

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

# Cabinet

The meeting will be held at **7.00 pm** on **12 July 2017**

**Committee Rooms 2 & 3, Civic Offices, New Road, Grays, Essex, RM17 6SL.**

## Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little, Sue MacPherson and Pauline Tolson

## Agenda

Open to Public and Press

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To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
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### **Queries regarding this Agenda or notification of apologies:**

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Agenda published on: **4 July 2017**

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# DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

## Helpful Reminders for Members

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

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

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



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

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

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

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

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

### Pecuniary

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

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- Not participate or participate further in any discussion of the matter at a meeting;
- Not participate in any vote or further vote taken at the meeting; and
- leave the room while the item is being considered/voted upon

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

### Non- pecuniary

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



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

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

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

**1. Create** a great place for learning and opportunity

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

**2. Encourage** and promote job creation and economic prosperity

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

**3. Build** pride, responsibility and respect

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

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

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

**5. Promote** and protect our clean and green environment

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

**Minutes of the Meeting of the Cabinet held on 21 June 2017 at 7.00 pm**

**The deadline for call-ins is Monday 3 July at 5.00pm**

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**Present:** Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little and Sue MacPherson

**Apologies:** Councillor Pauline Tolson

**In attendance:** Lyn Carpenter, Chief Executive  
Sharon Bayliss, Director of Commercial Services  
Sean Clark, Director of Finance & IT  
Steve Cox, Corporate Director of Environment and Place  
Roger Harris, Corporate Director of Adults, Housing and Health  
Jackie Hinchliffe, Director of HR, OD & Transformation  
Rory Patterson, Corporate Director of Children's Services  
Karen Wheeler, Director of Strategy, Communications and Customer Service  
David Lawson, Deputy Head of Legal & Monitoring Officer  
Kenna-Victoria Martin, Senior Democratic Services Officer

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

**1. Minutes**

The Minutes of Cabinet, held on 5 April 2017, were approved as a correct record.

**2. Items of Urgent Business**

There were no items of urgent business.

**3. Declaration of Interests**

There were no declarations of interest.

**4. Statements by the Leader**

The Leader addressed Portfolio Holders and in doing so offered his condolences to all of those affected and involved in the tragic incident at Grenfell Tower.

He informed Members the Council was working with the Fire Service to complete spot checks of all tower blocks within the Borough and a review of all properties had also been completed.

Housing Officers were working hard to assure residents that there were no similarities to any of the tower blocks in Thurrock. He continued by notifying Members that letters had been delivered to tenants and tenant meetings were being arranged to which Ward Members would be invited.

The Leader explained that following the General Election, work was back to normal, with Clean it, Cut it, Fill it having high priority and an update would be given at the July meeting of Cabinet.

Councillor Gledhill advised, a public awareness campaign around fly-tipping was about to begin, to remind residents to use council services for bulky waste collections or licensed companies to take away their waste. He continued by stating, if a resident's rubbish was found to be fly-tipped they could be fined and not the unlicensed company who removed the rubbish on their behalf.

The Leader then invited all to join him on Monday 26 June for Armed Forces Day where the flag would be raised in support of all service personnel.

Councillor S. Little thanked the Leader and the Chief Executive for their quick response in light of the Grenfell Tower tragedy in London and for speaking to residents offering them assurances.

Councillor Gledhill offered his thanks to all Housing Officers for their hard work over the last week.

#### **5. Briefings on Policy, Budget and Other Issues**

There were no items on Policy, Budget or other issue reported to the Cabinet.

#### **6. Petitions submitted by Members of the Public**

There were no petitions submitted.

#### **7. Questions from Non-Executive Members**

The Leader of the Council advised that no questions had been submitted from Non-Executive Members.

#### **8. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee**

The Leader of the Council informed Members that no matters had been referred to the Cabinet by an Overview and Scrutiny Committee.

## 9. Appointments to Outside Bodies, Statutory and other Panels

Councillor Gledhill, the Leader of the Council, briefly introduced the report which outlined the nominations made by Cabinet to Outside Bodies, Statutory and Other Panels for those appointments.

The nominations to Outside Bodies, Statutory and Other Panels were as follows:

<b>Organisation</b>	<b>Appointees</b>
<b>Anglian (Eastern) Regional Flood &amp; Coastal Committee</b>	<b>1. Councillor G.Rice</b>
<b>Association for Public Services Excellence</b>	<b>1. Councillor Gledhill (Leader of the Council)</b>
<b>Basildon and Thurrock University Hospitals NHS Foundation Trust Board of Governors</b>	<b>1. Councillor Ojetola</b>
<b>Essex Partnership for Flood Management</b>	<b>1. Councillor Collins</b>
<b>Essex County Traveller Unit</b>	<b>1. Councillor Gledhill</b>
<b>Essex Pension Fund Advisory Board</b>	<b>1. Councillor Hebb</b>
<b>Groundwork South Essex Trust</b>	<i>Body currently reviewing structure of representatives. No nomination is required at present.</i>  1. (2016 Councillor Huelin)
<b>Impulse Leisure</b>	<b>1. Councillor Watkins</b>
<b>Local Government Association</b>	<b>1. Councillor Smith</b>  <b>2. Councillor Kent</b>
<b>South Essex Growth Partnership Board (Leader and Chief Executive)</b>	<b>1. Councillor Gledhill (Leader of the Council)</b>
<b>Thurrock Arts Council</b>	<b>1. Councillor B. Little</b>
<b>Thurrock Sports Council</b>	<b>1. Councillor Watkins</b>
<b>Veolia North Thames Trust</b>	<b>1. Councillor Tolson</b>
<b>Thurrock Community Safety Partnership</b>	<b>1. Councillor Tolson</b>
<b>Thames Estuary 2100 Strategic Programme Board</b>	<b>1. Councillor Coxshall</b>

**RESOLVED:**

**That the nominations to Outside Bodies, Statutory and Other Panels be approved.**

**10. Procurement of Housing Capital Programme Delivery (Decision 01104430)**

Councillor Gledhill, Leader of the Council, presented the report and informed Members that the programme required re-procurement of its contract package from year's six to eight in line with the current Transforming Homes programme.

He continued by mentioning he had visited residents who had received adaptations or works to their homes. The Leader stated he was pleased to hear that residents were happy with the service and work they had received, including praise given to contractor's completing the work.

The Leader commented it was not just new homes receiving improvements but also making current Council homes fit for purpose and to improve the living conditions for residents.

Councillor S. Little stated that she had visited a number of properties and echoed the Leader's comments that residents were very pleased with the service they had received.

The Leader informed Members that 83% of residents had rated contractors as good or excellent within the Customer satisfaction survey and 85% of residents had rated the overall delivery of the programme as good or excellent.

**RESOLVED:**

**That Cabinet:**

- 1. Approve the re-procurement of two contract packages for the delivery of major works as set out in the report**
- 2. Approve the re-procurement of one contractor to provide strategic support and cost management of the Housing Capital Programme as set out in the report**
- 3. Approve delegated authority for award of the above contracts to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder for Housing.**

Reason for Decision – as stated in the report  
This decision is subject to call-in

## **11. Contracted Environmental Enforcement Services (Decision 01104431)**

The Leader introduced the item on behalf of Councillor Tolson; he notified Members since the start of the Environmental Enforcement Service pilot in December 2016, 1208 Fixed Penalty Notices (FPN) had been issued, of which 830 were paid on time. He continued by informing those present that the income from FPN was £62,250, this meant there was no charge to the residents of Thurrock.

Councillor Gledhill commented that moving forwards the early repayment discount was to be removed from the service. He further stated that following a change in legislation the FPN were to be increased to their maximum permissible amount.

Members were asked, as part of the recommendations, to approve the use of Media outlets to publicise successful prosecutions and (to use such outlets) to find those committing offences when identities were unknown or false identities were given.

The Leader further mentioned that as part of the recommendations Members were to agree delegated authority from the DVLA to recover abandoned vehicles and to enforce against untaxed vehicles.

Councillor MacPherson commented she was pleased to see the removal of the early payment discount relating to FPN and queried if the Leader had any updates on the prosecutions to date.

Councillor Gledhill, informed Members since the start of the Environment Enforcement Pilot there had been:

- 21 Prosecutions;
- £5,547 Total fines awarded;
- £5,654 Total costs awarded and;
- £11,915 Total of all costs, fines and surcharges.

Councillor Hebb, echoed Councillor MacPherson in that he too was pleased to see the early payment discount removed. He continued by stating it was agreed in June 2016 that the Administration would clean up the Borough and there were only so many times you could ask people do something before action was needed.

The Leader thanked Members for their comments and further informed them that under the contract other enforcement actions would include Littering and Dog Fouling Enforcement Patrols, action taken against Fly-posting, Graffiti and Fly-tipping.

### **RESOLVED:**

- 1. To delegate authority for the tender and subsequent award of a contract for enforcement services on a payment by results basis**

to the Corporate Director of Environment and Place in consultation with the Cabinet Member for Environment for a period of up to 4 years, to the value of approximately £960,000.

- 1a. **Cleaner, Greener and Safer Overview and Scrutiny Committee on 11 May 2017 recommended to Cabinet that the following amendments are inserted into recommendation 1.;**
  - a. **That the enforcement activities will be across the entire borough according to need,**
  - b. **That the contract is structured in such a way to not expose the Authority to undue financial risk, and**
  - c. **That an adequate break clause or other means of exiting the contract be included in the agreement.**
  
2. **To remove early repayment discounts for fixed penalty notices issued for environmental crime offences as detailed in 4.3.**
  
3. **To set the value of fixed penalty notices to the maximum permissible amount for environmental crime offences as detailed in 4.3.**
  
4. **To set the minimum age that formal enforcement action, including Fixed Penalty Notices, will be taken for offences to 16 years of age as detailed in 4.2.**
  
5. **To publicise the successful prosecution of those who are prosecuted for committing environmental crime in the borough and to use media outlets to appeal for information pertaining to the identity of those persons committing environmental crime where identities are unknown.**
  
6. **To approve the pursuit of and adoption of delegated authority from the DVLA for the removal, impounding and potential destruction of untaxed vehicles in line within the provisions of the vehicle excise duty (immobilisation, removal and disposal of vehicles) regulations 1997 (as amended).**

Reason for Decision – as stated in the report  
This decision is subject to call-in

**The meeting finished at 7.26 pm**

Approved as a true and correct record

**CHAIR**



**DATE**

**Any queries regarding these Minutes, please contact  
Democratic Services at [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)**

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<b>12 July 2017</b>	<b>ITEM: 11</b> (Decision 01104432)
<b>Cabinet</b>	
<b>End of Year Corporate Performance and Progress Report 2016/17 and Corporate Performance Framework 2017/18</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Non-key
<b>Report of:</b> Councillor Huelin, Portfolio Holder for Performance and Central Services	
<b>Accountable Head of Service:</b> n/a	
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services	
<b>This report is public</b>	

## Executive Summary

This report provides a final look at how the council performed against its priorities last year (2016/17) and a forward look at the corporate performance framework this year (2017/18).

The End of Year Corporate Performance Report (Appendix 1) 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 2016/17 (Appendix 2). 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 Corporate Performance Framework 2017/18 (Appendix 3) details the statistical evidence the council will use to monitor the progress and performance against the priorities. This is the outcome of a full and thorough review of KPIs in line with recommendations made by Corporate Overview and Scrutiny in 2015/16.

### 1. Recommendation(s)

**1.1 To note and comment upon the progress and performance against the corporate priorities for 2016/17 – Appendix 1 and Appendix 2**

**1.2 To agree the corporate performance framework for 2017/18 (Appendix 3)**

## 2. Introduction and Background

2.1 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.

- **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 The vision and priorities are currently under review by a cross-party working group of members along with representatives of the community, business and tenants.

2.3 This report details progress in relation to the delivery of the Corporate Priority Activity Plan 2016/17 and associated performance data. This can be found at Appendices 1 and 2 respectively and is summarised in 3.1 and 3.2 below.

2.4 The corporate performance framework for 2017/18 is set out in Appendix 3.

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

## 3. Issues, Options and Analysis of Options

### 3.1 End of Year Corporate Performance and Progress 2016/17

#### 3.1.1 Summary of Corporate Performance in 2016/17

	Corporate KPIs performance against end of year target 2016/17	<i>Corporate KPIs in 2015/16</i>
Achieved	59.18%	48.94%
Failed	40.82%	51.06%

	Direction of Travel 2016/17 compared to 2015/16	<i>Direction of Travel 2015/16</i>
↑ IMPROVED	47.22%	61.7%
→ STATIC	2.78%	12.77%
↓ DECLINED	50%	25.53%

### 3.1.2 2016/17 Performance Highlights

Some key achievements from 2016/17 are highlighted below. Others are reported within Appendices 1 and 2 of the report.

- Launched Clean it, Cut it, Fill it
- Opportunity Thurrock – 130 exhibitors and over 2,500 students
- 96% of Thurrock schools are graded by Ofsted as good or better
- New residents e-newsletter launched in October
- Secured over £10m of government funding to unlock delivery of the rail crossing in Grays
- Expanded small business accommodation in Thurrock
- Adopted the Community Assets Transfer Policy
- New Community Hub opened in Purfleet taking total to six
- Over £185,000 of Community Environmental Development Fund awarded to six projects including the Frost Estate Community Association
- Partners appointed to deliver Shared Lives initiative
- New Customer Services Strategy, Digital Strategy and People Strategy developed and agreed
- New joint health/social care programme – “For Thurrock in Thurrock” launched including development of Thurrock First – single point of access
- Transforming Homes programme refurbished over a thousand properties with 85% tenant satisfaction with the programme
- Successful bid for £250,000 to provide a one stop shop for domestic abuse clients with neighbouring authorities and £891,000 for two year homelessness prevention trailblazer scheme across Essex
- New income generating commercial waste collection service exceeded sales target
- Adopted new Design Strategy aimed at better quality planning and design in new developments
- Give a Gift appeal raised over 3,000 donated gifts for children in Thurrock
- The council retained Investors in People Gold status

3.1.3 The council has also had recognition in 2016/17 for the excellence of our individuals and teams including:

- Public Service People Managers Association (PPMA) 2016 – individual award finalist, Wendy Dobbin
- PPMA 2016 finalist for Employee Relations (Operation Welcome)
- Finalists for Driving Growth (for Purfleet Regeneration) and Partnership of the Year (for ROH Trailblazer programme) in LGC awards 2016
- Finalists for Legal Services, Workforce Transformation and Senior Leadership Team in the MJ Awards 2017
- Won the Best Employee Relations Award in CIPD Awards 2016
- Social Work team were Winners of the Skills for Care National Accolade
- Eight officers/teams were awarded a Staff Award, chosen from 263 nominations
- The Education Awards in November 2016 saw 15 awards given to Thurrock teachers and education staff being recognised for their contributions to the improvement and enrichment of Thurrock’s pupils
- Won Gold Performance Award in the Geo Place Awards for the management of address and street data

### **3.1 Corporate Performance Framework 2017/18 – Appendix 3**

- 3.1.1 The Corporate Performance Framework for 2017/18 provides a mixture of strategic and operational indicators. This reflects the demand for council services increasing and being ever more complicated and the need for a holistic approach to monitoring data and intelligence. The increased analysis of internal processes at service level by Directors which has been embedded throughout 2016/17 will continue.
- 3.1.2 Appendix 3 is the outcome of a full and thorough review of KPIs and other performance tools in line with recommendations made by Corporate Overview and Scrutiny in 2015/16. The review took into account feedback and intelligence the council receives from residents. Results from the resident survey which took place in November/December 2016 also fed into this review.
- 3.1.3 The purpose of the review was to make the performance framework as clear and simple to understand as possible, whilst balancing the need to ensure the council is monitoring those things which are of most importance, both operationally and strategically.

### **3.2 Monitoring and Scrutiny 2017/18**

- 3.2.1 Performance against the corporate priorities will continue to 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.
- 3.2.2 Each quarter a report will be presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

## **4. Reasons for Recommendation**

- 4.1 The corporate priorities and associated performance framework are fundamental to articulating what the council is aiming to achieve. 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 This report outlines what the council will focus on in the year ahead 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 Performance monitoring reports are considered on a quarterly basis by the Corporate Overview and Scrutiny Committee throughout the year and where there are specific issues relevant to other committees these are further circulated as appropriate.

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

6.1 This report articulates what the council is aiming to achieve. 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: **Laura Last**  
**Management Accountant**

The report provides an update on performance against corporate priorities in 2016/17 and the performance framework for 2017/18. Although this report itself does not have any direct financial implications, the corporate priority projects reported in Appendix 2 and KPI 2016/17 outturns (Appendix 1) and revised KPI framework for 2017/18 (Appendix 3) contain activities and measures that influence the council's ability to operate within available resources. Individual commentary will continue to be given throughout 2017/18 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: **David Lawson**  
**Monitoring Officer**

There are no direct legal implications arising from this report. However, action plans for individual priority areas outlined in Appendix 3 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: **Becky Price**  
**Community Development Officer**

The corporate performance framework for 2017/18 contains measures that will 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.

For 2016/17 narrative and data relating to wider diversity and equality objectives is provided in Appendices 1 and 2.

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

The corporate priorities and performance framework include 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 – End of Year Corporate Priority Activity 2016/17 progress
- Appendix 2 – End of Year Corporate KPI outturn 2016/17
- Appendix 3 – Corporate Performance Framework 2017/18

**Report Author:**

Sarah Welton  
Strategy & Performance Officer



**Appendix 1**  
**CORPORATE PLAN PRIORITY PROJECTS 2016/17**  
**END OF YEAR PROGRESS**

**Create a great place for learning and opportunity**

**Work with partners to provide training, apprenticeship and employment opportunities linked to key local industries**

The Employability and Skills team continues to build and maintain employer contacts in Thurrock and beyond, in order to extend provision that directly links to key priority sectors and enables local employers to recruit to vacancies.

In 2016/17 Opportunity Thurrock, the borough wide annual careers fair, hosted more than 130 exhibitors ranging from local/national employers, further education (FE) and higher education (HE) to speak to more than 2,500 students about their aspirations/pathways for the future. Close liaison with the regeneration team has enabled the development of a job vacancies website as another route for local employers to promote opportunities.

This has been branded as **Opportunity Thurrock** so it is immediately recognisable and linked to the careers fair and key priority sectors. Regular liaison with the regeneration team enables the inclusion of apprenticeship and employment with training, training for existing staff and the recruitment of local people as part of their statutory obligations via Section 106 Town and Country Planning Act.

With regard to opportunities within the council, the number of apprenticeships during 2016/17 has been impacted by the uncertainty of the new apprenticeship levy framework. There has been considerable cross-council work between Children's Services and HROD to ensure there is a clear system in place for 2017/18 to meet the requirements of and targets within the new national framework.

Other programmes, include:

- OnTrack Thurrock provides bespoke services for NEET (Not in Education, Employment of Training) young people to develop skills to enable employment.
- Thurrock's Next Top Boss provides students with high profile business mentors to resolve real time business challenges.
- Careers and Enterprise Company programme is recruiting business leaders as volunteers to provide strategic direction to Headteachers/Principals to create whole school/college Enterprise Strategy as well as simplify the range of offers and services available to schools and traded work experience service.
- In addition, joint work is underway, with an external partner and HR & OD, for the council to consider the creation of fixed term contract employment opportunities for vulnerable young people.

The service has continued to work closely with the Regeneration Team to ensure that we are supporting new employers into Thurrock – a recent example is the work being undertaken with Amazon – a consortium of learning providers have been brought together to support the employability and skills element in terms of the recruitment of these new opportunities.

Over the past six months the service has worked around supporting young people to consider a pathway into higher education. This links directly with work around raising aspirations and supporting the highest achieving students. The Thurrock Top Achievers

programme has seen over 80% of the young people having a provisional offer to a Russell Group University. The service has also submitted a range of applications to further support this work and is currently awaiting the outcome.

### **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**

The School Improvement Team continues to work closely with the three Teaching School Alliances to use data to identify the needs of schools within the borough. There is a comprehensive Continuing Professional Development offer available to all schools in the borough.

Of the 50 schools with a current inspection grade, 48 (96%) are good or better. The Early Years' Team works closely with child-minders and early education and childcare businesses in the borough to support and prepare them for Ofsted inspections. Of the 44 private, voluntary and independent early education and childcare settings in the borough with a current Ofsted grade, 100% are good or better; ensuring the best outcomes for our youngest children. Currently 99% of child-minders with an Ofsted inspection grade are judged to be good or better.

### **Review school improvement and other children and young people services and develop proposals for future delivery to make best use of available resources**

The school improvement service has been reviewed and new structure put in place. The majority of Thurrock's schools are now Academies and this is reflected in the size of the improvement function that remains in the council. Increasingly the service has a strategic and facilitative role through the Teaching School Alliance.

The Children's Centre new structure is now complete. Children's Centres will also be working closely with the Brighter Futures Prevention & Support Team and Public Health to ensure a greater number of families are supported and early identification of need and support is provided to reduce the number of referrals to social care.

### **Using outcomes of the iMPOWER review and Ofsted Inspection, develop and deliver strategic plan for demand management of children's social care services**

The Ofsted Improvement Plan continues to be progressed and is monitored by the Corporate Director, Children's Services, via bi monthly meetings. The direction of travel remains positive in all areas.

In December 2016, iMPOWER completed their final report with Children's Social Care and wider council services to support the restructure of these services in order to offer more effective early help and prevention.

This work is being taken forward and there has been significant progress in bringing together the former Troubled Families and Early Offer of Help teams to form PASS, the Prevention and Support Service. Children's Centres, Disabled Children's Short Break and Outreach Service and the Public Health 0-19 Healthy Families Agenda alongside PASS are now under one prevention offer and will be the integrated brand of Brighter Futures.

Progress is being monitored and governed by the newly formed Brighter Futures Programme Board that is chaired by the Corporate Director, Children's Services. There is still extensive work to be done with council and external partners to ensure that families receive the right support at the right time and reduce the demand on statutory 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**

The council has been focusing on a number of different ways to raise the profile of Thurrock and of the council.

There is now more proactive use of social media channels including Facebook, Twitter and LinkedIn to raise the council's profile. The residents' e-newsletter was launched in October 2016 with approximately 11,500 registered recipients.

In 2016/17 the approach to raising the profile through awards, trade journals and events was centralised. The council has been finalists for several national awards, including winning entries for human resources, planning, social care recruitment and housing – all of which add to the positive profile of the borough.

Work has been ongoing to ensure the council's brand and Thurrock the place is shared widely and recognised including promoting investment opportunities through the MJ/MIPIM investment guide widely circulated at the Property and Investment Trade Show and through the Thames Estuary Growth Commission. This is a main focus of proactive communication activity going forward into 2017/18.

A new roundabout sponsorship scheme went live during 2016/17 with near-capacity take-up by local businesses in just a few months generating income.

### **Develop and progress the refreshed Local Plan and associated documents**

Thurrock Council is preparing a new Local Plan. This plan will be used to guide decisions on planning applications for development as well as set out the strategic direction of the area on social, economic and environmental matters. All local planning authorities must prepare a Local Plan setting out planning policies for their area.

Following on from a successful consultation on the Stage 1 - Local Plan Issues and Options document in early 2016, the council has been working on updating key parts of its evidence base including but not limited to its Strategic Housing Market Assessment, Economic Development Needs Assessment and a Green Belt Assessment. The findings from these studies will be used to inform the production of a Stage 2 - Local Plan Issues and Options document which is intended to be consulted on later this year. The Stage 2 document will outline a series of options for strategic policies and identify potential directions for future growth.

In addition to the work being undertaken on the emerging Local Plan the Council has started producing a number of design based Supplementary Planning Documents to support the implementation of existing policies in the adopted Core Strategy. In March 2017, Cabinet adopted the Design Strategy; this document is the first document in the Thurrock Design Guide to be adopted. In March, the Council also approved the Residential Alterations and Extensions for public consultation. Consultation on this document ends in May 2017.

## **Implement the Economic Growth Strategy and progress the six Growth Hubs including Purfleet Centre Scheme**

The growth programme in Thurrock continues to be one of the largest and most exciting opportunities in the country. Thurrock's reputation as a place full of opportunity has helped attract a number of large scale regeneration projects including DP World London Gateway, Port of Tilbury expansion and Purfleet Regeneration. These projects in turn have created significant numbers of jobs new facilities such as the fulfilment centre in Tilbury in 2017 presents' further opportunities.

In addition to these large scale projects the council has also focussed on smaller but nevertheless significant projects for local people such as expanding small business accommodation offer in the borough, helping local people to find work and improving the borough's town centres. Good progress has been made in a number of areas as the programme continues to move from plans to deliverables. Highlights include: -

- Securing over £10m of government funding to unlock delivery of the rail crossing in Grays
- Introducing a town centre management function working with the Grays Town Partnership
- Development of the Community Led Local Development strategy and applications for c.£3 m to fund a range of projects in Tilbury
- Accessing significant amounts of external funding for business support activity

A full and detailed update on the progress of the six growth hubs was presented by the Portfolio Holder for Regeneration to Council in November 2016.

## **Work with partners to identify and provide for infrastructure needs including tackling issues of congestion and proposals for a new Lower Thames Crossing**

In April 2017, the Secretary of State for Transport announced the preferred route for the Lower Thames Crossing, a bored tunnel between Gravesend and Tilbury. A series of meetings has been set to identify the resources that the council needs to respond to this proposal and produce a list of mitigation measures required.

The Department for Transport (DfT) confirmed that it will provide £66.05m of funding for the widening of the A13 between the A128 (Orsett Cock) and the A1014 (The Manorway), from two lanes to three lanes in both directions. Provided there are no challenges, contracts for Lot 1: Detailed Design and Lot 3a: Construction will be awarded towards the end of May 2017.

The Stanford-le-Hope Transport Interchange scheme is nearing the end of preliminary design. This scheme involves a new station building, bus turnaround facility, taxi and passenger drop-off facilities and cycle parking. Design & build contractor, Morgan Sindall has submitted a planning pre-application and is producing a target cost for construction. Subject to a collaboration agreement with c2c, it is proposed to progress to detail design in June.

Work is continuing on the Congestion Task Force project as follows:

**Mitigating impacts of incidents on Dartford Crossing** - Variable message signs and static signs are due to be installed on the Thurrock Council road network by the end of June 2017. These will notify road users about diversion routes to follow in the event of incidents

on the Dartford crossing. To date, two variable message signs have been received from Highways England. Further signs are being procured.

### **Improving free flow of traffic**

- Yellow box junction markings were painted at junction 30 in January 2017.
- In April 2017, inspectors started issuing fixed penalty notices (FPNs) to utility company contractors for over-running street works and non-compliant traffic management etc.
- In preparation for the introduction of permitting in October 2017, officers are consulting on traffic sensitive streets and are preparing job descriptions to recruit permit officers, inspectors and co-ordinators for the new Permitting Team.
- Atkins has been commissioned to produce an intelligent Transport Strategy. Their report is due in July 2017.

### **Future proofing Thurrock's highway networks**

Currently identifying funding to undertake Saturn modelling and VISSIM modelling.

### **Build new homes that are affordable and a mixture of tenures (private and social)**

The second half of 2017/18 has seen continued development of proposals and plans for new housing developments. Planning permission has been given to redevelop the former TOPS Club site in Grays for 29 units whilst both the 35 unit scheme for older persons at Calcutta Road, Tilbury and the 53 unit scheme at Chadwell St Mary have both been submitted for planning. All schemes have been subject to an external design review to ensure good quality development and all are 100% for affordable rent within the Housing Revenue Account.

These projects which are part of the Housing Zone will deliver a mix of 117 houses, flats and bungalows for rent which meets evidenced housing need. These schemes are the last funded Housing Revenue Account (HRA) schemes as the HRA borrowing cap will be at its limit and no further resources are available.

The first of Gloriana's new homes are complete and handed over as part of the 128 unit scheme at St Chad's scheme which will finish completely in 2017. Further preparatory work has been undertaken for potential future schemes. The development of a business case to achieve the regeneration of estates with high repair costs and poor environmental conditions has progressed with a range of studies being completed to provide a sound evidence base upon which financial viability work is being considered. The ambition is to redevelop on estates where appropriate and so provide new homes and improve the lives of residents.

## Build pride, responsibility and respect

### Develop a communication and engagement strategy informed by the Residents Survey

The Communications Strategy has been developed with a view to being implemented during 2017/18. The resident survey was undertaken during November and December 2016 and the results of this have been fed into priority activities for 2017/18, including the principles of the Communication Strategy.

The council has increased its use of social media and this is now a daily, two-way, instant channel of communication with residents and other stakeholders. The council now has over 10,000 followers on Twitter and 2,000 Facebook “likes”.

### Work with partners to empower communities

The council has progressed a number of programmes to help empower communities. Most significantly is the adoption of the Community Assets Transfer (CAT) Policy. Often, communities aspire to provide local activities but lack the facilities to do so. This policy provides a consistent opportunity for community organisations to seek the use of land or property owned by the council at a subsidised rate when the public value of the activity is considered within an agreed framework.

Friends of Hardie Park (based in Stanford Le Hope) were instrumental to the development of the CAT policy and provide a current example of the policy in practice. With a pool of dedicated volunteers, the group are campaigning for park improvements and championing local management and maintenance of the park. They have made improvements to prevent vandalism of equipment and anti-social behaviour and secured funding to install a new skate park. A prefabricated building has also been erected and will contain a café and space to deliver training sessions.

A new Community Hub has opened in Purfleet taking the number across the borough to six. Hubs empower communities by bringing people together around common issues and exploring community based solutions to improvement. Often, the simple act of providing a space and support to talk something through can change someone’s perception from being dependent and stuck, to having choice and options about the future. People appreciate being supported by trained volunteers, and hubs are increasingly seen as the first point of call for information and support. Hubs are co-produced with the voluntary sector and local communities, and are underpinned by a commitment to equality.

As well as increasing confidence, improving skills and knowledge is an important aspect of empowerment. Subsidised training is available to Thurrock residents active in their communities with Voluntary Sector Training Essex with courses now delivered in Thurrock too including *Finding Funding Faster* and *Roles and Responsibilities of Trustees*.

The key partnership approach helping to empower communities is through the Stronger Together Partnership. A dedicated website, <http://www.strongertogether.org.uk>, has been created to promote the many different programmes in Thurrock supporting people to support themselves and others including Timebanking, the work of Local Area Co-ordinators and support for micro enterprise to name a few. The site is particularly good for promoting good news about Thurrock and examples of community spirit in action.

A number of activities throughout the year have provided an opportunity for people to come

together around the issues they feel passionate about. Community clean ups supported through the Big British Spring Clean are a great example of community led action, improving local areas. 13 community groups collected bags of rubbish weighing a total of 1400kg. This is just one small example of the power and strength of community action and volunteering which is growing stronger in Thurrock all the time.

The Community Environmental Development Fund (CEDF) was launched in 2016 as an opportunity for communities to apply for funds to support improvements in their area. Over £185,000 was awarded to six projects. The largest award was made to the Frost Estate Community Association who established the group to repair roads and build a stronger community.

The road repairs have made a huge difference to residents, not only making for safer journeys – especially for those with mobility problems – but the repairs have reinstated people's pride on the estate which enjoys a special heritage within our borough. The CEDF Fund is considered a successful approach to supporting communities and a new round will be launched spring 2017.

### **Develop new models for adult social care and support provider development through implementation of the Market Position Statement**

Excellent progress continues to be made with the implementation of the key objectives within the Market Position Statement. The micro enterprise project is supporting an increasing number of micro enterprises which are now beginning to provide support to the community. Ategi have been appointed to deliver shared lives in Thurrock in partnership with Social Finance and support from Community Catalysts. A manager for the service is now in place and training and information sessions are being developed for staff and the wider community.

The provision of domiciliary support has continued to be challenging however the specification for the new service is now complete and the procurement will start shortly. The specification encompasses a new way of working to support people to be connected to their communities and to receive the level of care and support they need. The specialist autism service is now moving forward in partnership with Family Mosaic who will be building six units of accommodation with specialist support at Medina Road. A further eight units of accommodation to support people with learning disabilities are currently being refurbished with a grant from the government's Transforming Care programme of work.

### **Develop a new and transformational Customer Services Strategy including delivery through digital channels where appropriate**

The Customer Services Strategy was agreed in April 2017 and will be embedded throughout 2017/18. Throughout the strategy, there is a strong emphasis on digital and self-service for customers that are able to utilise this method but recognition that support must still be available for the customers that cannot. Delivery will be monitored through the Customer and Demand Management Board and, using the principles agreed in the strategy, will support services to identify further opportunities for better, more efficient service delivery. This is a wide ranging piece of work, as there are so many aspects to it, from channel shift, analysis of customer requests and queries through the contact centre, monitoring of trends in complaints and usage of the website to a whole scale look at the quality of the correspondence we send out.

## **Improve health and wellbeing**

## **Implement the Health and Wellbeing Strategy and deliver the action plans**

The Health and Wellbeing Board has reviewed all action plans through the course of the year, with action plan owners providing progress reports. Engagement activity has also taken place to enable Thurrock people to influence and inform actions as they develop and are implemented. An annual report is to be presented to the July Health and Wellbeing Board and will detail key achievements for 2016/17.

The Health and Wellbeing Strategy is a five year strategy, and as such, work is now taking place to refresh action plans for 2017/18. Action plans will be expected to reflect and respond to engagement feedback captured during 2016/17.

## **Transform and integrate health and social care with a focus on prevention and early intervention, including the delivery of four integrated healthy living centres**

Progress has been made with Thurrock's Adult Social Care Transformation Programme. In recognition of the shared vision and direction of travel across health and social care, a decision has been made to have an integrated transformation programme across the council's Adult Social Care and Thurrock Clinical Commissioning Group (CCG). The joint programme is under the previously owned CCG brand 'For Thurrock in Thurrock'.

Significant progress has been made during the year which includes:

- Agreement on joint brand, joint programme, joint vision and joint direction of travel
- Consultation and engagement on the principles underpinning our joint vision and direction of travel
- Commencement of a project to examine a variety of alternative delivery models for the provision of current in-house provided Adult Social Care services
- Development of a feasibility study to provide options for Thurrock's in-house residential care home
- Scoping of an alternative approach to the delivery of homecare – including a pilot to test identifying and meeting the outcomes that are most important to people receiving a homecare service – including meeting outcomes within the community
- Development of Thurrock First – the single point of access between Adult Social Care, Community Health and Mental Health – due to go live this Summer
- A number of micro-enterprises being established – with a further few at different stages of development
- The appointment of a provider to manage Thurrock's Shared Lives service

Work continues on the Integrated Healthy Living Centres (IHLC). A project focused in Tilbury to develop a population-health approach to the delivery of health and social care will influence the contents of the Tilbury IHLC and its operating model. Depending upon the success of the model, the Tilbury model will be scaled-up with the approach being implemented across Thurrock. The delivery of the Tilbury and Purfleet IHLCs is set for 2018/19 – but with co-location of services taking place in 2017/18.

## **Deliver Transforming Homes programme for 2016/17**

The Transforming Homes programme has successfully refurbished 1,115 properties internally this year. This brings the total number of properties refurbished to date to 6,953



and equates to 69% of the total housing stock.

In the last year more than 250 of the completed properties have benefited from adapted facilities such as showers or wet rooms as part of the programme. This has enabled the tenants to continue to live independently in their homes. A further 138 properties have been adapted through this programme in response to referrals from Adult Social Care (Community Solutions).

A key focus across the programme is to drive improvement by continuing to monitor the resident satisfaction and ensure robust challenge of contractor performance. Average resident satisfaction with the programme across last year has been very good, achieving 85% against an 80% target.

### **Improve efficiency and effectiveness of homelessness prevention**

The Housing Solutions service has continued to see a rise in the number of applications for assistance and cases where the local authority has a statutory duty to accommodate households. This has resulted in increased numbers in temporary accommodation. The main cause of homelessness continues to be the ending of private tenancies, in line with the national trend. The department continues to work with private landlords to negotiate new and continuing tenancies.

In order to avoid expensive bed & breakfast accommodation the department has secured a contract for a new 10 bed property in The Broadway, Grays for single, homeless people. However, more accommodation is needed and the service continues to look at options for alternative provision, working with local providers.

Phase 1 of the new Housing ICT system (Northgate) was successfully implemented in November 2016; the first phase includes a homelessness module which will enable much improved case monitoring and reporting on homelessness.

A new pilot scheme called *Housing First* was introduced in November 2016 and is jointly funded by Housing, Adult Social Care and Public Health. The scheme provides intensive support for homeless individuals with the most chaotic lives and complex needs, who cost public services such as the NHS and criminal justice system thousands of pounds. St Mungo's, a housing charity working with homeless people, were procured to run the service for the first year and there are five spaces available on the pilot. The scheme reverses usual processes by providing housing before support services are accessed. A national *Housing First* programme is being encouraged across the UK and the Thurrock scheme will be showcased to other boroughs looking to implement similar schemes.

