studies in Collaboration

The report describes case studies of four examples of shared management of a range of different environmental assets that are in private, charitable and local and national public ownership. It identifies some of the benefits of shared management, the success factors that make collaborative approaches work, and the particular role of intermediaries in the process.

Link

Supporting land-based social enterprises

This report explores some of the key issues to consider when supporting new land-based social enterprises. The findings are drawn from interviews with 13 representatives from land-based social enterprises who received direct technical, business and training support from Shared Assets.

Link

Appendix 6: Community Asset Transfer
Community Asset Transfer:
Sources of Support

Sources of funding are changing all the time and therefore the information below should not be treated as comprehensive. It is intended as a starting point to help you in your search for funding for your project or organisation.

Up to date advice, guidance and resources for organisations is available from Thurrock Council for Voluntary Services (TCVS). For further details please see: www.thurrockcvs.org or email: info@thurrockcvs.org

Search Engines

Funding Central search engine for grants

There are many sources of grant funding, and new initiatives are launched all the time by national bodies such as the BIG Lottery Fund as well as various trusts and foundations. It can be very time consuming to keep a track of all of the various grant opportunities, so we recommend that you use an internet-based tool to take the strain out of your search. This free website will help you search under particular themes. It will also keep you up to date with new opportunities tailored to your needs:

- http://www.fundingcentral.org.uk/

Social Finance

There is a range of advice, grants and support available for social and community enterprises for start-up and development. Grants, gifts and donations are the best because they are not repayable. However most successful community enterprises tend to blend grants, loans and equity.

Regarding loans, ie: debt finance, it comes in a variety of forms, and its 'cost' will depend on whether the loan is secured/unsecured, the repayment period, fixed/variable rates, arrangement fees, penalties, etc. Sources of loan finance include high street retail banks, some of whom have specialist teams dedicated to the sector, eg: RBS Nat West

- http://www.rbs.co.uk/corporate/banking/g2/expert-industry-teams/notprofit.ashx#tabs=section1

It may also be worth joining networks like:

- http://www.theguardian.com/social-enterprise-network

Start-up funding

New social enterprises often face difficulties raising capital finance. Social enterprises are just like any other business, they need to raise capital as pre-starts, when they start-up and when they grow.

Apart from using your own money, (or friends and family), you'll need to look at all the alternatives from banks, grants, loans, 'business angles', and other potential investment routes. It won't be quick or easy, (unless you're very fortunate!), but if you've got an 'investable' idea, you will find someone eventually who will take a financial interest.

A good place to start your research is the Government's Business Link service:

- http://www.businesslink.gov.uk/bdotg/action/layer?r.i=1083154049&r.l1=1073858790&r.l2=1084705429&r.l3=1087443481&r.l4=1074441426&r.s=m&r.t=BLTTOOL&topicId=1084705429

Also, Social Enterprise London will probably have a good idea of the funding scene in London:

- http://www.sel.org.uk/funding-and-finance/

21 June 2016	ITEM: 7
Corporate Overview & Scrutiny Committee	
Corporate Performance Framework 2016/17 and End of Year Corporate Performance Report 2015/16	
Wards and communities affected: All	**Key Decision:** Non-key
Report of: Councillor Deborah Stewart, Portfolio Holder for Performance & Communities	
Accountable Head of Service: Karen Wheeler, Head of Strategy, Communications & Customer Services	
Accountable Director: Jackie Hinchliffe, Director of HROD & Transformation	
This report is public	

Executive Summary

This report provides a forward look at this year (2016/17) and a final look at how the council performed against its priorities last year (2015/16).

The Corporate Plan 2016/17 (Appendix 1) outlines the focus areas for service delivery during this year. This is currently based on the existing vision and corporate priorities which will be refreshed during the year. The Plan is supported by the Corporate KPI (Key Performance Indicator) Framework (Appendix 2) which details the statistical evidence the council will use to monitor the progress and performance against those priority activities. There will be a full and thorough review of existing KPIs and other performance tools in 2016 in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

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

The End of Year Corporate Performance Report (Appendix 3) combines the performance against last year's corporate scorecard with progress against the related actions/ projects as outlined in the Corporate Priority Activity Plan for 2015/16.

Corporate Overview and Scrutiny Committee are invited to comment on the draft Corporate Plan and KPIs for 2016/17 ahead of consideration by Cabinet in July and a full review in 2016.

1. **Recommendation(s)**

1.1 **To comment on the activities for the upcoming year within the Corporate Plan 2016/17 – Appendix 1**

1.2 **To comment on the performance framework for 2016/17 and support a full and thorough review of existing KPIs and other performance tools in 2016 in line with recommendations made by Corporate Overview and Scrutiny in 2015/16 – Appendix 2**

1.3 **To note the progress and performance against the corporate priorities for 2015/16 – Appendix 3**

2. **Introduction and Background**

2.1 The Council has an agreed vision and set of corporate priorities which are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. These priorities were refreshed slightly in 2015 to take into account the changing relationship between the Council and the community and our role in place shaping and community leadership:-

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

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect
- **Improve** health and well-being
- **Promote** and protect our clean and green environment

2.2 During 2016/17 Cabinet will fully review the vision and corporate priorities to take account of the changes the council needs to make in the way services are delivered to communities, the financial climate and to reflect the new Health and Well Being and Economic Growth Strategies.

2.3 To ensure that the review of our priorities includes opportunities for the public to express their views, a resident survey will take place during the autumn, the outcome of which will feed into the refresh of our vision and priorities.

2.4 In the meantime, this report outlines those projects and activities which will be the focus for the council during 2016/17 based on the existing vision and priorities.

2.5 The key council projects for the year ahead are set out in the Corporate Plan (Appendix 1) mapped against the priorities. The performance of those priority activities will be monitored through the Corporate KPI (Key Performance Indicator) framework (Appendix 2). There will be a full and thorough review of

existing KPIs and other performance tools in 2016 keeping in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

2.6   Service Plans flow from the corporate priorities and cascade down into team plans and ultimately into individual plans and objectives.

2.7   This report also details progress in relation to the delivery of the Corporate Priority Activity Plan 2015/16 and associated performance data. This can be found at Appendix 3 and is summarised below.

3.   Issues, Options and Analysis of Options

3.1   Corporate Plan 2016/17 – Appendix 1

3.1.1   Feedback from the LGA Peer Review in February 2016 suggested that, whilst being ambitious, the council's list of corporate priority activities during 2015/16 was too all-encompassing and as such it was difficult to determine the key outcomes being sought.

3.1.2   For 2016/17 a much more streamlined, outcome based draft plan focussing on approximately 20 key projects has been developed, linking more clearly with existing strategies and plans (for example the Joint Health and Well Being Strategy and Economic Growth Strategy).

3.1.3   These projects have been developed using outcomes in service plans and key strategies, as well as feedback from the LGA Peer Review team and the Children's Social Care Ofsted inspection.

3.2   Corporate KPI Framework 2016/17 – Appendix 2

3.2.1   The Corporate KPI Framework for 2016/17 combines the corporate KPI scorecard with other key service demand indicators. This provides a mixture of strategic and operational indicators. This is a different approach to recent years where the emphasis for corporate reporting has been on strategically important indicators i.e. those directly linked with evidencing the delivery of the council's priority activities.

3.2.2   However, in 2016/17, with the demand for council services increasing and being ever more complicated, a more holistic approach to monitoring data and intelligence will be utilised. This will include scrutiny of the workflow and demand in front line services at the highest level. There will also be increased analysis of internal processes at service level by Directors.

3.2.3   Although overall the volume of draft KPIs has increased from previous years, not all of these indicators will be reported to members each time. The main focus of the monitoring reports will continue to be those indicators which directly monitor the delivery of the Corporate Plan priorities, with other

indicators being escalated to members on an exception basis. This is a draft list and will be subject to a full review in 2016.

3.2.4 From 2016/17 the reports will no longer categorise KPI performance as Red, Amber or Green (RAG status). Instead there will be a simplified Achieved or Failed i.e performance which is worse than target, regardless of the margin, will have "failed". Both methodologies are reflected in the tables below and Appendix 3.

3.3 Monitoring and Scrutiny 2016/17

3.3.1 Progress and performance against the Corporate Plan will be monitored through Performance Board, a cross-council officer group of performance experts representing each service. Performance Board scrutinises the corporate KPIs on a monthly basis, highlighting areas of particular focus to Directors Board.

3.3.2 Each quarter a report will be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

3.3.3 The frequency of the reports will be quarterly. At the mid and end of year points the report will also contain a review of progress against the activities in the Corporate Plan. Again, this will first be considered by Corporate Overview & Scrutiny Committee before being presented to Cabinet.

3.4 Summary of Corporate Performance in 2015/16

Corporate KPIs at year end (subject to final data quality audit)		New Framework
GREEN	48.94%	Achieved 48.94
AMBER	40.43%	Failed 51.06
RED	10.63%	

Direction of Travel compared to 2014/15	
↑ IMPROVED	61.70%
→ STATIC	12.77%
↓ DECLINED	25.53%

3.5 2015/16 Performance Highlights

Some key achievements from 2015/16 are highlighted below. Others are reported within the main body of the report at Appendix 1.

- New business parks in Tilbury and London Gateway
- New Community Hubs/centres in Stifford Clays and Tilbury
- The Old Courthouse business centre in Grays Magistrates Court
- Joint Health and Well Being Strategy agreed
- Economic Growth Strategy agreed
- Consultation on the Local Plan
- Business and Education Summit and Opportunity Thurrock events
- Consultation on Grays Town Centre and riverfront regeneration
- Stronger Together Partnership Conference
- 25 HAPPI housing flats in Derry Avenue, South Ockendon
- 700 Well Homes visits
- Over 5,800 home transformations since 2013
- New future for the State Cinema building
- Key Stage 2 results went up in all areas
- Award winning Thurrock Next Top Boss programme
- Rated "outstanding" for Prince's Trust Team programme
- Higher rate of business growth than any region in England including London
- Council's partnership with High House Production Park highly commended for the LGC Awards Partnership of the Year

3.6 The Council has also had recognition in 2015/16 for the excellence of our individuals and teams including:

- Careers Team - National Children and Young People Now Awards
- Local Area Coordinators - LGC Team of the Year (highly commended)
- Democratic Services, Team of the Year, Association of Democratic Services Officers (ASDO) Awards
- Stephanie Cox, Learner of the Year, Association of Democratic Services Officers (ASDO) Awards
- Nine Civic Awards for members of the public for their commitment to their community
- Thurrock Top Boss awarded three business challenge awards to teams from schools and colleges
- The second Education Awards saw 15 awards given to Thurrock teachers and school staff being recognised for their contributions to the improvement and enrichment of Thurrock's school pupils

3.7 **Performance Challenges**

There are still a number of specific areas where performance needs to significantly improve, including KS4 results, attainment of Looked After Children and levels of recycling.

One of the major challenges for all services during 2015/16 has been (and will continue to be throughout 2016/17 and beyond) how to shape council services differently to meet the ongoing budget challenge. This is a particular challenge given the increased demand and complexity of many of our services, especially children's social care and services for older people.