The Homelessness Reduction Bill received royal assent in April 2017 and is anticipated to commence in April 2018. The new legislation confers extra duties on the local authority to prevent homelessness and to assist all household groups, not just those with a priority need. The changes will require new ways of working for the Housing Solutions team. Training by the National Practitioner Support Service is being held in Thurrock in July 2017. New toolkits for homelessness prevention will be provided in line with the new legislative requirements.

A recent bid to the Department of Communities and Local Government (DCLG) for funding of a specialist accommodation based support and service reform was successful in securing £250,000 per year for two years. This was a joint bid involving Basildon, Thurrock, Castle Point, Rochford and Brentwood councils along with SERICC, Citizens Advice Bureau

(CAB), Changing Pathways and Essex Police. The funding will include the provision of a domestic abuse “One Stop Shop” providing a single point of contact for domestic abuse clients, to access relevant services on a single day in one location. Work is underway to implement the new programme which is anticipated to start in June 2017.

A further successful funding bid to DCLG led by Essex County Council has secured £891,300 for a two year homelessness prevention trailblazer scheme. The scheme will provide 10 specialist mentors across Essex who will assist households in preventing homelessness. One of the mentors will be based in Thurrock but the department will have access to all ten mentors across the county. Specialisms include offenders, families, private landlords, complex needs and mental health. The provision will assist the council with new duties under the Homelessness Reduction Act.

## Promote and protect our clean and green environment

### Review waste services including collection options, re-tendering of contracts and opportunities for income generation

Cabinet approved the re-procurement of waste disposal contracts on an as-is, like for like basis retaining the current frequency and level of collections across all waste streams. Delegated authority to proceed was obtained at Cabinet in March 2017. The procurement process is underway with new contracts scheduled to go live in December 2017.

The Civic Amenity Site returns to council operation in June 2017. The site is not currently in keeping with modern sites with capacity not being sufficient to support the current site throughput or to meet the requirements of the borough's growth agenda going forward. Capital funding has been sought and work is ongoing to redevelop the site.

The commercial waste service has been subject to a revised sales and marketing plan supported by investment in sales staff. The income generated by the service in 2016/17 exceeded the targets set.

With regard to the waste collection service although no changes have been made to frequencies or materials, new collection routes were implemented in May 2017 to ensure a more efficient and effective waste collection service for residents.

A project is ongoing to understand waste behaviours, looking at ways to increase participation in recycling and reduce issues of non-compliance. The Recycle It campaign will continue throughout 2017/18.

### Improve consistency and sustainability of street cleanliness services through stronger enforcement action on fly-tipping and littering and exploring possibilities for trading greening services

In August 2016 the department commenced the Clean it, Cut it, Fill it pilot scheme. This scheme enabled the Street Services section to reintroduce a number of barrow beats, an additional tractor and grass cutting unit as well as a major routes grass cutting team. Changes have been embedded into the service for 2017/18 which have enabled the department to run a pilot of returning street services to service-based rather than the previous area-based teams.

These changes along with the additional resources that have been made available have had a marked impact on the standard of the parks and open spaces, verges and street cleanliness across Thurrock. Whilst the 2016/17 quantitative data in the corporate scorecard does not yet indicate the improvement desired, anecdotal and qualitative feedback highlights significantly cleaner and tidier streets and neighbourhoods around the borough.

A separate piece of work has now also started to focus on making improvements to a number of parks and open spaces across the borough. The improvement programme is to promote greater use and enjoyment of the parks and open spaces and encourage positive activity.

The council engaged a private enforcement company in December 2016 to support the delivery of littering and dog fouling enforcement. To March 2017 over a 1,000 Fixed Penalty Notices have been issued. The contract has proven to be cost neutral with a small income

received which will be used to fund prosecutions. 21 prosecutions for littering were heard at Southend Magistrates Court in May/June 2017. The success of the pilot has led to a proposal for an expanded range of services over a long term contract period to be put in place.

### **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**

The Thurrock Design Guide is a suite of design based planning documents that will play a critical role in reinforcing the importance of place and improving the design quality of all new developments that require planning permission.

In March 2017, Cabinet adopted its Design Strategy, which is the first completed document in the Thurrock Design Guide. In broad terms the Design Strategy sets out the main design principles that should be considered and/or adhered to by applicants when they are working up new development proposals in the borough. It includes requirements for assessing the context of a site and provides specific guidance that relates to the individual characteristics of the borough's five broad place typologies. The typologies used in the guide are as follows:

- Urban Centres and Transport Hubs
- Residential Neighbourhoods
- Commerce and Industry
- Thurrock Lakeside
- Village and Rural Locations

In March, Council also approved for consultation a draft design guide on Residential Extensions and Alterations. This document focuses on balancing the applicants' needs, rights of neighbours and what is best for the wider community and will play a critical role in reinforcing the importance of place and improving the design quality of all residential alterations and extensions that require planning permission.

The proposed guide would also benefit homeowners wishing to alter and/or extend their property using permitted development rights as it provides clear and concise advice on how to make the best out of their alteration/extension. Consultation on the Draft Residential Alterations and Extensions Supplementary Planning Document ended in May.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Performance Indicator Title	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Target	DOT since last year	Achieved or Failed	Commentary (required for all failed indicators)
Permanent admissions to residential/nursing homes per 100K pop'n (18+)	Cllr S Little	133	134	163	136	163	↑	Achieved	
Number of volunteers active in roles within the council	Cllr S Macpherson	250	251	n/a	251	250	↑	Achieved	
Overall spend to budget on HRA (£K variance)	Cllr R Gledhill	-2485	900	n/a	-304	0	↑	Achieved	
No of homes transformed (NB target is given as a % of total stock as the actual figure changes as stock levels change)	Cllr R Gledhill	n/a	58% (5838)	60 per month	1115 (68%)	65% of all stock by year end	↑	Achieved	
% of repairs completed within target	Cllr R Gledhill	n/a	95 (March in month)	85	98.3	85	↑	Achieved	
Average time taken to complete an emergency repair (in days)	Cllr R Gledhill	n/a	0.29	n/a	0.13	0.2	↑	Achieved	
Average time taken to complete a non-urgent repair (in days)	Cllr R Gledhill	n/a	9.73	n/a	9.01	20	↑	Achieved	
% of primary schools judged "good" or better	Cllr J Halden	76.5	75.7	87	91.9	80	↑	Achieved	
Average time (in days) for a child to be adopted (3 year average)	Cllr S Little	625	601	n/a	452	500	↑	Achieved	
% of Major planning applications processed in 13 weeks	Cllr M Coxshall	84	84.58	n/a	97.3	75	↑	Achieved	
% of Minor planning applications processed in 8 weeks	Cllr M Coxshall	88.3	92.9	n/a	100	88	↑	Achieved	
% Council Tax collected	Cllr S Hebb	98.71	98.58	n/a	98.9	98.9	↑	Achieved	
No of people registered for My Account	Cllr D Huelin	n/a	31561	n/a	51,201	45000	↑	Achieved	
% of complaints upheld (all services except social care) (based on closed complaints)	Cllr D Huelin	n/a	50	n/a	37	40	↑	Achieved	
Overall spend to budget on General Fund (£K variance)	Cllr S Hebb	0	0	n/a	0	0	→	Achieved	
No of affordable housing units delivered directly	Cllr M Coxshall	n/a	n/a	n/a	12	12		Achieved	
No of private housing units delivered through Gloriana	Cllr M Coxshall	n/a	n/a	n/a	37	10		Achieved	
KS4 Attainment – Progress 8 score	Cllr J Halden	n/a	n/a	-0.03	-0.01	-0.03		Achieved	
LAC KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Cllr J Halden	n/a	n/a	25	33.3	25		Achieved	
LAC KS4 Attainment – Progress 8 score	Cllr J Halden	n/a	n/a	-1.14	-0.81	-1.14		Achieved	
Number of "exchanges" carried out through time-banking (in hours)	Cllr S Macpherson	n/a	n/a	n/a	15250	11,000		Achieved	
Number of people supported by a Local Area Coordinator (LAC)	Cllr S Little	n/a	n/a	n/a	988	650 by year end		Achieved	
No of business engaged through Council programmes	Cllr M Coxshall	n/a	n/a	n/a	727	500		Achieved	
Income generated through Local Growth Fund Round 3	Cllr M Coxshall	n/a	n/a	n/a	£10.8m	£10.8m		Achieved	
Self-Directed Support - % of adult social care carers in receipt of SDS	Cllr S Little	8.9	94.4	77.7	86.66	50	↓	Achieved	The actual number of carers in total are very low and so a slight shift in the numerator affects the percentage significantly. This reduction was the result of just 2 less people.
% Rent collected	Cllr R Gledhill	99.44	99.64	99.64	99	99	↓	Achieved	Very marginally less than previous year.
% Early Offer of Help Episodes completed within 12 months	Cllr J Halden	n/a	97.2	n/a	95	95	↓	Achieved	The Early Help Services have been reorganised this year and this will have had some impact even though the target was achieved.
Street Cleanliness - c) Graffiti	Cllr P Tolson	0.5	0	1.52	1.15	2% (Smaller is better)	↓	Achieved	The standard used to assess the levels of graffiti in the Borough are based on visual inspections of 300 sites, completed in 3 separate tranches during the course of the financial year. The scoring relates to the number of sites falling below an acceptable standard. Although still below target, the final outturn in 2016-17 was slightly higher than the final figure for 2015-16. The most likely cause of the increase in the 2016-17 figure, is an increase in the incidents of graffiti visible during the snap shot inspections. Offensive graffiti is removed within 24 hours of the department being made aware of it. Non-offensive graffiti is cleared on a needs basis.
% National Non-Domestic Rates (NNDR) collected	Cllr S Hebb	99.68	99.8	n/a	99.7	99.3	↓	Achieved	Business Rates collection is subject to many variables: i.e. resolution of appeals from the valuation office which result in rebilling or new sites coming online throughout the year with later payment schedules. It is therefore impossible to directly compare one year to another or attribute such a small variance. Whilst performance is 0.1% worse than last year this is an excellent result and is likely to place Thurrock in the top ten performing councils.
% of young people who reoffend after a previously recorded offence	Cllr J Halden	37	29	38 (National)	quarterly in arrears	30	quarterly in arrears	quarterly in arrears	
% of 16-19 yr old Not in Education, Employment or Training	Cllr J Halden	5.5	5.2	5	new govt. method	n/a		new govt. method	This specific dataset is no longer reported on due to DfE changes that took effect from September. The Portfolio Holder agreed for this indicator to be removed and replaced by the new methodology for 2017/18. In the meantime, performance in this area has continued to maintain high levels.
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	Cllr R Gledhill	70	70	n/a	70.97	72	↑	Failed	This is an improved performance from 2015/16 when the outturn was 70% - the target was narrowly missed this year and actions are being discussed with Tenancy Services and other sections to improve satisfaction.
Average time to turnaround/re-let voids (in days)	Cllr R Gledhill	31.5	36	n/a	34.7	33	↑	Failed	This is an improved performance from 2015/16 when the outturn was 36 days. Actions are in progress to improve performance (32 days achieved in April 2017), in particular the use of live data from Northgate which has replaced a spreadsheet as the main monitoring tool.
% of 17-21 yr old Care Leavers in Education, Employment or Training	Cllr J Halden	n/a	54.6	52.3	61.1	70	↑	Failed	Our performance remains above national but is not yet meeting our stretch target of 70%. We are reviewing how the data is collected in this area to ensure that all young people in employment, education or training are being captured.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Performance Indicator Title	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Target	DOT since last year	Achieved or Failed	Commentary (required for all failed indicators)
% of children who are obese as measured through the National Childhood Measurement Programme at Year 6 (Annual)	Cllr J Halden	36.7	37.8 (15/16)	36.7% 14/15 30.7% (Regional) 33.2% (England)	37.8 (15/16)	36.6		Failed	37.8% is the 2015/16 outturn which is the year-end outturn for last year. Target of 36.6% has not been met and there has been an increase of 1.1% compared to the previous year. Nationally, the average has increased by 1% to 34.2% so Thurrock has increased at a similar rate to nationally. However, Thurrock is 3.6% above the England average for 15/16. Regionally, the average has also increased by 1% to 31.7% so again Thurrock has increased at a similar rate to other Local Authorities in the region. However, Thurrock is 6.1% above the regional average for 15/16. As these figures relate to the year 2015/16 they reflect what was happening a year ago. Our current strategy to tackle this issue includes promotion of the Daily Mile, which is now being done by 30% of primary schools in the Borough compared to none a year ago. This has the potential to make a significant difference but the effects will not be evident in this data for at least one year. We also provide a family-centred weight management programme for children identified as overweight or obese and we are currently developing a whole systems approach to obesity prevention which will guide future action.
% adults who smoke (Annual)	Cllr J Halden	20.9 (2014)	21.3 (2015)	20.9% (2014) 17.8% (2014 Regional) 17.7% (2014 England)	21.3 (15/16)	19.9		Failed	21.3% is the 2015 outturn which is the year-end outturn for last year. Target of 19.9% has not been met and the smoking prevalence in Thurrock has increased by 0.4% compared to the previous year. Overall, the national average for smoking prevalence has dropped by 0.9% to 16.9%; we are currently 4.4% above the national average. Regionally, the average has dropped by 1.1% and we are 4.7% above the regional average. The indicator has switched from using Integrated Household Survey (IHS) data to Annual Population Survey (APS) data. APS has a fixed methodology whereas IHS's used to change each year, meaning some metrics were not comparing the same data from one year to the next. So contextually the outturn cannot be compared to the target which was based on the old methodology. Next year's target should therefore be -1% below the new APS data, which is a more stable measure.
% of potholes repaired within policy and agreed time	Cllr B Little	n/a	n/a	n/a	97.7	100.00		Failed	This KPI measures the proportion of potholes requiring intervention* which are filled within 3 working days. (It does not include non-intervention potholes filled as part of the 'Clean It, Cut It, Fill it' campaign). Going forward, additional resource has been identified for this work, including the services of the scheduler to ensure that work tickets are processed within policy target. Outturns will be scrutinised on a weekly basis to ensure improvements for next quarter. *a carriageway defect requires intervention when it is 5cm or more deep.
Self-Directed Support - % adult social care users in receipt of SDS	Cllr S Little	72.00	74.20	86.90	73.87	80.00	↓	Failed	As at the end of March 2017 755 of our 1022 long term service users in the community are receiving their support via a Direct Payment, Individualised Service Fund or Council Managed Personalised Budget. To support improvement of this indicator a Project Manager for Direct Payments and Personal Budgets has been employed within the Commissioning Team. Work is underway to transfer all service recipients of the TLS Day Opportunities service (112) over to an individualised service fund (ISF). The Strategic Lead for Performance, Quality & Business Support is also progressing procurement of some tablets for use by staff who complete assessments/reviews in people's homes.
% older people still at home 91 days after discharge from hospital into reablement/rehabilitation	Cllr S Little	86.6	90.8	82.7	88.37	90.9	↓	Failed	Q4 16/17 had a total of 86 older people (65+) discharged from hospital into reablement/ rehabilitation. Of these, 76 were still at home 91 days later which equates to 88.37%. This is below our target of 90.9% for 16/17 and also falls short of our 2015/16 outturn of 90.8%. Of the 10 people who did not remain at home 91 days later, 6 died before the 91 day period. Despite being under target the current position is higher than the national average for 15/16, which was 82.7%. We are reviewing data quality on this indicator in terms of our routine recording of reablement potential. Currently we feel some individuals who do not have reablement potential are being included in the indicator, something we are working to improve. In addition, the current home care crisis has meant that the reablement team have been required to take on more basic home care packages which has impacted on their ability to provide reablement.
Number of places available for two year olds to access early years education in the borough	Cllr J Halden	1083	1307	929	1094	1200	↓	Failed	The target for this indicator is set nationally and does not reflect the actual need within Thurrock as there was a decrease in the number of eligible children in Thurrock. Therefore, although this indicator may be flagged as 'failed', there are more than enough places available to families in line with the rate (%) target, which we consider to be very good performance.
Number of places accessed for two year olds for early years education in the borough	Cllr J Halden	720	665	743	659	74% of DWP total	↓	Failed	As above - additionally, take-up for autumn and spring both surpassed the local target, reflecting the number of eligible children in Thurrock at those times. Seasonal variation in both places and rates of take-up is significant, the subtleties of which are not reflected in the target and this monitoring.
No of new apprenticeships within the council	Cllr J Halden	65	55	65	27	60	↓	Failed	It is disappointing that the number of apprentices appointed is not higher, however, the introduction, delay and complexities of the new Apprenticeship Levy has impacted this. In particular, the old frameworks being withdrawn and replaced by new standards, no appointments by construction contractors (second and third year frameworks underway) and fewer maintained schools on account of academy conversions has impacted on the number through the scheme. However, positively, 21 young people are working for teams that have previously recruited apprentices and six opportunities have been created by teams that are new to the process/experience. Moving forward into 2017/18 there has been considerable cross-council work between Children's Services and HROD to ensure a clear system is in place to meet the requirements of the new national system, including a new performance measure which has been included into the new basket of corporate indicators for 2017/18.
Achievement of Level 2 qualification at 19 years old	Cllr J Halden	87.2	89	86	86	90	↓	Failed	Although this outturn is below the challenging target the service set, it is in line with the national average. Children's Services work closely with local Post 16 providers to support Thurrock's young people to develop the skills and qualifications which are wanted by local employers. Through programmes such as the Youth Employment Initiative, during 2017/18 the council will continue to work with schools and colleges to "upskill" young people and help them access local employment and training opportunities
Achievement of Level 3 qualification at 19 years old	Cllr J Halden	52.8	53.2	52.4	51	54	↓	Failed	See above.
% Household waste reused/ recycled/ composted	Cllr P Tolson	40.38	39	42 (Unitary)	37.62	41	↓	Failed	The recycling figure disappointingly continues to be reducing. The service took the opportunity, through route optimisation communication, to remind every household of the importance of recycling, with key messages relating to what can go in the recycling bin and also what can't. Research of national trends illustrates that councils carrying out fortnightly collections generally realise a much higher recycling figure, however we will continue to look at ways to increase participation in recycling and reduce issues of non-compliance, including looking at the impact of new enforcement policies currently being rolled out in other authorities. The Recycle It campaign is ongoing and will continue throughout the year.
Street Cleanliness - a) Litter	Cllr P Tolson	1.83	3	6.47	4.45	4% (Smaller is better)	↓	Failed	The final inspection scores show that the change back to Service specific teams, and the additional resources funded to support the Cut it, Clean it, Fill it programme have had a positive impact on the standards of cleanliness across the Borough. There were 29 sites that fell below the required standard for litter out of the 304 inspected. These sites were predominantly in the following land types: Main Roads (7) (The Manorway and A128); Rural Roads (6) (Muckingford and Buckingham Hill road in East Tilbury, Baker Street in Orsett); Main Retail and Commercial (4) (Single sites in each of Orsett, Tilbury Riverside, Chadwell St Mary and Ockendon); Industrial and Warehousing (4) (Sites in Tilbury, Orsett and Stanford East)
% of refuse bins emptied on correct day	Cllr P Tolson	99	98.5	n/a	98.3	98.5	↓	Failed	Although in month performance has been above target since September, the poorer performance in July and August meant that this did not reach target for the year.
% overall spend to budget on Capital Programme	Cllr S Hebb	90	90	n/a	81	90	↓	Failed	This is based on actual payments to date so when including work not yet billed this figure may change. 76% of the General Fund Capital Programme was spent and 96% of the Housing Revenue Account (HRA) Capital programme
Average sickness absence days per FTE	Cllr D Huelin	9.87	9.69	8.99	10.43	9	↓	Failed	Close monitoring continues to be undertaken on a case by case basis with individual DMTs. The main causes of sickness absence continue to be post operative recovery, stress related absence, colds and sickness/gastrointestinal issues. Appropriate steps are being taken to manage and support. Over 50% of sickness is long term and these are all dealt with on a case by case basis and are all being appropriately managed.
% timeliness of response to all complaints (all services except social care)	Cllr D Huelin	98.3	98.1	n/a	92	98	↓	Failed	From 1 August the complaints process changed, shortening the timeframe targets for turnaround, and removing the category of concern. This has had an impact on both the number of Stage 1 complaints and the capacity to turnaround "on time". In addition to this during September the council implemented a senior sign of process across some areas and this has resulted in some complaint deadlines being missed from October onwards.
KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Cllr J Halden	n/a	n/a	54	51	54		Failed	In Thurrock, reading was 62%, grammar, punctuation and spelling (GPS) was 71%, maths was 68% and writing was 75%. This is close to the national average reported and is within 2 percentage points of the combined reading, writing and maths. This is different from the pattern seen in previous years where attainment at level 4b or above was highest in reading and lowest in GPS. The School Improvement Manager is working closely with the three teaching schools to ensure the gap is closed through provision of high quality continuing professional development matched to the needs of the schools.

APPENDIX 2  
End of year Corporate KPI Outturn 2016/17

Health/Wealth of the Borough Indicators	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Baseline	Q4 DOT (since last year)	Commentary (required for all failing indicators)
Unemployment rate (data from ONS/NOMIS) (in arrears)	Cllr M Coxshall	7.30%	5.60%	national average 4.8%	5.0%	regional average (3.8%)	↑	This is not a performance indicator, but data that the council monitors each quarter as a wider determinant of the health and wealth of the borough. Whilst not reaching the challenging target of the regional average, the direction of travel is positive and close to the national average of 4.8%
% of 16-64 year olds in Thurrock population with no qualifications (data from ONS/NOMIS)	Cllr M Coxshall	12.10%	10.50%	n/a	11.30%	lower than 2015/16	↓	This is not a performance indicator, but data that the council monitors as a wider determinant of the health and wealth of the borough.
Average weekly household earnings (annual) (Thurrock resident)	Cllr M Coxshall	£555.70	£563.70	£529.60 (UK)	£574	increase on 2015/16	↑	This is not a performance indicator, but data that the council monitors as a wider determinant of the health and wealth of the borough.
Total number of employee jobs in Thurrock (data from ONS/NOMIS)	Cllr M Coxshall	60,000	63,000	n/a	not yet available	increase on 2015/16	not yet available	Data has not yet been released by Office of National Statistics/NOMIS

Demand Indicators	Portfolio Holder	2014/15 Outturn	2015/16 Outturn	Benchmark / Baseline	End of Year Outturn	2016/17 Baseline	Q4 DOT (since last year)	Commentary (required for all failing indicators)
No of people killed or seriously injured in road traffic accidents (yearly average taken over a rolling 3 years)	Cllr B Little	58	73	n/a	awaiting data from Essex		awaiting data from Essex	These are not performance indicators. These indicators enable the council to look at workflow demand to support service delivery.
No of incidents of Fly tipping reported	Cllr P Tolson	n/a	2504	2504	2896	2250	↑	
No of incidents of Abandoned vehicles reported	Cllr P Tolson	n/a	1028	1028	1623	930	↑	
Rate of Children subject to Child Protect Plan	Cllr S Little	52	71	36	70	71	↓	
Rate of Looked After Children	Cllr S Little	72	85	57	82.9	85	↓	
Number of households at risk of homelessness approaching the Council for assistance	Cllr R Gledhill	2724	2,944	average 245 per month	2285		↓	
No of homeless cases accepted	Cllr R Gledhill	n/a	222	average 19 per month	287		↓	

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Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Key Performance Indicator	Frequency	Target for 2017/18
Cllr Hebb	Commercial Services	Commercial	New	Total gross external income (whole council) (based on sales forecast)	Monthly	£11,013 k
Cllr Halden / Cllr S Little	Childrens	Commercial	New	Net financial contribution to the council - Childrens Services	Monthly	TBC
Cllr Halden / Cllr S Little	Adults Housing and Health	Commercial	New	Net financial contribution to the council - Adults Housing and Health	Monthly	TBC
Cllr Hebb	Finance & IT	Commercial	New	Net financial contribution to the council - Finance and IT	Monthly	TBC
Cllr Hebb	Legal	Commercial	New	Net financial contribution to the council - Legal	Monthly	TBC
Cllr Huelin	HROD & Transformation	Commercial	New	Net financial contribution to the council - HROD & Transformation	Monthly	TBC
Cllr Huelin / Cllr Hebb	Strategy, Comms & Cust. Serv	Commercial	New	Net financial contribution to the council - Strategy, Comms & Cust. Serv	Monthly	TBC
Cllrs Tolson / Coxshall / Macpherson / B Little	Environment & Place	Commercial	New	Net financial contribution to the council - Environment and Place	Monthly	TBC
Cllr B Little	Environment & Place	Highways and Transportation	Existing	% of potholes repaired within policy and agreed timeframe	Monthly	100%
Cllr B Little	Environment & Place	Highways and Transportation	New	Additional KPI around potholes completions - definition tbc	Monthly	TBC
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	% of Major planning applications processed in 13 weeks	Monthly	77%
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	% of Minor planning applications processed in 8 weeks	Monthly	90%
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	No of businesses engaged through Council programmes (Quarterly)	Quarterly	180
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	No of affordable housing units delivered directly (annual)	Annual	TBC
Cllr Coxshall	Environment & Place	Planning & Growth	Amended	Total number of homes enabled through Planning	Annual	950
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% General tenant satisfaction with neighbourhoods/services provided by Housing	Monthly	75%
Cllr Gledhill	Adults Housing and Health	Housing	Amended	Total No of homes transformed as part of Transforming Homes Programme	Quarterly	1,000
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% of repairs completed within target	Monthly	97%
Cllr Gledhill	Adults Housing and Health	Housing	Existing	% Rent collected	Monthly	98%
Cllr Gledhill	Adults Housing and Health	Housing	Existing	Average time to turnaround/re-let voids (in days)	Monthly	30 days
Cllr Gledhill	Adults Housing and Health	Housing	New	Number of private tenants whose homes have been improved as a direct results of enforcement action	Monthly	530
Cllr Halden	Adults Housing and Health	Public Health	New	Number of additional hypertensive patients diagnosed following screening programmes	Quarterly	400
Cllr Halden	Adults Housing and Health	Public Health	New	% of primary schools signed up to the Daily Mile to increase physical activity levels in children	Quarterly	50%
Cllr Halden	Adults Housing and Health	Public Health	New	Successful completion of treatment in Young People's Drug & Alcohol service	Quarterly	60%
Cllr Halden	Children's	LUO	Existing	% of primary schools judged "good" or better	Quarterly	94%
Cllr Halden	Children's	LUO	Amended	% NEET + Unknown 16-17 year olds (Age at start of academic year)	Quarterly	2%
Cllr Halden	Children's	LUO	Existing	Number of places accessed for two year olds for early years education in the borough	Quarterly	75% of DWP total
Cllr Halden	Children's	LUO	Existing	% of young people who reoffend after a previously recorded offence	Quarterly	30%

Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Key Performance Indicator	Frequency	Target for 2017/18
Cllr Halden	Children's	LUO	Existing	KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	Nat. average
Cllr Halden	Children's	LUO	Existing	KS4 Attainment – Progress 8 score	Annual	above 0
Cllr Halden	Children's	LUO	Existing	Achievement of Level 2 qualification at 19 years old	Annual	88%
Cllr Halden	Children's	LUO	Existing	Achievement of Level 3 qualification at 19 years old	Annual	54%
Cllr Halden	Children's	LUO	Amended	<b>Children Looked After</b> KS2 Attainment – % Achieving the National Standard in Reading, Writing & Maths	Annual	above nat. average
Cllr Halden	Children's	LUO	Amended	<b>Children Looked After</b> KS4 Attainment – Progress 8 score	Annual	Nat. average
Cllr Hebb	Finance and IT	Finance	Existing	% overall spend to budget on Capital Programme	Quarterly	90%
Cllr Hebb	Finance and IT	Finance	Existing	Overall spend to budget on General Fund (£K variance)	Quarterly	£0
Cllr Hebb	Finance and IT	Finance	Existing	Overall spend to budget on HRA (£K variance)	Monthly	£0
Cllr Hebb	Finance and IT	Finance	Amended	Forecast Council Tax collected	Monthly	98.90%
Cllr Hebb	Finance and IT	Finance	Amended	Forecast National Non-Domestic Rates (NNDR) collected	Monthly	99.30%
Cllr Huelin	HROD & Transformation	HROD	Existing	Average sickness absence days per FTE	Monthly	9 days
Cllr Huelin	HROD & Transformation	HROD	Amended frequency	No of people registered for My Account	Annual	56,000
Cllr Huelin	HROD & Transformation	Complaints	Existing	% timeliness of response to all complaints (all services except social care)	Monthly	95%
Cllr Huelin	HROD & Transformation	Complaints	Existing	% of all complaints upheld (based on closed complaints)	Monthly	35%
Cllr Huelin	HROD & Transformation	HROD	Amended	No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Monthly	2.3% of the workforce
Cllr MacPherson	Adults Housing and Health	Comm. Development	Amended	Number of volunteers within the council (YTD)	Quarterly	270
Cllr MacPherson	Adults Housing and Health	Comm. Development	Existing	Number of "exchanges" carried out through time-banking (in hours)	Quarterly	12,000
Cllr S Little	Children's	CATO	Existing	% of 17-21 yr old Care Leavers in Education, Employment or Training	Quarterly	70%
Cllr S Little	Children's	CATO	Existing	Average time (in days) for a child to be adopted (3 year average)	Quarterly	500 days
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Monthly	10
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Monthly	618.2
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Proportion of people using social care who receive direct payments	Monthly	32
Cllr S Little	Adults Housing and Health	Adult Social Care	Amended	Proportion of carers who receive direct payments	Monthly	68%
Cllr S Little	Adults Housing and Health	Adult Social Care	New	Number of delayed transfers of care days from hospital (attrib. to NHS & ASC)	Quarterly	awaiting 16/17 outturn
Cllr S Little	Adults Housing and Health	Adult Social Care	New	Average waiting time of Occupational Therapy assessments as at month end	Monthly	6 weeks
Cllr Tolson	Environment & Place	Environment	Existing	% Household waste reused/ recycled/ composted	Monthly	41%
Cllr Tolson	Environment & Place	Environment	Amended	Street Cleanliness - a) Litter	3 times a year	10%
Cllr Tolson	Environment & Place	Environment	Amended	Street Cleanliness - c) Graffiti	3 times a year	5%
Cllr Tolson	Environment & Place	Environment	Existing	% of refuse bins emptied on correct day	Monthly	98.50%

Appendix 3 Corporate Performance Framework for 2017/18

Portfolio Holder	Directorate	Service	New or existing KPI	Health and Wealth of the Borough Indicator	Frequency	Baseline
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	Average weekly household earnings (annual) (Thurrock resident)	Annual	£574.10
Cllr Coxshall	Environment & Place	Planning & Growth	Existing	Total number of employee jobs in Thurrock (data from ONS/NOMIS) (annual)	Annual	63,000
Portfolio Holder	Directorate	Service	New or existing KPI	Demand Indicator	Frequency	
Cllr Gledhill	Adults Housing and Health	Housing	Existing	Number of households at risk of homelessness approaching the Council for assistance	Monthly	no target
Cllr Gledhill	Adults Housing and Health	Housing	Existing	No of homeless cases accepted	Monthly	no target
Cllr Tolson	Environment & Place	Environment	Existing	No of incidents of Fly tipping reported	Monthly	no target
Cllr Tolson	Environment & Place	Environment	Existing	No of incidents of Abandoned vehicles reported	Monthly	no target
Cllr Macpherson	Environment & Place	Environmental Health	New	Number of statutory nuisance complaints made	Monthly	no target
Cllr Macpherson	Environment & Place	Environmental Health	New	Number of environmental (public) health interventions requested	Monthly	no target

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<b>12 July 2017</b>	<b>ITEM: 12</b> (Decision 01104433)
<b>Cabinet</b>	
<b>Thurrock Design Guide – Residential Alteration and Extension Supplementary Planning Document (SPD)</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key
<b>Report of:</b> Councillor Mark Coxshall – Cabinet Member for Regeneration	
<b>Accountable Head of Service:</b> Andy Millard – Head of Planning and Growth	
<b>Accountable Director:</b> Steve Cox – Corporate Director, Environment and Place	
<b>This report is</b> Public	

## Executive Summary

Thurrock Design Guide for Residential Alteration and Extensions SPD (RAE) is one of a series of design-related policy document produced by the Council with ambition to raise development and environmental quality cross the Borough. Linked to the overarching Design Guide that was adopted in March, the standards and guidance within RAE will replace 1997 Local Plan Annex that has been used by the Council’s Planning service for 20 years. As an adopted Supplementary Planning Document the RAE would be a ‘material consideration’ in determining planning applications.

The Council conducted a 6-week public consultation on the draft RAE and received both formal and informal responses from local residents, statutory consultees and interest groups and as well as from internal colleagues who will be using the policy document to manage future developments. Overall, the consultation feedback has been very positive and the document has been amended to incorporate and respond to the relevant comments.

### 1. Recommendation

**1.1 To adopt RAE Design Guide (Appendix A) as a Supplementary Planning Document to the adopted Core Strategy and Policies for the Management of Development Local Plan**

**1.2 To endorse RAE Design Guide (Appendix A) as a material consideration in the determination of planning applications.**

### 2. Introduction and Background

- 2.1 Thurrock has one of, if not the largest and most ambitious growth programmes in the country, with over £6bn of investment driving the creation of 26,000 new jobs and 20,000 new homes over the next 20 years. With that many additional people choosing Thurrock as a place to live, work and play the need to strengthen the identity of Thurrock: the place and ensure that all new development contributes towards the creation of healthy communities and sustainable development has never been greater.
- 2.2 The RAE will play a critical role in reinforcing the importance of place and improving the design quality of all residential alterations and extensions that require planning permission. In broad terms the RAE sets out the main design principles focusing on residents' home improvements and considerations concerning potential impacts on their neighbours and wider community for applicants when working up their proposals.

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

- 3.1 The RAE interprets both relevant national and local planning policies providing local residents, agents and officers with meaningful details of what is expected with regards to the home alterations and extensions in Thurrock. It includes requirements for assessing the site context that aspire to strengthen the identity of place and provides specific guidance and standards that relates to ten common RAE project types including
- Front Extensions & Porches
  - Rear Extensions
  - Side Extensions
  - Roof Alterations
  - Additional Storeys
  - Outbuildings
  - Front Gardens
  - Subdivision
  - Change of Use
  - Home Business
- 3.2 In March 2017, Full Council agreed to undertake a 6-week consultation on the first draft of the RAE. During the consultation period, the Planning team received numerous responses from local residents, statutory consultees and interest groups and series of informal comments from internal colleagues in areas such as Development Management and Enforcement. All responses agreed that the RAE will be helpful to get the best outcome through the design and application process. Most people think the Guide has covered all the issues related to making alterations to or extending a home although there were suggestions that a few technical elements of the draft document could be clarified or improved. A summary of the consultation and Officers' responses are attached to this report in Appendix B.
- 3.3 The RAE has been amended in response to relevant comments following the consultation. The main changes were spell checking, adjusting the details of

certain standards, improving the clarity of a few technical elements through either additional illustration or rewording.

- 3.4 The illustrations and photos in the RAE play an important role for the users to understand the technical standards so the final version of the document will be desktop published in both print-friendly style and chapter by chapter based on project type to keep the reasonable quality of the imageries.

#### **4. Reasons for Recommendation**

- 4.1. Thurrock Borough Local Plan Annex (adopted in September 1997) is a 20 year-old policy document. A full update is urgently needed to better comply with the current national policies, industry standards and design approaches.
- 4.2. In developing the RAE the Planning service has undertaken in-depth research, including an assessment of the Council's existing guidance, a comparative study of national publications and best practice in the UK, and a series of internal and external workshops with both officers in Development Management and industry experts to ensure that the guidance is fit for purpose and future-proof.
- 4.3. The draft RAE has received great support from the public who wish to prevent negative impacts of poor quality extensions to them and to their local communities during 6-week consultation. The Planning service also received positive feedback from both industry experts and local agents. The final document has been refined based on the comments received. The adoption of the document will give the RAE a policy status as a Supplementary Planning Document to the Local Plan Core Strategy and Policies for the Management of Development. This means it can be used by Officers and Members as a material consideration in the determination of RAE planning applications

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

- 5.1 A draft of RAE was published for public consultation from 10th April 2017 to 23rd May. The purpose of the consultation was to obtain the views of local residents, agents and the industry experts on the approach and any other matter that they felt that the document needed to address. During the consultation period the draft Design Guide document was made available to view at [thurrock.gov.uk/urbandesign](http://thurrock.gov.uk/urbandesign) with comments being encouraged through the Council's consultation portal or on Comment Forms which were available on request at the Civic Offices and in libraries across the Borough. Council Officers also attended local agents' panel workshops and organised a residents drop-in events to allow people to learn more about the Draft RAE.

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

- 6.1 The RAE will help the Council in substantially raising the quality of residential alteration and extension developments that require Planning Permission in the borough. It strengthens corporate policies and priorities particularly in creating a high quality places, improving health and well-being and promoting and protecting the environment.

## 7. Implications

### 7.1 Financial

Implications verified by: **Laura Last**  
**Management Accountant**

The costs associated with adoption of the RAE will be met from within the existing Local Plan budget.

### 7.2 Legal

Implications verified by: **Vivien Williams**  
**Principal Regeneration Solicitor**

The RAE has been prepared in accordance with Regulation 14 of the Town and Country Planning (Local Development) (England) Regulations 2012 and the Council's adopted Statement of Community Involvement. The guidance within the Design Guide supplements adopted policies within the Council's Core Strategy as such it has not been subject to a separate Sustainability Appraisal. Once adopted, the RAE will be used as a material consideration in the determination of planning applications.

### 7.3 Diversity and Equality

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

The RAE has been subject to a Community and Equality Impact assessment to assess the borough-wide equality improvements through better design solutions.

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

The RAE Design Guide sets out Council's requirements regarding assessing the context of a site and the key design principles and objectives for safe, healthy and sustainable developments.

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):



- Design Strategy SPD - <https://www.thurrock.gov.uk/urbandesign>
- 1997 Local Plan Annex - <https://www.thurrock.gov.uk/borough-local-plan/thurrock-borough-local-plan>

9. **Appendices to the report**

Appendix 1 – Design Guide for Residential Alteration and Extension

Appendix 2 – Report of Consultation

**Report Author**

Monica Qing

Principal Planning Officer

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Thurrock Design Guide

# Residential Alterations & Extensions SPD

June 2017





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# 1. Introduction

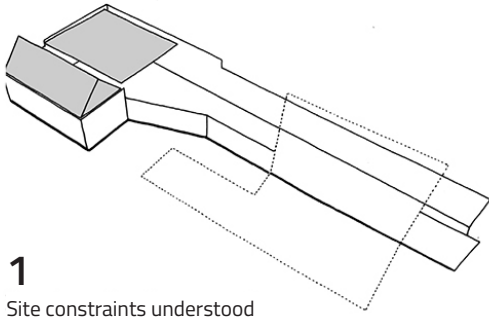
**Our homes have a vital importance to our identity and quality of life, and cumulatively they have an equally important role in shaping how our towns and landscapes look, and feel. This Guide has been published by Thurrock Council to provide advice to residents who wish to expand or alter their home, or to convert other buildings into homes. Our intention is that, by offering clear guidance and design standards, we can help to protect and enhance the quality of Thurrock's built environment for all.**

The Council has planning policies that determine the kind of development it can support and wants to achieve. The policies are available via the Council's website<sup>1</sup>, and should be consulted if you wish to make a planning application for your extension, alteration or conversion. You can also look up your address using the Council's on-line map<sup>2</sup> to see what area-specific constraints are relevant to your home.

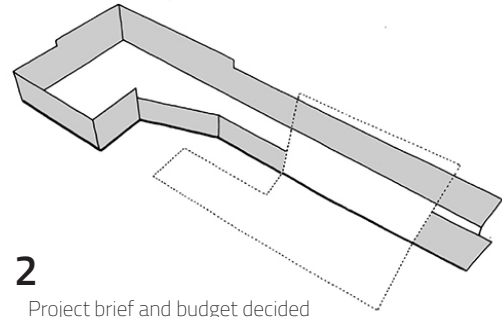
This publication offers guidance to both planning officers and applicants on how to comply with the policies and achieve the best possible residential environment.

When developing a proposal, you will need to balance your own needs and that of your family with the needs and rights of your neighbours and what is also best for the wider community. This Guide has been structured to help you achieve this balance.

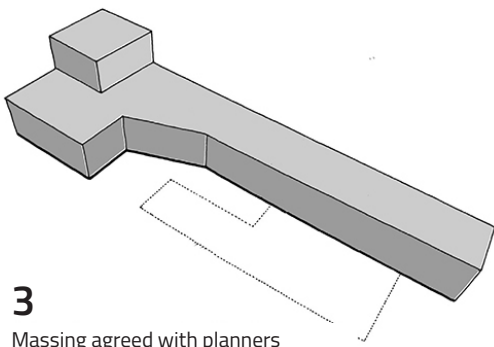
The Guide begins with advice about good design process and all the things that residents will need to consider when planning and building their extension or alteration (Section 2). It then explores the particular character of Thurrock and how alterations and extensions may differ depending on where they are (Section 3). Then, we outline some general design principles for all residential alteration, extension and conversion projects (Section 4), before giving more detailed, project-specific guidance and standards (Section 5). The Guide ends with advice about how to seek further information (Section 6) to assist your project, a glossary (Section 7) explaining the meaning of technical terms used in this Guide, and a standards chart (Section 8) containing all the crucial guidance and standards set out in this Guide.



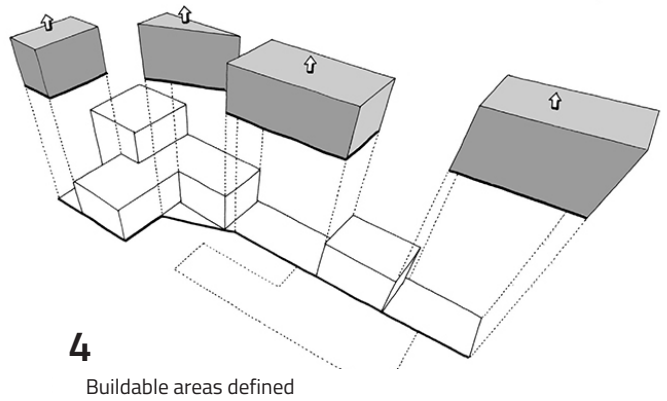
**1**  
Site constraints understood



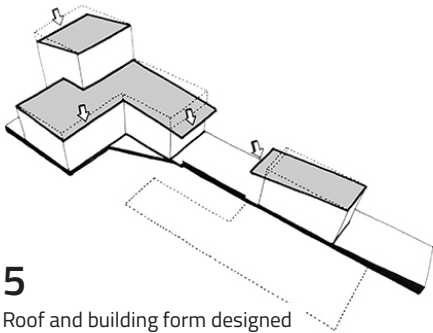
**2**  
Project brief and budget decided



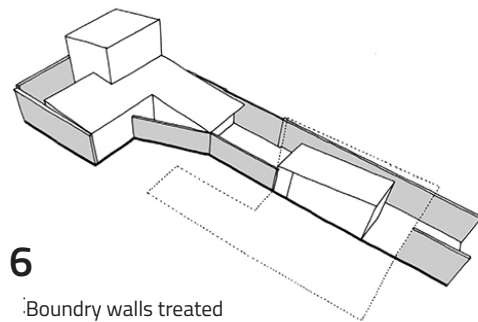
**3**  
Massing agreed with planners



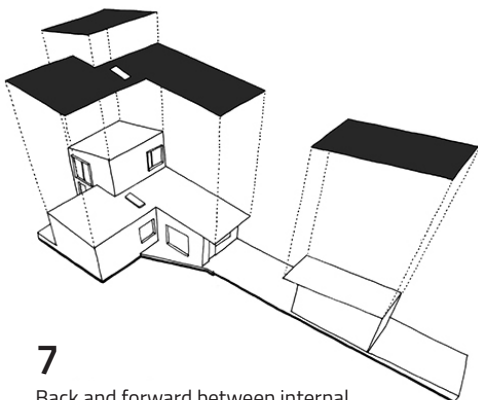
**4**  
Buildable areas defined



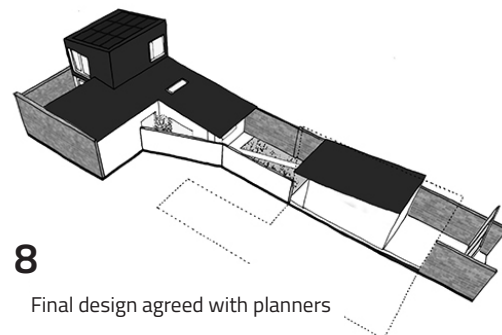
**5**  
Roof and building form designed



**6**  
Boundry walls treated



**7**  
Back and forward between internal  
and external design



**8**  
Final design agreed with planners



## 2. Design Process

**Design is a process, however large or small your project is. This section offers some principles for achieving a good design process and therefore a well-designed extension or alteration. It is not exhaustive – see Section 6 for advice on where to get further information or assistance.**

### **PERMITTED DEVELOPMENT OR PLANNING PERMISSION?**

The first thing to think about is the best process for building your extension, alteration or conversion. In the UK, there are two main routes for this, Permitted Development and Planning Permission, and your decision about which to choose may have a big impact on the size and character of your project. It is always advisable to contact the Council's planning team for advice on which route to choose.

*Permitted Development (PD) is a set of rules that allows the public to alter or create buildings without needing to seek permission from the local planning authority. The scale and complexity of what can be built under PD are limited, and the rules for this are set nationally.*

If you choose to build under PD rules, you should make sure that the development complies with these national rules, but you do not need to seek formal approval before building your project.

Many people choose, for peace of mind or to resolve any potential disputes, to seek a Certificate of Lawful Development from the Council that proves that their project is lawful.

Permitted development does **NOT** apply in all places and to all buildings, including:

- residential buildings that are not single houses, such as blocks of flats or houses converted into flats;
- where PD rights have been removed by Article 4 such as many Listed Buildings;
- buildings where there are 'conditions' in place relating to prior planning permissions.

In some places, such as in the Green Belt or in Conservation Areas, Permitted Development may be suspended, and you should check whether any of these situations apply to your home both to aid in choosing the best route and to establish any restrictions that may be in place that will impact upon your project. See Section 3 for more on this.

The rules for PD are set nationally and therefore change occasionally in ways that are outside

of the Council's control. See Section 6 for advice on how to find and interpret current PD legislation.

If you think that your proposed extension or alteration is larger or more ambitious than PD allows, or if PD does not apply or is limited in your local area, you will need to seek planning permission from the Council. This will involve producing a planning application, including drawings of the project<sup>3</sup>, for review by the Council, from whom you need planning permission before work can commence on site. The Council may also reject the application or propose conditions for how the project is built and how its impact on its surroundings can be managed.

Although the guidance and standards in this Guide are intended primarily for residents who choose to gain planning permission for their extension or alteration project, and will also be used by planning officers and their colleagues to assess individual applications, a lot of its contents will be equally applicable to residents who choose the PD route.

Whichever route you choose, please note that a separate Building Control approval may be needed for any project. Please contact the Council's Building Control team to understand more about this process.

## PROFESSIONAL HELP

Working with a good architect or designer can be invaluable in helping to make the best possible residential extension or alteration, and although the cost of paying design fees can be seen as an extra, the added value can, often offset this cost. For example, avoiding a refusal on design grounds saves you time and money. Higher design and built quality rewards you with styles that last and higher property value.

The Council recommends that residents use a suitably qualified and experienced professional (such as a qualified architect) to prepare your planning application, but it is generally best to engage with them earlier than this so that they can help turn your requirements into a brief and advise on the best planning or construction process for your project.

The Royal Institute of British Architects offers a 'Find an Architect' service<sup>4</sup> that allows residents to search for architects by location and by specialism, and the ARB Architects Register<sup>5</sup> has a public database of all registered architects in the UK.

Whatever your intentions for your project, and whether you intend to develop a scheme using PD or planning permission, we also advise that you consult with the Council's planning team as early as possible in your development of the project. There is a charge for pre-application services but the advice you receive can be vital in creating a better quality scheme and one that better relates to planning policy.

## FUNDING

A clear budget is as important to achieving a good quality project as getting the design right. A common extension can cost about 1500-3000 per square meter but unpredictable factors, such as the weather or availability of materials, can affect costs.

Employing professionals such as an architect or a qualified quantity surveyor can help ensure that a project stays in budget without compromising quality. The Royal Institute of Chartered Surveyors offers a 'Find a Surveyor' service<sup>6</sup> to help find a local qualified professional to help with your project.

3. Examples of drawings available at: <https://www.thurrock.gov.uk/householder-planning-applications/overview>

4. Find an Architect service available at: <https://www.architecture.com/FindAnArchitect>

5. ARB Architects Register available at <http://www.architects-register.org.uk>

6. Find a surveyor service available at: [www.ricsfirms.com/search](http://www.ricsfirms.com/search)



An examples of innovative design proposal by McLaren.Excell

## DESIGN QUALITY

The Council wishes to encourage the best quality design in all applications it receives. In general, the Council will seek to ensure the standards of quality to be achieved in way that conforms to current planning policy, whilst also encouraging excellent design that exceeds minimum standards.

The Council advocates good quality innovative design regardless of the scale of a project, and schemes will be considered on their merits in relation to both their immediate and wider context.

*Existing alterations and extensions that were built under previous guidance will not necessarily be acceptable justification for poor design or projects that do not comply with the new standards.*

The guidelines and examples offered in this document are not exhaustive and may not be relevant in every case. If you believe that your proposal differs from these guidelines but demonstrates an innovative, contemporary and sustainable design approach that is appropriate to the context of your proposal, you will be given opportunity to explain in detail with supporting drawings the reasons for departing from the guidelines. Each application will be considered on its own merits and tested against the planning policies outlined in the Local Plan.

## SITE & CONTEXT

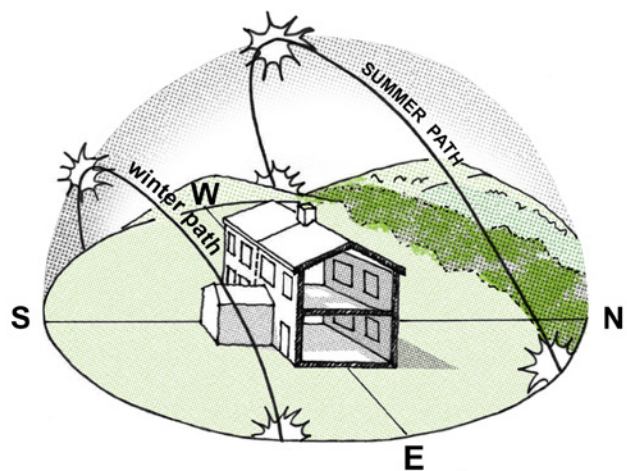
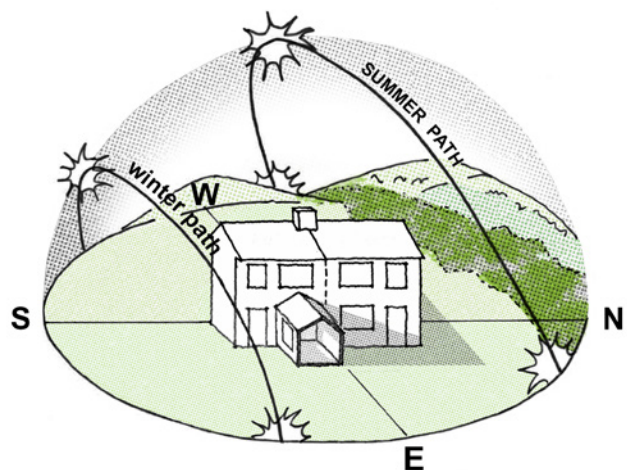
When beginning to design your extension or alteration, or when talking to an architect or designer about what you need, the site and the existing building(s) are fundamental. Thinking about the particularities of your site will help to create extensions or alterations that preserve or enhance the positive qualities of your home as well as ensuring that the new or changed spaces are as good as they can possibly be. What is positive about the house and site that should be preserved or enhanced? What is negative that should be corrected or resolved as part of the works?

**Sunlight and Daylight:** Another aspect of 'site' to consider is sunlighting and daylighting, and the impact your project could have on the daylight received in your garden, home and within the extension itself, as well as any impacts on your neighbours' light. Observe how the different areas of the home are lit at different times of the day and year and how this might be impacted – for the better or for the worse – by the proposed development.

**Ground Level:** If there is a difference between your plot and external ground levels then this may increase the impact of your extension on the daylight and privacy of your neighbour. In cases where the level difference between properties is particularly significant you may be required to either: a) reduce the maximum height of your extension or b) increase the separation between the extension and the neighbor's house or c) alter or restrict external ground level.

**Location:** Another crucial consideration is where your home is located in Thurrock. The local context should play a key role in determining not only the scale or shape of what you build, but also its character and materials. In Section 3 of this Guide, we have provided

a map of Thurrock that will help you locate your home and make decisions about how your location should shape your project. This will include practical considerations, such as which materials to build with, as well as any development restrictions that may be in place, such as Conservation Areas.



### Sun, house orientation and daylight

Different impacts occur from two extensions of same size because of the orientations of the extension in relation to the existing houses.



Consider some common minimum dimensions for a comfortable home

## INSIDE-OUT

Whilst the majority of standards and guidance in this Guide are concerned with the exterior of the home and the impact of extensions or alterations on its context, as a design process it is important to first consider the internal arrangement. Thinking about the whole home, including how existing rooms may be affected by any extensions, can result in a better layout. Think about how you use the spaces that you currently have, and what could be improved about their arrangement. For example, do you spend a lot of your time in the darkest part of the ground floor of your home? Could you reconfigure the home so that the best part of the house is where you spend the most time? You then need to go back and forth between the internal arrangement and external appearances to ensure they are balanced.

*The nationally described space standard is a document provided by the Department for Communities that offers guidance on the minimum areas of new homes. Building Regulations 'Part M' offers guidance on how to achieve accessible new buildings.*

## TALKING TO THE NEIGHBOURS

If you apply for planning permission, your neighbours will be informed of the proposals and given the chance to view, comment on, object to or support them, and the planning documents you submit will be available to the public at the Council offices or on-line. Whilst you are not obliged to discuss your proposals with your neighbours before this formal process begins, the Council strongly advises that you do so as honest, clear communication from the start of a project has a better chance of achieving a good quality scheme. Explaining your ideas to neighbours in an informal way, and considering their comments, can help to create a smoother and more positive process for all in the long run.



## ENERGY EFFICIENCY & SUSTAINABILITY

The Council wishes to encourage energy efficiency and sustainable development in even the smallest of projects, from choosing local or ethically-sourced materials through to high-technology solutions to minimise energy consumption or generate heat. You may wish to include details of your intentions regarding sustainability and energy use in your planning application.

The notes below provide some quick tips for achieving more sustainable proposals, whilst Section 6 contains some useful contacts to find out more about achieving a sustainable, energy-efficient project:

- Bigger is not always better. If the extension is too deep for natural light to penetrate, the resulting spaces may become dark and uncomfortable, with an effect on wellbeing.
- Invest in good quality materials. Good quality windows and high performance insulation can reduce your home's energy consumption. This may mean a higher initial outlay but long-term savings. New windows and doors will need to meet the current U-values required by the Building Regulations.
- The same design can work completely differently depending on your building orientation. Large south-facing glazing might result in overheating, for example, if no shading is provided.
- Careful planting of trees and shrubs can improve the visual appearance and environmental quality of a home, for example by protecting open space from a busy road. Well-landscaped houses tend to have a significantly higher market value too.
- Think about drainage and water run-offs. Green roofs can be an attractive solution whilst reducing rainwater run-off and wherever possible paving should be permeable. Hard-landscaped private gardens contribute to flash-flooding in local areas.
- Energy can be collected from naturally replenished resources, such as wind or sunlight. Systems which use renewable energy can increase the energy efficiency of a home and reduce energy bills.



This rear return extension by Sam Tisdall features strong environmental strategy: the glass box contributes by acting as a solar collector, with hot air distributed throughout the house by a heat recovery system; a green roof offers attractive view from upper level of the extension; solar water heating and photovoltaic panels were installed and a recycled water tank placed in the old cellar provides water for the garden.







## 3. Thurrock

However small or insignificant you consider your extension or alteration, it is important to understand its context in order to ensure good quality design and appropriate development. Amongst other considerations, proposals will be assessed in how well they respond to their context. The requirements for contextual considerations do not, however, suggest that designs that closely mimic past architectural languages are necessarily appropriate. The Council will equally support good quality designs that respond positively to the context in a contemporary way .

# THURROCK

Thurrock is closely associated with the Thames. Development, and Thurrock's larger settlements, have tended to occur near the river and adjacent to key industrial sites such as Tilbury Port.

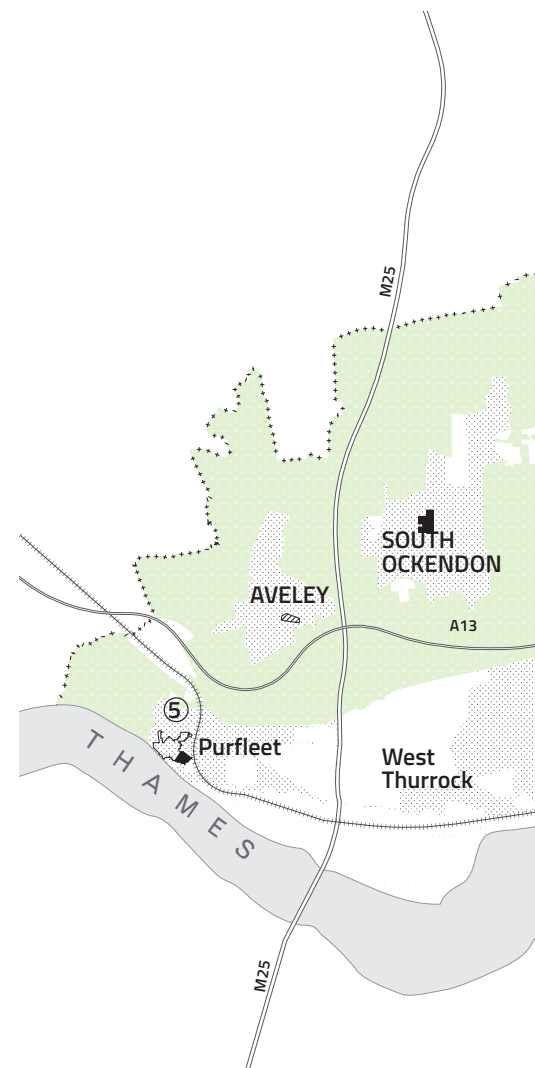
Many of Thurrock's settlements have their roots in ancient parishes and many survive as villages or hamlets. Others grew in the 19th and 20th centuries into more significant settlements, often in relation to Thames-side industry. At the start of this period, development included terraced houses for port workers and larger homes for wealthier families in areas such as 'the Avenues' in Grays.

Significant areas of residential estates have been built since then. They have a highly varied character, from low-density interwar bungalows to Modernist townhouses and tower blocks and late 20th century private houses such as at Chafford Hundred. Some of these estates and the housing on them are of local, national and international heritage value, such as the Bata Estate at East Tilbury.

65% of Thurrock is designated as 'Green Belt', which means that development, including residential extensions or alterations, is more tightly controlled in order to preserve the shape, scale and character of the area's established settlements.

Thurrock Council has set out a series of 'place typologies' in its Design Strategy SPD – this Guide refers to these types as a way of helping you understand the context of your project. Please also refer to the Design Strategy SPD, available via the Council's website, for more on these place types.

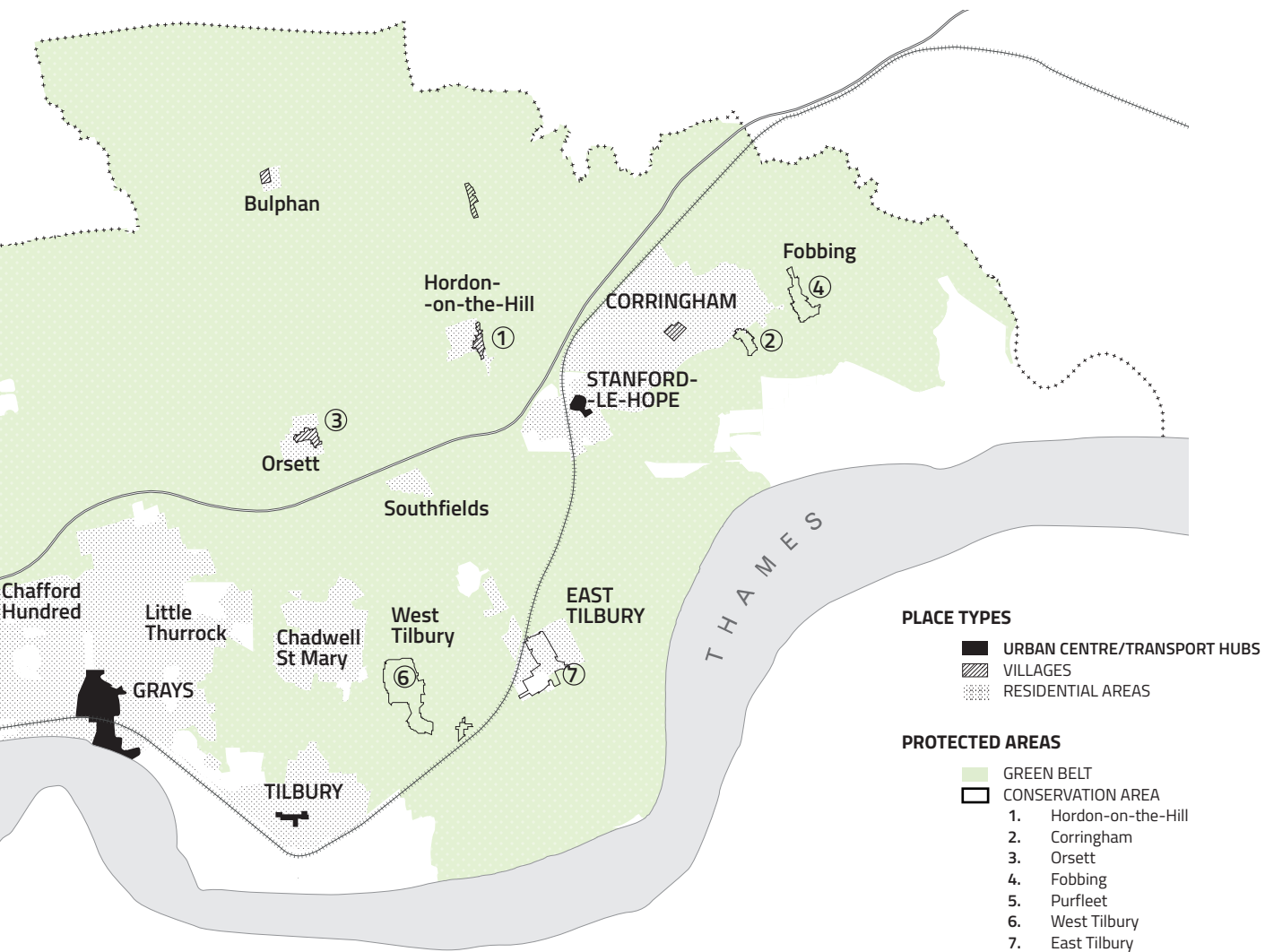
Your home is likely to be located in three of the five place typologies outlined in the Design Strategy: Urban Centres & Transport Hubs, Residential Areas and Rural Locations. The map and accompanying notes present a simplified version of Thurrock's setting and types of place, as well as showing Conservation Areas. The right design response to a project's context



will depend a great deal on where your project is in relation to the type of place in which it is situated as well as whether or not the project is in a Conservation Area or near Locally Listed Heritage Assets.

## Urban Centres & Transport Hubs

Thurrock has five urban centres, the largest of which is Grays. Urban centres are mixed-use locations which serve as a focus for retail, commercial, community and education uses, with good accessibility particularly by foot, cycle and public transport. These are places where an increase in residential development, in principle, will generally be encouraged, particularly if close proximity to public transport can be demonstrated. Close attention should be paid to the established character of the urban centre in which your project is situated.



## Rural Locations

Thurrock's Rural Locations contain several villages, Green Belt and Residential frontages. The Green Belt in Thurrock is protected and maintained through the principles set out in Government guidance. There are a number of localities within the Green Belt, identified by the Council as Established Residential Frontages, where there can be some relaxation of normal Green Belt Policy. Each of Thurrock's villages has a particular rural character, reflected in the layout and appearance of its buildings and spaces, and this character should be considered if you are proposing a project there.

## Residential Areas

Thurrock's residential areas vary from nineteenth century terraces on the fringes of urban centres through to early twentieth century detached villas (e.g. at Grays), post-war, low-density suburban estates (e.g. at Corringham) and more recent, higher-density housing estates such as at Chafford Hundred. The majority of Thurrock's residents live in these housing-dominated areas and each has a particular character.



An example of rear extension by Platform 5 Architects

## 4. Design Principles

**If you are considering an alteration or extension to your home, you will need to balance your own needs and that of your family with the needs and rights of your neighbours and what is best for the wider community.**

**This section of the Guide includes a number of standards grouped into these three categories – home, neighbour and community – to help you find a way of balancing all of these needs and constraints in a way that makes the best possible alteration or extension project.**



## 4.1 HOME

These standards are about ensuring that the quality of your home – for you and for any future residents – is maintained and improved by the proposed extension or alteration. They should be closely followed for all residential extension or alteration projects except in circumstances where the proposal breaches any design principles concerned with Neighbours (4.2) and with the wider Community (4.3).



A *subservient* approach

### CONSIDERATIONS

The new extension or alteration should respect and respond positively to the character of the original dwelling such that its character is maintained or enhanced. There are different ways to achieve this.

**Subservient:** This would include making the addition smaller and lower than the existing house and setting back from the prominent outer wall so that it appears subordinate to the main house. If this approach is taken, the materials used should complement the materials used in the main house but need not match them.

**Seamless:** Another approach is to make the addition look like part of the original house, matching the materials and continuing the form of the existing building. In projects adopting this approach, there is a particular need to ensure that factors like materials and window details and proportions have been carefully considered to ensure a seamless final development.

**Special:** Finally, there are cases in which the extension or alteration deliberately differs from the existing dwelling, whether by using the most up-to-date materials, method of construction or design ideas in the technical and aesthetic sense. The Council welcomes such proposals if a positive relationship with the existing dwelling and its context is achieved (see the rest of the chapter and Section 5 for more details).



A *seamless* approach



A *special* approach



An extension which transforms the organisation of the ground floor of the dwelling,  
Emily Greeves Architects

Extensions or alterations should be designed so that new rooms benefit from adequate daylighting and existing rooms do not have their amount or quality of daylighting reduced. This may influence the shape, size, proportion and location of windows. Rooflights can help to bring light into the middle of a dwelling and provide light to rooms with reduced light as a result of extensions or alterations.

Extensions or alterations should ensure that they provide an environment which is usable, accessible and welcoming to people of all abilities. Building Regulations requires that new construction should not be less accessible than the existing building [<https://www.gov.uk/government/collections/approved-documents>].

Extensions or alterations should be secure. Design advice is provided by the Police Secured by Design website [[www.securedbydesign.com](http://www.securedbydesign.com)]. In general, it is advisable that windows and doors should meet British Standard BS7950 and any ironmongery should meet PAS23/24.

Extensions or alterations should be designed so that internal floor to ceiling heights are adequate for a good quality internal environment. Residents should take into account internal surfaces and floor finishes when working out the final floor to ceiling height.

It is worth noting that simply 'adding a room' to the existing dwelling is not always the best solution. Thinking about the whole home, including how existing rooms may be affected by any extensions, can result in a better layout.

It is important to think not only about the extension or alteration in relation to the home, but also in terms of its impact on your external amenity, i.e. any gardens, yards or other open space associated with your home. Whilst some extension or alteration projects will inevitably result in a reduced amount of this amenity space, the Council will expect proposals to demonstrate that an acceptable amount and quality of amenity space is preserved, with adequate daylight and access to the home.

**4.1.1 The extension or alteration should respect and respond positively to the character of the original dwelling such that its character is maintained or enhanced.**

<b>Area of curtilage (m<sup>2</sup>)</b>	<b>Proportion buildable</b>
up to 100	40%
100 — 500	30%
500 — 1000	20%
>1000	10%

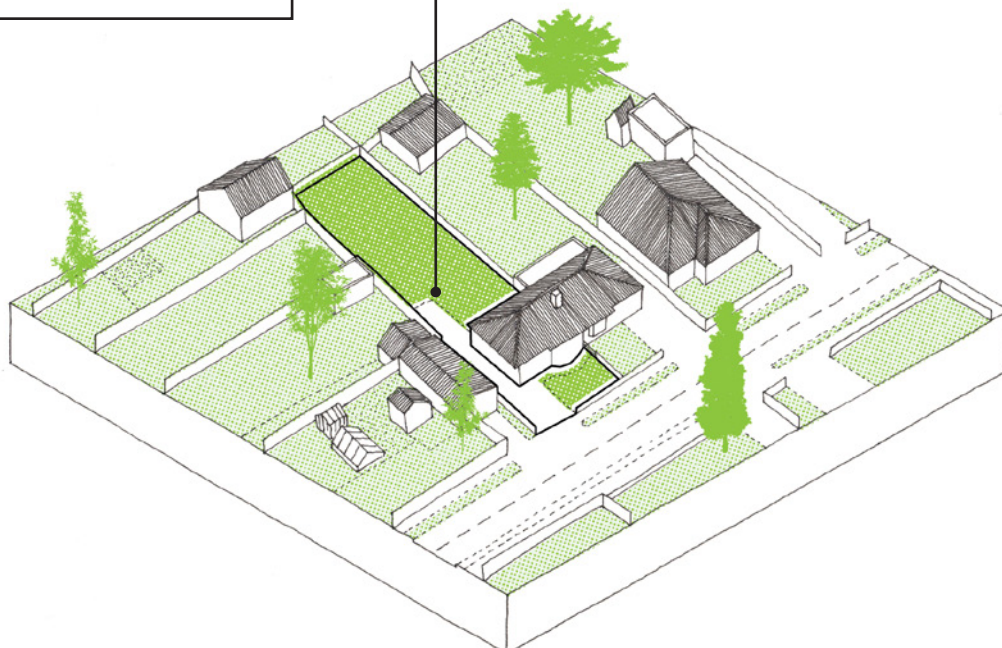
**4.1.2 An alteration, extension or outbuilding should function well for its intended use, and adequate daylight and natural ventilation should be maintained to the new construction and to the existing building where the addition is attached.**

To calculate the curtilage, subtract the footprint of the original house and any original outbuildings from the total land area of the plot (see Case Study 1 & 2). This standard must be applied in conjunction with other standards in the Guide., Those standards may further reduce the buildable areas.

**4.1.3 As a result of the proposed extension or outbuilding, the total area of the curtilage covered by buildings should not exceed the following proportions, and the remaining garden should be usable and fit for purpose.**

**4.1.4 Extensions and alterations should comply with Approved Document M of the Building Regulations, including ensuring that extensions and alterations are no less accessible than the existing building.**

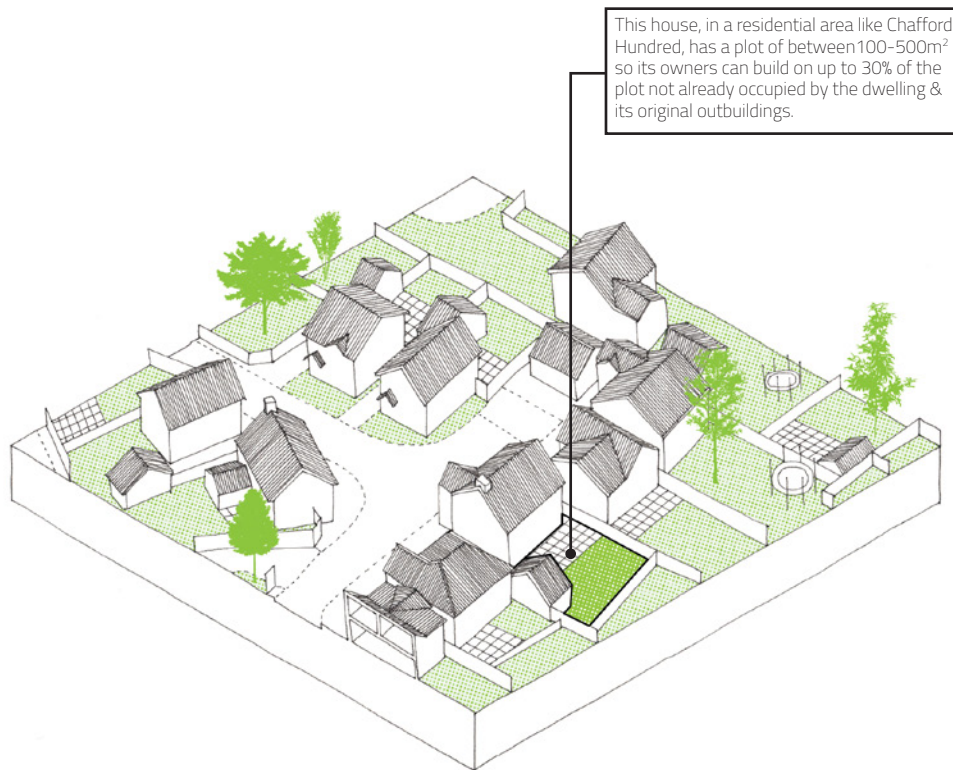
This bungalow, in a residential area like Corringham, has a plot of 500-1000m<sup>2</sup> so its owners can build on up to 20% of the plot which is not already occupied by the dwelling (Standard 4.1.3)



**Case Study 1**

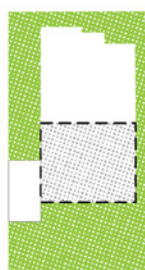
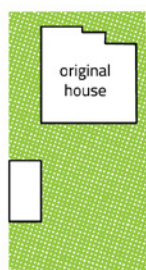
Interpreting standard 4.1.3 to extend a property with a large plot





**Case Study 2**

Interpreting standard 4.1.3 to extend a property with a medium-sized plot



**Project**

*This is a plan of the example above. Minus the original dwelling and its original garage, the plot is 211m<sup>2</sup>, meaning that an area of 63m<sup>2</sup> (30%) can be added, subject to other planning policies and standards. Here are three possible approaches.*

**Approach 1 - Rear Extension**

You could propose a single rear extension of up to 62m<sup>2</sup>. This example connects the dwelling to its garage.