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

Corporate Priority	No. of PIs	Performance against Target				New Framework		Direction of Travel			
		No. of KPIs unavailable for comparison (n/a) *	No. of KPIs at Green ✔	No. of KPIs at Amber ⇔	No. of KPIs at Red ✖	ACHIEVED	FAILED	No. of KPIs unavailable for comparison (n/a) *	No. Improved since 2012-13 ⬆	No. Unchanged since 2012-13 ➡	No. Decreased since 2012-13 ⬇
Create a great place for learning and opportunity	15	2	3	7	3	3	10	0	10	0	5
Encourage and promote job creation and economic prosperity	5	0	3	2	0	3	2	1	3	1	0
Build pride, responsibility and respect	2	0	2	0	0	2	0	0	1	1	0
Improve health and well-being	11	1	8	1	1	8	2	2	6	1	2
Promote and protect our clean and green environment	8	3	0	4	1	0	5	2	2	0	4
Well-run organisation	12	0	7	5	0	7	5	0	7	4	1
TOTAL	53	6	23	19	5	23	24	5	29	7	12
		PIs available = 47	48.94%	40.43%	10.63%	48.94%	51.06%	PIs available = 48	61.70%	12.77%	25.53%

4.   **Reasons for Recommendation**

4.1   The Corporate Plan and associated performance framework are fundamental to articulating what the council is aiming to achieve and how. It is best practice to report on the performance of the council. It shows effective levels of governance and transparency and showcases strong performance as well as an acknowledgement of where we need to improve.

4.2   With increasing pressure on council budgets, it is vital that the council is clear about the way the services will be prioritised and delivered. This report outlines what the council will focus its attention on in 2016/17 and confirms the governance and monitoring mechanisms which will be in place to ensure that priorities are delivered.

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

5.1   The original vision and corporate priorities were extensively consulted upon with residents, community and voluntary sectors and other partners.

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

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

6.1   The Corporate Plan and associated performance framework are fundamental to articulating what the council is aiming to achieve and how. The vision and priorities cascade into every bit of the council and further to our partners, through key strategies, service plans, team plans and individual objectives.

6.2   The end of year report will help decision makers and other interested parties, form a view of the success of the Council's actions in meeting its political and community priority ambitions.

7.   **Implications**

7.1   **Financial**

Implications verified by: **Carl Tomlinson**
                                     Finance Manager

The report provides an update on performance against corporate priorities in 2015/16 and the performance framework for 2016/17. Although this report itself does not have any direct financial implications, the Corporate Plan (Appendix 1) and KPI Framework (Appendix 2) for 2016/17 contain activities and measures that influence the council's ability to operate within available resources. Individual commentary will be given throughout the year within the regular monitoring reports regarding progress, impact and actions.

The council continues to operate in a challenging financial environment, therefore, any recovery planning commissioned by the Council may entail future financial implications, and will need to be considered as appropriate.

7.2 **Legal**

Implications verified by: **Paul Field**
Deputy Monitoring Officer

There are no direct legal implications arising from this report. However, individual priority projects outlined in Appendix 1 may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

7.3 **Diversity and Equality**

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

The Corporate Plan and KPI Framework for 2016/17 contain measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary will be given throughout the year within the regular monitoring reports regarding progress and actions.

The End of Year Corporate Performance Report 2015/16 also contains narrative and data relating to wider diversity and equality objectives, for which commentary is provided in Appendix 3.

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

The Corporate Plan includes areas which affect a wide variety of issues, including those noted above. Details can be found in the appendices.

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): N/A

9. **Appendices to the report**

- Appendix 1 – Draft Corporate Plan 2016/17
- Appendix 2 – Draft Corporate KPI Framework 2016/17
- Appendix 3 – End of Year Corporate Performance Report 2015/16

Report Author: Sarah Welton, Strategy & Performance Officer

Thurrock is an ambitious unitary council with vision and opportunity for residents and businesses. Thurrock lies on the River Thames immediately to the east of London, and is home to some of the most exciting initiatives, industries and organisations in the country including the internationally renowned Royal Opera House. It is strategically positioned on the M25 and A13 corridors, with excellent transport links west into London, north and east into Essex and south into Kent. Thurrock hosts three international ports, London Gateway, Port of Tilbury and Port of Purfleet, which are at the heart of global trade and logistics.

The council has a significant budget challenge in the years ahead and needs to become financially self-sustainable. Working with partners and the community, the council wants to drive growth in our role as champions for the place and as local leaders to maximise opportunities and attract inward investment. This approach alongside generating income and trailblazing new innovative service delivery models will continue to be vitally important to our future.

Vision & Priorities

The Council has an agreed vision and set of corporate priorities:

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

Five **strategic priorities** to achieve our vision:

- **Create** a great place for learning and opportunity
- **Encourage** and promote job creation and economic prosperity
- **Build** pride, responsibility and respect
- **Improve** health and well-being
- **Promote** and protect our clean and green environment

These are fundamentally the same as those agreed as part of the Community Strategy consultation exercise in September 2012. They have unanimous cross party support and were refreshed slightly in 2015 to take into account of the changing relationship between the Council and the community and our role in place shaping and community leadership.

Priority Projects

The top council projects for the 2016/17 year ahead are set out below mapped against the priorities:

Create a great place for learning and opportunity

- Work with partners to provide training, apprenticeship and employment opportunities linked to key local industries
- Work with schools and other partners to increase percentage of good/outstanding schools, academies and early education facilities in the borough in line with new legislation
- Review school improvement and other children and young people services and develop proposals for future delivery to make best use of available resources
- Using outcomes of the iMPOWER review and Ofsted Inspection, develop and deliver strategic plan for demand management of children's social care services

Encourage and promote job creation and economic prosperity

- Promote Thurrock and what it has to offer to residents, visitors and inward investors
- Develop and progress the refreshed Local Plan and associated documents
- Implement the Economic Growth Strategy and progress the six Growth Hubs including Purfleet Centre Scheme
- Work with partners to identify and provide for infrastructure needs including tackling issues of congestion and proposals for a new Lower Thames Crossing
- Build new homes that are affordable and a mixture of tenures (private and social)

Build pride, responsibility and respect

- Develop a communication and engagement strategy informed by the Residents Survey
- Work with partners to empower communities
- Develop new models for adult social care and support provider development through implementation of the Market Position Statement
- Develop a new and transformational Customer Services Strategy including delivery through digital channels where appropriate

Improve health and wellbeing

- Implement the Health and Wellbeing Strategy and deliver the action plans
- Transform and integrate health and social care with a focus on prevention and early intervention, including the delivery of four integrated healthy living centres
- Deliver Transforming Homes programme for 2016/17
- Improve efficiency and effectiveness of homelessness prevention

Promote and protect our clean and green environment

- Review waste services including collection options, re-tendering of contracts and opportunities for income generation
- Improve consistency and sustainability of street cleanliness services through stronger enforcement action on fly-tipping and littering and exploring possibilities for trading greening services
- Enhance the built environment, public spaces and access to the river through development of a Design Guide and progressing the town centre Growth Hub programmes

Monitoring and Scrutiny Process

Progress and performance against the Corporate Plan will be monitored by Cabinet regularly, supported by Directors Board and Performance Board, who will consider the corporate key performance indicators regularly. Each quarter a report will be scrutinised at Corporate Overview and Scrutiny Committee before being reported to Cabinet. Twice a year (mid-year and end of year) the corporate performance report is extended to include updates on all the projects in the Corporate Plan.

These projects and priorities will be delivered in the context of a sustainable Medium Term Financial Strategy with resources focused on delivering the priorities, including savings plans for 2017/18 and beyond. This will be supported by a review of the People Strategy, informed by outcomes of the staff survey, including a new approach to recruitment and retention of a skilled workforce.

This page is intentionally left blank

Appendix 2

Draft Corporate Key Performance Indicator Framework

This is a draft list for Corporate O&S to comment on to inform the final list to be agreed by Cabinet. The final metrics will be reported to Cabinet and Corporate Overview & Scrutiny Committee on a quarterly basis.

KPI Title	Directorate/Service
Adults, Housing & Health Directorate	
Permanent admissions to residential/nursing homes per 100K pop'n (18+)	AHH - Adults
Self-Directed Support - % adult social care users in receipt of SDS	AHH - Adults
No of carers who are in receipt of SDS as a % of all carers receiving a service from Adult Social Care	AHH - Adults
% older people still at home 91 days after discharge	AHH - Adults
Total number of adult social care service users in receipt of long term support	AHH - Adults
No of volunteers active in roles within the council	AHH - Comm Dev
No of "exchanges" carried out through time-banking	AHH - Comm Dev
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	AHH - Housing
No of homes transformed	AHH - Housing
% of repairs completed within target (*to be reviewed*)	AHH - Housing
No of households at risk of homelessness approaching the council for assistance	AHH - Housing
No of homeless cases accepted	AHH - Housing
% Rent collected	AHH - Housing
% of repairs undertaken on time (monthly)	AHH - Housing
Average time to turnaround/re-let voids	AHH - Housing
Average time taken to complete an emergency repair	AHH - Housing
No of people supported by a Local Area Coordinator (LAC)	AHH - PH
% Early Offer of Help Episodes completed within 12 months (Public Health)	AHH - PH
% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (annual)	AHH - PH
% adults who smoke (annual)	AHH - PH
Children's Directorate	
% of primary schools judged "good" or better	Children's
% of 16-19 yr old Not in Education, Employment or Training	Children's
% of 17-21 yr old Care Leavers in Education, Employment or Training	Children's
KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths (Annual)	Children's
KS4 Attainment – Progress 8 score (Annual)	Children's
Achievement of Level 2 qualification at 19 years old(Annual)	Children's
Achievement of Level 3 qualification at 19 years old (Annual)	Children's
No of places available for two year olds to access early years education in the borough	Children's
No of places accessed for two year olds for early years education in the borough	Children's
Average time (in days) for a child to be adopted (3 year average)	Children's
Rate of Children subject to Child Protect Plan	Children's
No of Children subject to Child Protection Plans	Children's
Rate of Looked After Children	Children's
No of Looked After Children	Children's
Looked After Children KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths (Annual)	Children's
Looked After Children KS4 Attainment – Progress 8 score (Annual)	Children's
No of unaccompanied asylum seeker children	Children's
No of apprenticeships within the council	Children's
% of young people who reoffend after a previously recorded offence	Children's