**Approach 2 - Outbuilding associated with existing garage**

You could propose a single outbuilding of up to 62m<sup>2</sup>, in this case expanding the existing garage. This approach might be particularly suitable for creating space for a hobby or start-up business.

**Approach 3 - Combined rear and side extensions**

You could propose to extend to the side and rear of the property, with a total combined area of 62m<sup>2</sup>. Such an approach would lead to a larger retained rear garden.

## 4.2 NEIGHBOUR

These standards are intended to ensure that changes to your property do not adversely affect your neighbours' enjoyment of their own properties.

### CONSIDERATIONS

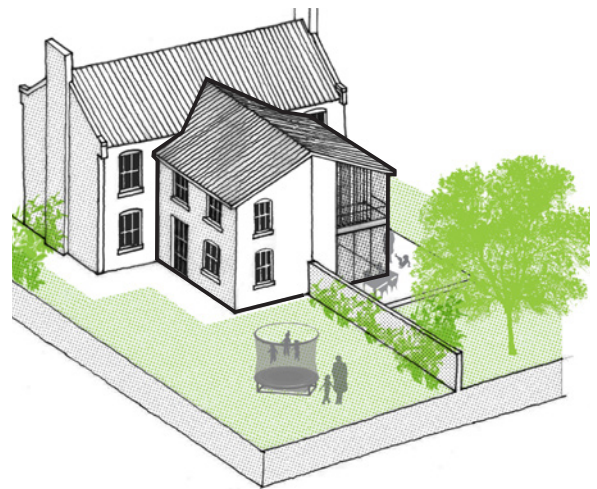
The rooms of a dwelling can be divided into 'habitable rooms' (which are occupied for long periods of time, such as bedrooms, living rooms or kitchen-diners) and 'non-habitable rooms' (such as bathrooms or separate kitchens). Habitable rooms are more sensitive to overlooking and overshadowing than non-habitable ones. Extensions or alterations should be careful not to have an overbearing impact on adjacent properties, with particular attention to habitable rooms and their windows.

Two-storey extensions and outbuildings typically have a larger impact on neighbours; particular care should be taken to minimise their impact on neighbours' amenity, daylight, and overlooking.

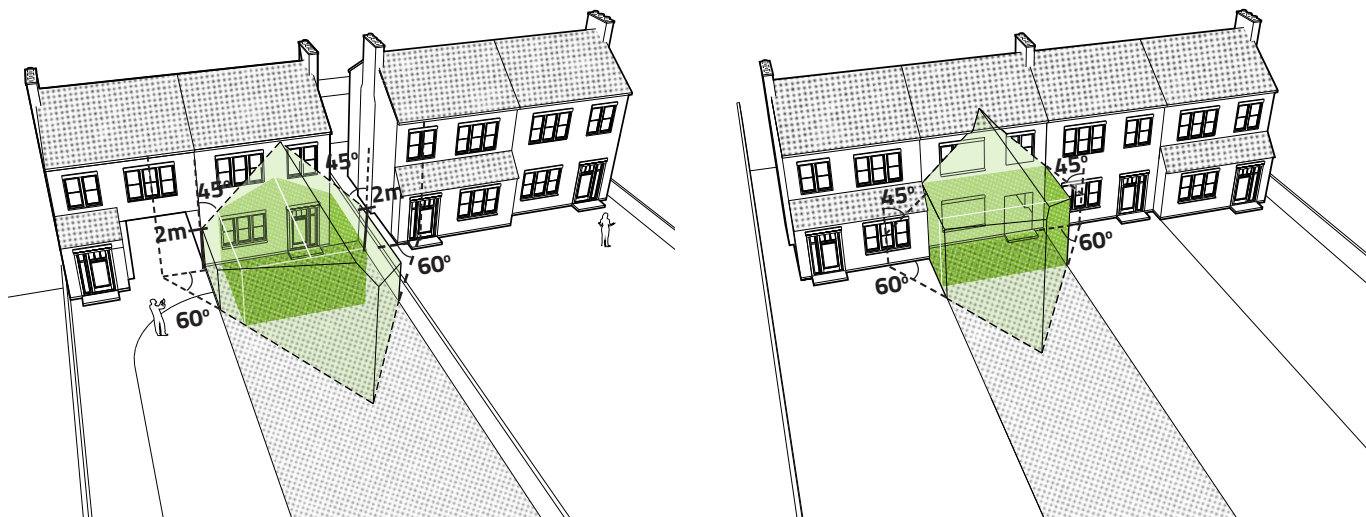
It is essential that privacy is maintained between dwellings. Designs should ensure that privacy (which works both ways) is not compromised by new developments, for example windows overlooking a neighbour's garden.

In fulfilling guidance about overlooking and overbearing impact, you should also avoid creating awkward roof in an effort to comply with the standards, for example small pitches on the edge of extensions to comply with standard 4.2.2.

*If you and your neighbour decide that you would both like to build an extension on the same side of the house, you may consider submitting a 'joint application'. This will remove the mutual impact of the extension. A planning permission on a joint application will normally be subject to certain conditions such as both extensions being constructed at the same time.*



A joint application removes the impact of the extension on each other



### Case Study 3

Interpreting standard 4.22 (a) to determine a buildable limit

This plot is between two properties without ground floor windows closely to the boundary. To protect the amenity space, the height of the extension is limited by the vertical planes inclined at 45 degrees from the boundary on both sides, starting at 2m level. The depth and width uses 60 degrees from the middle of the closest windows on both sides. The dark green shows a possible design option within the established limit.

There're a ground floor window next to either side of the boundary. The height of the extension is limited by the vertical planes inclined at 45 degrees from the middle of the window planes; the depth and width is limited by the horizontal planes inclined at 60 degrees from the middle of the same windows.

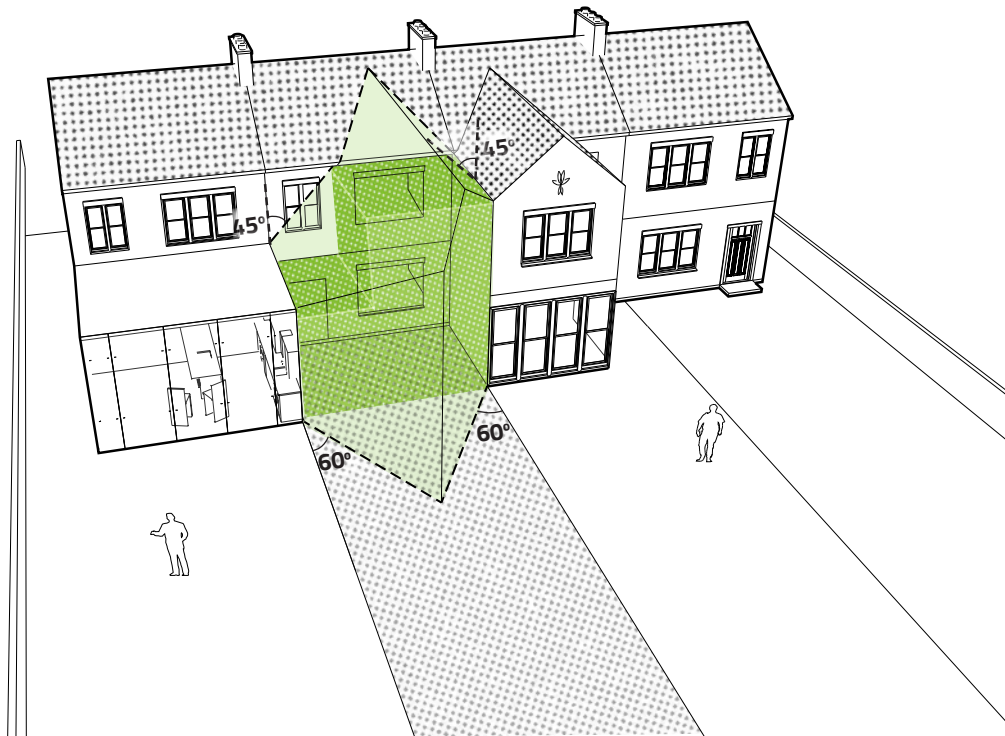
**4.2.1 Extensions and outbuildings should not have an overbearing impact on adjacent properties or cause them to be excessively enclosed or overshadowed.**

**4.2.2 The dimensions of an extension or outbuilding should not usually exceed the following limits unless professional sunlight and daylight analysis proves otherwise:**

- (a) the height should not exceed a vertical plane inclined at 45 degrees from the middle of closest ground floor window of a neighbouring property, or from the boundary,

starting at a level of 2m above the ground on the neighbour's side; the depth and width should not normally exceed a horizontal plane inclined at 60 degrees from the middle of a closest window of neighbouring property.

- (b) When a plot is enclosed by neighbouring building/s on or next to the boundary, the height of an extension or outbuilding should not exceed a vertical plane inclined at 45 degrees from the top of this building; the depth and width should not normally exceed a horizontal plane inclined at 60 degrees from the closest corner of this neighbour's building.



#### Case Study 4

Interpreting standard 4.22 (b) to determine a buildable limit

This plot is enclosed by two neighbors' buildings. The height of the extension is limited by the vertical planes inclined at 45 degrees from the tops of these two buildings on the boundary. The depth and width uses 60 degrees from the closest corner. The dark green shows a possible design option within the established limit. Another option could be a full width one storey extension or a pitched roof extension similar to the neighbour on the right.

**4.2.3 Taller buildings and extensions may be acceptable where two adjoining properties are being extended at the same time.**

**4.2.4 Two-storey extensions and outbuildings will normally be required to meet the following criteria:**

- (a) The dimensions comply with standard 4.2.2.
- (b) The proposal demonstrates high quality design.
- (c) The roof form, if visible from a public realm, should be sympathetic to the host building.

**4.2.5 Windows in elevations that would lead to overlooking should be avoided by leaving sufficient distance or employing extra measures such as obscure glazing, screening, fixing or restricting shut to an opening width of 100mm. Windows and glazed doors that are set back from the property boundary and well screened by boundary structures will normally be considered acceptable.**

**4.2.6 Where an extension or outbuilding is constructed on or up to a property boundary, no part of the construction should overhang or intrude into the adjacent property, including eaves and rain gutters.**

**4.2.7 Proposals which exceed the limits in 4.2.2 will be required to provide the extra design and technical information to demonstrate that they are acceptable in terms of design, amenity, daylighting, overlooking in relation to neighbouring properties. The extra information required will be based on each site condition but it will normally include professional sunlight and daylight analysis and realistic façade rendering(s).**



## 4.3 COMMUNITY

These standards are about ensuring that changes to your property do not adversely affect the community at large and the character of the built environment surrounding your home.

### CONSIDERATIONS

The extension or alteration should respect and respond positively to the surrounding setting, so that its character is maintained or enhanced. A first step towards achieving this would be to locate your home using the Council's Planning Constraints map and to see what special policy designations, such as the Green Belt or a Conservation Area, may apply. Each of these will have an impact on what you can propose.

The map in Section 3 also illustrates a number of 'place types' that make up Thurrock's built environment. Consider what 'place type' your proposals sits within to help consider what kind of extension, alteration or conversion will be appropriate in that context. These place types will be taken into consideration by planners evaluating applications.

It is also important to consider the more immediate context of your proposal – the surrounding street, public space, square, close or landscape. What is the predominant character and organisation of the place and how might your proposal positively respond to this character? For instance, in most cases where there is a strong, repetitive architectural character to the homes in your area, proposals which damage this repetition will not be appropriate. In other locations where there is a great variety of architectural characters, a more varied approach is likely to be appropriate.

Extensions which address or are situated on street corners have a particular prominence in the street scene and may be more suitable for 'seamless' or 'special' design approaches than those within blocks or streets, in order to positively address the surrounding public spaces.

Satellite dishes and aerials tend to create visual clutter and can detract from the character of the street if located in a prominent position. In these situations, cable services and ground-level dishes in the back garden may be suitable alternatives.

Trees in close proximity to a proposed extension may be specially protected by Tree Preservation Orders or protected from felling and heavy pruning by virtue of being in a Conservation Area. It is advisable to check with the Council first if you intend to remove or undertake works to a tree to accommodate an extension.

The majority of land within Thurrock is designated as 'Green Belt', which means that development is more tightly controlled. If your home is within the Green Belt this is likely to have a significant impact on what will be appropriate, as identified in the standards below.

You should also consider the impact of your proposal on parking in the area. The extra accommodation may be refused if the required additional parking cannot be accommodated in an area where there're insufficient parking spaces. New parking spaces within your property are likely to need 'drop-kerbs' onto the property and this can have an impact on on-street parking. Conversely, a loss of space within your property, for instance to make way for an extension, can increase pressure on existing on-street parking. The impact of these questions on the acceptability of proposals will be considered in relation to parking demand in the local area, and you may wish to discuss this in your application, with reference to the 'place type' in which your proposal sits.

#### **4.3.1 The form and scale of the extension or outbuilding should be appropriate to the original dwelling and the surrounding development pattern.**



An example of corner plot side extension with design features respect its surrounding environment.

**4.3.2 Corner plots require a distinct design approach that responds positively not only to the dwelling but also to the neighbouring houses and the street scenes.**

**4.3.3 The extra parking requirements and the impact of the proposal on on-street parking will be taken into account according to the Council's current policy.**

**4.3.4 If your project is in the Green Belt, the following restrictions apply:**

**(a) Where an extension is considered acceptable, it should be proportionate in size to the original dwelling. Extensions will be limited in size to the floor area of two reasonably sized rooms of the original dwelling. Any extension should be of a scale, size, siting and design, and of materials of construction, such that it does not harm the appearance of the original dwelling, the immediate locality and the countryside in general.**

**(b) There will be a presumption against extensions to dwellings that are not in permanent residential use, to temporary dwellings, and to dwellings nearing the end of their lives on sites where replacement would not be permitted.**

**(c) Extending the curtilage of a residential property in a way that involves an incursion into the Green Belt will not be permitted.**

**4.3.5 Satellite dishes and aerials should be sited in an unobtrusive position and should not be located on walls, chimneys or roofs that are visible from the street. Multiple dishes and aerials should be avoided. Cables should be run internally or up the rear wall in discrete positions and be coloured or painted to match the background wall.**



## NOTE ABOUT SEEKING PERMISSION

*If you live in a flat, or a house converted into flats, you will need to seek planning permission for front extensions, porches, rear extensions, side extensions, roof alterations & extensions, additional storeys and outbuildings.*

*If you live in a house, planning permission may not be necessary for a small porch, rear extensions, side extensions, roof alterations & extensions and outbuildings, if your proposal complies with Permitted Development rules (see Section 2), but it is always advisable to check with the Council's Planning team before starting work. Additional restrictions apply to extensions to homes which are located in the Green Belt or in Conservation Areas.*



# 5. Common Projects

**In this section we explore ten common extension, alteration or conversion projects. Whatever your plans for your home, it is likely that they will be one of these common projects, or a combination of them.**

**Different kinds of projects have different kinds of impact: on your home, on your neighbours, and on your community. Accordingly, the guidelines and standards in this section are grouped, like the general design principles, into three categories: home, neighbour, community. Getting the balance right between these three considerations is the key to achieving a great extension, alteration or conversion.**

**The guidelines and standards for these common projects should be read (and used) in conjunction with the general design principles that apply to all projects in Section 4.**

## 5.1 FRONT EXTENSIONS AND PORCHES

Porches and front extensions can have a big impact on the quality of life of a home and its market value because they not only fulfill multiple functions but also set the tone for your entire house.

Being located at the front means that they are subject to more restrictions under neighbour and community design principle than other forms of extension.

### HOME

A front extension or porch should be carefully designed so as to create a sense of arrival while remaining a cohesive part of the exterior scheme.

A front extension or porch should function well for its intended use and maintain adequate daylight and natural ventilation to the interior of the existing house.

A porch should provide a welcoming and direct entrance route and sufficient circulation space, taking into account any coat storage and door swings. Porches and front extensions should complement the appearance of the existing building and should not normally merge with existing projections such as bay windows.

### NEIGHBOUR

An insensitively designed or excessively large front extension or porch could have an overbearing or overshadowing effect on a neighbour's front garden and the interior of their home, or spoil the appearance of a semi-detached pair or terrace of houses.

### COMMUNITY

Porches and front extensions are generally highly visible alterations that can change the character of a building and the street. They can have a particular impact where front gardens are an important characteristic of the area, and where the street has a regular pattern of buildings and a clearly defined building line (as in many streets of terraced and semi-detached houses).

**5.1.1 Front extensions and porches should complement the character of the street, including any existing pattern of front extensions, and respect existing building lines, particularly where a strongly defined building line forms an important characteristic of the street.**

**5.1.2 Front extensions that are larger than porches will generally only be acceptable where the front garden is unusually deep and the extension does not break clear of existing building lines along the street. In areas where there is an irregular building line and properties are well set back with large front gardens, front extensions may be more acceptable.**

**5.1.3 In areas where entrance canopies or open porches form a particular feature of the original dwelling, these should generally not be enclosed as porches.**



What a case officer would consider for front alterations and extensions on this street in Thurrock

## 5.2 REAR EXTENSIONS

Being located at the rear means they are less visible from public domain, and for this reason, the requirements for rear extensions, particularly single-storey, will be more relaxed in matching the design, fenestration or roof type of the existing building. A well-designed rear extension can radically improve the quality of life within the home with relatively little impact on your neighbours or wider community.

### HOME

A rear extension is an opportunity to improve the quality of your living space, better connect the house with the garden, and bring more light to the centre of the main house. Think about orientation and daylighting in relation to the activities that the extension should provide and the times of day it will be occupied.

It is often desirable to have larger openings than are present within the existing house. Bear in mind the larger the openings, the more heat exchange. So it is important you invest in quality windows, doors and overall construction method to make your extension energy efficient.

A full rear extension offers a more integrated and comfortable space than a conservatory. The common problems with conservatories is their tendency to be too cold to use in winter and too hot at the height of summer. Making a conservatory into a full extension can integrate an otherwise isolated space as part of the house by opening up the exterior wall between them, although you may need planning permission for doing so. Most importantly it offers opportunity to make your house more comfortable and more energy efficient to use.



An angled glazing providing daylight to the extension without overshadowing the neighbor by Platform 5 Architects

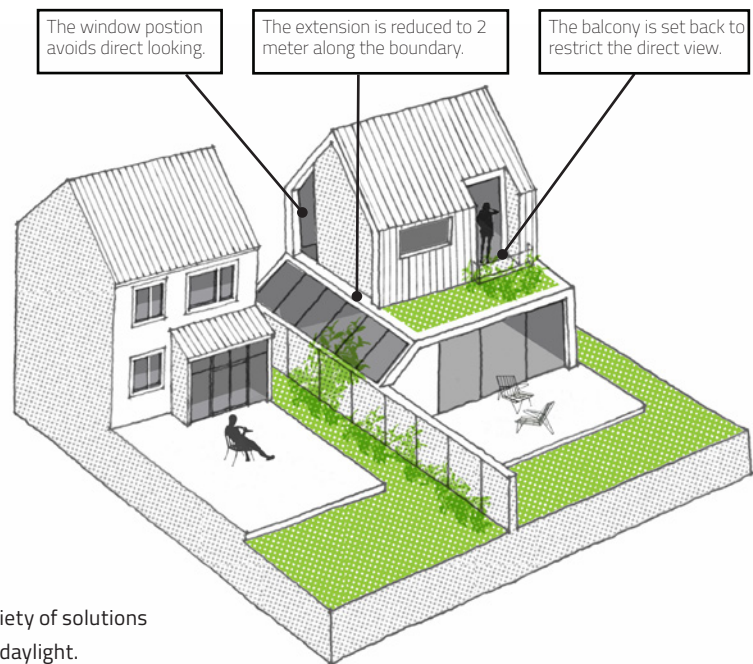


A contemporary rear extension following the historical extension pattern by Robert Dye

### NEIGHBOUR

The design should create comfortable living spaces within the home while avoiding overshadowing and overlooking neighbouring properties or creating an overbearing impact.

Two-storey extensions are more visible and have a greater impact on neighbouring properties, therefore more restrictions apply. Two-storey rear extensions are often unsuitable at the rear of terraced and semi-detached properties because of the visual intrusion and overshadowing that would be caused to neighbouring properties. However, each case will be considered on its merits, and two-storey extensions may be acceptable where it can be demonstrated that there is no harm, subject to compliance with Standard 4.2.2 and 4.2.3.



An example of rear infill extension employs a variety of solutions to reduce the impacts on neighbour's privacy and daylight.

Flat roofs and monopitch (lean-to) roofs are considered acceptable in most circumstances for single storey rear extensions. Where a pitched roof is proposed, the ridge height should normally be lower than the cill of the first floor windows. Flat roofs should not normally be used as terraces or balconies without design measures to protect the privacy of adjoining owners.

A rear infill extension is a single-storey extension to a terraced house that has an existing two-storey rear projection, where the proposed extension fills the gap between the rear projection and the side boundary wall. Care needs to be taken with the height of the extension on the boundary where the neighbour has a small external space adjacent to the boundary wall.

**in height along the boundary as reasonably possible, where the boundary is an existing garden fence or wall of up to 2m in height.**

## COMMUNITY

Single-storey rear extensions often have little or no impact on the street and are less visible from neighbouring properties. In some circumstances, rear extensions are visible from a public domain such as on a bend of a street or a corner plot, rear garden overlooking a park or raised highway. In these scenarios, more restrictions apply because they can have similar impacts to the character of the community as side or even front extensions.

**5.2.1 Where a rear extension extends beyond a side wall of the building, standards associated with side extensions apply. (See Section 5.3).**

**5.2.3 Where rear extensions can be seen from a public realm, more restrictions apply including how well they complement historical pattern of the neighboring rear extensions, the treatment of the façade visible and roof form.**

**5.2.2 Rear infill extensions should be as close to 2m**



## 5.3 SIDE EXTENSIONS

### HOME

A side extension can be an opportunity to alter the circulation and organisation of a home's ground storey, or in the case of unusually-shaped plots can have the same transformative impact on the home as a rear extension.

### NEIGHBOUR

The design should create comfortable living spaces within the home while avoiding overshadowing or overlooking neighbouring properties or having an overbearing impact on them (see Section 4.2).

### COMMUNITY

Side extensions can have a significant impact on the character of the street. The design should respect the architectural rhythm of the houses and the gaps between them. Side extensions should not visually join together semi-detached or detached houses in a way that gives the appearance of a terrace. Two-storey side extensions may be more acceptable at the end of a terrace, or for detached houses, where the context is more irregular and houses are spaced well apart.

***If a side extension will be positioned on a corner plot, for instance at the junction of two roads, particular attention should be paid to how the extension will make a positive contribution to the corner, including considering landscaping and side façade.***



Home & Neighbour: Best practice photograph  
A proposal by Robert Dye feature an unconventional opening avoiding overlooking while providing a desired natural light

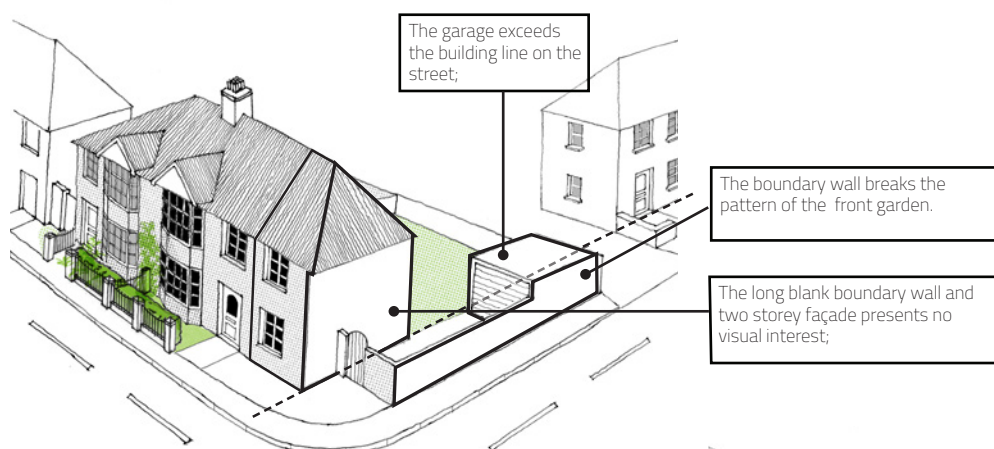


Community: Best practice photograph  
A similar architectural approach is continued in this side extension by Sam Causer

The appearance of the extension from the street should be considered, with choosing between subservient, seamless or special depending on the particular context of the project (see Section 4.1).

'False pitched roofs', or tiled fascias applied to the façade of flat-roofed buildings to give the appearance of a pitched roof, tend to look awkward when viewed from the side and should generally be avoided.

- 5.3.1 A side extension should respect the context of the street, preserving gaps between buildings and rhythm of roof profile where these are characteristic of the area.**



**An example to avoid:**  
A corner plot side extension with negative impacts to its community. Compare this one with the positive example below.

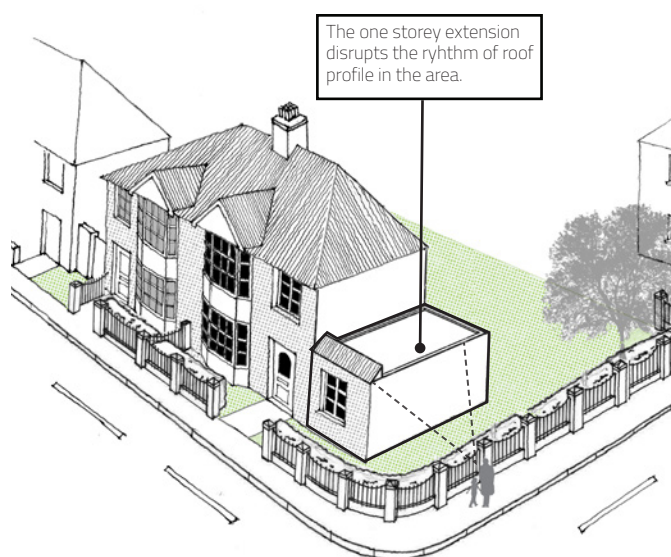


**A positive example**  
A corner plot side extension with design features respect its surrounding environment.

**5.3.2 Two-storey side extensions are generally not considered acceptable where the existing layout of detached or semi-detached housing is protected townscape. They may be appropriate in the following circumstances:**

- a) they are set back from the side boundary, if the impression of 'terracing' is avoided;
- b) they are on a corner plot and not further than the building lines of both streets;
- c) they are located in the areas where the Council encourages incremental changes or higher density.

**5.3.3 Adding 'false pitched roofs' or 'crown' to the face of flat roofs should be avoided.**



**An example to avoid:**  
one storey flat roof side extension with a false pitched roof.



## 5.4 ROOF ALTERATIONS

### HOME

A roof extension can be a cost-effective way of increasing space in the home. However, not all houses are suitable for conversion at roof level, due to limited headroom, insufficient area, modern trussed rafters, or lack of suitable supporting structure. In these cases, alteration may be expensive or technically difficult.

***The main purpose of adding dormer windows is to bring daylight into the roof space. If an extra floor is created through raising the roof height or adding large box dormers on multiple sides of the roof, different guidance and rules (see 5.5 Additional Storeys) apply.***

The layout of the storey below roof level requires careful consideration, as the addition of a stair and any necessary fire partitions tends to encroach on space, typically the bedroom area. Fire escape, structural supports and thermal insulation are important technical considerations that need to be considered early. All roof alterations will need to meet Building Regulations requirements for stairs and fire safety.

When applying for planning permission for roof extension projects, typical section drawings should be prepared and presented along with plans. These can help both you and the planners to understand the actual usable space within the dwelling.

### NEIGHBOUR

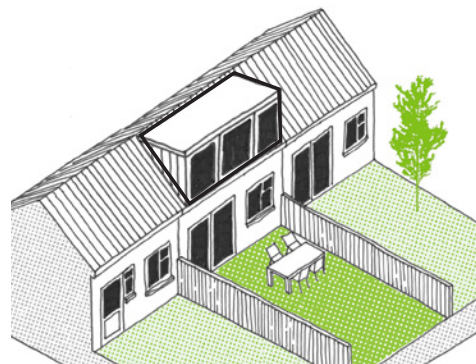
Roof additions can cause problems of overlooking. Where dormer windows are

orientated towards a dwelling's own private garden, overlooking is usually indirect and is therefore acceptable. However, privacy can be an issue in high-density residential areas where overlooking has otherwise been minimized. Side-facing dormer windows will not normally be acceptable where they are orientated directly towards the private garden or window of an adjoining dwelling.

Larger roof alterations such as large 'box' dormers can appear overbearing from neighbouring properties, particularly when they occupy the full width or height of the roof slope, and tend to give a greater perception of overlooking than modest, traditional dormers.

Roof terraces and balconies can provide small but useful amenity spaces, but they can also cause overlooking or noise disturbance to neighbouring properties. Roof terraces and balconies are most suitable where dwellings are well-separated, and in high density areas where amenity space is limited at ground level and neighbouring gardens are already overlooked. Solid or obscure glazed balconies can help to provide privacy but tall screens can have an overbearing or overshadowing effect and should generally be avoided.

#### **5.4.1 Large 'box' dormer windows occupying the full width and height of the roof slope will not normally be acceptable.**



Avoid: a full width and height box dormer overlooking neighbours' properties.



Best practice photograph

A dormer on rear roof slope is recessed from the eave with tapered edges to reduce its visual impact to its heritage context by Konishi Gaffney

**5.4.2 Dormer windows should normally face the street or the property's own private garden so that any overlooking of adjoining gardens is indirect. Dormer windows should normally be avoided on side elevations facing neighbouring gardens or windows.**

**5.4.3 Roof terraces and balconies that would lead to a substantial increase in overlooking of other residential properties should be avoided.**

## COMMUNITY

Due to their prominent position on the building, roof alterations can have a significant effect on the appearance of a property and the wider street environment. The size of the proposed alteration, the prominence of the roof slope and the character of the surrounding area will be taken into account when considering whether a proposed roof alteration is acceptable.

Alterations that provide additional headroom tend to be more dominant and are generally unsuitable on prominent roof slopes, while alterations to provide daylight (for example, small dormer windows and roof-lights), are suitable in a wider variety of circumstances.

For corner plots, carefully designed dormer windows can create extra interest from streets but in certain contexts, dormer windows would not be appropriate on the street-facing elevation of a property, regardless of design. Some areas of semi-detached or terraced houses are characterised by long runs of unbroken roofs, and the introduction of front dormers would be uncharacteristic and visually disrupting. Semi-detached pairs of houses can also be harmed when the roof of one house is enlarged by a dormer window or hip-to-gable conversion in a way that makes the pair appear unbalanced.

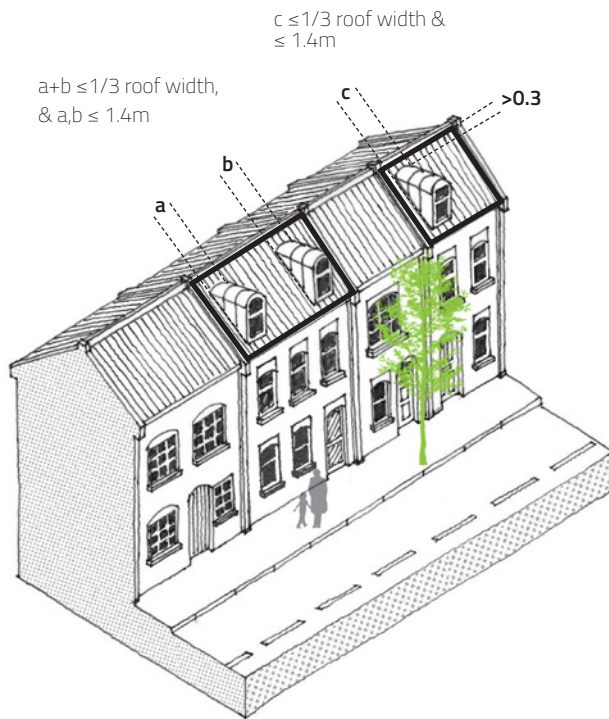
Solar panels are encouraged in principle. Unobtrusive models such as integrated solar panels (panels that do not project above the roof tiles) and photovoltaic roof tiles are recommended. Solar panels should preferably be located away from street-facing roof slopes.

**5.4.4 Roof conversions and additions will only be acceptable where high quality design is employed, where additions are in scale with the existing roof, and where the addition does not spoil the existing roof form.**

**5.4.5 The design of dormers should follow the guidelines set out in the table 1 below.**

**Table 1: Dormer Windows and Roof-Lights**

<b>Street-facing roof slope prominent side roof slope</b>	<b>Visible but less prominent side or rear roof slope</b>	<b>Rear roof slope that is not visible from a public space</b>
<p>Dormer window may not be acceptable regardless of design.</p> <p>Box dormer unacceptable except where this is characteristic of the original architecture of the area.</p>	<p>Dormer window acceptable where the proposal avoids overlooking.</p> <p>Modest box dormer may be acceptable subject to size restrictions.</p>	<p>Dormer window acceptable in principle where the proposal avoids overlooking, subject to size restrictions.</p>
<p>Dormers should not occupy more than one third of the width of the roof.</p> <p>Maximum width of individual dormer 1.4m.</p>	<p>Dormers should not occupy more than one half of the width of the roof.</p> <p>Maximum width of individual dormer 2m.</p>	<p>Dormers should not occupy more than three-fifths of the roof width if the height exceeds three-fifths of ridge-to-eave distance; or not occupy more than three-fifths of the ridge-to-eave distance if the total width exceeds three-fifths of the roof width.</p>
<p>Top of dormer window to be at least 0.3m below the roof ridge.</p> <p>No plane of a dormer should be within 0.6m of a hip line or verge.</p>		
<p>Roof-lights may not be acceptable in sensitive settings.</p>	<p>Roof-lights generally acceptable in principle, where design and layout are considered acceptable.</p>	<p>Roof-lights generally acceptable in principle, where design and layout are considered acceptable.</p>



### ◀ Street-facing roof slope

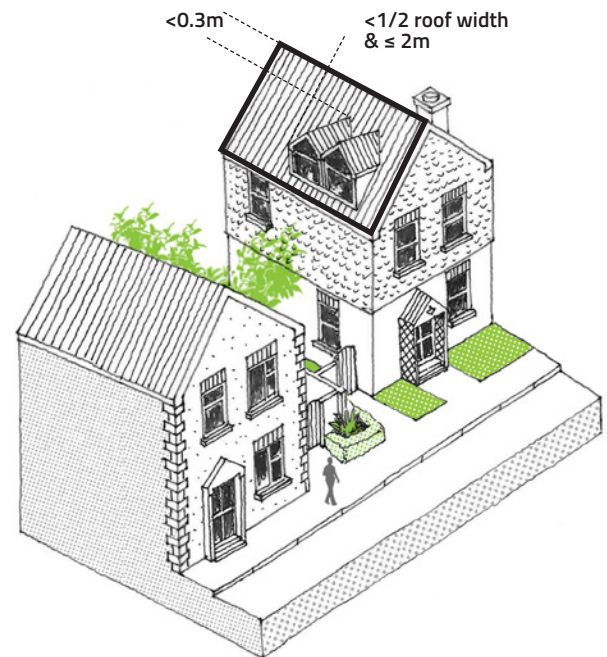
The proposed dormers should follow the guidance in the first column of table 1.