KPI Title	Directorate/Service
Environment & Place Directorate	
% Household waste reused/ recycled/ composted	E&P - ENV
Street Cleanliness - a) Litter (*review how measured*)	E&P - ENV
Street Cleanliness - c) Graffiti (*review how measured*)	E&P - ENV
% of refuse bins emptied on correct day	E&P - ENV
No of missed bins per month	E&P - ENV
No of incidents of potholes reported	E&P - H&T
No of people killed or seriously injured in road traffic accidents (yearly average taken over a rolling 3 years)	E&P - H&T
% of Major planning applications processed in 13 weeks	E&P - Planning
% of Minor planning applications processed in 8 weeks	E&P - Planning
No of business engaged through Council programmes	E&P - Regen
No of jobs created through Council programmes	E&P - Regen
Unemployment rate (data from ONS/NOMIS)	E&P - Regen
Workforce skills/qualifications (annual)	E&P - Regen
Average weekly household earnings (annual)	E&P - Regen
Jobs within the local economy (annual)	E&P - Regen
GVA per head of population (annual)	E&P - Regen
Sqm of commercial floorspace secured/delivered directly (annual)	E&P - Regen
Income generated through growth programmes (annual)	E&P - Regen
Third party funding secured (annual)	E&P - Regen
No of local people gaining employment, training or qualifications through the housing programme (annual)	E&P - Regen
No of affordable housing units delivered directly (annual)	E&P - Regen
No of private housing units delivered directly (annual)	E&P - Regen
No of incidents of Fly tipping reported	E&P - Residents
No of incidents of Abandoned vehicles reported	E&P - Residents
Finance	
Overall spend to budget on Capital Programme	Finance & IT
Overall spend to budget on General Fund (% variance)	Finance & IT
Overall spend to budget on HRA (£K variance)	Finance & IT
% Council Tax collected	Finance & IT
% National Non-Domestic Rates (NNDR) collected	Finance & IT
Complaints	
% timeliness of response to all complaints	HROD - complaints
% of complaints upheld	HROD - complaints
No of complaints (all) - whole council	HROD - complaints
Customers	
No of repeat face to face visits to Civic Offices	HROD - customer

Note: % indicators will also include the numbers behind the percentage figures

APPENDIX 3

Corporate Plan Progress & Performance
End of Year 2015/16 Report

	Key for Performance Indicators
G	**GREEN** - met target
A	**AMBER -** within tolerance
R	**RED -** did not meet target

Priority	Create a great place for learning and opportunity
Objective	Ensure that every place of learning is rated "Good" or better

YEAR 2 DELIVERABLES

Work through the Thurrock Education Alliance and the Thurrock Excellence Network to ensure all schools, education and early years providers are on track to be rated good or outstanding by OFSTED at the end of 2016 or sooner

As at the end of March, 75.7% of primary schools were rated "good" or better. The target for the end of the year was to reach 85% to be close to the national average. This is deliberately a very challenging target and whilst the data suggests Thurrock is below target currently, the work going on with schools and academies is moving forward and shows signs of improvement. 37 of the 39 primary schools now have an Ofsted grade.

The data can only change once a school has had an inspection, timing over which, the authority has no control. There were no inspections of schools/academies until January 2016, however several schools are due an inspection over the next few months and it is anticipated that the proportion of good or better schools will then increase. There have been three section 8 inspections which have all had a positive outcome. 86% of Early Years settings are rated as good or better. There are nine primary schools currently rated as Requires Improvement (RI). Of these, 50% are predicted to be rated good or better when inspected. The one secondary school which was rated as RI was inspected in January 2016 and now requires special measures. The council, working with the Regional Schools' Commissioner, has brokered a support package from Gable Hall to develop and deliver the Action Plan.

Increase the attainment and achievement of children and young people in line with ambition and achievement strategy and education alliance action plan

Early Years Foundation Stage (EYFS) Good Level of Development (GLD) increased by 7 percentage points to 73% which is 7 percentage points higher than the national average.

Thurrock's Key Stage 1 results for reading at Level 2B+ demonstrate a three year upward trend and at present is 1% above the provisional national average. Writing is in line with the provisional national average. Whilst the mathematics data is 1.9 % below the national average, it has improved year on year. This remains a focus for a number of our schools. At Level 3+ Thurrock has improved significantly in all areas and is broadly in line with the provisional national average.
The upward trend for Key Stage 2 data continues in all measures. The combined measures of level 4+ (the expected level for the end of year 6) in reading, writing and mathematics all increased. Level 5+ results are improving, however, so are national averages and the gap remains at 4%.The percentage of children who made more than expected progress was higher in Thurrock in reading and writing than pupils nationally.

Disappointing results for Key Stage 4 shows a decrease from last year (2014) for 5+ GCSEs including English and mathematics. Where previously Thurrock overall was at the national average (58%) there was a 5% decrease to 53% as a results of the changes in the C/D borderline Cambridge IGCE English and the Edexcel maths for a number of Thurrock schools.

Narrow the gap between groups to ensure good attainment for all including looked after children (LAC) and other groups vulnerable to underachievement

Primary

Of the cohort of twelve Year 6 looked after pupils, nine are placed out of borough.   In total, nine pupils took their Standardised Assessment Tests (SATs) achieving:- Reading 67%, Writing 67%, Maths 78%, Combined 67%. Primary schools have prioritised the attainment and progress of all Looked After Children, making effective use of Pupil Premium Plus, to ensure they are ready for secondary school and have good foundations of literacy and numeracy to access the new curriculum offer.

2

Secondary

28 pupils were entered for GCSEs from the Looked After Children (LAC) cohort of 42 with 13 attending a local Thurrock school. All 28 were entered for examinations (including vocational options) and all achieved a qualification in a range of subjects. Every mainstream school/academy in Thurrock included at least one looked after child in their Year 11 cohort and of the five predicted to gain five or more GCSEs, two students achieved 5 A*-C grades including English and maths. In discussion with Thurrock secondary schools' senior teams it has been agreed that the focus on "narrowing the gap" for disadvantaged groups, including those in the care of the local authority are prioritised in the 2015/16 School Development Plans (SDPs). A number of LAC were unaccompanied asylum seekers at an early stage of learning English and therefore not yet able to take GCSEs.

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% of primary schools judged "good" or better	**R**	FAILED	Worse	75.7%	Above national average

Academic Year KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Academic Year Outturn	Academic Year End Target
KS2 Attainment – Achievement at Level 4+ in Reading, Writing & Maths	**A**	FAILED	Better	78.6%	80%
KS2 Attainment – Achievement at Level 5+ in Reading, Writing & Maths	**A**	FAILED	Better	20.3%	24%
Achievement of Level 2 qualification at 19 years old	**G**	ACHIEVED	Better	89%	Above national average
Achievement of Level 3 qualification at 19 years old	**G**	ACHIEVED	Better	53.2%	Within 5% national average
LAC KS2 Attainment – Achievement at Level 4+ in reading, writing and maths	**R**	FAILED	Worse	50%	64%
LAC KS4 Attainment – 5+ A*-C (including English and maths GCSEs)	**R**	FAILED	Worse	0%	15%

From 2016/17 the corporate performance framework will no longer include a category of AMBER (ie did not meet target but is within an acceptable tolerance). To enable future comparison the above data has been recalibrated below to show only two possible statuses – "Achieved" or "Failed". Both the old RAG framework and the new frameworks are included in the tables in this report.

Priority	Create a great place for learning and opportunity
Objective	Raise levels of aspiration and attainment so that residents can take advantage of local job opportunities

YEAR 2 DELIVERABLES

Work through existing partnerships to provide training, apprenticeship and employment opportunities to Thurrock residents, for example through the housing investment programmes and cultural and creative industries education offer

The continued recruitment of apprenticeships across the Council has supported performance around the level 3 qualification at 19 – as a large local employer, the Council is committed to ensuring that where possible young people remain in education to complete a level 3 qualification.

The Council continues to offer a bespoke service to care leavers and has developed a holistic approach to working with this cohort which includes providing basic skills learning opportunities and guaranteed interviews.

There has recently been the Council's award winning Thurrock's Next Top Boss programme and this has led to some excellent work experience opportunities and the potential for young people to access an apprenticeship. Services look to maintain existing partnerships to continue programmes reported at mid-year. In addition to this, new partnerships have been developed to provide residents with access to employment and training at all levels. Pathway programmes such as Volunteering it Yourself, Get into programmes, Duke of Edinburgh, TEAM and traineeships all provide individuals with important opportunities to develop skills and abilities to lead to employment.

The Top Achievers Programme has been created to support a cohort of gifted and talented students to submit high quality University applications. The work experience placement service, an HMO pilot, Wishes and the Careers and Enterprise programme are all designed to enhance an individual's skills and rely on effective partnerships/management of volunteers to enable successful outcomes.

Support local people to acquire the skills required within the key economic sectors of Ports, Transport and Logistics; Creative and Cultural; Manufacturing and Engineering (including Environmental Technology)

The council has continued to embed the Prince's Trust work – this has led to the recent outstanding grade received for the award winning TEAM programme. A partnership approach has been developed with a social enterprise supporting people to gain construction qualifications whilst undertaking work within the Inspire Youth Hub.

This programme has worked with vulnerable young people and enabled them to gain skills and qualifications. Work with the logistics sector has focused on internships at the Port of Tilbury which was attended by a group of learners with additional needs and was undertaken in partnership with Thurrock Lifestyle Solutions.

There are exciting opportunities within the creative and cultural sector which form part of the work undertaken in partnership with the Royal Opera House – a number of Thurrock schools are engaging with programmes that bring the arts alive to children and young people.

Deliver effective careers information, advice and guidance for young people working in effective partnerships across the education and business community

NEET has consistently reduced over the last years: below figure indicates the reduction of NEET from 2012 to 2016 (information taken from DfE statistics).

	Nov	Dec	Jan	Average
2015-16	4.9%	4.7%	5.0%	4.8%
2014-15	5.3%	5.3%	5.1%	5.2%
2013-14	5.5%	5.5%	5.3%	5.4%
2012-13	6.6%	5.6%	5.7%	6.0%

Participation in Year 12 has increased to 95.7% in March 2016 compared with 95.1% in March 2015.

Unknown figure now stands at 0.3%. Thurrock consistently has the lowest unknowns in the country compared to all comparators during this year. Table below shows national indicators:

Unknown	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Thurrock	0.1%	0.1%	0.1%	0.1%	0.2%	20.2%	4.3%	0.9%	0.4%
SN	5.9%	6.0%	6.0%	11.1%	23.6%	35.9%	21.1%	12.1%	10.1%
East of England	6.2%	6.8%	6.4%	15.1%	20.4%	32.2%	17.5%	7.7%	5.8%
England	6.7%	7.1%	7.3%	13.2%	24.2%	39.8%	19.4%	10.6%	8.3%

There have been a number of local programmes specifically run with the aim of reducing NEET figures: Prince's Trust Team and an innovative programme aimed at Looked After Young People utilising aspects of the Duke of Edinburgh programme with eight young people who are actively engaging in the pilot and have been fund-raising through local businesses.