Two proposals, a single dormer and multiple dormers in this example, are within the dimensional limits, align with the existing window of the dwelling and borrows from the form and character of the dwellings' existing openings.

### A visible but less prominent side roof

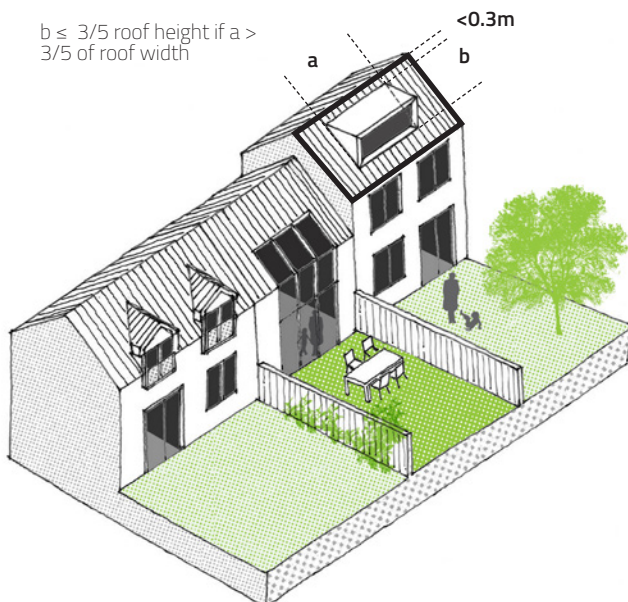
The proposed dormers should follow the guidance in the second column of table 1.

A double dormer design is proposed so each dormer has a similar width to that of the original windows. The total width of two dormers is less than 2m wide, up to 1/2 of the width of the roof. The design also has a pitch similar to that of the dwelling's roof.



$a \leq \frac{3}{5}$  roof width if  $b > \frac{3}{5}$  of roof height

$b \leq \frac{3}{5}$  roof height if  $a > \frac{3}{5}$  of roof width



### ◀ Rear roof slopes (invisible from the public realm):

The proposed dormers should follow the guidance in the third column of table 1.

This example shows three types of roof alterations to the rear slopes and among which a box dormer is subject to more dimensional limits.





Avoid: a hip-to gable extension with no regards to the existing hipped roof profile of its streets.

**5.4.6** Where the house forms part of the semi-detached pair or the house is at the end of a terrace, it is not normally acceptable to change the overall form of a roof, for example from a hipped to a gabled roof. In some circumstances, such changes may be acceptable where they restore the symmetry of the pair or the terrace.

**5.4.7** Solar panels are encouraged in principle. Where they are visible from the street, solar panels mounted at an angle on supporting frames on flat roofs should generally not be visible above the height of any surrounding parapet walls.



Best practice photograph  
An award winning project by Robert Dye Architects

## ADDITIONAL GUIDANCE

### *Dormer Windows and Roof Lights*

Dormer windows often look best if they are no wider than the windows in the façade below and located in line with them. Dormer windows should not normally be wider than their heights unless it can be demonstrated that this approach is appropriate to the original building. Dormers should be set away from hips, verges and below the original ridge lines.

The fascia to either side of the dormer window should generally be kept as thin as possible and there should not be areas of cladding around or below the window unless it can be demonstrated that this approach is appropriate to the original building. The glazing proportions, detailing and frame colour should generally reflect those of the main house.

Roof-lights can be less obtrusive than dormer windows and are generally suitable in more circumstances, although it is important to carefully consider the size and layout of the roof-lights in relation to the scale of the roof and the arrangement of windows in the façade below. Roof lights that lie in the same plane as the roof tiles tend to be the least obtrusive but are not the only acceptable type. Balcony convertible roof-lights should pay attention to overlooking.

## 5.5 ADDITIONAL STOREYS

Extending a building upwards by adding an extra storey can sometimes be preferable, both visually and functionally, to retrofitting multiple dormer windows to the roof.

In the case of a detached bungalow, adding large dormer windows on multiple sides of the roof can spoil the appearance of the house, while the sensitive conversion of the building into a two-storey house can be visually more cohesive, as well as creating better rooms internally.

### HOME

Bear in mind that this method of adding space can be one of the most costly and complex, where the building's existing structure is not capable of taking an extra storey, and the new construction will be required to meet Building Regulations requirements for new-build dwellings even if the rest of the property currently does not comply.

The options presented in Section 4.1 (**subservient, seamless or special**) are very relevant for additional storeys. Any of these approaches may be appropriate for additional storeys, but with a particular focus on how the 'whole' building will feel once the development is complete, considering proportion, scale and character. Continuing the character and materials of the floor below and extending the external walls in the same plane is often an appropriate approach for a well designed building. When an existing building is of a low quality, the Council encourages other innovative design solutions that can enhance the existing appearance.

For the wellbeing of the future tenants, the Council does not encourage the approach of adding more storeys with low ceiling height.

**5.5.1 Where an additional storey is proposed, the dwelling as a whole will be expected to meet the nationally described space standard and council's other planning policies for new-build dwellings.**

### NEIGHBOUR

Increasing the height of a building can have an overbearing impact on neighbouring gardens or cause overshadowing or overlooking. There will generally be more scope to add an extra storey where neighbouring properties are higher, and where the property is well separated from neighbouring houses.

The appearance of a terrace or semi-detached pair of houses can be damaged when a storey is added to one property without a careful design.

Additional storeys will only be acceptable where they do not disrupt the unity of a series of dwellings or buildings, for example within a terrace or sequence of semi-detached homes.

**5.5.2 Where an additional storey is proposed, design features that would result in excessive overlooking, overshadowing or noise disturbance should be avoided.**

### COMMUNITY

In general the taller a building becomes, the greater the visual impact it has to the community. Therefore the level of weight the Council will give to design increases depending on the impacts of the additional storeys.





Best practice photograph

An innovative example for an additional storey by Studio Webb Architects

Applications will be considered on a case-by-case basis, but some areas may be better suited than others to additional storeys. These include areas within or immediately around town centre locations (see the Council's Planning Constraints map and the summary map in Section 3) where the Council's planning policies encourage higher density.

In an area where there is no detectable unity in building height and profile, the Council welcomes high quality innovative design in additional storeys to bring out place identity.

**5.5.3 The roof of the new storey should complement the roof form of the surrounding houses.**

**5.5.4 Additional storeys will not be acceptable where the unity of a series of dwellings or buildings represent local distinctiveness, for example within a terrace or sequence of semi-detached homes.**

## 5.6 OUTBUILDINGS

Outbuildings are the annexes to the existing dwellings. In another words, the houses and annexe will share services, access and parking, and gardens. If you wish to create a new dwelling which will be occupied independently, sold separately, or used for paying guests, you will need to apply for permission for subdivision (see section 5.7) in addition to construction of the outbuilding.

Where planning permission is required, only one outbuilding will normally be permitted in each garden, though officers will evaluate proposals on their merits.

### HOME

New outbuildings should be carefully designed so that they form a positive relationship with the amenity or garden in which they are situated, and enhance or preserve its use for all residents. The maximum size of the outbuilding will usually be determined by its location and the size of the garden.

The location of the outbuilding should be considered in relation to its intended use. For example, it is more convenient to have easy access from the front door to the bicycle storage for frequent bikers.

***If submitting a planning application for an outbuilding or outbuildings, it is a good idea to show the landscaping proposals on your drawings in order to demonstrate a positive relationship with adjacent open areas and gardens, and to show likely access arrangements.***

The internal layout of an outbuilding is as important in its own right as that of the main house, particularly if it will be inhabited for long periods of time, such as for hobbies or for home working.

If the outbuilding is less than 15sqm in area and does not contain sleeping accommodation, it is not normally necessary to apply for Building

Regulations approval. However, you should ensure that any outbuilding that is intended to be used as incidental habitable space (for example as a home office or family room) has a suitable structural design and provides an appropriate level of thermal insulation, damp proofing, daylighting, ventilation and fire proofing.

**5.6.1 A new garage should provide enough space to store a car, get in and out, and for garage doors to open outwards onto a private driveway. Garage doors should not open outwards over the public highway. Garage spaces, car ports and under-croft parking will only be considered as suitable for parking if they meet the minimum internal dimensions:**

Garage Space	3m width x 7m depth per space
Car Port/Under-croft parking	3m width x 5m depth per space

### NEIGHBOUR

The location and scale of outbuildings should be carefully considered so that they have minimal impact on neighbouring properties. This might mean setting the building back from the main building line, aligning the outbuilding with existing outbuildings in the neighbour's property, or using the end part of the garden.

**5.6.2 New outbuildings should be situated to minimise the impact on neighbouring dwellings.**



Best practice photograph:  
A garden pavilion containing a small office alongside garden storage space by  
Platform 5 Architects

## COMMUNITY

Outbuildings can improve the appearance of a neighbourhood, by concealing parked cars, bins or garden equipment, or through their quality of design, but sheds and outbuildings that are excessively large or sited unsympathetically can also have a cluttering and visually harmful effect.

If you want to create an independent dwelling such as 'granny annexe', you must apply for planning permission because outbuildings that are used as independent dwellings can fall below the standards required for new-build homes or are otherwise unfit for purpose. They may also lead to an increase in traffic and parking, disturbance of neighbours.

To avoid your proposed outbuildings later becoming used as independent dwellings without going through the application process, you will be required to demonstrate that they are dependent on the main dwelling. This may be demonstrated through the clear sharing of facilities with the main building, including garden space, kitchen and bathroom facilities, and site access. You may also be asked to

demonstrate that the occupant of the annexe is a dependent relative, domestic employee, or non-paying guests.

**5.6.3 The use of outbuildings is restricted to incidental functions, including use as a home office, private garage or storage. Outbuildings should not be designed in a way that would facilitate their use as independent dwellings or commercial premises. A clear dependency should be retained at all times with the existing dwelling.**

**5.6.4 Outbuildings and annexes will only be acceptable where the area and height of the building is modest in proportion to the site, and where the plot is a sufficient size to accommodate a separate building without restricting the usefulness or quality of the open space or garden.**

**5.6.5 Detached garages will not generally be acceptable in front gardens unless the site is large or exceptional design solutions are proposed.**

## 5.7 FRONT GARDENS

Some types of changes to front garden will require planning permission, for instance if you are making a new access into the garden across the footpath or pavement.

If you are not in a Conservation Area or subject to a Tree Preservation order, paving over a front garden does not require planning permission in some circumstances. As ever, please check with the Planning team before starting work.

### HOME

The front garden forms the first impression of your home. In many areas, front gardens contribute significantly to the characters of properties and subsequently property values.

Whereas providing parking spaces might be a practical need, paving the entire front garden can have a devaluing effect on your house, and creating extra parking spaces should be balanced against preserving landscape. Royal Horticultural Society offers some simple design solutions for getting a parking space into the gardens large or small on their website<sup>7</sup>.

If there's no direct access to the side or rear of the house, a bin storage area should be considered when you alter your front garden. You should maintain convenient access to your bins while making them as unobtrusive as the area possibly allows.

### NEIGHBOUR

Some property types have historically joint garden without fences in between the property boundaries. Making changes to your garden in such circumstances can harm the value of your neighbour's property. There may be a covenant

from the original developer that limits changes. If your neighbour makes objections to your proposal, it may require the intervention of the planning service.

You may have to notify all affected neighbours if you intend to carry out building work that involves one of the following:

- **building a free standing wall, or a wall of a building, up to or astride the boundary with a neighbouring property**
- **work on an existing wall or structure shared with another property**
- **excavating near a neighbouring building**

### COMMUNITY

Front gardens and boundary structures (walls, fences, hedges and railings) are important elements that define the character of the street environment. Streets where the design of boundary structures changes frequently, often have a disorderly, cluttered appearance. New boundary structures should generally respect the dominant boundary style along the street and protect original boundary structures, hedges and trees.

Paving over a front garden to create a car parking space can harm the character of the street and contribute to problems with surface water run-off, while access to the new space can remove street parking for others. Hard surfacing, particularly non-porous surfaces, should be kept to a minimum in front gardens, to allow for the maximum area of porous surfaces and planting. The Council's car and cycle parking standards indicate what is considered to be a suitable level of off-street parking in different contexts.

7. RHS <https://www.rhs.org.uk/advice/profile?PID=738>



An example implementing the guidelines for creating a new drive way in front garden

**5.7.1 Alterations to boundary structures and gardens at the front of a property (including the introduction of a parking space) should respect and enhance the character of the street and disturb the least original walls, fences, railings, hedges and trees.**

kept to a minimum. A 2.5m width is generally sufficient. When a site is restricted, a minimum 2.4m width will be accepted. For creating more than one parking space, a maximum 5.5m dropped kerb will be accepted by the Council.

**5.7.2 Front gardens should generally provide the maximum area of soft landscaping and sustainable urban drainage and the minimum of hard surfacing (particularly non-porous surfaces).**

**5.7.3 The minimum size for a single parking space within a front garden is 5m x 2.5m excluding the area needed to open garage doors and gates or access bins. The car should fit entirely within the front garden. The height of walls, hedges and fences should be 0.6m or below near the pavement for visibility. The length of the dropped kerb should be**



## 5.8 SUBDIVISION

Subdividing existing residential properties to create two or more self-contained dwellings can broaden the range of housing types in areas dominated by family housing.

In designing conversion projects, size and layout are vital considerations. It is also important to consider a wide range of design issues affecting the quality of the home, including daylight and ventilation, access, soundproofing, privacy, amenity space, and arrangements for parking, refuse and recycling. Further advice on these issues may be found in Thurrock's guidance for new-build housing.

Subdividing a dwelling into multiple dwellings will always require a planning application. All of the dwellings that result from the subdivision will be expected to comply with Thurrock's design standards for new residential. This is the case even where the existing building does not currently comply with new-build housing standards. Bear in mind that Building Regulations for new-build dwellings will also apply to all new dwellings that are created as a result of the subdivision of a residential property.

### HOME

All new dwellings created as a result of subdivision should meet the same minimum space standards as new homes. The nationally described space standard provides a clear indication what is considered appropriate and fit for purpose for the internal area of new homes. Not all houses are large enough to be subdivided, and the Council wishes to avoid conversion projects that result in flats that are so small that they are compromised in terms of use or well-being.

When planning the dwelling layout, it is important to make sure that all habitable rooms have a good outlook and good levels of daylight and ventilation. Direct overlooking between

neighbours within the proposed development should be avoided ,

Privacy from noise is as important as visual privacy. Wherever possible, rooms of the same use should be placed above one another to help reduce noise transmission from living rooms to bedrooms. Approved Document E of the Building Regulations sets out the technical requirements that will need to be met for soundproofing in separating walls and floors. Acoustic tests will normally be required on completion of the work.

Access and internal circulation are important design considerations. Each new dwelling should have its own separate entrance, which may either be external or from a shared hall, and internal circulation spaces should not be cramped. External staircases and additional entrance doors in the front elevation can harm the appearance of a property, where it forms part of a regular pattern of houses. Refuse and recycling containers should be located in a place that is convenient and accessible both from the dwellings and from the collection point.

#### **5.8.1 Planning permission for the subdivision of a residential property into two or more self-contained dwellings will only be granted where all of the following requirements are met:**

- a) all of the proposed dwellings meet Thurrock's most up to date design standards for new-build housing.**
- b) each new dwelling has a gross internal area of at least 50 sq m and a bedroom separate from the main living room with a minimum area of 11.5 sq m.**
- c) the new accommodation is self-contained, all habitable rooms are provided with a good outlook and good levels of daylight and ventilation, and the design makes suitable provision for privacy, acoustic separation, access, circulation, and refuse and recycling.**

## NEIGHBOUR

Subdividing a house can increase the potential for overlooking or noise disturbance to neighbouring homes, as well as neighbours living above or below each other within the subdivided house. The design considerations to minimise these impacts are demonstrated in section 4.2. Bear in mind that the existing house would then be treated as a neighbouring property when assessing impact.

The restrictions on overlooking or noise is generally more relaxed if a project is above, below, next to the uses insensitive to such disturbance( such as commercial buildings), and in a high density area.

## COMMUNITY

A large number of residential conversions concentrated in a small area can change the character and appearance of a street, and lead to pressure on local amenity including, but not restricted to, car parking. This pressure will be more acceptable in some areas than others, so you should always check the location of the project and the most current planning policy in relation to this type of place (see Section 3).

**5.8.2 Planning permission for the subdivision of a residential property into two or more self-contained dwellings will normally only be granted where not more than 20% of the houses on the street have already been subdivided into multiple dwellings. This standard may not apply in particular places where the Council wishes to encourage incremental changes.**

**5.8.3 The parking requirements for the additional dwellings created through subdivision are the same as the Council's most current parking standards for new built.**

**5.8.4 Proposals in the Green Belt for the subdivision of a dwelling into two or more self-contained dwellings will be required to show that the work can be accomplished without the need for any further extensions or additions to the building or its curtilage, and that any alterations are appropriate to the character of the existing building and the surrounding area.**



## 5.9 CHANGE OF USE

Converting a non-residential building such as an agricultural barn, shop or church to a residential dwelling can offer the opportunity to create generously-sized rooms and a unique or unconventional home. However, they can also present particular design challenges. Buildings that were not originally intended for domestic use typically have deeper plans and taller spaces that can be hard to subdivide into domestic-scaled rooms, without sacrificing daylight or natural ventilation to parts of the building.

The change of use of a building or part of a building to residential use will normally require a planning application. In coming to a decision on the application, the Council will consult their local planning policies and consider the value of the existing use to the surrounding area, including any loss of employment. In Conservation Areas, the use of the building may also have particular historical significance that may restrict its conversion.

The current regulations governing Permitted Development allow the conversion of offices, some shops and sui generis uses to residential use in some areas without the need for planning permission. If you wish to pursue this form of conversion, it will be necessary to inform the Council first through a 'prior notification' application. Permitted Development rights may have been removed by 'Article 4 Directions', or by conditions attached to previous planning consents at some locations – you should use the planning constraints map [[thurrock.maps.arcgis.com](http://thurrock.maps.arcgis.com)] to check whether constraints may affect your development plans.

### HOME

The design should respond positively to the character and layout of the existing building and its original use. This may entail a 'subservient', 'seamless' or 'special' approach to the character of the alterations (see Section 4). Choosing which will depend a lot on the character of the existing building.

Thinking of alternative ways that the new domestic uses of the building might be arranged within existing rooms can help to unlock new possibilities for the design. Introducing new windows in an existing façade, for example where an additional storey is created within a tall room, can be one of the most difficult design challenges of conversion projects.

### NEIGHBOUR

Conversion projects may be surrounded by other non-residential buildings. Care should be taken to ensure that the new residential use does not constrain the operation of neighbouring businesses and community facilities, such as through sensitivity to noise.



Best practice photograph:

A pub is re-purposed into a retail space with new flats added by McLaren.Excell

## COMMUNITY

Proposals for change of use will not be permitted unless the Council is satisfied that any consequential loss or impact on utility, community facilities, infrastructure or emergency services is fully mitigated.

### **5.9.1 Proposals for change of use of a building to residential will only be considered acceptable where all of the following requirements are met:**

- a) the proposal is consistent with Thurrock planning policy**
- b) the design responds positively to the character and layout of the existing building and streetscene**
- c) the proposal will not constrain the operation of neighbouring community or businesses uses.**

## 5.10 HOME BUSINESS

Home businesses make an important contribution to the economy, and working from home can be a flexible way to start a new business or combine work and family life. Many more people are now able to combine working from home for part of the time with commuting to their place of employment, and indeed the growth of internet sales has allowed small businesses to thrive in locations not traditionally thought of as places of commercial activity.

You are not likely to need planning permission to use part of your home for a business if your answers to the following questions are 'NO', but you should check with the planning team before starting work.

- Will your home no longer be used mainly as a private residence?
- Will your business result in a marked rise in traffic or people calling?
- Will your business involve any activities unusual in a residential area?
- Will your business disturb your neighbours at unreasonable hours or create other forms of nuisance such as noise or smells?

### HOME

If you plan to extend your home, convert a garage or add an outbuilding to accommodate work space, the standards in the other sections of this document will apply and a planning application may be necessary.

### NEIGHBOUR

Restrictions on home businesses will generally only apply where the business causes nuisance to other people. This can happen when staff,

customers or goods movements generate additional traffic and parking, and when work gives rise to noise that causes disturbance to others. In these cases, the Council will investigate any complaints and may bring enforcement action.

### COMMUNITY

Where the home business employs other people, serves customers from the home or requires the frequent delivery or collection of goods, this can give rise to additional traffic and parking demand, that can cause problems in some circumstances. For instance:

- Restrictions on having a shop, café or takeaway business (use class A1, A3, A4, A5).
- Restrictions on running a hotel or B&B or letting through Airbnb.

Some types of businesses are less well suited than others to residential areas. For example, using an outbuilding as a vehicle repair garage or for commercial storage or light industrial activities can involve storing flammable, toxic or hazardous materials, give rise to fumes or excessive noise, or detract from the appearance and residential character of the street.

#### **5.10.1 Businesses run from residential properties should not cause nuisance to neighbours through additional vehicle movements, additional on-street parking, noise disturbance, the storage of flammable or hazardous materials, or by detracting from the appearance of the street environment.**

## 6. Find Out More

Thurrock Council's local planning policies relate to national planning policies. These national policies can be found at the gov.uk website, and guidance on their interpretation is also available here.

The **Planning Portal** offers guidance on 'Permitted Development' which may help you choose whether this is the right route for your project or not. Thurrock Council's Development Management team is available to discuss your project, whatever route you propose to follow to develop it, and are contactable via dm@thurrock.gov.uk.

Thurrock **Constraints Map** for planning applications: (thurrock.maps.arcgis.com)

The Royal Institute of British Architects (RIBA) offers a '**Find an Architect**' service that allows residents to search for architects by location and by specialism, and the Architects Registration Board (ARB) maintains a public database of all registered architects in the UK.

The Royal Institute of Chartered Surveyors offers a '**Find a Surveyor**' service (www.ricsfirms.com/search) to help find a local qualified professional to help with your project.

The Department for Communities and Local Government publishes guidance on ways to meet the statutory **Building Regulations** here:

[www.gov.uk/government/collections/approved-documents](http://www.gov.uk/government/collections/approved-documents)

For queries regarding **Building Control** applications, please contact the Thurrock Building Control team via Building.Control@thurrock.gov.uk

For advice on **sustainability**, the following websites are useful sources of information:

[www.cen.org.uk](http://www.cen.org.uk)  
[www.bre.co.uk/greenguide](http://www.bre.co.uk/greenguide)  
[www.livingroofs.co.uk](http://www.livingroofs.co.uk)  
[www.saveenergy.co.uk](http://www.saveenergy.co.uk)  
[www.greenenergycentre.org.uk](http://www.greenenergycentre.org.uk)  
[www.fsc-uk.org](http://www.fsc-uk.org)

For further advice on improving **energy efficiency** in your home and the availability

of grants, contact your local Energy Efficiency Advice Centre on 0800 512512.

Advice on designing for **building security** is provided by the official Police website, Secure by Design [www.securebydesign.com]. Secure by Design focuses on crime prevention at the design, layout and construction stages of homes and commercial premises and promotes the use of security standards for a wide range of applications and products.

Advice on the **Party Wall Act** and Party Wall procedures may be found at www.gov.uk in the section 'Party Walls and Building Work'. The Party Wall Act regulates work carried out on or near to a boundary, whether or not the work needs planning permission. It is always advisable to check before you start work.

# 7. Glossary

**Article 4 Directions** These are put in place by the Council in certain areas to remove normal Permitted Development rights, meaning that planning permission will be required.

**Building Regulations** Nationally-set regulations intended to ensure the health and safety of people in and around all types of building.

**Curtilage** A legal term describing the area of land associated with a dwelling within the property boundaries. This area excludes the dwelling but may include garages and other non-habitable outbuildings.

**False-pitched Roofs** Roofs designed to appear pitched from the front of the dwelling or from the street, but which actually conceal a flat or shallow-pitched roof.

**Green Belt** A land-use designation designed to restrict development within certain areas, usually in order to control where development happens and to preserve the form and organisation of settlements. Around 13% of England is Green Belt, and around 60% of Thurrock is.

**Ground Level** The surface of the ground immediately adjacent to the dwelling in question. Where ground level is not uniform (eg if the ground is sloping), then the ground level is the highest part of the surface of the ground next to the dwelling.

**Habitable Room** Any room used or intended to be used for sleeping, cooking, living or eating purposes; not including spaces such as hallways, utility rooms, bathrooms and similar spaces which are not typically occupied for extended periods of time.

**Listed Building** A building or structure that has been judged to be of national historical or architectural interest. Listed buildings are subject to stringent legislation regarding their transformation. See Listed Building Consent.

**Listed Building Consent** Permission required from the Council for the demolition of, or material alterations, both internal and external, to a listed building or within the curtilage or setting of a listed building.

**Original Dwelling** This term means the house as it was first built or as it stood on 1 July 1948 (if built

built before that date).

**Party Walls** You must tell your neighbours if you want to carry out any building work on or near your shared property boundary, or 'party wall'. The Party Wall Act (1996) gives you and your neighbours rights and responsibilities in relation to work on or near to party walls and other party structures, such as separating floors within a block of flats.

**Permitted Development (PD)** The set of rules that allows the public to alter or create buildings without needing to seek permission from the local planning authority. The scale and complexity of what can be built under PD are limited, and the rules for this are set nationally.

**Rear infill** A particular kind of extension that 'fills-in' a space to the rear of a terraced dwelling, in cases where the original dwelling has, as part of its original design, a room or rooms extending out into the garden, which is known as an 'outrigger'. This design is typical to Victorian terraced houses.

**Roof Pitch** The angle of a roof, measured from 0 (flat).

**Tree Preservation Order (TPO)** A Tree Preservation Order is an order made by the Council, giving legal protection to trees or woodland. A TPO prevents cutting down, uprooting, topping, lopping, willful damage or destruction of trees (including cutting roots) without the Council's permission.

**Two reasonably sized rooms** This figure is expressed as floorspace [sq m] and is calculated from the dwelling as originally constructed. Take the average internal floorspace of the habitable rooms in the original dwelling [excluding bathrooms and circulation areas] and multiply that figure by two.

**U-values** U-value is used to measure how effective elements of a building's fabric are as insulators. It is a rating of how much heat that can pass through the structure such as windows and doors.

# 8. Standards Chart

<b>4.1 DESIGN PRINCIPLES – HOME</b>												
4.1.1	The extension or alteration should respect and respond positively to the character of the original dwelling such that its character is maintained or enhanced.											
4.1.2	An alteration, extension or outbuilding should function well for its intended use, and adequate daylight and natural ventilation should be maintained to the new construction and to the existing building, where the addition is attached.											
4.1.3	<p>As a result of the proposed extension or outbuilding, the total area of the curtilage covered by buildings should not exceed the following proportions, and the remaining garden should be usable and fit for purpose.</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Area of curtilage buildings</th> <th>Maximum proportion of curtilage covered by (sq m)</th> </tr> </thead> <tbody> <tr> <td>up to 100</td> <td>40%</td> </tr> <tr> <td>100 — 500</td> <td>30%</td> </tr> <tr> <td>500 — 1000</td> <td>20%</td> </tr> <tr> <td>&gt;1000</td> <td>10%</td> </tr> </tbody> </table>	Area of curtilage buildings	Maximum proportion of curtilage covered by (sq m)	up to 100	40%	100 — 500	30%	500 — 1000	20%	>1000	10%	To calculate the curtilage, subtract the footprint of the original house and any original outbuildings from the total land area of the plot.
Area of curtilage buildings	Maximum proportion of curtilage covered by (sq m)											
up to 100	40%											
100 — 500	30%											
500 — 1000	20%											
>1000	10%											
4.1.4	Extensions and alterations should comply with Approved Document M of the Building Regulations, including ensuring that extensions and alterations are no less accessible than the existing building.											
<b>4.2 DESIGN PRINCIPLES – NEIGHBOUR</b>												
4.2.1	Extensions and outbuildings should not have an overbearing impact on adjacent properties or cause them to be excessively enclosed or overshadowed.											
4.2.2	<p>The dimensions of an extension or outbuilding should not usually exceed the following limits unless professional sunlight and daylight analysis proves otherwise:</p> <p>a) the height should not exceed a vertical plane inclined at 45° from the middle of closest ground floor window of a neighbouring property, or from the boundary, starting at a level of 2m above the ground on the neighbour’s side; the depth and width should not normally exceed a horizontal plane inclined at 60° from the middle of a closest window of neighbouring property.</p> <p>b) When a plot is enclosed by neighbouring building/s on or next to the boundary, the height of an extension or outbuilding should not exceed a vertical plane inclined at 45° from the top of this building; the depth and width should not normally exceed a horizontal plane inclined at 60° from the closest corner of this neighbour’s building.</p>	The curtilage calculated from the dimensions of standard 4.2.2 cannot exceed the limits set in 4.1.3. Other standards in the guide may also further deduct the buildable area/height.										
4.2.3	Taller buildings and extensions may be acceptable where two adjoining properties are being extended at the same time.											

4.2.4	Two-storey extensions and outbuildings will normally be required to meet the following criteria: a) The dimensions comply with standard 4.2.2. b) The proposal demonstrates high quality design . c) The roof form, if visible from a public realm, should be sympathetic to the host building.	
4.2.5	Windows in elevations that would lead to overlooking should be avoided by leaving sufficient distance or employing extra measures such as obscure glazing, screening, fixing or restricting shut to an opening width of 100mm. Windows and glazed doors that are set back from the property boundary and well screened by boundary structures will normally be considered acceptable.	
4.2.6	Where an extension or outbuilding is constructed on or up to a property boundary, no part of the construction should overhang or intrude into the adjacent property, including eaves and rain gutters.	
4.2.7	Proposals which exceed the limits in 4.2.2 will be required to provide the extra design and technical information to demonstrate that they are acceptable in terms of design, amenity, daylighting, overlooking in relation to neighbouring properties. The extra information required will be based on each site condition but it will normally include professional shadow analysis, outlook and daylight analysis and realistic façade rendering(s).	

## 4.3 DESIGN PRINCIPLES – COMMUNITY

4.3.1	The form and scale of the extension or outbuilding should be appropriate to the original dwelling and the surrounding development pattern.	
4.3.2	Corner plots require a distinct design approach that responds positively not only to the dwelling but also to the neighbouring houses and the street scene.	
4.3.3	The extra parking requirements and the impact of the proposal on on-street parking will be taken into account according to the Council's current policy.	
4.3.4	If your project is in the Green Belt, the following restrictions apply: a) Where an extension is considered acceptable, it should be proportionate in size to the original dwelling. Extensions will be limited in size to the floor area of two reasonably sized rooms of the original dwelling. Any extension should be of a scale, size, siting and design, and of materials of construction, such that it does not harm the appearance of the original dwelling, the immediate locality and the countryside in general. b) There will be a presumption against extensions to dwellings that are not in permanent residential use, to temporary dwellings, and to dwellings nearing the end of their lives on sites where replacement would not be permitted. c) Extending the curtilage of a residential property in a way that involves an incursion into the Green Belt will not be permitted.	
4.3.5	Satellite dishes and aerials should be sited in an unobtrusive position and should not be located on walls, chimneys or roofs that are visible from the street. Multiple dishes and aerials should be avoided. Cables should be run internally or up the rear wall in discrete positions and be coloured or painted to match the background wall.	



## 5.1 FRONT EXTENSIONS AND PORCHES

5.1.1	Front extensions and porches should complement the character of the street, including any existing pattern of front extensions, and respect existing building lines, particularly where a strongly defined building line forms an important characteristic of the street.	
5.1.2	Front extensions that are larger than porches will generally only be acceptable where the front garden is unusually deep and the extension does not break clear of existing building lines along the street. In areas where there is an irregular building line and properties are well set back with large front gardens, front extensions may be more acceptable.	
5.1.3	In areas where entrance canopies or open porches form a particular feature of the original dwelling, these should generally not be enclosed as porches.	

## 5.2 REAR EXTENSIONS

5.2.1	Where a rear extension extends beyond a side wall of the building, standards associated with side extensions apply. (See Section 5.3).	
5.2.2	Rear infill extensions should be as close to 2m in height along the boundary as reasonably possible, where the boundary is an existing garden fence or wall of up to 2m in height.	
5.2.3	Where rear extensions can be seen from a public realm, more restrictions apply including how well they complement historical pattern of the neighboring rear extensions, the treatment of the façade visible and roof form.	

## 5.3 SIDE EXTENSIONS

5.3.1	A side extension should respect the context of the street, preserving gaps between buildings where these are characteristic of the area.	
5.3.2	Two-storey side extensions are generally not considered acceptable where the existing layout of detached or semi-detached housing is protected townscape. They may be appropriate in the following circumstances: <ul style="list-style-type: none"> <li>a) they are set back from the side boundary, if the impression of 'terracing' is avoided;</li> <li>b) they are on a corner plot and not further than the building lines of both streets;</li> <li>c) they located in the areas that the Council encourages changes or higher density.</li> </ul>	
5.3.3	Adding 'false pitched roofs' or 'crown' to the face of flat roofs should be avoided.	

## 5.4 ROOF ALTERATIONS

5.4.1	Large 'box' dormer windows occupying the full width and height of the roof slope will not normally be acceptable.	
5.4.2	Dormer windows should normally face the street or the property's own private garden so that any overlooking of adjoining gardens is indirect. Dormer windows should normally be avoided on side elevations facing neighbouring gardens or windows.	
5.4.3	Roof terraces and balconies that would lead to a substantial increase in overlooking of other residential properties should be avoided.	
5.4.4	Roof conversions and additions will only be acceptable where high quality design is employed, where additions are in scale with the existing roof, and where the addition does not spoil the existing roof form.	
5.4.5	The design of dormers should follow the guidelines set out in the table 1 .	See Table 1 in page 40.
5.4.6	Where the house forms part of the semi-detached pair or the house is at the end of a terrace, it is not normally acceptable to change the overall form of a roof, for example from a hipped to a gabled roof. In some circumstances, such changes may be acceptable where they restore the symmetry of the pair or the terrace.	
5.4.7	Solar panels are encouraged in principle. Where they are visible from the street, solar panels mounted at an angle on supporting frames on flat roofs should generally not be visible above the height of any surrounding parapet walls.	

## 5.5 ADDITIONAL STOREYS

5.5.1	Where an additional storey is proposed, the dwelling as a whole will be expected to meet the nationally described space standard and council's other planning policies for new-build dwellings.	
5.5.2	Where an additional storey is proposed, design features that would result in excessive overlooking, overshadowing or noise disturbance should be avoided.	
5.5.3	The roof of the new storey should complement the roof form of the surrounding houses.	
5.5.4	Additional storeys will not be acceptable where the unity of a series of dwellings or buildings forms an important characteristic of the street, for example within a terrace or sequence of semi-detached homes.	

## 5.6 OUTBUILDINGS

5.6.1	<p>A new garage should provide enough space to store a car, get in and out, and for garage doors to open outwards onto a private driveway. Garage doors should not open outwards over the public highway. Garage spaces, car ports and under-croft parking will only be considered as suitable for parking if they meet the minimum internal dimensions:</p> <p>Garage Space            3m width x 7m depth per space</p> <p>Car Port/ under-croft parking    3m width x 5m depth per space</p>	
5.6.2	New outbuildings should be situated to minimise the impact on neighbouring dwellings.	
5.6.3	The use of outbuildings is restricted to ancillary residential functions, including use as a home office, private garage or storage. Outbuildings should not be designed in a way that would facilitate their use as independent dwellings or commercial premises. A clear dependency should be retained at all times with the existing dwelling.	
5.6.4	Outbuildings and annexes will only be acceptable where the area and height of the building is modest in proportion to the site, and where the plot is a sufficient size to accommodate a separate building without restricting the usefulness or quality of the open space or garden.	
5.6.5	Detached garages will not generally be acceptable in front gardens unless the site is large and exceptional design solutions are proposed.	

## 5.7 FRONT GARDENS

5.7.1	Alterations to boundary structures and gardens at the front of a property (including the introduction of a parking space) should respect and enhance the character of the street and retain original walls, fences, railings, hedges and trees as much as possible.	
5.7.2	Front gardens should generally provide the maximum area of soft landscaping and sustainable urban drainage and the minimum of hard surfacing (particularly non-porous surfaces).	
5.7.3	The minimum size for a single parking space within a front garden is 5m x 2.5m excluding the area needed to open garage doors and gates or access bins. The car should fit entirely within the front garden. The height of walls, hedges and fences should be 0.6m or below near the pavement for visibility. The length of the dropped kerb should be kept to a minimum. A 2.5m width is generally sufficient. For creating more than one parking space, maximum 5.5m of the dropped kerb will be accepted by the Council.	