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% of 16-19 yr old Not in Education, Employment or Training	A	FAILED	Better	5.2%	5%
% of 19-21 yr old Care Leavers in Education, Employment or Training	A	FAILED	Better	58%	70%

Priority	Create a great place for learning and opportunity
Objective	Support families to give children the best possible start in life

YEAR 2 DELIVERABLES

Deliver new responsibilities regarding commissioning of 0-5 health pathway from October 2015 and review after six months for 2016/17

The 0 – 5 Healthy Child programme continues to be commissioned for 2016/2017 with an aim to finalise review of the service. A service review of the programme is nearly completed with a project plan developed in November at start of service review following transfer of commissioning responsibility to ensure the service review reaches key milestones for procurement and cabinet approval of funds. A service review working group was established with key partners and progressed to meet monthly with agreed terms of reference to oversee the review process. There were representatives from Children's services, Children's transformation and commissioning team, children's centres, education and the Clinical Commissioning Group (CCG) children's commissioner. As part of the service review, a service mapping exercise was undertaken with input from all stakeholders to ensure that all areas were covered. This has allowed a good overview of overlaps in services and provision and allowed agreement of the scope of integration with partners. The mapping exercise also clearly highlighted and demonstrated to all the complexities of this project.

Following research, consultation and alignment with the refreshed HWB strategy a draft outcomes framework has been developed. This is now being reviewed in line with recently published national guidance on the 2016 – 2017 service specification for 0-19 and to feed into a new public health service for children and young people. The process of this review was all documented in a service review document which was produced to keep record of all the details of the service review process including a detailed literature review, local inter-related documents, national best practice and guidance to shape the service model and service specification.

Following recommendations from the service review process a new model for 0 – 19 children and families service was drafted which is hoped to commence in 2017/2018. This draft model has been sent for consultation with the service review group, Children and young people's management team, the CCG and will be ready for consultation with the public and other relevant partners in due course. A workshop for stakeholders is planned and this should allow completion of consultation ready for the model to go to Cabinet in the summer. In line with the service review recommendations and consultation with partners a first draft of the service specification has been started in preparation for procurement from the summer, ready for contract commencement from 2017.

Ensure sufficient, good quality early years places are available and are taken up by families, particularly those in most need and the needs of children and young people with SEN are supported in line with the SEN reforms

The final take up for the autumn term 2015 was 724 children accessing Two Year Entitlement funding which equates to 75.8% against the August 2015 DWP list of 954 families. The national average take up was 72.1%. An additional 16 children accessed funding through the local criteria allocated via the Multi-Agency Group (MAG) panel.

Take up to date for the spring term 2016 is 665 children which equates to 71.5% against the November 2015 DWP list of 929 families. An additional 10 children accessed funding through the local criteria via the MAG panel. Feedback is expected shortly regarding the national take up for this term.

During the spring term 2016, providers were offered the next round of capital grant funding to Two Year Entitlement and applications were received from 19 child minders and 33 day nurseries and pre-schools. Nearly £200,000 has been allocated which will help to increase placements in an area of deficit, improve the quality of the internal and/or the external environment for eligible two year olds, and enable providers to maintain and build on their Ofsted grading. The money will have a real impact for Thurrock's two year olds, particularly in the Tilbury wards where we have significantly increased the number of places available. It has also enabled developments such as a Childminder Toy Library which will be facilitated through the Pyramid Centre.

Ensure children and families are supported by a timely and effective early offer of help, including the troubled families programme, to minimise statutory intervention and escalation of need

The Council continues to review and develop the early offer of help and Troubled Families programme. Thurrock was an early adopter of Phase 2 of the Troubled Families programme having exceeded the target for families turned around during Phase 1 of the programme. Thurrock is currently on track to meet the target for families turned around within the initial stages of Phase 2. There is a strong partnership board which in conjunction with the Troubled Families Team are driving the strategic and operational aims of the programme. Year to date there has been an increase in Common Assessment Frameworks (CAF) completed with 945 for 2015/16. The Council continues to provide threshold training with partner agencies to ensure an effective response based on a continuum of need. Work has been identified with partners to improve the quality of CAFs which can lack sufficient information. Ongoing training for nursery providers has been identified to support them in the role of acting as lead professionals within the early offer of help. The service continues to implement, review and embed the Early Offer of Help action plan developed to target BME groups across the borough, who are currently under-represented on the Early Offer of Help programme as well as all groups within the Tilbury, Ockendon and Grays Riverside areas. A combined focus and targeted advertising has been undertaken within the programme to increase uptake of the 2 year old education offer. All spaces that were allocated to early offer of help were filled.   The early offer of help and Troubled Families programme remain fully integrated within the Multi Agency Safeguarding Hub (MASH).

7,730 contacts were processed by the MASH in 2015/16 with 2,418 continuing on to the referral. Demand pressures have increased within Children's Social Care within the 3rd and 4th quarters of the year. There has been a significant rise in the number of children subject to child protection plans and a review is being undertaken to better focus interventions within early offer and prevent families reaching the point when child protection procedures are required. The number of children looked after has also seen a significant increase (throughout the year) mainly due to the increasing numbers of unaccompanied asylum seeking children (averaging between 80-85 children). The number of children placed for adoption increased from 13 in 2014/15 to 18 in 2015/16. Timeliness has improved across the adoption scorecard with the time taken between a court granting permission for a child to be adopted and placement for adoption now being better than the England average. Continued improvement is needed in ensuring that all children benefit from early permanency and partnership working with Coram is in place to progress this.

The service has remained in contact with 97% of its care leavers and 62% of care leavers aged 19-20 are in education, employment or training. This is a significant improvement on previous years. Improving educational outcomes for looked after children at GCSE remains a central commitment for the council and very few looked after children currently achieve 5 A-C* (including maths and English). An improvements plan is in place for the Virtual School to assist in driving up academic performance for looked after children. 92% of care leavers are in suitable accommodation, which is again a year increase on the position in 2013/14. The number of young people benefiting from 'Staying Put' arrangements is increasing too slowly and better communication is needed to improve this in 2016/17.

With strong political leadership the council and its partners are effectively tackling child sexual exploitation and have clear operational and strategic processes in place. The department and partner agencies will continue to prioritise interventions to support victims, and disrupt and prosecute perpetrators.

Related Strategic/Corporate Risks	Impact / Likelihood
CSC Service Standards & Inspection Outcome	Critical/Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Number of places available for two year olds to access early years education in the borough	G	ACHIEVED	Better	1307 (target 929)	Latest DFE Target
Number of places accessed for two year olds for early years education in the borough	A	FAILED	Better	665 (71.6% of target)	80% of Latest DFE Target
*Rate of Children subject to Child Protect Plan	n/a	n/a	Higher	71	n/a
*Rate of Looked After Children	n/a	n/a	Higher	85	n/a
Average time (in days) for a child to be adopted (3 year average)	A	FAILED	Better	601	426
Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family (days) (3yr average)	A	FAILED	Better	189	121

*These do not have a RAG status as do not have targets in the traditional sense. The "target" therefore in these cases is an indicative figure to bring Thurrock in line with national benchmark.

Priority	Encourage and promote job creation and economic prosperity
Objective	Promote Thurrock and encourage inward investment to enable and sustain growth

YEAR 2 DELIVERABLES

Develop and promulgate a clear and positive narrative that will stimulate further growth and promote investment in Thurrock

The Economic Growth Strategy was agreed by Cabinet in February 2016 and sets out the council's approach to consolidate and expand the borough's business base. This has been a major determinant in the South Essex Growth Strategy which firmly places Thurrock's growth agenda in the heart of both the South Essex and SELEP strategies. Work is also underway to develop a place "marketing" strategy with inward investment as a key theme.

Develop and progress the Local Plan and create a sound and deliverable spatial vision for the growth and future prosperity of the Borough

Over the last year significant progress has been made preparing the new Thurrock Local Plan and developing the supporting technical evidence base. Key mile stones that have been in the last 12 months include the adoption of a new Statement of Community Engagement (SCI) by the Council in November 2015 and the preparation of a new Local Development Scheme (LDS) which was approved by Cabinet in December 2015.

On the 26 February 2016 the Council commenced a 6 week public consultation on the Thurrock Local Plan Issues and Options (Stage 1) Document, the Thurrock Local Plan Sustainability Appraisal Scoping Report and the Draft Thurrock Design Strategy. Alongside these documents the Council also launched a further formal 'Call for Sites' whereby landowners, stakeholders and the local community were invited to identify sites or broad areas of land for development and/or protection through the local plan process. At the close of the consultation period on 11 April the Council had received over 150 submissions from interested parties. This included an additional 25 sites being promoted for consideration and allocation in the Local Plan.

Work has now begun on considering the representations and arranging follow up meetings with the respondents in advance of the preparation of a formal Report of Public Consultation which will be made available to view on the Thurrock Local Plan website later in the year.

The next key milestone in the plan-making process is the preparation and publication of a second Issues and Options (Stage 2) Consultation Document (I&O2) in the first quarter of 2017. Originally, it was intended to reach to reach this stage by Autumn 2016. However, due the ongoing delay in the Government making a decision on the route and location of the Lower Thames Crossing, it will be necessary to push back the publication of I&O2 into the early part of 2017 to allow the Local Plan evidence base to catch up with the implications of any Government announcements.

Notwithstanding the uncertainties caused by the Lower Thames Crossing proposal, the Local Plan remains on track for submission to the Secretary of State in 2019. Following an Examination in Public it is anticipated that the Local Plan will be formally adopted by the Council in 2020.

Progress the Purfleet Centre regeneration scheme signing the development agreement and commencing phases one to three, including the TV and Film studios

The Purfleet Centre development is one of the borough's six Growth Hubs and will totally transform Purfleet creating a new town centre which will provide up to 2,500 new homes, local shops, new school and health care facilities, open access to the River Thames, and an exciting Film, Television and Media development creating up to 2,000 new jobs.

The Council's partnership with Purfleet Centre Regeneration Ltd was formalised in February 2016 unlocking the funding necessary to commence delivery of the scheme. It is anticipated that the planning application will be submitted in December 2016 with works on site beginning in Summer

9

2017.

Thurrock Council continued to play an active role in devolution discussions with Southend, across South Essex and Greater Essex. We contributed to thematic workstreams including skills, infrastructure and governance. Issues regarding governance and the requirement from Government for devolution deals to include plans for an elected Mayor have resulted in Thurrock and Southend stepping back from any Greater Essex proposals that contain a Mayor. Southend and Thurrock have continued their joint work to look at a potential deal proposition.

While continuing to be an influential partner in SELEP as lead for the transport work, as a Member of SOG and the strategic and accountability boards, there have been no further funding rounds concluded during 2015/16.

Sustain the external funding stream from the National Trading Standards Board for port safety work

The Trading Standards team are one of 14 local authorities working at ports, airports and postal hubs to prevent unsafe goods being imported into the country. This work is part of the national 'Safety at Ports and Borders' project and the team receives funding from the National Trading Standards Board. Last year Thurrock Council received an initial £55,000 of funding which paid for staff (including an apprentice), equipment and the testing of products. In January 2016 the team received a further £18,000 to reflect the increase in unsafe goods being detected at the ports, in particular due to the craze of 'hover boards'. This also allowed the team to improve their storage facilities at both ports. In 2015/16, the team prevented 28 consignments of unsafe goods from entering the country, a total of 143,169 products. They also identified 65 consignments of non-compliant goods, a total of 337,758 products.