## 5.8 SUBDIVISION

5.8.1	<p>Planning permission for the subdivision of a residential property into two or more self-contained dwellings will only be granted where all of the following requirements are met:</p> <ul style="list-style-type: none"> <li>a) all of the proposed dwellings meet Thurrock's design standards for new-build housing.</li> <li>b) each new dwelling has a gross internal area of at least 50 sq m and a bedroom separate from the main living room with a minimum area of 11.5 sq m.</li> <li>c) the new accommodation is self-contained, all habitable rooms<sup>7</sup> are provided with a good outlook and good levels of daylight and ventilation, and the design makes suitable provision for privacy, acoustic separation, access, circulation, and refuse and recycling.</li> </ul>	
5.8.2	<p>Planning permission for the subdivision of a property into two or more self-contained dwellings will normally only be granted where not more than 20% of the houses on the street have already been subdivided into multiple dwellings. <i>This standard may not apply in particular places where the Council wishes to encourage subdivision.</i></p>	
5.8.3	<p>The parking requirements for the additional dwellings created through subdivision are the same as the Council's most current parking standards for new built.</p>	
5.8.4	<p>Proposals in the Green Belt for the subdivision of a dwelling into two or more self-contained dwellings will be required to show that the work can be accomplished without the need for any further extensions or additions to the building or its curtilage, and that any alterations are appropriate to the character of the existing building and the surrounding area.</p>	

## 5.9 CHANGE OF USE

5.9.1	<p>Proposals for change of use of a building to residential will only be considered acceptable where all of the following requirements are met:</p> <ul style="list-style-type: none"> <li>a) the proposal is consistent with Thurrock planning policy</li> <li>b) the design responds positively to the character and layout of the existing building</li> <li>c) the proposal will not constrain the operation of neighbouring community or businesses uses.</li> </ul>	
-------	---	--

## 5.10 HOME BUSINESSES

5.10.1	<p>Businesses run from residential properties should not cause nuisance to neighbours through additional vehicle movements, additional on-street parking, noise disturbance, the storage of flammable or hazardous materials, or by detracting from the appearance of the street environment.</p>	
--------	---	--

## Credits

Preparation of this design guide has been led by the Planning Service on behalf of Thurrock Council with strong support from the following Agencies and individuals:

### Research

Emily Greeves  
David Knight  
Monica Qing

### Precedents and Photos

Dallas Pierce Quintero  
Emily Greeves Architects  
Konishi Gaffney Architects  
LLI Design  
McLaren.Excell  
Platform 5 Architects  
Robert Dye Architects  
Sam Causer  
Sam Tisdall  
Studio-Webb Architects

**With thanks also to others who have contributed to this guidance through participation at workshops.**

### Illustrations

Monica Qing

### Photographers

Alan Craigie  
Alan Williams  
Andy Stagg  
David Butler  
Jack Hobhouse  
Monica Qing  
Nick Guttridge  
Richard Leeney  
Tom Gildon

Growth & Strategy team  
[growthandstrategy@thurrock.gov.uk](mailto:growthandstrategy@thurrock.gov.uk)

Planning and Growth  
Civic Offices, New Road  
Grays, Essex RM17 6SL

THURROCK DESIGN GUIDE:

**RESIDENTIAL  
ALTERATIONS AND  
EXTENSIONS**

SUPPLEMENTARY PLANNING DOCUMENT

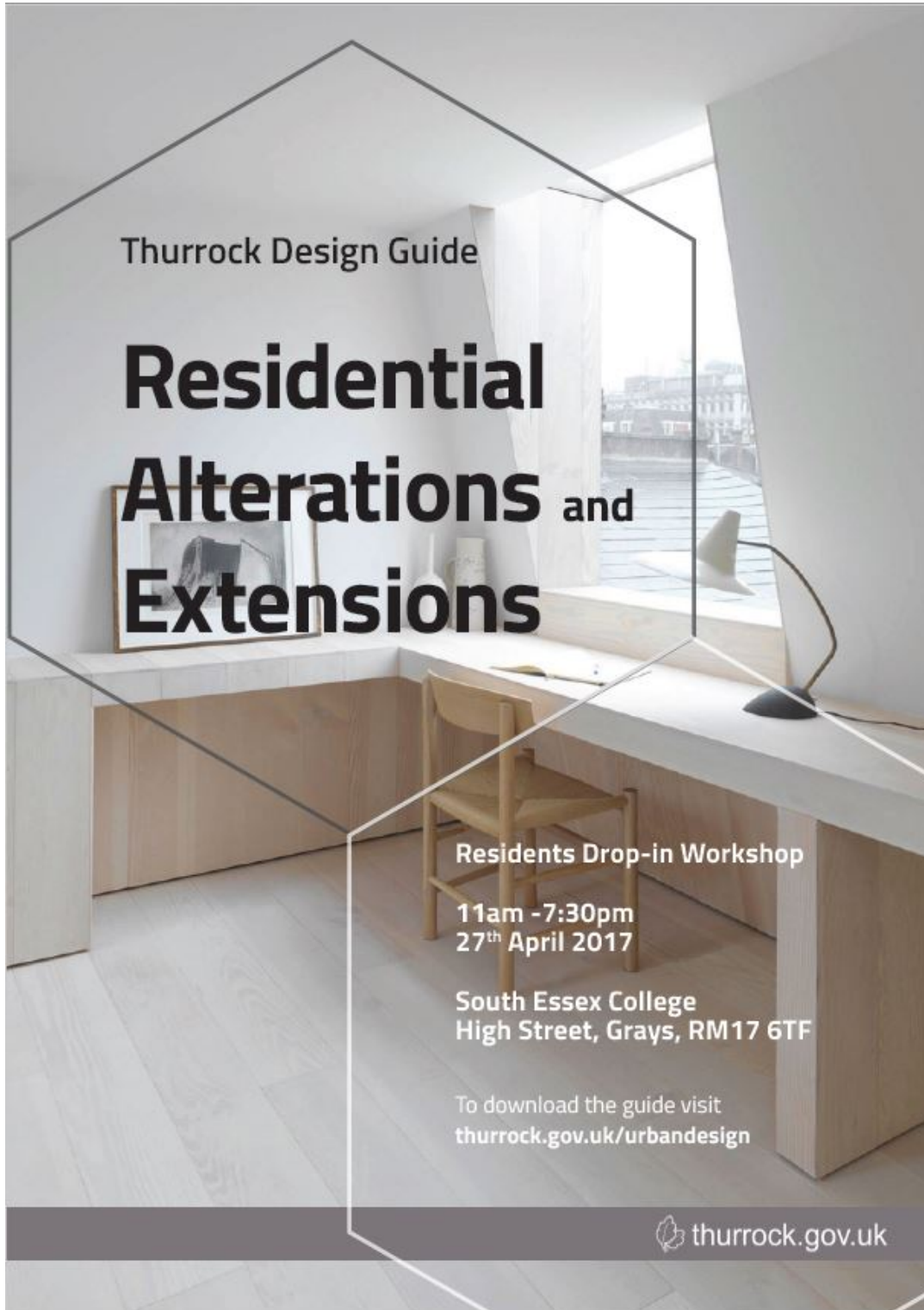
**REPORT OF CONSULTATION**



**Evidence relating to raising awareness  
of the consultation**

## Events and Consultation Posters

### Poster 1: Residents Drop-in Workshop




Thurrock Design Guide

# Residential Alterations and Extensions

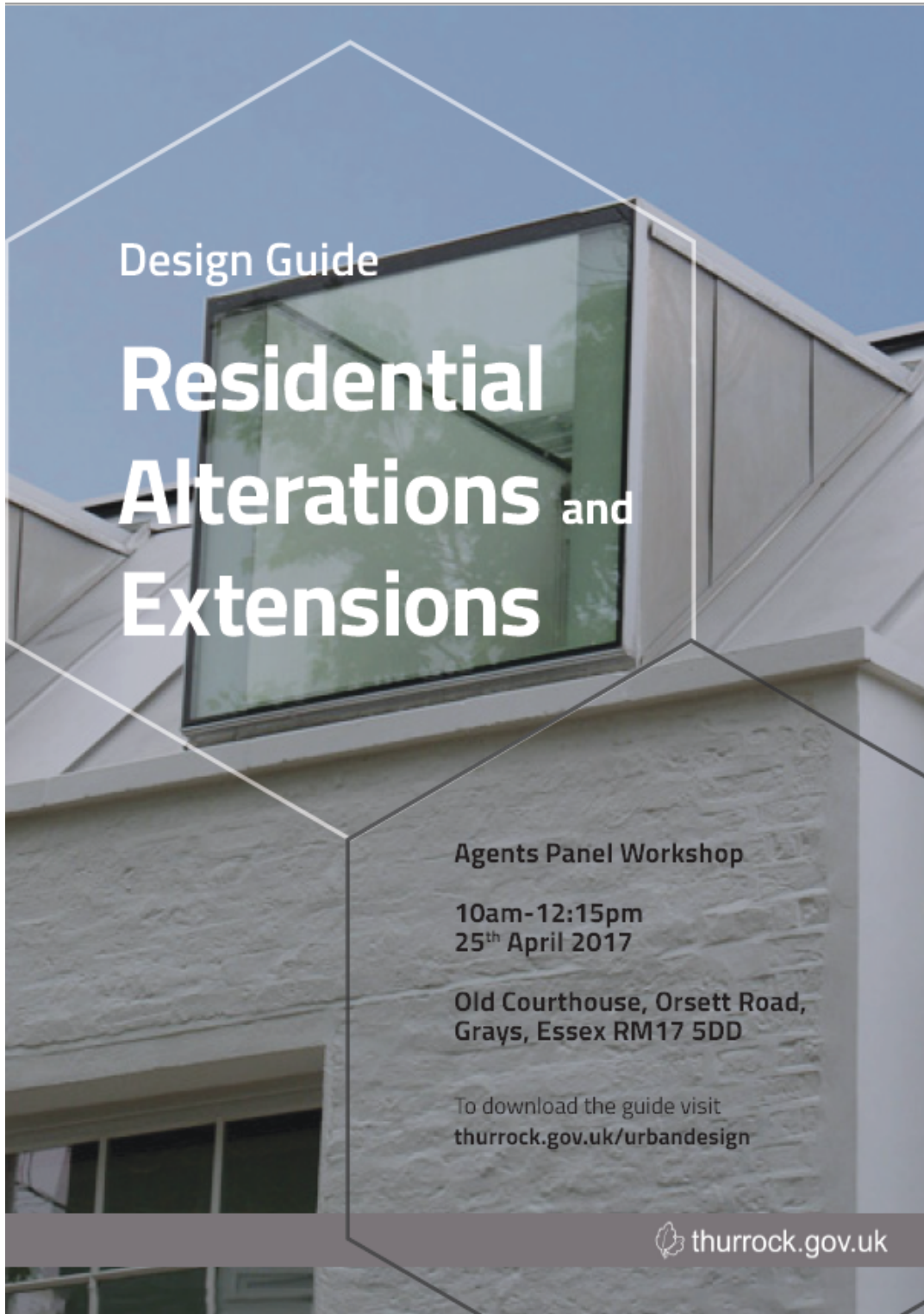
Residents Drop-in Workshop  
11am - 7:30pm  
27<sup>th</sup> April 2017

South Essex College  
High Street, Grays, RM17 6TF

To download the guide visit  
[thurrock.gov.uk/urbandesign](http://thurrock.gov.uk/urbandesign)

 [thurrock.gov.uk](http://thurrock.gov.uk)

**Poster 2: Agents Panel Workshop**




Design Guide

# Residential Alterations and Extensions

**Agents Panel Workshop**  
10am-12:15pm  
25<sup>th</sup> April 2017

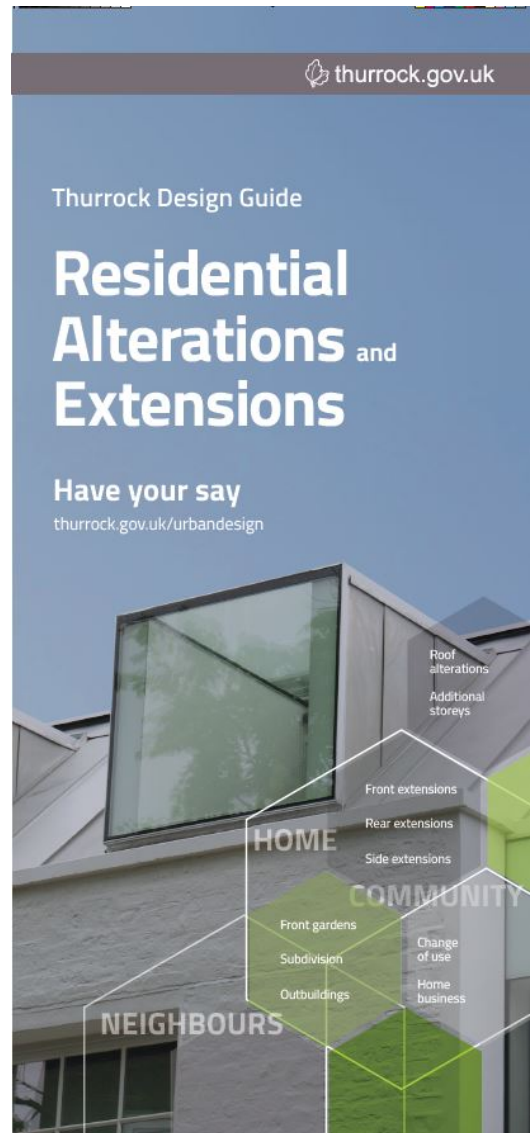
Old Courthouse, Orsett Road,  
Grays, Essex RM17 5DD

To download the guide visit  
[thurrock.gov.uk/urbandesign](http://thurrock.gov.uk/urbandesign)

 [thurrock.gov.uk](http://thurrock.gov.uk)

## Public Consultation Notification

### Event Banner



### Email Signature



The draft Residential Alterations and Extensions Design Guide focuses on balancing an applicant's needs with rights of their neighbours and what is best for the wider community – Consultation is now open. [Have your say here.](#)

[www.thurrock.gov.uk](http://www.thurrock.gov.uk) | [My account Thurrock](#)

Thurrock Council, Civic Offices, New Road, Grays, Essex RM17 6SL

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

[thurrock.gov.uk](http://thurrock.gov.uk)





## Advertisement on Local Newspaper

### Thurrock Design Guide

## Residential Alterations and Extensions Supplementary Planning Document

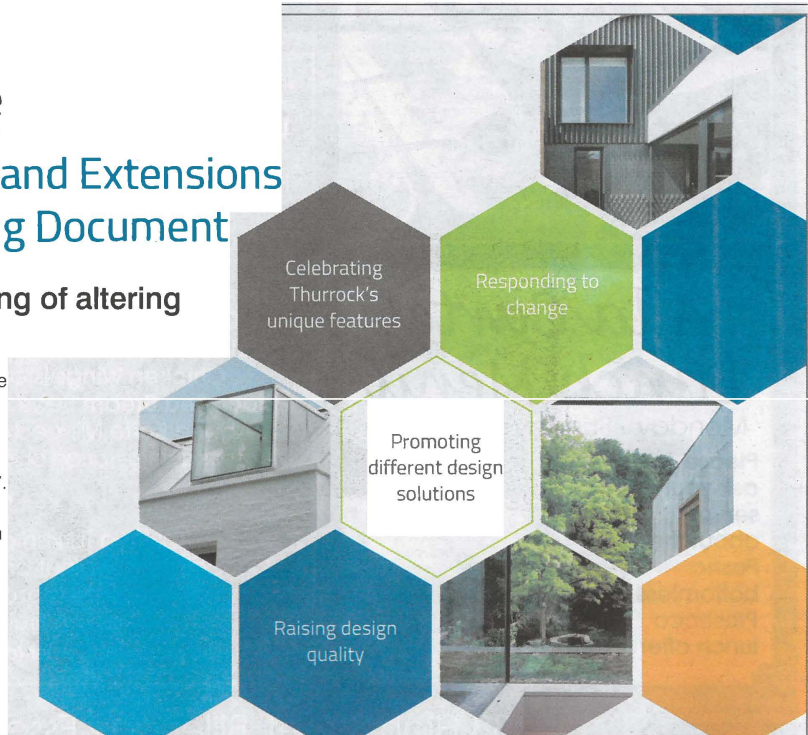
### Are you a home owner? Thinking of altering or extending your home?


Thurrock Council is currently updating its design guide for home alterations and extensions. Consultation on the draft Residential Alterations and Extensions Supplementary Planning Document begins on Friday 7 April and ends 5pm on Tuesday 23 May 2017.

A special drop-in event for residents will take place on **Thursday 27 April, from 11am to 7.30pm.**

Join us for presentations and discussion at South Essex College, High Street, Grays, RM17 6TF.

For more information go to [thurrock.gov.uk/urbandesign](http://thurrock.gov.uk/urbandesign)



 [thurrock.gov.uk](http://thurrock.gov.uk)

## Photos of Consultation Event





# Website page for downloading the Design Guide

thurrock.gov.uk

Home » Planning and growth » Planning policy » Current development plan

## Design guide for planning

- Overview
- Design strategy
- Residential alterations and extensions**

### Residential alterations and extensions

Every year we receive more than 850 planning applications from residents who wish to alter and extend their homes. Although these applications are relatively small in scale they can have a big impact, not only for the home owner but also their neighbours and the wider community.


The guidance we use to assess applications is more than 20 years-old. By updating it, we can:

- make it more relevant to modern development proposals
- include the current best practice for design

### New guidance

We have drafted a new design guide for residential alterations and extensions. The new guidance includes:

- general design principles that cover your home, your neighbours and the wider community
- specific standards for developments like rear extensions, roof alterations and outbuildings

[Draft Design Guide - Residential Alterations and Extensions \(PDF 3.72MB\)](#) 

The guide will become a supplementary planning document (SPD). SPDs give more guidance to support policies and proposals in the [Local Plan](#). They don't have the same weight as policies in a local plan, but can be taken into account when deciding planning applications.

We held on public consultation on this draft guidance between 7 April and 23 May 2017. The consultation period has now ended. A final version of the guidance will be published later this year.

How can we make this page easier to use?

---

Adult care and health	Housing	My account
Business and licensing	Jobs and careers	Apply for it
Children and families	Leisure and culture	Pay for it
Community and living	Money, tax and benefits	Report it
Council and democracy	Planning and growth	Have my say
Education and learning	Travel and transport	News
Environment and safety	Waste and recycling	What's on


# Consultation Page

**Draft Residential Alterations and Extensions SPD**

Click on a section to view or add comments [Help](#)

- [Draft Residential Alterations and Extensions SPD](#)
- [Draft Residential Alterations and Extensions SPD](#)**

Type: PDF  
Size: 4,094.52K

 [Download File](#)

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The event is not currently available for consultation.

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[Council and democracy](#)  
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[Housing and tenancy](#)  
[Jobs and careers](#)  
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# Comments Form

## Thurrock Design Guide SPD

### Residential Alterations and Extensions (Draft)

**A Guide has been prepared by Thurrock Council to provide advice to residents who wish to expand or alter their home, or to convert other buildings into homes. The intention is that, by offering clear guidance and design standards, we can help to protect and enhance the quality of Thurrock's environment for all. The document focuses on balancing an applicant's needs with rights of their neighbours and what is best for the wider community, with the aim of improving the quality of all residential alterations and extensions that require Planning Permission.**

Public consultation on this document will close at  
**5pm on Tuesday 23 May.**

Please consider follow guidelines when preparing your comments:

- Anonymous comments forms will not be validated.
- If you are submitting comments on behalf of a group please make a single comment on behalf of all members.

#### Your Information

**Name:**

**Email:**

**Name of the company/organisation you are representing (if applicable):**

**Your address**

**Postcode:**

#### Your Agents Information

**Name:**

**Name of agency:**

**Email(if applicable):**

**Address of agency**

**Postcode:**

*The Council keeps the contact details of those who want to be informed about planning policy in Thurrock. In responding to this your contact details will automatically be added to the Council's consultation database*

# Comments Form

## Thurrock Design Guide : Residential Alterations and Extensions (Draft)

The same questions are set out in [www.thurrock.gov.uk/urbandesign](http://www.thurrock.gov.uk/urbandesign) if you wish to submit your comments online and track how your response is being dealt with.

If you have any questions please email [growth&strategy@thurrock.gov.uk](mailto:growth&strategy@thurrock.gov.uk) or call 01375652705

### Question 1

Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?

### Question 2

Do you think the document is easy to understand and that the drawings and photos are helpful in

**Question 3**

Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?

**Question 4**

Is there anything in the document you would like to further encourage or to discourage?

The completed form/s should be returned by **5:00 pm on Tuesday 23 May 2017** to:

**Growth and Strategy Team  
Civic Office  
New Road  
Grays  
RM17 6SL**

## **Formal Consultation Responses and Officer Comments and Actions**



## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_1
Response Date	08/04/17 05:48
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.3

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Yes

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes

**Is there anything in the document you would like to further encourage or to discourage?**

No

### Officer Summary

General support for document and does not recommend any changes.

### Officer Response

**Officer Response**

Noted.

**Officer Action Points**

No action required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] South Ockendon [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_2
Response Date	10/04/17 09:30
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.2

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes covers all areas of concern. Limits shown are very helpfully.

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Very clearly written and example plans are good.

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes.

**Is there anything in the document you would like to further encourage or to discourage?**

Not found on first reading, seems a comprehensive document.

**Officer Summary**

General support for document and does not recommend any changes.

**Officer Response**

**Officer Response**

Noted

**Officer Action Points**

No action required

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Grays [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_3
Response Date	10/04/17 23:55
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.3

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

No, lots of jargon used. But overall the plans seem good

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes

**Is there anything in the document you would like to further encourage or to discourage?**

It is very thorough, lots of reading may put others off

### Officer Summary

General support for document and does not recommend any changes.

### Officer Response

**Officer Response**

Noted. The users of the document can find Chapter 7 Glossary.

**Officer Action Points**

No action required.



## Comment

<b>Consultee</b>	Miss [REDACTED]
<b>Email Address</b>	[REDACTED]
<b>Address</b>	[REDACTED] Horndon-on-the-Hill Stanford-le-Hope [REDACTED]
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Miss [REDACTED]
<b>Comment ID</b>	RAE_4
<b>Response Date</b>	13/04/17 21:10
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Web
<b>Version</b>	0.3

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Yes

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Not sure but it looks quite comprehensive

**Is there anything in the document you would like to further encourage or to discourage?**

A little more focus on roof lines in roads which don't have terraced or semi-detached houses, but nevertheless would be spoiled by roof heights which inappropriately exceed those of the neighbouring houses.

### Officer Summary

General support for document and the point about roofline is noted.

**Officer Response**

The point about roofline is noted.

**Officer Action Points**

A few lines could be added to further address rooflines within 5.4 Roof Alterations.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Company / Organisation	Transport for London
Address	TfL Borough Planning [REDACTED] [REDACTED] [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Transport for London [REDACTED]
Comment ID	RAE_5
Response Date	18/04/17 09:45
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Email
Version	0.3

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Thank you for consulting Transport for London (TfL) on this document. I can confirm that TfL has no comments to make on the draft document

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Thank you for consulting Transport for London (TfL) on this document. I can confirm that TfL has no comments to make on the draft document

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Thank you for consulting Transport for London (TfL) on this document. I can confirm that TfL has no comments to make on the draft document

**Is there anything in the document you would like to further encourage or to discourage?**

Thank you for consulting Transport for London (TfL) on this document. I can confirm that TfL has no comments to make on the draft document

**Officer Response**

**Officer Response**

No comments from this consultee.

**Officer Action Points**

No actions required.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_6
Response Date	23/04/17 22:05
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.3
Files	<a href="#">Thurrock Design Guide</a>

### Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?

A really interesting document, nicely laid out, but contains a few typos (for example 'meter' is used a few times etc). It could be used as a best practice guide for developments even if a proposal is permitted development. As an encouraging document, it could push energy efficiency, improved access, water efficiency and SuDS a bit more. The examples of good practice – especially those by Robert Dye – are very interesting and impressive.

### Is there anything in the document you would like to further encourage or to discourage?

Parts of the guide repeat previous sections and the danger in having the quick guide at the back is that users may rely on it at the expense of using the main part of the document with its more detailed explanations. I wish you well with the document and hope it achieves the better thought out development you wish to encourage.

### Supporting Documents

Please attach any relevant supporting documents:

[Thurrock Design Guide](#)

**Officer Summary**

The comments are in general support of the document. The document has been designed to avoid the concern raised in this comments so action required.

**Officer Response**

The Section 4 Design Principles is designed to put the common considerations that applied to all project types to avoid repetition. It might appear a few guidance in 10 Common Projects repeats the points in Design Principles but those are the local issues associate with the particular project type in Thurrock.

The Standard Chart in the end of the document should not be understood nor used as a quick guide. It provides convenience for those frequent users such as our officers when referring to the 'standards' without having to looking through the detailed document which improves efficiency.

**Officer Action Points**

No actions required.

## Comment

<b>Consultee</b>	Mrs [REDACTED]
<b>Email Address</b>	[REDACTED]
<b>Company / Organisation</b>	Basildon Borough Council
<b>Address</b>	The Basildon Centre St Martins Square Basildon SS141DL
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Basildon Borough Council [REDACTED]
<b>Comment ID</b>	RAE_7
<b>Response Date</b>	25/04/17 09:01
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Email
<b>Version</b>	0.2

### **Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Thank you for consulting Basildon Borough Council with regard to the Thurrock Borough Council Draft Design Guide Residential Alterations and Extensions Supplementary Planning Document (SPD). Basildon Borough Council welcomes the introduction of the Draft Design Guide Residential Alterations and Extensions Supplementary Planning Document (SPD) as it will ensure residential design in Thurrock is of a high standard, supporting housing quality in the wider South Essex Housing Market.

### **Officer Summary**

The comments are in general support of the document. The document has been designed to avoid the concern raised in this comments so action required.



## Comment

<b>Consultee</b>	Mr [REDACTED]
<b>Address</b>	[REDACTED] Grays [REDACTED]
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Mr [REDACTED]
<b>Comment ID</b>	RAE_8
<b>Response Date</b>	27/04/17 16:00
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Other
<b>Version</b>	0.5

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Could be simpler in places.

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes

**Is there anything in the document you would like to further encourage or to discourage?**

No

### Officer Response

The comments are in general support of the document.

The document is tailored to the users who have no extensive design training. The professional terms and phrases have been reduced to minimum and where they are used in the guidance it is explained within the main body of text or in the section Glossary.

### Officer Action

A few standards found have been further clarified through rewording and/or extra illustrations. Also our officer will answer people's inquiries during planning applications.

## Comment

Consultee	Mrs [REDACTED]
Email Address	[REDACTED]
Company / Organisation	Port Of London Authority
Address	London River House Royal Pier Road Gravesend DA122BG
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Port Of London Authority [REDACTED]
Comment ID	RAE_9
Response Date	15/05/17 07:53
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Email
Version	0.3

### **Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Thank you for your e-mail dated 7 April 2017, inviting the Port of London Authority to comment on the draft Residential Alterations and Extensions Supplementary Planning Document (SPD). It is noted that the draft SPD sets out guidance on the design of residential extensions, conversions and basements and expands upon the Local Plan Policies in the Core Strategy. It focuses on encouraging good design to ensure residents can create extra living space whilst respecting the natural and built environment as well as the amenity of adjacent occupiers. The Port of London Authority is the statutory harbour authority for the tidal Thames between Teddington and the Thames Estuary. It's statutory functions include responsibility for conservancy, dredging, maintaining the public navigation and controlling vessel movements and it's consent is required for the carrying out of all works and dredging in the river and the provision of moorings. The PLAs functions also include for promotion of the use of the river as an important transport corridor to London. In light of this, the PLA has no observations to make in terms of the submission.

### **Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

N/A

### **Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

N/A

**Is there anything in the document you would like to further encourage or to discourage?**

N/A

**Officer Summary**

In support of the document. No relevant comments.

**Officer Action**

No actions required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Grays [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_10
Response Date	20/05/17 15:39
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.3

### **Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes. The design guide helps expand on existing documentation making the process clearer. It also gives examples of common applications and how they fit best with their environment and neighbours.

### **Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

The photos and drawings illustrate examples much better than the text, especially for those adverse to trying to follow long complicated processes.

### **Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

There may be some exceptions and some examples that don't quite fit. For example where residential property borders public or commercial space or where previous developments have set a bad precedent that is then quoted as a reason to copy and not adhere to new guidelines.

### **Is there anything in the document you would like to further encourage or to discourage?**

Clarity between local and national regulations and which takes precedent in each situation. The document lays out a way to make Thurrock a better place to live, improve our environment and hopefully garner some respect for the area. As a lifetime resident i want somewhere that i will be happy to live in for the future.

**Officer Summary**

In general support of the document. A few images could be more self-explanatory.

**Officer Response**

The guide sent a strong message that 'designs that closely mimic past architectural languages are NOT necessarily appropriate', for example on page 15.

The guide provides a range of solutions and emphasizes the proposal will be assessed in how well they respond to their context. This is different from those guides that give prescriptive answer to users. The guide includes some innovative solutions that people are not familiar with but it serves to provoke thinking and educate people about a site context rather than copy and paste from the past.

**Officer Action Points**

A few images could be replaced by more self-explanatory alternative in the final document.

## Comment

<b>Consultee</b>	Mrs [REDACTED]
<b>Email Address</b>	[REDACTED]
<b>Company / Organisation</b>	Natural England
<b>Address</b>	Hornbeam House Crewe Business Park Crewe CW1 6GJ
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Natural England [REDACTED]
<b>Comment ID</b>	RAE_11
<b>Response Date</b>	26/04/17 14:20
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Email
<b>Version</b>	0.3
<b>Files</b>	<a href="#">RAE-11 Natural England [REDACTED]</a>

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

See attached.

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

N/A

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

N/A

**Is there anything in the document you would like to further encourage or to discourage?**

N/A

**Supporting Documents**

**Please attach any relevant supporting documents:**

RAE-11 Natural England [REDACTED]

**Officer Summary**

No specific comments. The advised issues are better to be addressed in a different Design Guide for the new build.

**Officer Response**

In section 5.7 Front Garden, we advise people to balance soft landscaping area and hard surfacing. Maximizing soft landscape contributes to biodiversity.

**Officer Action Points**

No actions required.



## Comment

<b>Consultee</b>	Mrs [REDACTED]
<b>Address</b>	[REDACTED] Grays [REDACTED]
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Mrs [REDACTED]
<b>Comment ID</b>	RAE_12
<b>Response Date</b>	27/04/17 16:00
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Other
<b>Version</b>	0.2

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Yes

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes

**Is there anything in the document you would like to further encourage or to discourage?**

No

### Officer Summary

In support of the document. No changes required.

## Comment

<b>Consultee</b>	Mr [REDACTED]
<b>Email Address</b>	[REDACTED]
<b>Address</b>	[REDACTED] Chadwell St Mary Grays [REDACTED]
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Mr [REDACTED]
<b>Comment ID</b>	RAE_13
<b>Response Date</b>	27/04/17 16:00
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Other
<b>Version</b>	0.3

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

Yes

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

Yes

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

Yes

**Is there anything in the document you would like to further encourage or to discourage?**

No

### Officer Summary

In support of the document. No changes required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Grays [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_14
Response Date	21/04/17 09:31
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Other
Version	0.5

### Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?

I am not convinced the council and planning/building regulation department is considering all the negative effects of extension on the neighbouring properties. A two level extension is being build adjacent to my the rear of the adjacent house and despite twice sending comments to planning have not head from them and the party wall has started cracking and it is active getting wider and longer as the work is being progressed and further load been added to the existing walls and forces generated due to the extension increasing on the existing party and elevation walls. Glossy documents alone may not bee the answer you need to have an effective procedures in place and competent department to review applications and not ignore the negative effects of developments on the community. As minimum the planning/building regulation department should have responded to my comments provide me sufficient info as to what has been provided as part of the extension and what assessment been done as part of the application.

### Officer Summary

The consultee has not fully read the document when he submitted this comment and the comment is found unrelated to the document itself therefore they are not usable.

### Officer Response

The new design guide has dedicated sessions to address the negative impacts to immediate neighbours and as well as wide community. Neighbours and Community is the most important theme throughout

the document. It is been developed to help both residents and planning officers to become more alert and educated in controlling negative impacts. Please do read it and I hope you find it helpful in building your case against this development if it is adopted.

#### **Officer Action Points**

We have answered the questions of this consultee during the residents drop-in workshop. He has now understands that his issue with the neighbour's on going project is a construction issue which is outside the policy scope of this document. No change is required to the consulted document.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Grays [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_15
Response Date	23/04/17 09:17
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Other
Version	0.4

### Is there anything in the document you would like to further encourage or to discourage?

Clause 4.2, case study 3, specially option 2, two storey extension have significant negative impact on the adjacent properties some not even mentioned within the guide. negative you have attempted to address some basically architectural. The proposal will have significant structural impact on the adjacent properties specially the attached side. The extra load from the extension on the elevation wall and foundations, the negative load effects on the elevation and party wall as in most cases the new foundations are limited to three sides of the new extension and the extra load is transferred to the elevation wall at an eccentricity which wall cause distress to the elevation wall and the party wall. In my view the following should be considered; 1) an assessment to be carried out to study the negative effects of new extension/development on the adjacent property and not be limited to architectural and appearance issues but also structural impact on adjacent properties. 2) The report of item 1 above to be provided to the adjacent properties so that they are aware of the negative impacts of the development 3) In my view such extension proposal should not be given planning approval and not to be encouraged as the negative impact on adjacent properties such as right to light, reduction of sunlight , out of proportion, obtrusive developments which will have structural impact on the adjacent properties are not considered acceptable. 4) After planning approval given it will be some time before the construction start on site it may be years, in my view the adjacent properties should be given notice of the intention two months prior to start of the construction date and as some people are not aware of the party act it will be a good idea if the planning/building control department send the notice to the parties affected by the development. 5) I have also noticed the planning department limit writing letters regarding the application to two adjacent properties and not the others which may be affected such as extension overlooking gardens of others. 6) I have also noticed all the comments you have received are positive comments we have to accept negative and positive comments.

### **Officer Summary**

The person has specific issues with the construction of an on-going project. The comment is found beyond the policy scope of the document itself.

### **Officer Response**

The new design guide has dedicated sessions to address the negative impacts to immediate neighbours and as well as wide community. Neighbours and Community is the most important theme throughout the document. It is been developed to help both residents and planning officers to become more alert and educated in controlling negative impacts.

### **Officer Action Points**

No change will be made based on this comment. We have answered the questions during the residents drop-in workshop. Mr [REDACTED] now understands that his issue with the neighbour's on going project is a construction issue which is outside the policy scope of this document.

## Comment

<b>Consultee</b>	Mr [REDACTED]
<b>Email Address</b>	eastofengland@HistoricEngland.org.uk
<b>Company / Organisation</b>	Historic England
<b>Address</b>	Brooklands 24 Brooklands Avenue Cambridge CB2 8BU
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Historic England [REDACTED]
<b>Comment ID</b>	RAE_16
<b>Response Date</b>	23/05/17 13:57
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Email
<b>Version</b>	0.2
<b>Files</b>	<a href="#">RAE-16 Historic England [REDACTED].docx</a>

**Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?**

See attachment.

**Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?**

N/A

**Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?**

N/A

**Is there anything in the document you would like to further encourage or to discourage?**

N/A

**Supporting Documents**



**Please attach any relevant supporting documents:**

RAE-16 Historic England [REDACTED]  
Attachment.docx

### **Officer Summary**

Agree with most points raised. They will be addressed in a different Design Guide for Listed Buildings and Conservation area.

### **Officer Response**

This guide is designed to cover all types of areas in Thurrock. Due to highly diverse nature of Thurrock's character, specific elements for Listed buildings or Conservation areas need to be expanded in a separate Design Guide including better clarity about how Article 4 Directions are applied, professional help needed for a Listed Building.

On page 16, we refer to the adopted Thurrock Design Strategy(TDS). This document is designed as a daughter document of TDS and should be used in conjunction with TDS where more extensive content of local characters and photos are inserted. We are conscious that the authority's document should be kept short and focused. If we repeat Thurrock Design Strategy's character content including all kinds of area photographs, the beginning of the document will become unnecessarily long before people reach the core guidance. In conclusion, we think we strike the right balance of all kind of elements for residential alterations and extensions both in a modern or historical environment.