According to figures used by the National Trading Standards Board, each unsafe or non-compliant product which is taken out of the supply chain saves the UK economy £30.80 in potential costs of injuries, fatalities or fires. Based on the above figures, our work has saved the UK economy £14.8 million. Key successes from the year include:

- Destroying over 2,500 dangerous self-balancing scooters ('hover boards');
- Seizing thousands of illegal skin lightening creams, including our biggest ever haul of 1,036 creams from West Africa;
- Preventing over 100,000 unsafe (carcinogenic) hair dyes from entering the country;
- Refusing entry to 55 highly flammable mattresses from Pakistan;
- Identifying 11,000 non-compliant PPE products from a major manufacturer;
- Identifying 300 non-compliant bunk beds imported by a company which supplies major high street retailers.

The team improved their targeting of unsafe goods during the course of the year, with 18.6% of products sampled found to be 'unsafe' (up from a baseline of 15.52%). In addition, 40.8% of products sampled were found to be 'non-compliant'. The team have received praise from the National Trading Standards Board and they have now committed to funding of £55,000 for 2016/17.

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% of Major planning applications processed in 13 weeks	G	ACHIEVED	In line	84.8	75
% of Minor planning applications processed in 8 weeks	G	ACHIEVED	Better	92.9	88

Priority	**Encourage and promote job creation and economic prosperity**
Objective	Support business and develop the local skilled workforce they require

YEAR 2 DELIVERABLES

Promote employer engagement in skills development and local employment, working with Growth and Business Boards, schools, colleges and health partners, such as the work with Thames Enterprise Park

This is a big part of the Economic Growth Strategy which is now increasingly focussed on maximising local benefit from private sector investment through local employment and training. The work of the Business & Education summit which took place in June, (part of the Economic Development and Skills Partnership (EDSP) – a representative group of schools, colleges, Further Education providers, key employment agencies and the Council) has fed into this and a series of work streams has been developed targeting key sectors eg logistics, transport, construction, creative and cultural and environmental technologies. Opportunity Thurrock earlier in the year was well supported by business and saw around 3,000 students pass through the event looking at career opportunities.

Increase NNDR income supporting more businesses to develop and grow by accessing European and other funds for business support activity

At 25% Thurrock has seen a higher rate of business growth than any region in England including London. A number of bids have been developed during 2015/16 for further ERDF funding to enhance the business support offer, with further bids being developed to support inward investment and to grow the creative and cultural sector.

Of particular note is the successful bid for LOCASE which is the successor to the Low Carbon Business Programme which ended in March 2015. The pan-LEP bid (in which Thurrock is a key delivery partner) will provide access to grants and business support. The project will provide business support to 1,050 SMEs (small and medium enterprises), cut emissions, support 67 new businesses, introduce 80 new products, knowledge transfer with 33 businesses, create 270 new jobs, invest £18,761,888 in business and raise awareness of low carbon and energy efficient practices to 200,000+ people.

With regard to the Growth Hubs, through strategic planning and development control the council has continued to support expansion of the Port of Tilbury and London Gateway, including a recent record-breaking 19 day turnaround of consent through Local Development Order.

Increase the scale and quality of business accommodation in the Borough to support new businesses to grow.

At the beginning of 2015 there were already two business centres in Thurrock: the Old Post Office in Grays and Tilbury Riverside. This has now increased to three with the opening of the refurbished Grays Magistrates Court into a business centre. Working with Nwes, The Old Courthouse opened in January 2016 and has created 12,000 square feet of accommodation for new start-up businesses as well as more established firms which will support the creation of around 200 jobs in the town.

The next stage of the Enterprise Units strategy is two-fold: work on an extension to the current Tilbury Riverside Business Centre is underway; and funding has now been secured for a new 10,000 square foot commercial space at the new National College on High House Production Park. A report went to Cabinet in March updating the position on Enterprise Units.

Related Strategic/Corporate Opportunities	Impact / Likelihood
Business/NNDR Growth	Major / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
No of new apprenticeships within the council	A	FAILED	Better	55	65

Priority	Encourage and promote job creation and economic prosperity
Objective	Work with partners to secure improved infrastructure and built environment

YEAR 2 DELIVERABLES

Deliver homes, jobs, transport and other key infrastructure to support development in Thurrock, including the six growth hubs outlined within the Economic Development Strategy and the Local Development Framework, working with the private sector and other partners

The Council is continuing to work with its partners on key infrastructure, focussing on the six Growth Hubs; Purfleet Town Centre, Grays Town Centre, Tilbury Port & Town Centre, London Gateway, Thames Enterprise Park and Lakeside. Developments during 2015/16 include the opening of new business parks at Tilbury and London Gateway, plus the continued working arrangements with Thames Enterprise Park partners on the masterplan. The newly agreed Economic Growth Strategy outlines the future approach to delivering this agenda and identifies three key parts to the challenge: 1) securing employment growth, 2) ensuring firm foundations are created through enabling factors which maximise employment opportunities and 3) creating sustainable employment and investment growth through embedding factors that generate benefit to local communities. A number of detailed reports regarding the different Growth Hubs went to Cabinet in February and March 2016.

Progress the delivery of £100m investment in improved highways, street lighting and railway stations including widening the A13

The A13 Widening scheme was progressed in 2015/16 in advance of the South East Local Enterprise Partnership (SELEP) 2016/17 £5m development funding, which was approved for draw down in April 2016. Legal agreements have been signed with London Gateway Port to progress the scheme and ecological surveys have been undertaken. Preliminary design work is being undertaken, including engagement with the business community to minimise disruption from traffic management measures during construction. Traffic Modelling data has been obtained from Highways England, and draft chapters of the Full Business Case have been shared with DfT, in anticipation of submission of the final document in autumn 2016. Stanford-le-Hope Interchange is progressing in line with the programme, with the first £1m of Local Growth Funding scheduled for draw down in Q4 2016/17. LED implementation is progressing to plan, with all electrical and structural testing complete, and the roll-out of replacement lanterns underway and on course for completion by the end of March 2017. Highways Maintenance and Integrated Transport Block-funded Programmes were delivered to plan.

Seek the best possible outcome for the community and businesses from the Thames River Crossing decision

A consultation on route options was launched by Highways England on 26 January 2016. The Council organised a Special Scrutiny Committee to hear the views of residents, community groups and businesses affected by the proposal. It also arranged a number of public meetings, including one at Tilbury Cruise Terminal which attracted around 1000 attendees, and where speakers included Highways England and local MPs. Peter Brett Associates were commissioned to provide a technical critique of Highways England's proposals. The Council's Consultation Response was unanimously supported by full Council at its meeting of 23 March 2016 and submitted to Highways England by the consultation deadline of 24 March. During the consultation, the Group Leaders and Scrutiny Chair wrote to the Secretary of State for Transport and the Chancellor of the Exchequer expressing concern in relation to the proposed Crossing, and the manner in which the Route Options Consultation was conducted. Thurrock representatives including Stephen Metcalfe MP, the leader of the Council and the Chair of PTR O & S met with Roads Minister Andrew Jones to discuss their concerns. Highways England received 30,000 responses to their consultation, which are currently being analysed by IPSOS MORI. A ministerial announcement on the way forward is expected in September 2016.

Related Strategic/ Corporate Risks	Impact / Likelihood		Related Strategic/ Corporate Opportunities	Impact / Likelihood
Purfleet Regeneration	Critical / Unlikely		South East LEP	Exceptional / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Unemployment rate (NOMIS data)	**A**	FAILED	Better	5.6% (NOMIS: Dec 2015)	3.9% (Regional average)
% of properties transformed against programme	**G**	ACHIEVED	n/a	100%	100%

Priority	Build pride, responsibility and respect
Objective	Create welcoming, safe, and resilient communities which value fairness

YEAR 2 DELIVERABLES

Ensure fair access to services and opportunities, equal life chances, building stronger and cohesive communities by developing our asset based approach and involving residents by supporting the newly established Fairness Commission

The Fairness Commission has completed its review and issued its report with recommendations for the future. This provides a key opportunity to review Thurrock's Single Equality Scheme and galvanise support for community-led activity across Thurrock. The Council is a member of the Stronger Together Partnership. This involves identifying the range of assets in any community – including buildings, people with knowledge or skills, associations, places to meet others. During 2015/16, this approach has included a conference to celebrate local stories and the recruitment of over 25 community connectors. The partnership has supported a number of Small Sparks funding applications to help initiate community projects with a matched grant of £250, administered through CVS. The Partnership has supported the development of time-banking in Thurrock through nGage – a leading example in Essex of a successful model for encouraging communities to support one another with over 11,000 exchanges during the year. The Stronger Together website has been developed including a twitter account. For more information see www.strongertogether.org.uk.

Ensure that partners are brought together to improve community safety and cohesion through a shared focus on key community safety priorities

The Thurrock Community Safety Partnership priorities for 2015/16 were:
- **Reducing youth offending and re-offending of adults & young people**
  This will address volumes crimes of: domestic burglary; most serious violence; personal robbery and drug offences
- **Reducing harm to and safeguarding vulnerable victims** from: domestic abuse; sexual offences including rape; child sexual exploitation; serious youth violence; hate crime; Anti-Social Behaviour (ASB); cyber bullying; honour based abuse and serious organised crime encompassing modern day slavery & fraud where victims are vulnerable
- **Violent extremism:** Delivering the Government's counter terrorism strategy – Prevent - locally

There has been a reduction across Thurrock in domestic burglary, however, in line with Essex there has been an increase in violent crimes and a slight increase in robbery. Drug offences were static. The Violence Against Women and Girls action plan has been refreshed. There has been considerable awareness raising amongst front line professionals on modern day slavery, child sexual exploitation, gang related violence, and Prevent on identification and how to report concerns as well as supporting the Local Safeguarding Children Board to deliver the walk on line roadshows. Hate crime in Tilbury has reduced through a number of partnership initiatives and the support of local schools. The partnership continues to tackle anti-social behaviour and hate crime through multi agency locality action groups focusing on vulnerable and repeat victims, including a review of work on gang related violence which recognised a strong partnership approach to working. There are good processes in place to address the Prevent agenda and have trained all schools and supported them. The priorities for next remain as this year, with the exception that serious youth violence is now the priority gang related violence.

Ensure children and young people in need of help or protection are safeguarded and supported to achieve their potential

The Youth Offending Service (YOS) have been leading the PREVENT agenda within Children's Services with an Operations Manager from the YOS being the PREVENT lead. Over the last financial year this work has involved the dissemination of the Counter Terrorism and Security Act and Children's services role in the Channel Panel process. A Children's Services 'Prevent' good practice guide has been designed and forwarded to all staff, with a supporting presentation being delivered by YOS to service managers, front line staff, members, school safeguarding leads and even the Youth Cabinet. Currently the YOS are working in liaison with the Essex Safeguarding Board and colleagues in Essex and Southend to write a 'Prevent' procedure to be embedded in the SET Child Protection Procedures.

In April 2015 the YOS was inspected by HMIP as part of its Short Quality Screening round of

inspections. The ensuing report was extremely positive across all aspects of the YOS with only minor recommendations for improvement, all of which were implemented within a few months of the inspection.

The HMIP noted:- *"Overall, we found that the quality of the work carried out with children and young people and their parents and carers, in particular safeguarding and public protection, was excellent in Thurrock. All key processes were in place to enable case managers to concentrate on a holistic approach to their work. There was real understanding of how the different aspects of a child or young person's life interacted with each other. We saw effective support provided alongside the imposition and enforcement of necessary boundaries".*

As a borough one of our main concerns in the coming year will be around the increasing numbers of gang members and associates that are now living or moving into the borough. In addition to the risks to themselves (as often vulnerable young people) they pose a significant threat to other Thurrock young people.

In order to develop strategies and practical interventions to tackle and contain these issues, the YOS has developed increased co-operation and information sharing across agencies, especially with Essex Police and the Met Gang Unit. We have also set up and attend a Gang Related Violence Strategic group which considers the wider policies needed to contain the issue of gang related activity.

In May 2016 the Community Safety Partnership (CSP) in conjunction with YOS will be hosting the second Gang Related Violence conference and will be launching a booklet designed and produced by YOS to help parents, carers and other professionals understand and identify issues related to gang related violence.

The Police and Home Office who conducted a review this year into our response to these issues fully acknowledges that Thurrock YOS has pioneered and continues to lead in tackling this problem. Further actions include: conduct analytical review of drugs market; Implement findings from peer review; Share intelligence on those on the gang matrix; Increase awareness of gang related violence and links to CSE and missing persons across departments and agencies; Raise awareness of "cuckooing" (taking over of homes for illicit purposes) amongst vulnerable communities.

Related Strategic/Corporate Risks	Impact / Likelihood
CSC Safeguarding & Protection C&YP	Critical / Likely
Emergency Planning & Response	Substantial / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% of young people who reoffend after a previously recorded offence	**G**	ACHIEVED	Better	23%	25%

Priority	Build pride, responsibility and respect
Objective	Work in partnership with communities to help them take responsibility for shaping their quality of life

YEAR 2 DELIVERABLES

Lead the creation of Community Hubs to transform relationships and service models between the Council, voluntary sector and communities to strengthen local communities and manage demand complimenting Building Stronger Communities initiatives e.g. Local Area Co-ordinators

During 2015/16 a new charity was established for the purpose of leasing buildings and creating an economy of scale across all hubs, as well as developing a suite of policies, templates and guidance. South Ockendon Centre (6 days a week) and Chadwell St Mary Centre (now open 16 hours a week) have now been joined by Stifford Clays Hub which opened in May 2015 (2 half days a week) and Tilbury Hub which opened in November 2015, is operational 6 hours a week and has now been refurbished to include library and housing service. Stifford Clays Hub is exploring youth provision early evening once a week. This follows a donation of laptops and hard wiring to support wi-fi by a local business at the value of £13k – as well as feedback from young people on the lack of local provision and places to meet, especially for study. Two part time staff have been employed independently at South Ockendon Hub which is now operational six days a week. Also, consultation has taken place on the development of a new hub incorporating a self-serve library at Purfleet.

The council has been successful in Stage 1 of the Community Led Local Development Fund – and has now been granted £30K to work up a project plan. If the project plan is approved the council will be able to access a minimum of €3million from the ERDF/ESF.

The work of the Local Area Coordinators (LAC) continues to be successful and has now received national acclaim being shortlisted for two awards in LGC Awards 2016 (Team of the Year) and MJ Awards 2016 (Excellence in Community Engagement). It is very clear from evaluation work and from the stories about individual outcomes that LAC provides preventative support for people who have either been failed by services previously or were never supported prior to LAC involvement.

Work with the Department for Work and Pensions (DWP) to deliver the roll out of Universal Credit and other welfare reforms - supporting people back into work, maximising take-up and working to reduce poverty

The Council continues to provide support and assistance to its residents that are affected by the welfare reforms, providing advice and help to more than 700 households during 2015/16. In order to best manage the impact of welfare system changes, the Council continues to work closely with the Department for Work and Pensions and a Delivery Partnership Agreement was signed in March 2015. The agreement aims to assist households affected by the welfare changes and help them obtain jobs.

This initiative is currently implemented in South Ockendon Centre Hub and the feedback suggests that unemployment is decreasing in the areas where the service is provided. As a result the Council is pursuing investing in hubs as a forum to help affected households and anticipates opening in the spring/summer of 2016 two new hubs to serve the communities in Tilbury and Purfleet.

Also, the Council works closely with the housing team at DWP (via Financial Inclusion Officers). Through this work, officers are able to liaise with work-coaches from DWP and support residents and facilitate their return to work. The Council is currently in negotiation with the DWP to obtain further viable funding for 2016-17. Such funding will allow the council to continue to support its residents.

Related Strategic/ Corporate Risks	Impact / Likelihood	Related Strategic/ Corporate Opportunities	Impact / Likelihood
Welfare Reforms	Critical / Likely	Community Hubs & Community Engagement	Major / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Number of volunteer opportunities in the council	G	ACHIEVED	In line	251	250

Priority	**Build pride, responsibility and respect**
Objective	Empower residents through choice and independence to improve their health and well-being

YEAR 2 DELIVERABLES

Implementation of the Care Act 2014 - leading to more people receiving personal budgets, improved advocacy, increased support for carers and better access to advice and information

Work to identify how well embedded the Care Act is within the Council has started. A number of 'action-learning set' style workshops are taking place for practitioners, and Thurrock Coalition has been commissioned to carry out some mystery shopping to check whether social work practice has embraced the spirit of the Act. Further work will be carried out during the first quarter of 2016/17. The new information and advice portal available from the Council's website is undergoing a full review with a view to updating and expanding the range of information available. This is due to be completed by the end of 2016. The portal includes information and advice on areas such as help at home, care home and housing options, health and wellbeing, carers, and keeping people safe. The percentage of people receiving self-directed support for 2015/16 is 75% which is on target.

Review and tackle demand pressures in Adult Social Care to deliver a sustainable local health and social care economy. Produce and implement our Market Position Statement and review our domiciliary care, residential and nursing home contracts.

The Market Position Statement has been produced and approved through the Health & Wellbeing Board. It is available on Thurrock Council's website (https://www.thurrock.gov.uk/our-vision-for-future/market-position-statement) and hard copies are available upon request. The 17 planning assumptions within the document give a clear indication of direction of travel which is to increase choice and control for those receiving services and reduce and delay the need for statutory services by supporting communities to become more resilient.

Contracts across all of adult social care provision are robust and monitoring arrangements are clear and support our ability to support a sustainable market. The focus on domiciliary care support has been highlighted due to national and local market fragility. A robust plan has been implemented bringing two agencies in house and supporting the remaining market with additional resilience funding to improve capacity and quality and support providers with the introduction of the national living wage. A whole service redesign is currently taking place for the provision of support at home; Officers have undertaken soft market testing with the market, and consultation with people who use services and professionals and partners. A pilot of an innovative model of provision in the South Ockendon in partnership with the community the voluntary sector is underway. A full tender process will begin in late 2016.

A 2% increase on fees to care home providers for older people has been agreed with an additional 1% performance enhancement for those who achieve an excellent rating on their Contract Compliance Visit (internal inspection). This will help to ensure the borough's care homes are sustainable and providing good quality care to the residents of Thurrock.

Deliver new HAPPI housing for older people providing 60 dwellings in two schemes in 2015/16 and 2016/17

In 2015/16 Thurrock Housing has delivered a HAPPI standards housing development in South Ockendon, an affordable housing option to meet specialist housing needs of the local residents. The project delivered 25 flats in Derry Avenue, allowing its new residents to live independently and adequately. This first HAPPI housing project provides the Council with the opportunity to address a need in the market for such housing offer. The council is now building on these successes, learning from lessons the project offered to ameliorate future projects and is currently in the design stage to deliver another housing project in Calcutta Road in Tilbury with a minimum of 35 properties built to HAPPI standards. Also a further development in St Chads in Tilbury will see 128 properties developed, 3% of which will be disabled adapted standards.

Related Strategic/Corporate Risks	Impact / Likelihood
Failure to Implement the Care Act	Significant / Likely
Adult Social Care, Cost & Quality Standards	Critical / Likely

Priority	Improve health and well-being
Objective	Ensure people stay healthy longer, adding years to life and life to years

YEAR 2 DELIVERABLES

Establish a pooled fund for health and social care with Thurrock Clinical Commissioning Group via the Better Care Fund leading to more integrated services for older people and better joint working with the NHS

A new Better Care Fund Plan for 2016/17 has been submitted and delivery of the plan is still overseen by the Integrated Commissioning Executive which reports to the Health and Wellbeing Board. The focus of the Plan remains those aged 65 and over at most risk of admission to hospital or residential care. For 2016/17, the Plan has a greater focus on prevention and early intervention and community-based solutions – including hospital services offered closer to home. The amount of pooled funding for 2016/17 is yet to be finalised but will be in the region of £19-27m.

The 2015-16 Plan achieved 3.2% of the 3.5% target to reduce unplanned admissions. Success has meant that the Better Care Fund is able to support the expansion of community-based initiatives for those aged 65 and above. This is essential if Thurrock is to manage some of year on year increase in demand for services and to identify and prevent admissions for those at or at risk of crisis point.

Implement our Carers Strategy locally through the development of a Shared Lives scheme, expanding respite options and increasing the numbers of carers receiving direct payments

Contract is now in place to provide external funding and support from national implementation organisation "Community Catalysts" to deliver the Shared Lives programme in Thurrock. The service specification is being finalised, with going out to tender in early 2016 to procure an organisation to provide the service with a view to the scheme commencing from September 2016.

Invest in cycling and walking and create a low emission zone

A £6m Cycling Infrastructure Programme has been developed and approved for delivery, with £5m being allocated from South East Local Enterprise Partnership (SELEP) for delivery between 2016 – 2019. The first phase of Thurrock's element of the 2015-17 South Essex Local Strategic Transport Fund Programme has been delivered in line with the programme, with Phase 2 on track for delivery in 2016/17. Measures to deliver a Lower Emission Zone by enforcing HGV restrictions in sensitive residential areas have been developed and approved for implementation as part of the 2016/17 Transportation & Highways Capital Programme.

Related Strategic/Corporate Risks	Impact / Likelihood
Health & Social Care Transformation	Critical / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Emergency admissions to hospital (Total non-elective admissions in to hospital (general & acute), all-age, per 100,000 population)	G	ACHIEVED	Better	5257 (Provisional Feb 2016)	13,361
% adult social care users receiving self directed support	G	ACHIEVED	Better	75%	75%
% older people still at home 91 days after discharge	A	FAILED	Better	90.8%	91%
Delayed transfers from care (DTOC) – a: delayed transfers of care from hospital b: DTOC attributable to adult social care only	G	ACHIEVED	Better	a: 4.9 b: 1.1	A: 9.6 B:3.1
Permanent admissions to residential/nursing homes per 100K population*	G	ACHIEVED	In line	134	163

Total non-elective admissions – Latest figures are up to February 2016 as performance is reported arrears

*Permanent admissions to residential/nursing homes per 100K population – the target was changed in year to 163 due to the change in definition that means that full costers now need to be included.