### **Officer Action Points**

A few Thurrock historical photos could be added into the Final document. The specific comments about Listed Building and Conservation Area will be passed on to the team in charge of the different Design Guide.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_17
Response Date	23/04/17 14:27
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.6
Files	<a href="#">Thurrock Design Guide</a>

### Do you think the document is easy to understand and that the drawings and photos are helpful in giving clear examples of the relevant text and principles of good design?

Not sure how applicable the images on page 6 are in a document about residential alterations and the resultant development may clash with other advice/images in the document.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide](#)

### Officer Response

#### Officer Response

The image indicates a design process. We didn't detect there's any clash with the other contents in the document.

### Officer Action Points

No action required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_20
Response Date	22/05/17 11:21
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.8
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Do you think the Design Guide will be helpful for you to get the best outcome for your property through the design and application process?

We feel that the approach taken in this draft Design Guide ought to be highly commended. The desire to gain an effective and attractive urban environment along with appropriate governance measures we believe will measurably enhance the wellbeing of the local Thurrock community. The guide ought to be a very useful and much improved indication as to how quality in the Thurrock urban context can be achieved.

### Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?

Also in the light of continued improvement, our view is that the draft has captured much of the best urban design guidance that exists and that now the missing link in the process relates to the skills of the LA to interpret the nuances of the guidance. It relates to the community, professional skills, experience and a market approach. This is an aspect that may not be easily covered in the draft document. Working as an urban designer in Essex [REDACTED] found that in his experience, this link is bridged when a trusted and experienced professional has authority to offer advice and make decisions. It is an issue that is covered in the comments below.

### Is there anything in the document you would like to further encourage or to discourage?

1. Consultation Emphasis Being an urban design document might mean that concepts regarding implementation and governance issues need to be addressed as well, perhaps in separate action. There is a view that if this aspect is missing implementation will be halting and perhaps less effective.

It is an organizational matter assumed that the LA is in the process of attending. This document prompts further questions: • If the current case studies conform to the current regulations, does this mean that the implied ratios and solutions remain even if the design guidance or other precedent alludes to the existence of other acceptable solutions? • How much is the draft design guidance limited by the present planning criteria? Is there acceptable variation within the LA's regulatory framework to posit an alternative approach?

### **Supporting Documents**

**Please attach any relevant supporting documents:**

[Thurrock Design Guide - UDG COMMENTS.pdf](#)

### **Officer Response**

### **Officer Response**

The point about implementation is noted.

### **Officer Action Points**

Implementation issues will be addressed in separate action after the adoption of the document.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] [REDACTED] [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_21
Response Date	22/05/17 11:25
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.6
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

2. Vision for Thurrock Character may be lost if some idea of a sense of place is not characterized and implemented. It would have been considered in some form to date, but realistic interpretation as shown in this draft document and other places could be enhanced.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

Chapter 3 Thurrock is designated to Vision for Thurrock and its character. The Design principle includes site assessment and the guidelines for each project type integrates character related content particularly through Community section. Further realistic interpretations may lead to prescriptive solutions and overly long document.

### Officer Action Points

We can encourage the officers use this document in conjunction with Thurrock Urban Character or Landscape Assessment documents where more detailed interpretation of Thurrock's area by area characters are the main focus.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_23
Response Date	22/05/17 14:37
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.5
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

3. Site coverage Consideration needs to be given in regard to the degree of site coverage and as to how and when variations to the standard ratios can be varied. The question might be are the ratios listed on page 22 fixed? Is there any other acceptable ratio that relates to density and transport accessibility ... does this need to be tabulated or are there acceptable precedents that might work. If some of the urban fabric requires upgrading are there creative incentives that would encourage regeneration? The illustrations on page 6 of the Design Guide are indicative of the thinking that should take place.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

Four ranges of plot size are set for variations of site coverage in the document. The bottom line figures for site coverage in the draft are conservative in order to respond to concerns for over-crowding. Adding plot locations into the coverage matrix make sense technically but may make the technical standard too complicated to be implemented by both case officers and applicants. The document has signposted to Local Plan which means area-based policy for different density can still be used in determining the proposals.

**Officer Action Points**

Adding locations/accessibility to the site coverage matrix has been studied. The final matrix is to be consulted among case officers to see if it is applicable in practice.



## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_24
Response Date	22/05/17 14:50
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.6
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

4. Building Height and Privacy Areas will vary in terms of acceptable height and privacy. Is there a need to take an approach that allows higher density within 400 meters of transport nodes. In this instance could design criteria allow for closer and more dense development? There are a many precedents that could be offered such as Accordia in Cambridge. This example is in the context of a large development but some of the principles will apply in smaller projects.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

#### Officer Response

The Design Guide has remained flexibility in a number of places for innovative solutions to mitigate privacy and the other negative impacts if a proposal exceeds the suggested limited. For example the standard 4.2.7 of page 26.

### Officer Action Points

Higher density scenario to be studied and guided through Local Plan and area-based masterplan. No action required within this document.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_25
Response Date	22/05/17 14:59
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.5
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Do you think the Design Guide has covered all of the issues related to making alterations to or extending a home in Thurrock?

5. Basements Little is mentioned in regard to basements.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

We decided not to include Basement category because our research shows that there's very few basement RAE applications in Thurrock. Also basement projects in general have relatively small design-related impacts from Neighbours or Community perspective since they cannot be seen.

### Officer Action Points

No action required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_26
Response Date	22/05/17 15:08
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.5
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

6. Funding It is logical to expect that where guidance is offered, that there will be some superintendence. This may involve costs. Funding mentioned on page 8, is limited in this case to professional help with the design, no comment is offered in regard to LA approval. It seems that thinking on the funding in or out of the document should be extended to include a methodology that allows for the Local Authority's approval and administration of the Guidance apart from the printed text. As an example a small house in Hackney could incur a cost of £700 for Building Regulations approval.

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

The approval-related costs change year by year so it is not suitable to be placed in a long-term policy document. Another reason that approval-related charge is not mentioned in Funding part of the document is that it is usually not a factor that'll tip the balance of the budget in proportion to the entire project costs.

### Officer Action Points

No action required.

## Comment

Consultee	Mr [REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] London [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	Mr [REDACTED]
Comment ID	RAE_27
Response Date	22/05/17 15:20
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.7
Files	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

7. Joint Applications Looks like a good idea that could be incorporated into acquisition of sites and proposals by developers. An expansion of this notion might be helpful?

### Supporting Documents

Please attach any relevant supporting documents: [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

#### Officer Response

Acquisition of multiple residential and redevelopment is better to be addressed in a separate Design Guide for the new builds or guided by area-based masterplan. The extent of joint applications in this Design Guide is to a scale that would most likely to happen to ordinary householders.

#### Officer Action Points

A couple of lines could be added to joint applications to expand to multiple units (2plus) and its benefits in design options. Encouraging joint application as more innovative way of improving existing homes can also be further investigated in the other Local Plan policy.

## Comment

<b>Consultee</b>	Mr [REDACTED]
<b>Email Address</b>	[REDACTED]
<b>Address</b>	[REDACTED] London [REDACTED]
<b>Event Name</b>	Draft Residential Alterations and Extensions SPD
<b>Comment by</b>	Mr [REDACTED]
<b>Comment ID</b>	RAE_28
<b>Response Date</b>	22/05/17 15:33
<b>Consultation Point</b>	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
<b>Status</b>	Processed
<b>Submission Type</b>	Letter
<b>Version</b>	0.3
<b>Files</b>	<a href="#">Thurrock Design Guide - UDG COMMENTS.pdf</a>

### Is there anything in the document you would like to further encourage or to discourage?

8. Planning Approval Certain approval could be rated as a permitted development if, the LA's dealt with a nominated Agent using 'delegated powers', as is the case with Building Control. For a small fee to a licensed agent the established principles could be approved by the agent who is guided by the LA's Urban Design criteria i.e. it requires formalized acknowledgement and familiarity with the Thurrock Design Guide.

### Supporting Documents

**Please attach any relevant supporting documents:** [Thurrock Design Guide - UDG COMMENTS.pdf](#)

### Officer Response

#### Officer Response

This is a suggestion for the document's implementation rather than the document itself.

### Officer Action Points

To be discussed after the adoption,

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_30
Response Date	23/04/17 16:02
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.4
Files	RAE-06 [REDACTED] - Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

The guide advises that the first thing to think about is process – permitted development or planning permission. The driver for alterations is more likely to be achieving an increase in accommodation or improvement of some aspect of the dwelling. Process would be a later consideration.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] - Attachment.pdf

### Officer Response

#### Officer Response

The Guide offers the key considerations throughout a project process but it doesn't obligate that the first thing to think about is process. Each individual can decide their own path. Taking PD or PP does have significant implications how to achieving an increase in living area or scale of the improvement therefore this is discussed as the first item in Process chapter.

### Officer Action Points

No Action required.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_31
Response Date	23/04/17 16:16
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.5
Files	RAE-06 Mike Ovenden - Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

“where PD rights have been removed by Article 4 such as many Listed Buildings”: Listed Buildings have more limited permitted development rights but are not generally subject to Article 4 directions. “In some places, such as in the Green Belt or in Conservation Areas, Permitted Development may be different or suspended entirely...”: Permitted development rights are not different in green belt unless subject to Article 4 directions.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] - Attachment.pdf

### Officer Response

#### Officer Response

The document states 'PD does not apply in all places and to all buildings including where PD rights have been removed by Article 4.' Therefore it is accurate to say, in the following paragraph, PD may be different or suspended entirely in Green Belt.

### Officer Action Points

No action required.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_32
Response Date	23/04/17 16:32
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.6
Files	RAE-06 [REDACTED] - Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

P10 image. The E and W points are transposed. P15 Section wrongly labelled '2' rather than '3'.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] Attachment.pdf

### Officer Response

#### Officer Response

Noted

### Officer Action Points

Spelling errors are be corrected.



## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_33
Response Date	23/04/17 17:20
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.7
Files	RAE-06 [REDACTED] Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

P22 Table shows proportion buildable. Unless advisory this can only apply when a planning permission is required. Permitted development rights typically allow 50% of the curtilage to be developed subject to various conditions. The standards in the table if applied as set out, a curtilage of 100sqm would allow an extension of 40sqm (40%); a curtilage of 133 sqm would be needed before it was possible to build an extension of the same size (given the lower buildable percentage of the larger curtilage); 750 sqm to achieve the same size as permitted in a 500 sqm curtilage; and 2000sqm before being able to build the same size as in a 1000sqm curtilage. An alternative would be to allow a percentage of the increase in curtilage above each threshold. For example, with a curtilage of 100+ sqm building could be 40 sqm (the 100sqm amount) plus 30% of the increase of the curtilage over 100sqm etc.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] Attachment.pdf

### Officer Response

#### Officer Response

The document uses different calculation method for buildable area from 50% rule in Permitted Development right (PD) therefore two standards should not be compared in the way described in this comment. First of all, 50% buildable area in PD is in relation to the overall site area while buildable area in this guide is a proportion of the unbuilt site area with variations in regards to plot size. For

example, if the overall footprint of the original building exceeds 50% coverage, the person cannot build under PD but still be able to extend through planning permission under this Guide. Secondly, the buildable standards apply to two storey extensions in this Guide while 50% in PD only applies to one-storey extensions.

**Officer Action Points**

No action required.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_34
Response Date	23/04/17 19:16
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.7
Files	RAE-06 [REDACTED] - Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

P23 Approaches 1, 2 and 3 potentially come close to breaching the advice on P25. In this case it seems to only work because the garage is set down the garden and the adjacent dwellings are set further rearward. It would be worth marking part of the adjacent dwellings on the plan view to differentiate this arrangement from the common in-a-line neighbours.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] - Attachment.pdf

### Officer Response

#### Officer Response

P23 diagrams are created with clear intention that there're three different approaches for a same buildable area. The approaches are indicated in PLAN only while guidance on P25 is 3 dimensional limits in relation to neighbour's property for example window's position. Window's position is not even show in P23 diagram so it is not accurate to say P23 breaks the advice in P25.

### Officer Action Points

No action required.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_35
Response Date	23/04/17 19:30
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Web
Version	0.5
Files	RAE-06 [REDACTED] - Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

P25 The Essex Design Guide P89 uses 45 degrees in both horizontal and vertical planes from the centre of a window to assess loss of light and outlook to a window. If an extension breaches both lines it is likely to be unacceptable. The image on P25 seems to refer to properties rather than windows and concerns 'enclosure and overshadowing' which are different concepts. However, by relating to windows it seems to also be concerned about light received inside buildings or outlook from them. The basis for measuring the 45 degree line from a property boundary (ie not from a window within a building) is not familiar to me. I am not familiar with use of a 60 degree line. Its not explained whether a development would need to breach one or both lines to be unacceptable. The dark green on the images seems to indicate acceptable extensions even though they are lop sided with odd roof forms. If the shading was all light green it could indicate the envelope within which a well designed extension would not affect amenity. The bottom right diagram shows the lefthand edge not touching the 60 degree line but that appears to be a choice to clear the rear door rather than avoiding breaching the 60 degree line. The text doesn't explain how the householder chooses whether to use the 2m at the boundary standard or 45 degrees from the neighbours window – is the former for single storey and the latter for two storey?

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] - Attachment.pdf

### Officer Response

**Officer Response**

It appears the consultee has difficulty in understanding the standard which is different from the conventional 45 degree rule.

**Officer Action Points**

To improve the illustration so it is clearer to the users that 45 degree rule is for height and 60 degree rule is for width and depth. To add text to explain when to use 2m rule at the boundary standard or 45 degree from the neighbours window.

## Comment

Consultee	[REDACTED]
Email Address	[REDACTED]
Address	[REDACTED] Stansted [REDACTED]
Event Name	Draft Residential Alterations and Extensions SPD
Comment by	[REDACTED]
Comment ID	RAE_36
Response Date	23/04/17 19:37
Consultation Point	Draft Residential Alterations and Extensions SPD ( <a href="#">View</a> )
Status	Processed
Submission Type	Letter
Version	0.4
Files	RAE-06 [REDACTED] Attachment.pdf

### Is there anything in the document you would like to further encourage or to discourage?

(Section 5). May wish to consider making reference to Crownroofs which can be visually damaging and are often more visible than agents would have you believe. This could fit into section 5.4.

### Supporting Documents

Please attach any relevant supporting documents: RAE-06 [REDACTED] Attachment.pdf

### Officer Response

#### Officer Response

5.4 has mentioned false pitched roof is not acceptable. Crownroof is a form of false pitched roof. Unless crownroof is a common practice in Thurrock, the content will not be expanded because 5.4 is longest section in all 10 projects.

### Officer Action Points

To add an illustration or text about crownroof if the final draft has the space in section 5.4

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<b>12 July 2017</b>	<b>ITEM: 13</b> (Decision 01104434)
<b>Cabinet</b>	
<b>Proposed Housing Revenue Account Service Charges</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> No
<b>Report of:</b> Councillor Rob Gledhill, Portfolio Holder for Housing	
<b>Accountable Head of Service:</b> John Knight, Head of Housing	
<b>Accountable Director:</b> Roger Harris, Corporate Director of Adults, Housing and Health	

**Executive Summary:**

This report follows up on the Cabinet report of February 2017 which agreed to go out to consultation on proposed extensions to service charges in both general tenancies and sheltered tenancies.

This report proposes to extend charges in sheltered accommodation to all tenants but at a reduced rate from that proposed in February and phased over three years reaching £ 10 p.w. by April 2019.

For general needs tenancies the proposal is to extend the charges listed in 2.15.

A summary of the responses to the consultation is provided in section 5.

**1. Recommendations:**

- 1.1 That Cabinet notes the responses to the consultation carried out from March 1st to March 28th 2017 on the proposed changes to service charges for Council tenants.**
- 1.2 That Cabinet notes the actions which are planned as an outcome of the consultation to improve the service for sheltered housing tenants.**
- 1.3 That Cabinet agrees to the proposed changes to service charges for sheltered housing, starting at £ 5.00 pw from 1<sup>st</sup> October 2017, increasing to £ 8.00 pw from 1<sup>st</sup> April 2018 and then for all sheltered tenants to £ 10 pw from 1<sup>st</sup> April 2019.**
- 1.4 That Cabinet agrees to the proposed introduction of specific service charges for general needs tenants which are currently only paid by leaseholders, as detailed in 2.15**



## **2. Rationale for proposed changes**

- 2.1 The report presented to Cabinet in February 2017 dealing with the Housing Revenue Account (HRA) budget as a whole included a recommendation that changes to the service charges model for current tenancies should be considered, and a consultation carried out in relation to the proposed changes. The consultation has since been completed, and this report summarises the results, and the options available to the Council.
- 2.2 As outlined in the February 2017 Cabinet report there are two main reasons for introducing these charges. First, to achieve a fairer system overall whereby those groups of tenants actually receiving a specific service are charged for them rather than the cost being borne by all tenants. Secondly, to secure extra revenue for the HRA overall which is seeing its income reduced by the 1% pa rent reduction and an increase in costs e.g. repairs costs increasing due the age and condition of some of the Council stock.
- 2.3 The proposals have been to Scrutiny on two occasions and Scrutiny Committee expressed its concerns over the proposals – in particular the extension of the charges for sheltered tenants. In recognition of this and in recognition of the comments received during the consultation the maximum charge by April 2019 has been reduced from £ 15pw to £ 10pw.

### **Sheltered Needs Housing:**

- 2.4 A sheltered housing charge of £8.00 per week was introduced in October 2014 for new tenants only. As a result only a small number of tenants currently pay the charge (181 out of 1,256) although new and existing sheltered tenants receive identical services. The shortfall between the money collected from those currently paying and the full cost of the specialist service (i.e. mainly the Sheltered Housing Officers – SHOs) has to be met from overall rent revenue paid by all tenants including general needs tenants.
- 2.5 As stated above a charge for the enhanced housing management service to sheltered tenants was introduced for new tenants only in 2014. Extending this charge to all tenants and increasing it to £10.00p.w. by 2019/20 will enable the specialist service to sheltered tenants to be maintained at the current level and become self-funding, ending the current situation where rents collected from general needs tenants who do not receive the service are used to fund it.
- 2.6 The proposed charges are eligible for Housing Benefit and currently 72% of tenants in sheltered accommodation are on full or partial HB and so will not be affected by this proposal. So that means out of a total of 1,256 sheltered tenants the proposal will only affect approx. 300 households directly.

### **General Needs Housing:**

- 2.7 In general needs housing, leaseholders are charged individually for the following housing management services - a) grounds maintenance, b) heating and lighting of communal areas, and c) lift maintenance and repair. However,

Council tenants do not pay these charges. As with the sheltered charge, other tenants who do not receive these services are effectively being charged for them, as their rents contribute to bridging the gap between the cost of these services and the amount charged to leaseholders.

- 2.8 Charges for some housing management services such as caretaking and concierge services are already in place and tenants and leaseholders both pay for those. The proposal contained within this report is that this principle, of paying for the services received, is extended to other services delivered to some tenants which are funded in future by charging only those that receive them.
- 2.9 As well as creating a more equitable charging model, the proposed extension of these charges will bring in some additional revenue. The resilience of the HRA is key to achieving the Council's ambitions to deliver new homes, maintain and improve the existing stock, and carry out the regeneration of the borough's social housing estates.
- 2.10 The pressures on the Housing Revenue Account (HRA) at the start of this new financial year from 1 April 2017 are significant. As reported in the February Cabinet report there are particular pressures in responsive repairs, where a 'stand-still' position in terms of expenditure would result in a £1m budget pressure. This is principally due to the quality of some of the existing Council housing stock. There are a number of priority areas in relation to both repairs and planned maintenance, including the loft insulation programme, the refurbishment of non-traditional properties on the Flowers estate, a selective programme to replace and upgrade defective and obsolete boilers, and a targeted programme to address damp and mould.
- 2.11 The proposed charges are all for specific housing management services which can be treated as part of the 'eligible rent' for Housing Benefit purposes and as part of the housing element of Universal Credit. 48% of general needs tenants overall are currently in receipt of full or partial housing benefit and so will not be affected by these proposals.
- 2.12 The earlier report also recommended a consultation exercise to give those tenants who would be affected an opportunity to comment on the proposal, and this exercise was carried out during March.
- 2.13 At present, charges are already made for caretaking services for all tenants receiving them, and for the concierge service in some high-rise blocks so the principle of applying specific charges is already established. In the case of other housing management services including grounds maintenance, lift maintenance, door entry systems, and electricity in communal areas, there are no individual charges, meaning that the rent collected from all tenants is used to fund services which only some of them receive.
- 2.14 As stated above a further inconsistency is created by the fact that leaseholders are already being charged individually for these items. The overall cost of providing these services is estimated at £2m. Charges to the

current 823 leaseholders contribute £60k, meaning that rents from all tenants, including those who do not receive these services, are used to fund the remaining £1.94m.

- 2.15 Using the cost of each service as the basis for the charges, the figures below show the amounts which would be charged in 2017/18 for general need tenants receiving each service. Only those tenants that receive the service e.g. people in a tower block with a lift, will be charged for that service. These charges will be reviewed annually.

The maximum weekly increase for a tenant not entitled to any Housing Benefit will, therefore, be £7.65.

<b>General needs – service charge</b>	<b>Charge p.w. in 2017/18 (£) wef 1.10.17</b>
Lift maintenance	1.05
Door entry system	1.11
Communal heating/lighting	0.49
Grounds maintenance	5.00
<b>Total</b>	<b>7.65</b>

This should be set against the fact that all tenants are seeing a reduction in their basic rent of 1% p.a. in the four years starting in 2016/17, when the HRA Business Plan projected increases in each year of CPI plus 1%. The positive impact on tenants of the adjustments to reduce basic rents is shown below. (Figures in column 3 reflect the application of the formula leading to increases of 1% in 2016/17, 2% in 2017/18 and 3.5% in both 2018/19 and 2019/20, based on the last confirmed CPI rate, for May 2017).

	<b>Average Base Rent £ p.w.</b>	<b>After 1% Reduction £ p.w.</b>	<b>With increase projected in HRA Bus. Plan £ p.w.</b>	<b>Average Saving to Tenant £ p.w.</b>
2016/17	87.34	86.46	88.21	1.75
2017/18	86.46	85.62	89.97	3.51
2018/19	85.62	84.76	93.12	8.36
2019/20	84.76	83.91	96.38	11.62

### **3. Results of the consultation exercise :**

- 3.1 The Council consulted all tenants identified as being subject to the new charges during March 2017, using an online portal, a dedicated email address, traditional mail, and a dedicated telephone number in the Contact Centre. For tenants of sheltered housing a full programme of consultation meetings was also carried out, with every tenant invited to an open forum with a senior manager from the Adults, Housing and Health Directorate.

- 3.2 The results of the online portal exercise were collated in April. The responses recorded in this way include those tenants who called the dedicated phone line, where a Customer Services Officer entered responses on the portal on their behalf. A total of 125 responses were received during the 28-day consultation period, representing 1.5% of all those invited to participate (6,913 general needs tenants and 1,256 in sheltered accommodation)
- 3.3 Of the 125 respondents, 106 are in general needs properties, constituting 1.5% of the 6,913 general needs tenants contacted. Between 80 and 91 of this group were opposed to the introduction of each of the 4 specific charges referred to in the consultation (lift maintenance/repair, door entry, communal heating/lighting and grounds maintenance), while between 31 and 42 stated that they agreed the charges should be made. Taking the highest of these figures as an example, 91 tenants opposed the charge for grounds maintenance, representing 85% of those who took part and 1.3% of those contacted.
- 3.4 In addition to this, 4 general needs tenants responded via email, all of whom were opposed to the charges. No hard-copy letters were received from tenants in general needs stock. (A small number of enquires have also been received via members, mainly relating to exemptions from the grounds maintenance charge on the basis that a service is not being provided in their locale – one of these has already been conceded, while others are being further investigated to assess if the charge would apply)
- 3.5 Turning to tenants of sheltered accommodation, 18 responded online or by phone, which is 1.4% of the 1,256 tenants in the sheltered estate. The number opposed to the charge was 9, or 0.7% of those consulted. In response to the question, *'should the Council consider not providing the enhanced housing management service for sheltered housing tenants ?'*, 6 tenants replied 'Yes', which is 0.5% of sheltered tenants.
- 3.6 Attendance at the consultation meetings held in sheltered schemes was relatively high, with a total of 350 tenants participating - 27% of all sheltered tenants. A range of issues were discussed at these meetings, with the consensus of those present often being that the proposed charges were being set at too high a level, and that the impact would fall disproportionately on those tenants who do not qualify for Housing Benefit on the grounds that their income and/or other financial resources exceed the minimum levels set within the Housing Benefit scheme. Assurances were provided to these tenants that if they encounter difficulties paying their rent in future a full support package is available from the existing Rents and Financial Inclusion officers in the Housing service.
- 3.7 There were also a number of comments about the quality of the enhanced housing management service and the overall experience of living in sheltered housing. Whilst a high number of tenants spoke favourably of their Sheltered Housing Officers, others were concerned at their availability and at their responsiveness in responding to issues raised by residents. The discussions in a number of schemes made clear that many tenants remain attached to

some degree to the former service model whereby resident wardens were based in each individual complex. The costs and risks of this model were discussed in some meetings as part of setting out the full context of the proposal.

- 3.8 A commitment was given by senior management at these meetings to address the concerns of residents whether directly related to the proposal or not, and full details of all the issues raised under this heading were captured in every meeting. Work has begun to address a number of these 'burning issues' – for example at Jack Evans Court in South Ockenden new wooden doors have been ordered to replace the current glass doors, which tenants raised as a serious security concern. Officers are also bringing together an action plan to ensure that a consistent and responsive service is delivered by all staff working in the complexes.
- 3.9 Another main feature of these productive discussions was the condition of some of the communal spaces in the sheltered complexes. The Council will be working with one of the Transforming Homes contractors, Wates Ltd., to address this through a short-term project which will deliver on the company's commitment to delivering lasting social value in Thurrock. Full details of the Sheltered Housing Improvement Project ('SHIP') are being finalised, following consultation with tenants. The project will focus on gardens, communal halls, mobility sheds, and other 'shared spaces' to provide a benefit to all sheltered housing tenants. Individual repairs and planned maintenance issues identified during the consultation are being pursued separately with the relevant contractors.
- 3.10 A similar initiative is also being discussed with Mears Ltd., the responsive repairs contractor, to improve some of the shared areas in estates and elsewhere for the benefit of general needs tenants.
- 3.11 In light of the views of sheltered tenants as gathered through the consultation process, the service has modelled a reduction to the original proposal which would reduce the highest proposed level for the sheltered housing management charge from £15.00 per week in the second full year after introduction (i.e. 2019-20). The charges would be introduced in a phased way - £ 5.00 1<sup>st</sup> October 2017; £ 8.00 in April 2018; £ 10.00 1<sup>st</sup> April 2019. A review of budgets has been undertaken to achieve these reductions while preserving the principle that the cost of each specific housing management service should be borne by those tenants receiving it, rather than by the tenant body as a whole.

#### **4. Options and recommendations**

##### **4.1 Option 1 – continue with the current arrangements**

- 4.1.1 Retaining the current arrangements would mean that the anomalies set out above would continue, and would perpetuate a situation where some tenants are in effect subsidising, through their basic rents, the provision of services to other tenants which they do not themselves receive.

- 4.1.2 This would restrict our ability to support and develop our plans for the improvements in the repairs service, loft insulation programme and boiler replacements - reflecting both the cost of maintaining the stock at an acceptable standard and the financial impact of the imposed rent reduction, which has reduced the income previously projected from basic rents by over £2m since its introduction. (Current projections assume that the reduction is applied each year until 2019/20, with a 1% p.a. increase thereafter). By 2019/20 additional revenue from the proposed charges will be £3.12m, providing the opportunity for some key lines of expenditure to be maintained.
- 4.1.3 As an illustration of the value of the proposed charges, the overall cost of the three new-build schemes yet to commence (Calcutta Road, Claudian Way and Tops Club) is estimated at £33.9 million. The schemes will deliver a total of 117 units at an average unit cost of £200k. The amount to be collected through the revised proposal can thus be seen as representing the approximate cost of 8.5 new Council homes. In the context of the overall financial position facing the Council, and the large number of uncertainties confronting housing services in particular, the opportunity to augment the main revenue stream through this relatively predictable mechanism will assist in long-term planning and the building of more Council properties in the future.

#### **4.2 Option 2 – proceed with original proposal**

- 4.2.1 The previous Cabinet report envisaged a higher sheltered housing charge in future years (£15.00pw) than the revised proposal in this report (£10 pw) . While proceeding with the original proposal would maximise revenue, revisions to the original modelling means the overall package can be modified to address the concerns of some sheltered tenants without reducing the overall amount of income assumed in the original report. In light of this it is recommended that the opportunity is taken to mitigate the impact on sheltered tenants.

#### **4.3 Option 3 – proceed with the modified proposal**

- 4.3.1 This is the recommended option. The creation of a more consistent charging regime will address the features of the current arrangements which can be seen as inequitable, with leaseholders but not tenants paying some individual levies, and general needs tenants in effect partly subsidising the provision in sheltered housing of a specialist service they do not themselves receive. The limited data from the consultation exercise suggests that the principle that as a tenant you should *'pay for what you get'* is understood, and by no means universally opposed.
- 4.3.2 The service fully accepts that the corollary of this principle is that tenants also *'get what they pay for'*. In addition to the action plan mentioned above to improve the sheltered housing service, the changes to the charging regime will be used as a driver to improve the standards of all the relevant services provided to general needs tenants, and to give tenants clear guarantees for maximum response times and other performance measures.

## **5. Implementation**

- 5.1 If either Option 2 or Option 3 above is approved, it is proposed that the council will proceed to implement the first phase of the charges during the current financial year to maximise revenue (without any backdating). Formal notices of variation will be sent to all affected tenants giving them 28 days to raise any objections to the inclusion of the charges on their account. Following the completion of this exercise, and changes to the Northgate housing database which will be made in the same period, we expect to be in a position to implement the revised charging arrangements on October 1st 2017.

## **6. Implications**

### **6.1 Financial**

Implications verified by: **Julie Curtis**  
**HRA and Development Accountant**

As outlined in earlier reports the HRA is under pressure due to a range of internal and external factors. The proposed changes to the Council's approach to service charges will have the effect of increasing the level of revenue coming into the HRA to maintain expenditure in key areas.

The financial estimates given in earlier reports have been subject to further investigation and now reflect more accurate data about the number of tenants paying each specific charge in future. Based on the phasing proposed in this report (and assuming a void rate across all stock of 1.5%) the combined effect will be to increase revenue by the following amounts each year :

2017/18 : £ 1,157,626

2018/19 : £ 2,722,418

2019/20 : £ 3,112,036

### **6.2 Legal**

Implications verified by: **Chima Obichukwu**  
**Housing solicitor**

The Council has a legal obligation to review the Housing Revenue Account and ensure that it does not go into deficit. In addition, determinations made under the Local Government and Housing Act 1989 prescribe what can be charged to the HRA and the calculations of those charges.

The current tenancy agreement includes provision for the Council to introduce reasonable charges for specific housing management services. If the proposed changes are agreed each tenant will be entitled to receive an individual Notice of Variation giving them at least 28 days' notice of the change and allowing them to appeal. Officers from legal services were involved in taking the proposal through consultation and will continue to work

closely with Housing staff to ensure full compliance with the statutory framework at every stage.

### 6.3 Diversity and Equality

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

The HRA Business Plan and budgets for 2017/18 reflect the Council's policy in relation to the provision of social housing with particular regard to the use of its own stock. In addition to the provision of general housing, the HRA incorporates a number of budgetary provisions aimed at providing assistance to residents with protected characteristics. This includes adaptations to the stock for residents with disabilities.

The proposed changes to service charges in sheltered housing will affect those elderly, disabled and/or vulnerable residents occupying this form of accommodation; however, this reflects the nature of some housing provision as set out above.

The impact on individual tenants in both sheltered and general needs units has been assessed through an equality impact assessment, informed by the feedback from tenants through consultation and engagement as set out in section 5. This has identified future actions for monitoring as the scheme is implemented, depending on the options agreed by Cabinet.

#### **Report Author:**

John Knight  
Head of Housing



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<b>12 July 2017</b>	<b>ITEM: 14</b> (Decision 01104435)
<b>Cabinet</b>	
<b>The Procurement of an Integrated Sexual Health Service for 2018-2023</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key Decision
<b>Report of:</b> Councillor James Halden, Portfolio Holder for Education and Health	
<b>Accountable Head of Service:</b> Ian Wake, Director of Public Health	
<b>Accountable Director:</b> Ian Wake, Director of Public Health	
<b>This report is</b> Public	

## Executive Summary

The Health and Social Care Act (2012) mandates Local Authorities to commission Sexual Health Services for the populations they serve. Currently in Thurrock, the majority of sexual health services are commissioned from the North East London Foundation Trust (NELFT) with some small additional contracts with GPs/Pharmacies and other providers.

In March 2017, Cabinet agreed a one year extension for the NELFT contract which is due to end on 31 March 2018.

### 1. Recommendation(s)

**Cabinet is recommended to:**

- 1.1 Agree to proceed to tender as set out in this report for the delivery of Integrated Sexual Health Services starting on 1<sup>st</sup> April 2018.**
- 1.2 Agree delegated authority for award of contract to the Director of Public Health in consultation with the Portfolio Holder for Education and Health.**

### 2. Introduction and Background

- 2.1 Sexual Health Services are currently delivered primarily by North East London Foundation Trust, supported by smaller elements from GPs, pharmacies and other providers. The service has been developed over the last two years to provide a more integrated offer, allowing patients to receive a seamless

service for both prevention and treatment. The final elements to fully integrate the service are planned to come together to start in April 2018.

- 2.2 The current contract with NELFT ends on 31 March 2018. As this service has not previously been market tested, this provides an opportunity to identify if further savings can be made through competitive procurement.
- 2.3 This report therefore requests that Cabinet approves the request proceed to tender to procure a fully Integrated Sexual Health Service to start from 1<sup>st</sup> April 2018.

**Table 1. Sexual Health Contract Values**

	<b>Current Provider</b>	<b>2017-18 Budget</b>
Sexual Health Service (including GUM Cross Charging and Chlamydia Screening Office)	NELFT	£1,530,000
Primary Care Services (GPs and Pharmacies)	Various providers Demand led – current budget	£60,000
Lab Testing	BTUH	£28,689
Chlamydia Online Screening	Preventx	£16,000
<b>Total Spend</b>		<b>£1,634,689</b>

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

#### ***The Integrated Sexual Health Service***

- 3.1 In line with national recommendations Thurrock Council commissions an open access service where all sexual health needs can be met at one location acting as a “one stop shop”. Public Health has worked with the current provider (NELFT) to begin to start gradually integrating the Sexual Health Service. The cost of this and the other contracts can be seen in Table 1 above.
- 3.2 The past few years have seen significant integration of Sexual Health Services by combining multiple services in to one main contract. In 2016-17 a c. £200k budget saving was made with minimal impact on service delivery as a result of a carefully staged process of integration. The contract was amended for 2017-18 and saw further integration of the Sexual Health Service by incorporating smaller elements such as the Chlamydia Screening Office. Crucially, this contract also included the Genito-Urinary Medicine (GUM) Cross Charging<sup>1</sup> which is an area of considerable financial and legal risk, as

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<sup>1</sup> GUM Cross Charging: where Thurrock residents choose to receive their sexual health treatment services (GUM) outside of the borough boundaries, the delivery organisation is entitled to charge “Cross Charge” Thurrock Council for the provision.

well as administrative workload, for the Council. Thurrock was the first Council in the region to negotiate a risk sharing agreement which saw the provider take on responsibility for administering all new cross charging claims. This facilitated a saving of £77K over the 2017/18 budget.

3.3 Subject to agreement by Cabinet, during 2017/18 a full procurement exercise will be undertaken for a new contract to start in April 2018. We are looking for a single provider to deliver all the services below which may include some subcontracted elements:

- Level 1, 2 and 3 Sexual Health Services (e.g. contraception, family planning, Sexually Transmitted Infection (STI) screening and GUM services)
- STI and HIV Home testing kits which can be ordered online
- Chlamydia Screening Office
- GUM Cross Charging
- Lab Testing
- Primary Care and Pharmacy Service Level Agreements: Chlamydia screening and treatment, Long Acting Reversible Contraception (LARC), Condom Distribution Scheme, and Emergency Contraception (commonly known as the 'morning after pill)
- Programmes to prevent the spread of sexually transmitted diseases and improve sexual health (e.g. Risky Behaviours Training for young people, community outreach programmes and face-to-face delivery)

3.4 Providers will be asked to submit their cost for delivering the services above to a maximum figure aligned to the three year future Public Health financial plan.