Priority	Improve health and well-being
Objective	Reduce inequalities in health and well-being and safeguard the most vulnerable people with timely intervention and care accessed closer to home

YEAR 2 DELIVERABLES

Relentless action on the top-two public health priorities from the Thurrock Health and Well-Being Strategy: smoking and obesity, through the implementation of our Tobacco Control Strategy and our Weight Management Strategy

NB – smoking figures only up to February available at time of reporting.
The tobacco data is reported 2 months in arrears, such is the need to allow time for all those smokers that set a quit date to qualify as a 4-week quitter. Performance as at end of December for the 40% most deprived areas is above target at 54% which equates to 75 people over the year to date target. A new contract for the Stop Smoking Service is being negotiated for 2016/17 which will have a focus on smokers with long term health conditions, strengthening links with acute settings, and is also designed to be e-cigarette friendly to ensure data on the number of people who use e-cigarettes rather than stop smoking services to quit can still be captured. The new contract will also have a stronger focus on preventative work.
For adults the weight management services were re-tendered and the new services didn't start until Quarter 2. Current performance for the year to date for Tier 2 (quarter 3 15/16) is 70%. Going forward only Tier 2 services will be provided (services for people with a BMI of 30+); Tier 1 services will no longer be provided (services for people with a BMI of 28-30). For children, as the reporting period is the school year the latest outturn of 94.6% is the end of year outturn – this exceeds the target set.

Achieve full Homelessness Gold Standard by adopting initiatives such as "No Second Night Out"

The Council is continuing to pursue the National Practitioner Support Service (NPSS) Gold Standard Challenge and has submitted its second challenge, "No second night out", which concentrates on services towards rough sleepers in the borough. The way in which the challenges are assessed has been recently changed by the NPSS during the year and subsequently the assessment has not yet been finalised. Once the second challenge has been successfully completed we will move onto the next challenge which is likely to be about the Homelessness strategy.
Thurrock is also working closely with Basildon Council to continue funding the *Single Person Outreach Street Homeless Programme.*

Develop a local Autism Strategy

Thurrock Council's Adults Autism Strategy has been developed over the past year and is now final and published. During the months of January and March 2015, consultation on the strategy took place, which saw the final version being taken to Health & Well Being Board in July 2015 for approval. The strategy is now available on the Councils website:
https://www.thurrock.gov.uk/sites/default/files/assets/documents/asc-strategy-autism-2015-v01.pdf
Delivery of the action plan contained within the strategy will be monitored through the Autism Action Group, including a commitment to review and update the action plan on an annual basis.

Related Strategic/Corporate Risks	Impact / Likelihood
Housing Needs & Homelessness	Substantial / Likely

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Tier 2 weight management services for adults: % of course attendees who achieve their goal by 12 weeks.	G	ACHIEVED	N/A – New Indicator	66.1%	40%
% of children identified in year 6 as overweight/obese that have an evidenced follow-up offer by the 5-19 team for ongoing support	G	ACHIEVED	Better	94.6%	92%
% of 4 week Quitters are from the 40% most deprived LSOAs in Thurrock	G	ACHIEVED	N/A – New Indicator	56% (Provisional Feb 2016)	40%
Number of households at risk of homelessness approaching the Council for assistance	-	-	Worse	2944	2400 (Baseline)

Note – Latest data for smoking quitters is only up to February 2016 as performance is reported in arrears.

Priority	Improve health and well-being
Objective	Enhance quality of life through improved housing, employment and opportunity

YEAR 2 DELIVERABLES

Improve the quality of housing stock through effective engagement with private/social landlords, increasing stock which meets the New Thurrock Standard

The joint Housing and Public Health initiative, Well Homes, is a new way of improving housing conditions and improving access to a much wider variety of services, including local health services. A Well Homes Advisor visits owner occupiers/private tenants at home with information and advice about a broad range of housing, safety and health services, focused around what makes them feel better at home. Following a service users satisfaction survey and in the last three months: 100% of residents who have been visited have told the service they felt 'healthier and safer' at home. So far, the initiative has helped almost 700 households.

Also, as part of Well-Homes initiative, landlords are encouraged to become accredited. Accreditation educates landlords and gains a commitment from them to raise housing standards. Whilst the take-up of this scheme has been sporadic, the service aims to re-launch it again in a different form and to complement it with an advertising campaign of its new enhanced landlords offer in the coming months.

The Transforming Homes programme which commenced in 2013 continues to deliver and is nearing the completion of year three. To date, 5,838 properties have been completed which is 58% of the total housing stock. The Council is on track to transform 60% of its stock by the end of the current programme year which completes in May 2016.

It is important to note that in December 2015 Cabinet reviewed the financial implications of the budget announcements and key policy changes through the government's introduction of the Housing and Planning Bill and Welfare Reform Bill 2015. Cabinet subsequently approved an extension of the Transforming Homes programme by 1 year for internal improvements and 3 years for external improvements. This extends the timeframe for full completion of the programme to 2021 for all property elements.

Support young people into work by opening specialist housing providing a safe environment and access to local job opportunities

The significant investment which is currently taking place in the council's housing stock represents a real opportunity to provide additional social value to the local communities in the borough. The council's commissioning, contract management and partnering approach supports a framework for social value delivery that works with all sectors to support training and employment opportunities for all segments of our communities. The key successes during 2015/16 are:

➢ 27 apprenticeships created across the programmes
➢ 39% Local Spend achieved through the Transforming Homes Programme
➢ 125 jobs created between Transforming Homes contractors – 37% of staff based locally
➢ Nine pathway programmes delivered which support local residents through training, work experience and job opportunities. This has benefitted 72 local residents.
➢ 12 week Trade School programme delivered by our repairs partner, Mears, providing training in building skills for 14–17 year olds which has benefitted 45 residents in total

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
No of council households assisted to move to a smaller property (downsize)	G	ACHIEVED	Better	77	55
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	R	FAILED	Worse	70%	75%

Priority	Promote and protect our clean and green environment
Objective	Enhance access to Thurrock's river frontage, cultural assets and leisure opportunities

YEAR 2 DELIVERABLES

Deliver Thurrock's first community based cultural river festival in July 2015 and establish a long term legacy event

The first Village Beach event took place on 18 July and attracted thousands of people to Grays Beach Park to celebrate local talent. Organised by Metal, there were seven stages with three of them dedicated to home grown talent. Other attractions included the Thameside Panto troupe entertaining the crowds with costumes and lively demonstrations as well as the launch of idea13.org website – showcasing arts and culture events taking place locally. The event also saw the completion of the final 10 miles of the Thurrock 100 walking campaign. In total, over 6,000 people attended on the day and more than 480 artists and performers participated. Feedback was overwhelmingly positive.

Such was the success of Village Beach, work is currently underway for the second event in Summer 2016.

Create a continual pathway along the 18 miles of river front to enable greater access to cultural assets and opportunities for walking and cycling

Opportunities to further develop the riverfront pathway along the Thames are being explored to animate the riverfront as part of the Council's approach to arts, culture and heritage. The Transportation and Highways Service have facilitated the new bridleway to improve access to the bridleway 190 (part of the Thames Estuary path). A number of river front projects have been included for long listing for the LGF Cycling Infrastructure Programme.

Implement the three headline aims from the Cultural Strategy: Cultural Entitlement, Cultural Enterprise and Creative Place Making including reviewing the role of the Thameside Centre in future provision

The Council is currently developing a full Cultural Strategy, with components of it taking shape or already having been delivered. This includes working with partners and sponsors on events such as Village Beach, the transformation of facilities at Coalhouse Fort and the many exciting opportunities brought about through High House Production Park, including the new degree course in Costume Construction run in partnership with South Essex College and the Royal Opera House.

Cabinet in October received a report from the member-led Thameside Complex Review Panel looking at the options for the building and services contained within the Thameside Complex. Following this, a separate officer report was presented to Cabinet in December outlining the professional and specialist advice needed to consider these further options. At this meeting Cabinet approved the long term aspiration to build a new theatre in Grays with flexible, adaptable accommodation more suited to modern needs and with the potential to generate a higher income to support the service and reduce the level of subsidy payable by the Council.

Priority	Promote and protect our clean and green environment
Objective	Promote Thurrock's natural environment and biodiversity

YEAR 2 DELIVERABLES

Reduce landfill by improved contractual arrangements for household waste collection and engaging with residents and the community to improve recycling and re-use levels

The level of Thurrock municipal waste that has been sent to landfill this year is the lowest on record at 18%. The treatment contract that has been in place since September 2015 ensures for the first time that no household wheelie bin waste is now landfilled and that all non-recyclable domestic waste, collected from households is diverted to energy recovery. This has both economic and environmental benefits.

The campaign to reduce the level of contamination within the dry recycling stream has also had a positive outcome. The level of non-recyclables within the blue bins is circa 13%. Apart from the obvious benefit of a better quality of recycling, this has also led to disposal costs being maintained at the lowest possible level.

A communication programme has been devised to target specific areas across the Borough to ensure that residents are informed and able to participate in the recycling service. A project is also underway to introduce single stream recycling at flats. Despite these efforts, the rate of recycling for this year has continued to fall. A wide-ranging review of the service is underway and proposals are being developed that will help to support an increase in the level of recycling and reduced disposal costs in future years.

Introduce a more environmentally-friendly and efficient way to maintain our roads and keep them safe especially in the winter months

Maintaining the excellent record of road safety in winter months, the council ensured that adequate salt stocks were in place for winter gritting. A salt barn has recently been completed at the Oliver Close depot to ensure that salt for future years can be stored out of the elements. This provides a large storage area and also ensures that the quality of the salt is retained, requiring less to spread on roads with each run.

By using preventative maintenance techniques in line with the Highways Maintenance Efficiencies Programme (HMEP), steps have been taken to roll out a joint/crack sealing programme on Thurrock's classified road network. This programme of work is being delivered internally, utilising in-house expertise within the Highways and Environment teams. It will ensure the network is sealed and stop ingress of water and prevent surface deterioration. Other programmes of works such velocity patch and surface dressing are also being deployed to manage the network in a more proactive way, rather than reactive.

Implement the provisions of the flytipping protocol agreed between Local Authorities and the Environment Agency in Thurrock

The national protocol has now been reviewed by officers who are aware of the provisions therein for liaison between the Environment Agency and the Council's Environmental Enforcement Officers. The relevant contact details for officers at the Council and the Agency have been refreshed to avoid any communication difficulties arising in the event that future large scale fly tips in Thurrock require joint operations between council officers and Environment Agency staff.

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% Household waste reused/recycled/composted	R	FAILED	Worse	38.21	48
% Municipal waste sent to landfill	G	ACHIEVED	Better	18%	19
Street Cleanliness - a) Litter	G	ACHIEVED	Worse	3%	6%
Street Cleanliness - c) Graffiti	G	ACHIEVED	Better	0%	2%
No of reported incidents of Fly tipping	n/a	n/a	Worse	2,504	Baseline is 1,850
No of reported incidents of abandoned vehicles	n/a	n/a	Worse	1,028	Baseline is 740

Related KPI Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
% of refuse bins emptied on correct day	**G**	ACHIEVED	n/a	98.5%	98.5
Tonnage of street waste removed	**n/a**	n/a	n/a	3,349.3	No target

Priority	**Promote and protect our clean and green environment**
Objective	Inspire high quality design and standards in our buildings and public space

YEAR 2 DELIVERABLES

Build new homes to Lifetime Homes, Sustainable Homes Code 4 Standards and exemplar architectural design with public art at all new housing developments and Council projects, with design standards reinforced through the Local Plan

Thurrock house-building programme is engineered to deliver a long-term suitable housing offer to local people. By building homes to high and lifetime standards, future occupants will be able to continue living in their homes even when their health needs change overtime.

The authority is also delivering new housing developments via Gloriana, the council's wholly owned development company.

Encourage the community to help maintain children's play areas so that they remain safe and enjoyable for families

The safety inspections and repairs to play equipment in our parks and open spaces are a statutory undertaking of the Environment Directorate and as such are undertaken by trained staff on a weekly basis with a thorough annual inspection completed by an independent party.

There are a number of examples from this year of how community groups have been engaging with the Department to ensure that parks, open spaces and town centres remain enjoyable for all. Some examples that deserve mention are:
- The Blooming Marvels in Stanford-Le-Hope who have become involved in the planting and maintenance of floral displays in their town centre
- The community group from Hardie Park who are in the process of taking over responsibility for the ongoing maintenance and development of the park
- The Lightship Café group who are in discussion with the Council about assuming responsibilities for the running of the Grays Beach Café
- Residents in Chadwell St Mary who have volunteered to litter pick a park on a regular cycle
- A community group who are litter picking Delafield Park

Further opportunities for working with communities and actively engaging with community forums are being pursued. The development of a clear policy and guidelines regarding the transfer of responsibility for maintenance will help to ensure that community engagement and participation can continue to grow and develop.

Related Strategic/Corporate Opportunities	Impact / Likelihood
Gloriana Thurrock Ltd	Exceptional / Very Likely

Priority	**Well run organisation**

YEAR 2 DELIVERABLES

Develop and deliver contemporary services to support a sustainable Medium Term Financial Strategy and implementation of savings proposals for 2015/16

Despite significant un-anticipated in year pressures, officers have worked hard to ensure that the general fund budget came in on target by the end of the year.

Develop and agree further savings, new service delivery models, investment opportunities and external funding to enable a balanced budget for 2016/17

Council have agreed a balanced budget at the Council meeting in February 2016. However, as previously reported, pressures already coming through especially in Children's social care and Director's Board are proactively working on identifying the necessary mitigating factors.

Deliver an ambitious People Strategy to recruit and retain an engaged, confident and high performing workforce

The new People Strategy will be launched in 2016 informed by the outcome of the Peer Review, Staff Survey, IIP and the Transformation programme. The Corporate Workforce Group and Staff Forums will be engaged in the development of the strategy. In addition to the transfer of Serco staff the focus this year has been on the recruitment and retention of social workers; recruitment of a Chief executive; restructuring of the senior team; staff survey; preparation for IIP reaccreditation and the implementation of Matrix as the council's source of agency staff.

Improve health and attendance through excellent people management, education and health promotion

Investment in staff wellbeing and absence management has continued, maintaining the improvement in overall levels of sickness absence – the 2015/16 outturn for average days absence per FTE was 9.69 – an improvement compared to 9.87 days in 2014/15. A new contract with First Care was implemented in April 2016 as the nurse contact centre and management tool for staff sickness absence. In addition an Occupational Health Nurse was appointed to actively support staff returning to work.

Deliver a programme of leadership and workforce development to support service delivery and develop skills and aspirations of staff

An updated leadership and management development programme is now in place. As part of the Serco transition a programme for managers was developed that captured both process and behaviours. Investment in the transitioned staff has continued through the 'staff matters programme'; HROD are working with Institute of Leadership & Management (ILM) to become an accredited ILM Centre which will enable the delivery of accredited programmes; a focused leadership programme will begin in July with an analysis of personal strengths and a 360 diagnostic.

Deliver strategic and modern communications to enhance the profile of the place and Council, inform of service changes, encourage participation and manage expectations at a time of unprecedented change aligning external and internal communications where appropriate

There is now a forward plan for communication and marketing activity focused on priority projects that support residents, can help reduce spend and/or manage demand for services e.g. My Account, fostering, childcare for 0-2 year olds. Building on the Peer Review recommendations, work is underway to specifically promote growth and regeneration in Thurrock and the place itself including the benefits to local people and in order to attract additional inward investment.

Modernise our internal processes and ways of working through digital technology, employee self-service and on-line learning

The council has been driving out employee and manager self-service through Oracle over the last year as part of the Transformation Programme, and this has successfully helped support the delivery of the Serco transition programme. HROD are continuing to develop an e-learning portfolio with wider use of our learning platform functionality to deliver webinars. The e-learning platform continues to grow with a number of new courses developed this year. The team is also developing a number of resources for libraries, the Stronger Together Community Hub and around self-harm and suicide awareness. The team have now developed a suite of screen cast training to support the Serco transition. This model will be introduced more widely now the Serco transition is complete. In conjunction with the Self-Service work an Oracle Steering Group has been formed to investigate ways of configuring and interacting further with Oracle across the Council in order to maximise the return on investment.

The new Electronic Document & Records Management System (EDRMS) which is driving records management into a single, efficient, modernised digital format, is now at the end of its first phase of roll out. The migration of documents to the new system is fully underway and due to be completed in December 2016. Further initiatives, such as scanning archive records to reduce off-site storage costs and the potential of a digital mailroom to become more "paper-light", are under consideration as part of phase 2 of the programme.

All scheduled Civic Offices moves were completed in November 2015 along with associated IT improvements. The next phase is underway to rationalise external communication land-lines to and from the satellite sites. Discussions are in progress on how to shape the ground floor of Civic Offices plus the use of the 1st and 2nd floors of the CO1 building to be more commercially productive for the council.

Skype for Business (formerly Microsoft Lync) has been rolled out to all users as a tool to support flexible working/hot-desking. It allows instant messaging (IM) between users plus displaying "user presence", location and status (busy, available etc). After a successful pilot test, the next phase will roll out the use of audio conferencing and screen sharing across the council.

The council is currently working with a supplier to develop a predictive data analytics model that will identify children in the 0 to 2 age range who are most at risk by age 5. This system will analyse a number of anonymised data feeds and then provide the Council with alerts to identify children at risk, enabling earlier intervention to support families and prevent maltreatment. It is hoped that this can be extended further to predict early intervention risks with adults.

Deliver the Transformation Programme, driving channel shift and customer access arrangements to reflect the digital council ambition

Following Digital Board and Transformation Board sign off the Channel Migration strategy, a full implementation plan has been developed and is continuously being reviewed. The strategy proposes that for most residents (i.e. all those who are able to), the first point of contact with the Council should be via our online channels - although there will still be telephone and face to face contact available for services that cannot be transacted on-line and for residents who do not have digital channels.

Recent data shows that our customers want to transact with us digitally:
- 31,561 residents have signed up for My Account
- c.10,000 households have registered for managing their Council Tax on-line with a further 55,000 remaining
- 63% of bulky waste bookings made online
- 10,674 residents registered to report issues online
- 2,723 Housing Benefit (HB) registrations are now on-line
- Benefit claimants have viewed their account 41,298 times
- 2,454 direct debits have been set up online
- 484 registrar appointments booked online since August 2015

With the introduction of eBilling scheduled for mid-2016 full council tax management will soon be possible on-line. This will negate the need for paper–based billing for all customers with My Accounts and create another huge opportunity for the council to actively convert the remaining households to create a My Account.

The new online adult social care information and advice site powered by Quickheart has been live for a number of months and work is underway to see how it can be developed further to offer additional self-assessment capabilities and potentially an eMarket facility that allows customers to purchase equipment or services directly via our web site from trusted suppliers.

Related Strategic/Corporate Risks	Impact / Likelihood
Managing Change/Capacity for Change	Substantial / Likely
Sickness Absence	Substantial / Likely
Delivery of MTFS – 2015/16	Substantial / Likely
Delivery of MTFS 2016/17 -2018/19	Critical / Unlikely
Property Ownership Liability	Critical / Unlikely
Reputation & Profile	Substantial / Likely
Business Continuity Planning	Critical / Likely
ICT Disaster Recovery Planning	Critical / Likely
ICT Infrastructure	Critical / Unlikely
Related Strategic/Corporate Opportunities	**Impact / Likelihood**
Digital Programme	Exceptional / Unlikely

Well Run Organisation Performance	RAG Status	New Framework	Direction of Travel since 2014/15	Year End Outturn	Year End Target
Overall spend to budget on Capital Programme	**G**	ACHIEVED	In line	90	90
Overall spend to budget on General Fund (variance)	**G**	ACHIEVED	In line	0	0
Overall spend to budget on HRA (£K variance)	**A**	FAILED	In line	£900K	0
% Council Tax collected	**A**	FAILED	Worse	98.58	98.9
% National Non-Domestic Rates (NNDR) collected	**G**	ACHIEVED	Better	99.8	99.3
% Rent collected	**G**	ACHIEVED	Better	99.64	99.5
% invoices paid within timescale	**A**	FAILED	Better	95.37	97
% timeliness of all Complaints	**G**	ACHIEVED	In line	98.1	98
Average sickness absence days per FTE	**A**	FAILED	Better	9.69	9
% long term sickness	**A**	FAILED	Better	45	34
% stress/stress related absence	**G**	ACHIEVED	Better	17.14	18
No of people registered for My Account	**G**	ACHIEVED	Better	31,561	25,000

This page is intentionally left blank

Corporate Overview and Scrutiny Committee Work Programme 2016/17		

Dates of Meetings: 21 June 2016, 20 September 2016, 22 November 2016, 18 January 2017 (Budget) & 14 March 2017

Topic	Lead Officer	Requested by Officer/Member
21 June 2016		
Terms of Reference	Democratic Services Officer	
Corporate Plan & KPI Framework 2016/17	Karen Wheeler	
Community Asset Transfer Policy	Becky Price	
Work Programme	Democratic Services Officer	
20 September 2016		
Shaping the Council Budget Update	Sean Clark	
Qtr 1 Corporate Performance 2016/17	Karen Wheeler	
Staff Survey 2016 Report	Jackie Hinchliffe	
IIP Report	Jackie Hinchliffe	
Annual Performance Development Review Report	Jackie Hinchliffe	
Work Programme	Democratic Services Officer	

22 November 2016		
Budget Update	Sean Clark	
Mid-Year Corporate Performance 2016/17	Karen Wheeler	
Customer Strategy	Karen Wheeler	
Work Programme	Democratic Services Officer	
18 January 2017		
2017/18 Draft Budget	Sean Clark	
Work Programme	Democratic Services Officer	
14 March 2017		
Budget Update	Sean Clark	
Qtr 3 Corporate Performance Report 2015/16	Sarah Welton	