#### **4. Reasons for Recommendation**

4.1 This report is submitted to Cabinet for approval to go out to tender and award with a whole life cost valued each above £750K. The total estimated value for this contract is a maximum of c. £8.5 million.

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

5.1 As part of the development of the service specification we will consult with service users, stakeholders and other relevant professionals.

5.2 This report was discussed at Health Scrutiny on 3<sup>rd</sup> July 2017.

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

6.1 The services aim to meet corporate priorities through the delivery of high quality services in all elements.

#### **7. Implications**

## 7.1 Financial

Implications verified by: **Jo Freeman**  
**Management Accountant**

The procurement aims to secure a contract with additional integrated services within or below the current annual price. The contract will be flexible to enable it to adjust to priorities and changes in funding availability during the maximum 5 year term with the removal of the ring-fence for the Public Health Grant in 2018/19.

## 7.2 Legal

Implications verified by: **Paul O'Reilly,**  
**Projects Lawyer**

7.2.1 This report is seeking approval from Cabinet to tender the contract noted in the report. The proposed procurement is estimated well above the EU threshold for services (£625K) within the new Light Touch Regime of the Public Contracts Regulations 2015, Section 7. This means that there is a legal requirement to competitively tender the contract via the Official Journal of the European Union (OJEU).

7.2.2 Taking the above into account, on the basis of the information in this report, the proposed procurement strategy should comply with the Regulations and the Council's Contract Rules.

7.2.3 The report author and responsible directorate are advised to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services will be involved to advise on any legal and related issues that may arise in particular in drafting the final contract with the selected provider.

## 7.3 Diversity and Equality

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

7.3.1 The Service will be available across the whole community, responsive to gender and or culturally specific need including specialist advice for young people. The Provider must demonstrate they are an equal opportunities employer and will be expected to consider and demonstrate how they will provide additional social value through contract delivery. This will be tested as part of the tender process.

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

None

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

None

- 9. Appendices to the report**

Appendix 1 - Procurement Stage 1 Form: Integrated Sexual Health Services

**Report Authors:**

Stefanie Seff  
Corporate Procurement Strategy & Delivery Manager

Sareena Gill  
Public Health Manager

Andrea Clement  
Public Health Registrar

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## PROCUREMENT STAGE 1 – APPROVAL TO PROCEED TO TENDER

This form must be completed for all procurements above the tender threshold (£75,000 - Services and Supplies and £500,000 – Works)

If contract value is over Cabinet approval threshold (£750,000) this form shall be attached with the request to tender report to Cabinet. This form will be “Open” for Publication.

<b>Section A: ABOUT THIS PROCUREMENT</b>	
<b>Title</b>	Integrated Sexual Health Service
<b>Directorate</b>	Adults, Health and Commissioning
<b>Procurement Reference Number</b>	PS/2017/529
<b>Contract Cost (Maximum Spend)</b>	£9M over 5 years
<b>Budget code(s)</b>	PH12
<b>Introduction and Background</b>	The current contracts with all Sexual Health providers come to an end on 31 March 2018.
<b>Proposed Contract Term</b>	3 years initial term plus the option of two further years in any combination.
<b>Political Sensitivity</b>	N/A



**Section B: COMMISSIONING REPORT**

<b>Business Case</b>	<p>As stated, the current providers' contracts come to an end on 31st March 2018.</p> <p>Over the past few years significant efforts have been made to integrate the Sexual Health services in Thurrock. It is thought that there could be improvements generated in terms of integration and cost savings by testing the market. The current spend for these contracts is £1,634,689 per annum. Sexual Health Services are currently delivered primarily by the North East London Foundation Trust (NELFT) and supported by smaller elements from GPs, pharmacies and other providers.</p> <p>It is proposed that the smaller additional elements are included within this contract with a view to fully integrate the service. This will enable the provider to adapt the services to the needs of the population by working in a more joined up manner. This will also significantly reduce the administrative functions required by the Council's Public Health Team.</p>
<b>Key Deliverables (Draft Specification)</b>	Achievement of a range of quality outcomes including Public Health England targets on prevention and recovery of substance misuse.
<b>Quality v Price evaluation</b>	60:40 Quality:Price
<b>Social Value</b>	Bidders will be asked to propose Social Value opportunities for their term – this may include volunteering opportunities for local people.
<b>Current / Previous Contract details</b>	The current service is part of the directly commissioned arrangement between the CCG and NELFT, of which Thurrock Council is an authorised signatory.

FINANCIAL IMPLICATIONS							
<b>Current / Previous Contract Cost</b>	The current spend on sexual health services that will be included within this contract amounts to c. £1.64M per annum.						
<b>Cost Breakdown</b>	<b>Breakdown of Estimated Cost</b>	<b>18/19 £000's</b>	<b>19/20 £000's</b>	<b>20/21 £000's</b>	<b>21/22 £000's</b>	<b>22/23 £000's</b>	<b>Total £000's</b>
	<b>Total Spend</b>	£1.634m	£1.634m	£1.634m	£1.634m	£1.634m	£8.170m
<b>Confirm Funding Breakdown Identified</b>	Revenue Budget	£	£	£	£	£	£
	Capital Budget	£	£	£	£	£	£
	Other (Please State)	£	£	£	£	£	£
	Other (Please State)	£	£	£	£	£	£
	<b>Total Funding</b>	£1.634m	£1.634m	£1.634m	£1.634m	£1.634m	£8.170m
<b>Budget Code(s)</b>	PH12						
<b>Unsupported borrowing?</b>	N/A						
<b>Other Financial Implications</b>	The procurement will seek to achieve savings through further integration and market testing and support continued delivery post removal of the ring fenced Public Health budget.						

PROCUREMENT ROUTE ABOVE TENDER THRESHOLD (Choose 1(of A, B, C or D) only)	
<b>A. COMPETITIVE PROCUREMENT (complete B if a Framework)</b>	
<b>Procurement Route</b>	Light Touch EU (Social Care/Health) Under Section 7 of the Public Contracts Regulations 2015
<b>Procurement Justification</b>	Health Service above EU Light touch threshold
<b>B. FRAMEWORK (Waiver in accordance with Rule 13.1 (c))</b>	
<b>Framework?</b>	Is this a procurement from a Framework? <span style="float: right;">No</span>
<b>Title &amp; Reference of Framework</b>	N/A
<b>Framework Rationale</b>	N/A
<b>C. REQUEST FOR QUOTE FROM RESTRICTED MARKET (Waiver in accordance with Rule 13.1 (d))</b>	
<b>Restricted Market?</b>	Is this a request for quotes from a restricted market? <span style="float: right;">No</span>
<b>Rationale (only permitted below the EU threshold)</b>	N/A
<b>D. SINGLE SOURCE REASON (Waiver in accordance with Rule 13.1 (a, b or d))</b>	
<b>Single Source</b>	Is this Procurement a Single Source – One Quote/Tender <i>(Exceptional circumstances only and select reason below)</i> <span style="float: right;">No</span>
<b>Single Source justification below EU Threshold</b>	<i>Select reason and explain your rationale</i> N/A
<b>Single Source justification above EU Threshold</b>	If you are seeking a single tender above the EU threshold – using the “Negotiated Procedure without Call for Competition” route, this is only available in very exceptional circumstances. You must select the reason below and explain your rationale.  N/A
<b>Single Source Rationale</b>	N/A

PROCUREMENT TIMETABLE, RISK, CONSULTATION AND MANAGEMENT					
<b>Milestones and target dates</b> <i>(Draft)</i>	<b>Key Event</b>	<b>Date</b>			
	Publication of Contract Notice or Advert	21 July 2017			
	Return of PQQs (omit if not applicable)	N/A			
	Issue of Invitation to Tender	21 July 2017			
	Return of Tenders	04 September 2017			
	Notification of Results	10 October 2017			
	Standstill Period (omit if not applicable)	No less than 10 days between notification of decision and date of award			
	Leaseholder Consultation (omit if not applicable)	N/A			
	Expected date of Award	24 October 2017			
	Contract Commencement	01 April 2018			
<b>Risk Management – Set out Main Risks and Mitigating Actions</b>					
<b>Risk</b>	<b>Likelihood (A – E)<sup>1</sup></b>	<b>Impact (I – IV)<sup>2</sup></b>	<b>Level of Risk (High to Lower)<sup>3</sup></b>	<b>Potential Negative Impact</b>	<b>Management / Mitigation of Risk</b>
<b>Tender Process Risks</b>					
Insufficient interest in the tender	D	II	Lower	Unable to award contract	There is a developed market in Sexual Health Treatment Services from both NHS and private sector organisations
Overrun Procurement	C	II	Lower	Service gap or requirement to extend	As much preparation will be done as possible, slippage will be minimised
Enter Risk	L	I	Level	Impact	Mitigation
<b>Contract Performance Management Risks</b>					
Service Performance failure	C	I	High	Service Users at risk, community safety impact	Strong contract management to be put in place. Regular monitoring and involvement of CCG for clinical governance issues.
Enter Risk	L	I	Level	Impact	Mitigation
Enter Risk	L	I	Level	Impact	Mitigation
<b>Contingency Arrangements</b>	Extension of the existing service is unlikely to be needed but will be agreed with the current incumbent prior to tender. Public Health will continue to work closely with the CCG and Primary Care providers should any failure take place during the contract term.				
<b>Consultation</b>	As part of the development of the service specification we will consult with service users, stakeholders and other relevant professionals. The proposal will also be discussed at Health Scrutiny for comments.				

<sup>1</sup> **Risk Likelihood:** A = Very High, B = High, C = Significant, D = Low, E = Very Low

<sup>2</sup> **Risk Impact:** I = Critical, II = Significant, III = Marginal, IV = Negligible

<sup>3</sup> **Risk Level:** High = AI, BI, All, BII, CI, CII, all others lower

<b>Project and Contract Management Proposals</b>	The Contract will be managed directly by the Responsible Officer (Public Health Manager).
<b>Procurement Comments</b>	This is an opportunity to market test the delivery of sexual health services which will be further integrated to ensure a joined up service for recipients. There is potential for a small element of savings although this is not anticipated to be substantial. The size of this procurement means it is subject to the EU Light Touch Regime and the tender exercise will be conducted accordingly. The Corporate Procurement Manager will continue to support Public Health through this project.

### Section C: LEGAL, FINANCE AND PROCUREMENT APPROVAL

<b>Procurement Services</b>	<b>Name</b>	Stefanie Seff
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	Click here to enter a date.
<b>Legal Services</b> <i>(Insofar as it relates to Legal implications)</i>	<b>Name</b>	Paul O'Reilly Project Lawyer
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	23/05/2017
<b>Finance</b> <i>(Insofar as it relates to Finance implications)</i>	<b>Name</b>	Jo Freeman
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	07/06/2017

### Section D: APPROVAL TO PROCEED VALUE

*The Responsible Officer must sign the form, together with the Head of Service as a minimum. Delegated Authority Limits below.*

<b>Approval Level</b>	Over £750,000 - Cabinet
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**Section E: SIGN OFF APPROVAL TO PROCEED**

<b>Confirmation by the Responsible Officer of Compliance with Contract Procedure Rules</b>	The Responsible Officer <b>Sareena Gill</b> confirms that the procurement of <b>Integrated Sexual Health Services</b> and <b>PS/2017/529</b> has been carried out in accordance with Rule 5 of the Council's Contract Procedure Rules (Chapter 9, Part 2 of the Constitution) and in particular the following duties have been met by the Responsible Officer: <ul style="list-style-type: none"> <li>• Compliance will occur with all regulatory or statutory provisions and the Council's decision making requirements</li> <li>• The Contract will be included on the Council's Contract Register</li> <li>• Value for Money will be achieved</li> <li>• Advice has or will be sought from the Director of Finance and Corporate governance as to an appropriate security bond or guarantee</li> <li>• Document Retention Policy has and will be complied with</li> <li>• Financial Evaluation will be made of all the proposed tenders including the recommended bidder</li> <li>• Advice has been and will be sought and followed from Procurement, Legal and Finance as necessary</li> </ul>	
	<b>Signed</b>	
	<b>Date</b>	Click here to enter a date.
<b>Approval to Proceed</b>	In accordance with the Contract Procedure Rules, I/we confirm the accuracy of the information contained within this form and authorise this request to <b>Proceed to Tender</b> including, where relevant, the permitting of a Waiver from the Contract Procedure Rules in accordance with Rule 13	
<b>Head of Service</b>	<b>Name</b>	Click here to enter text.
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	Click here to enter a date.
<b>Corporate Director</b> <i>I confirm that the Portfolio Holder has been consulted as required</i>	<b>Name</b>	Click here to enter text.
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	Click here to enter a date.
<b>Head of Corporate Finance</b> <i>If waiver required</i>	<b>Name</b>	N/A
	<b>Signed</b> <i>(Or obtain email of confirmation)</i>	
	<b>Date</b>	Click here to enter a date.
<b>Cabinet</b>	<b>Approval Minute Number</b>	Click here to enter text.
	<b>Date</b>	12/10/2016
<i>Now send complete form to Procurement Services signed and scanned (with emails if used)</i>		

<b>12 July 2017</b>	<b>ITEM: 15</b> (Decision 01104436)
<b>Cabinet</b>	
<b>Integrated Medical Centre Delivery Plan – Phase 1</b>	
<b>Wards and communities affected:</b> Tilbury Riverside and Thurrock Park Tilbury St Chads Chadwell St Mary	<b>Key Decision:</b> Key
<b>Report of:</b> Cllr Halden, Portfolio Holder for Education and Health Cllr Coxshall, Portfolio Holder for Regeneration	
<b>Accountable Head of Service:</b> Andy Millard, Head of Planning and Growth	
<b>Accountable Director:</b> Roger Harris, Corporate Director of Adults, Housing and Health Steve Cox, Corporate Director of Environment and Place	
<b>This report is Public</b>	

## Executive Summary

Tilbury is identified as one of the Council’s six Growth Hubs. A number of planned and proposed housing schemes being brought forward by both the Council and the private sector are set to increase the local population over the coming years. The development of the London Distribution Park and Tilbury Port’s broader expansion aspirations are increasing employment opportunities in the locality whilst Tilbury’s good rail connections to London and beyond give access to a wider employment market.

However, Tilbury and Chadwell residents experience poor health outcomes in comparison to the rest of the Borough. Partners from the health sector and the Council have come together with the aim of improving access to high quality health services and have developed an integrated model of care which aims to improve the quality of and access to services to reduce the health inequalities experienced by local residents.

Cabinet, through the Health and Well-Being strategy, has agreed a GP Standards Plan which aims to improve the capacity and the quality of Primary Care across the Borough. The development of Integrated Medical Centres forms one of the key planks of that Plan.

This report gives further detail on the proposed model of care, outlines the proposed delivery mechanism for the capital build project and considers the Council's role in both delivering and occupying part of the facility. Building this meets the Cabinet's commitment to show Tilbury some love.

## **1. Recommendation(s)**

**Cabinet is asked to:**

- 1.1 Agree to the Council, in principle, taking the lead role in the capital development of the Tilbury and Chadwell IMC noting that this will require investment of council funds that will be met from the amount agreed by Council for the future and aspirational capital programme and is subject to a future business case being agreed by Cabinet.**
- 1.2 Agree to the Council procuring a design team for the project on a phased basis and delegate authority for appointment to the Corporate Director of Adults, Housing and Health, in consultation with the Corporate Director of Environment and Place, Portfolio Holder for Education and Health and Portfolio Holder for Regeneration.**
- 1.3 Agree to receive a further report outlining the preferred route for the development of the Purfleet Integrated Medical Centre.**

## **2. Introduction and Background**

- 2.1. In March 2016 Cabinet gave in principle approval to the Council leading on the delivery of a Health Hub to be located in the Civic Square in Tilbury. The report highlighted that whilst the Council, CCG, NHS England and a range of health service providers were advocating the model of an integrated health centre, partners from the health sector were not in a position to secure the capital required to deliver such a facility. It was therefore proposed that the Council could act as lead developer and after constructing the centre could lease it back to a health partner.
- 2.2. The Integrated Medical Centre would form one of four hubs across the borough. The other three hubs will be:
  - Corringham / Stanford le hope – North East London Foundation Trust (NELFT) are the lead provider for this Centre. The design process is ongoing and the Centre is expected to be open in 2019.
  - Grays – Discussions ongoing but the Centre is likely to be on the site of the existing Thurrock Hospital in Long Lane
  - Purfleet – The Purfleet IMC is anticipated to be located within the new Purfleet Town Centre development. This project is governed by a Development Agreement (DA) between the Council and Purfleet Centre Regeneration Ltd (PCRL). There is provision within the DA for

a serviced site to be provided for the Health Centre. The development of the Purfleet IMC will follow a similar process to the Tilbury IMC at the appropriate time.

- 2.3. Since then discussions have continued with various health partners to develop the model and a proposed delivery mechanism for the scheme in Tilbury. This report summarises these discussions, describes a proposed delivery mechanism and asks Cabinet to approve the highlighted recommendations so that the project can proceed to the next stage.

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

#### **The Model of Care**

- 3.1. It is clear that prioritising the delivery of an integrated health facility would support the wider regeneration aims in Tilbury and Chadwell as well as the Council's Corporate Priorities. However, any proposed health facility must address the local health need and must be supported by partners from across the Health Sector.
- 3.2. The Public Health team have reviewed a significant body of evidence to define the current health needs of the Tilbury and Chadwell community. Clear evidence suggests that the area experiences health inequalities in terms of access to services and has an urgent need for new facilities to address existing deficiencies as well as to provide additional capacity to accommodate the future growth in population that is expected in the area.
- 3.3. The poor access to services in the local community manifests itself in a range of indicators which have impacts across the Health Sector such as:
- High levels of attendances to Accident and Emergency (A & E) for conditions that could have been more effectively treated in a community setting – 10,368 of the 13,399 A & E attendances from Tilbury and Chadwell residents in 2015/16 either received the most minor category of investigation or treatment, or no significant investigation or treatment. This accounts for 77% of A & E attendances in this population.
  - Higher prevalence of long term conditions - the recorded prevalence of long term conditions in the Tilbury and Chadwell locality is higher than the Thurrock average for almost all conditions. In addition, there are a large estimated number of patients with long term conditions yet to be diagnosed – up to 2,195 cases of Hypertension and 1,649 cases of Coronary Heart Disease may be present in residents but not yet being diagnosed or treated.
  - Higher than average rates of unplanned care admissions. 453 of the unplanned care admissions in 2015/16 from Tilbury and Chadwell



residents were due to conditions amenable to effective healthcare. The main cause for these admissions was influenza or pneumonia.

- Low levels of referral to community health services. Pulmonary Rehabilitation is a service offered to eligible patients with Chronic Obstructive Pulmonary Disease (COPD) to support them to manage their condition. However, only 20% of newly-diagnosed eligible patients were referred into the service in 2015/16.
- Low levels of referral to preventative support. The Rapid Response Assessment Service aims to provide rapid assessment and intervention to prevent residents entering either hospital or Adult Social Care Services unnecessarily; yet in Tilbury and Chadwell locality, the referral rate was nearly three times lower for adults aged 65+ than the Thurrock average in 2015/16 (9.71 per 1,000 adults compared to 27.7 per 1,000 adults in Thurrock).

3.4. To provide modern and effective health services, partners are advocating the development of a new model of Integrated Medical Centres (previously called Health Hubs and Integrated Healthy Living Centres) which co-locate a range of services and providers within one building. IMC's are expected to include services which not only address a primary care, secondary care, physical and mental health needs but also have a positive impact on the wider determinants of health by providing services related to areas such as education, employment and housing. This ambitious vision could transform health and social care provision but will need a range of diverse partners to work together to ensure that appropriate facilities can be developed and then effective services delivered from them.

#### **4. Options for delivery of the Capital Build**

- 4.1. Since the last Cabinet report, discussions have been ongoing with a number of Council departments, the CCG, NHS England and a range of health service providers. From these discussions it is clear that there remains widespread support for the IMC concept but that partners from the health sector are not in a position to design or construct the IMC themselves.
- 4.2. Partners to the scheme have identified the Civic Square in Tilbury as the ideal location for the IMC. The Council owns the majority of this land and already delivers a range of services from existing buildings on the Square. The precise location on the Square will be defined during the design process but options under consideration are either the redevelopment of the site of the existing Community Resource Centre (the former Fire Station building) or a potential extension to the Library building.
- 4.3. Whilst the Council has limited experience in delivering Health facilities it has significant experience in project management, capital developments and working with multi-disciplinary stakeholders. Coupled with a potential income stream from service provider(s) the Council can borrow against this revenue

stream to secure the capital needed for the development thereby allowing it to take on the role of lead developer and subsequently landlord.

- 4.4. As well as being an instrumental player in driving improved health provision there is clear regeneration benefit associated with the Council playing such a proactive role. In Tilbury the wider regeneration programme aims, amongst other things, to improve the quality of the environment and create a greater sense of place and local identity. By acting as developer the Council can ensure that the design quality of the buildings (on a key site within the Town Centre) is high and successfully contributes to the place making agenda. In addition, the Council can have control over the other services to be included within the building. This offers the opportunity to deliver complementary Council services (such as social care or community hubs) from key sites. Public Health services are already a key component in the accommodation schedule but opportunities remain to expand the Council element of provision further to potentially include services such as Housing Officers, library services and the Community Hub. This opportunity is considered in further detail below.
- 4.5. Should the Council not be minded to take on the lead role it could dispose of the land to a third party who could commission the development directly. Colleagues from the health sector have suggested that this could be a very lengthy process and the delivery timescale would likely be lengthened. The IMC concept could still be realised but the Council's ability to influence the design, build quality or complementary uses on a key site in the Civic Square would be reduced. The regeneration impact achieved would therefore be lessened. This could present an alternative delivery method but the lengthened timescale and lower regeneration benefits mean that this option is not currently being pursued.
- 4.6. Given the clear benefits and the urgent need to improve facilities and service provision it is suggested that, subject to commercial viability being established, the Council takes on the role of developer. The following sections explain what this role will entail.

## **5. NHS Process**

- 5.1. Whilst the CCG and health service providers are fully supportive of the scheme, commencing service delivery from the IMC will represent a change to patient care and therefore approval from NHS England will be required. This approval is secured in two phases. Initially an Outline Business Case must be submitted and if this is approved the project can then progress to a Full Business Case. Patient services cannot be delivered from the Centre without this approval.
- 5.2. The Outline Business Case requires an articulation of the model of care and patient pathways alongside outline building design. For the Full Business Case planning consent must be secured for the building. Whilst some of the information required to complete these submissions can be provided by the

CCG, the design work and planning fee requires a level of cost which will be invested at risk by the Council. NHS England are engaged with the project and, given that the business case will not be requesting a capital commitment from the NHS, the risk of not receiving this approval is deemed to be low, however, the risk remains and should be noted.

## **6. Proposed Council Role**

- 6.1. In recent months the Council and CCG have jointly funded a commission to translate the articulated health need into a schedule of accommodation for the IMC. This work is largely complete although detailed discussions on the level of accommodation required for Council services need to be completed.
- 6.2. A high level cost exercise to establish whether the anticipated rental income is likely to be able to pay back the capital cost and provide a return to the Council over a reasonable time period is now underway and will be completed before appointment of a design team. Without a detailed design and cost plan for the building viability cannot be definitively proven but an estimation is required before funding can be committed to progressing the design work.
- 6.3. Beyond this stage, in order to take on the role of developer, the Council will need to commit resource to move the project to the delivery stage and will have to comply with the NHS approval process highlighted above. Resource will be committed at risk until the project has received approval from the NHS via submission and agreement of the Full Business Case. The Full Business Case requires the building to be designed to RIBA Stage 3 (Developed Design) and planning permission secured therefore some element of cost will need to be incurred in advance of the necessary approval being secured. NHS England have been engaged throughout the discussions to date and have informally expressed support for the scheme and clearly stated that the new GP contracts being commissioned and other services e.g. the new Improving Access to Psychological Treatments (IAPT) programme for this area must operate out of the IMC building. At the point where the NHS has given approval of the Full Business Case the Council would seek to enter into a legal agreement with the head lessee before development would begin.
- 6.4. Subject to the high level cost/income plan demonstrating that the building could be viable the Council will commission a professional team to design the building. It is clearly desirable to retain the design team throughout the lifetime of the project to ensure continuity and clear responsibilities in terms of liabilities and warranties. To ensure that this is possible, whilst minimising the risk to the Council in the event of the project not proceeding, the commission will be tendered for the full lifetime of the design and construction process but awarded on a phased basis with the Council having the right to terminate the commission at the end of any completed phase without incurring any penalty.
- 6.5. The immediate commitment required will provide sufficient design detail (to RIBA stage 2) to inform an Outline Business Case to NHS England. This cost

is expected to be in the region of £0.2m. On approval from NHS England the subsequent module will be commissioned to take the design to RIBA stage 3 and inform a Full Business Case submission to NHS England. The cost for this stage is likely to be a further £0.3m taking the Council's total level of investment at risk to approximately £0.5m.

- 6.6. This project has already been approved for inclusion in the Council's Future and Aspirational Proposals list which was signed off by Cabinet in February 2017. The list has a budget allocation of £2m and contains over 20 projects. Should the funding for the Tilbury IMC be approved a significant amount of this funding will be used.
- 6.7. The commission is expected to continue beyond the modules required to secure NHS approval and the total cost will therefore exceed the threshold for a Director level tender award.
- 6.8. Upon appointing the professional team the Council will manage this contract securing input and sign off from health partners as appropriate.
- 6.9. On completion of RIBA Stage 3, and assuming approval from NHS England, and confirmation of commercial viability, it is intended that the Council will use its prudential borrowing powers to secure the capital funding required to procure a developer to construct the building (a further report, supported by a detailed business case, will be presented to Cabinet to secure approval to borrow the funds and tender this contract at the appropriate point).
- 6.10. The Council will seek to appoint a Head Leaseholder for the whole building. The Head Leaseholder will be required to enter into an Agreement to Lease formally committing them to take on the lease of the building prior to the Council awarding the development contract.
- 6.11. A number of health partners have expressed an interest in taking on the Head Leaseholder role but firm commitments cannot be finally secured until the building is designed and costed to a sufficient level of detail to enable rental costs to be estimated. The principle for setting the rent level will be based on enabling the Council to pay back the capital cost plus make a return on the investment.
- 6.12. The rental levels agreed must cover the costs of the shared spaces as well as any void spaces. The CCG has agreed to specify in future contracts that their commissioned services must be delivered from the IMC. This will ensure that rental income will be available. Furthermore the CCG has agreed to underwrite the rental cost of void spaces which are allocated to the health services. The Council will be required to enter into a similar agreement for any void costs associated with accommodation dedicated to Council services.
- 6.13. The leaseholder will be permitted to sub-let parts of the building to particular service providers in line with the requirements of the services being delivered from the Centre. This will include spaces used to deliver any Council

commissioned services. It should be noted that any organisation taking on this role is likely to apply a management charge which will represent an additional cost to the sub tenants.

## 7. Council Service Provision

- 7.1. There remains opportunity for Council services to be included in the Centre but to meet the proposed timescales decisions on which, if any, services are to be relocated need to be taken swiftly.
- 7.2. The Council service provision in the Civic Square is focused on the Library building to the western edge of the Square. This currently houses the Library, Community Hub and some Housing Office Services. Some or all of these services could be relocated into the IMC.
- 7.3. There are both benefits and disadvantages of a potential relocation. These services are complementary to the Health offer and could have a positive impact on the wider determinants of health, the offer would be strengthened by co-locating. The existing library building has recently been refurbished and the accommodation has been improved but the new facility could offer further improvements as well as offering access to flexible shared space. Better value on the build costs may be achieved by bringing more services into the building as additional accommodation is likely to be provided on additional storeys on the same building footprint. Relocation would, however, require rent to be paid for the new accommodation and would leave the Council with void space(s) to fill in the existing building.
- 7.4. The decision on whether any of these services is going to be included in the new facility needs to be taken quickly to ensure that the brief for the design team is complete from the outset of the commission. Whilst the decision relating to the Library and Housing Officers rests with the Council the Community Hub must be managed separately. The Council has worked hard to give true autonomy to the Community Hubs and the Hubs are now set up as an established charity, Community Hubs Thurrock. Much of the programme's success can be attributed to the volunteers having a genuine level of authority on the future development of the Hub Programme. Whilst moving into the IMC could present a real opportunity to enhance their offer the decision must rest with the Community Hubs Network Board.

## 8. Risks

- 8.1. There are a number of risks facing the effective delivery of this programme. A full risk register will be developed if the project is given approval to proceed but the main risks identified at this stage are highlighted below.

<b>Risk</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation</b>
Funds must be committed in	Funds could be lost if the	Medium	Continue engagement with NHS England,

advance of securing approval from NHS England.	project doesn't proceed.		ensure Outline Business Case clearly describes the project. Commission design team on a phased basis to limit exposure.
Brief for the design team is not clearly defined.	Increased project cost.	Medium	Continue engagement with CCG and Council to further develop brief. Do not award contract until all partners agree the brief.
Proposed Head Lease term longer than the CCG service delivery contracts.	Lack of security over future income stream.	Medium	The Head Lease will be for a term that is sufficient to payback the capital cost plus a return to the Council. An Agreement to Lease will be required before the construction contract is awarded.
Capital cost too high to be supported by the rental stream.	IMC is unaffordable and doesn't proceed. Development funds are lost.	Medium	Cost advice will be sought throughout the project and checked against affordability.

8.2. It is clear that by taking on the role of developer and landlord the Council is also taking on a significant element of risk in the early stages of the project development. Informal feedback from NHS England is that they are supportive of the proposals but formal approval must be secured in order for the project to proceed to the construction phase. A substantial investment will be required to develop the building design and achieve planning consent prior to this approval being secured. The Council will mitigate this risk as far as possible by ensuring that any contracts awarded have clear breaks at key phases allowing the Council to end the contract at the end of any completed phase. The dialogue with NHS England will be ongoing throughout to ensure that the project develops in line with NHS England requirements.

8.3. The IMC will be a bespoke facility and on completion will only be appropriate for occupation by Health service providers. These services are commissioned variously by either the CCG or Public Health and typically have contract durations which do not exceed 7 years. This will not be sufficient to pay off the capital cost of the building. The Council will mitigate this risk by leasing initially to a Head Leaseholder who can offer a commitment in excess of the length of individual contracts to service providers. This Head Leaseholder will be required to sign an Agreement to Lease in advance of the Council awarding the construction contract but significant investment in the design

and planning process will have been made in advance of this. The CCG has committed in writing to make locating in the IMC a condition of contract award and will underwrite void costs in the event of breaks between contracts.

## **9. Reasons for Recommendation**

- 9.1. There are clear benefits to the Council taking on a prominent role in the delivery of this project. To move to the delivery phase of this project the Council needs to appoint a professional team, the cost associated with this requires Cabinet level approval.

## **10. Consultation**

- 10.1. In March 2016 Cabinet resolved to support the principle of the Council leading on the development of a Health Hub in Tilbury. Since this time consultation has been ongoing with the CCG and various service providers in order to inform the project to the position as described in this report.
- 10.2. Reports will be presented to Health and Well-Being Overview and Scrutiny Committee and Planning, Transport and Regeneration Overview and Scrutiny Committee prior to Cabinet.

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

- 11.1. This project supports the Council's corporate priority of improving health and wellbeing. In particular, it supports the four principles stated in the Thurrock Health and Wellbeing Strategy 2016-2021 and has a specific reference under 'Goal 4 Quality care, centred around the person' of the same strategy.
- 11.2. A Joint Strategic Needs Assessment has been produced to specifically inform the development of this project.
- 11.3. The project is fully aligned with the Council's stated Vision for Tilbury agreed by Cabinet in December 2013.

## **12. Implications**

- 12.1. Financial

Implications verified by: **Mark Terry**  
**Senior Financial Accountant**

In the first instance, Cabinet will be asked to approve the release of £0.5m of funding from the Future and Aspirational Proposals allocation approved by Cabinet in February 2017, to cover the design costs up to RIBA Stage 3 and planning application submission, before the project has final approval from NHS England. If the £0.5m is borrowed over a 5 year period, the repayment

costs (with interest) would be £0.103m per annum. The risk that the Council would be taking at this stage is clearly outlined in this report. If the scheme were not to proceed after completion of the design stage, capital costs that have been incurred would have to be re-charged to the General Fund.

In the longer term, should the project receive all the necessary approvals and Cabinet give approval for the council to act as developer there will be a significant borrowing commitment that will be repaid (on commercial terms) over a long timeframe (20-25 years). Before the longer term commitment is made a further report will be presented to Cabinet containing the full details of the business case and financing costs, and seeking approval to commit to borrowing the necessary funding.

## 12.2. Legal

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

There are no legal implications arising out of this report at this stage. As the project develops any contracts entered in to will be checked with legal services prior to award.

## 12.3. Diversity and Equality

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

This project has the potential to make a significant contribution to reducing health inequality in Tilbury. Should Cabinet approve the proposed delivery mechanism the architects brief will ensure that the building design meets the latest equality legislation.

## 13. Background papers used in preparing the report:

- Tilbury Regeneration Programme and Health Hubs  
<http://democracy.thurrock.gov.uk/ieListDocuments.aspx?CId=129&MId=2565&Ver=4>
- Thurrock Health and Wellbeing Strategy 2016-2021  
<https://www.thurrock.gov.uk/strategies/health-and-well-being-strategy>
- Joint Strategic Needs Assessment - Tilbury Integrated Healthy Living Centre  
<https://www.thurrock.gov.uk/healthy-living/joint-strategic-needs-assessment>

## 14. Appendices to the report

- None



**Report Author:**

Rebecca Ellsmore

Regeneration Programme Manager

Environment and Place

<b>12 July 2017</b>		<b>ITEM: 16</b> (Decision 01104437)
<b>Cabinet</b>		
<b>2016/17 Financial Outturn Report</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Yes	
<b>Report of:</b> Councillor Shane Hebb, Portfolio Holder for Finance		
<b>Accountable Head of Service:</b> Sean Clark, Director of Finance and IT		
<b>Accountable Director:</b> Sean Clark, Director of Finance and IT		
<b>This report is</b> Public		

## Executive Summary

The council has successfully delivered savings of £100m since 2010, whilst limiting the impact on its customer offer or quality of service

The council has benefited from a recent history of prudent financial management to meet the financial scenarios arising that have predominantly related to demand-led social care pressures and additional discretionary requirements within Environmental Services. Mitigation has included managing demand, further income generation, improving efficiency and reducing non-essential spend.

Any challenges have been achieved while continuing to support local communities by delivering services in more efficient and innovative ways.

This report provides a high level summary on the outturn for 2016/17 for the General Fund, Housing Revenue Account and Capital.

The key message in the context of the pressures noted above is the General Fund Reserve balance has been maintained at £8.0m and the Housing Revenue Account Balance has increased from £1.754m to £2.175m. Simply, this means that overall expenditure has been achieved within the overall budget envelopes and, as agreed at Full Council, Thurrock has begun a three-yearly incremental increase of its General Fund Balance.

### 1. Recommendation(s)

**That the Cabinet:**

- 1.1 Note that the General Fund net expenditure has, despite in-year pressures and the discretionary investment of the Clean It, Cut It, Fill It campaign, been met within the overall budget envelope and the General Fund Balance has been maintained at £8.000m;
- 1.2 Note that the balance on the Housing Revenue Account Reserve at 31 March 2017 has increased to £2.175m due to one off savings; and
- 1.3 Note that there was a total of £44.297m in capital expenditure and some of the key projects have been set out in section 5.

## 2. Introduction and Background

- 2.1 Members have received finance reports throughout the year. The month 9 report showed that the council still had a deficit of £0.142m due to pressures in Adults' and Children's Social Care and the cost of the Clean It, Cut It, Fill It initiative. These pressures have been fully mitigated by further improvements to the council's treasury and MRP position and savings within the support service Directorates. These pressures were all recognised within the budget setting for 2017/18 with additional funding being allocated to each. This means that the council has maintained the General Fund balance at the planned £8m with agreed plans in place to increase to £9.260m by the end of 2019/20.
- 2.2 The table below summarises the outturn position in line with the new financial reporting requirements, including the need to compare against the prior year. This has the benefit of allowing year on year comparisons.

### Net expenditure chargeable to the GF and HRA balances

2015/16 £000	Directorate	2016/17 £000
30,730,440	Adults; Housing and Health	34,105,192
34,942,634	Children's Services	37,686,724
23,053,303	Environment and Place	23,814,195
305,485	Commercial Services	643,582
4,773,740	Finance and Information Technology	7,687,030
2,128,192	HR; OD and Transformation	2,974,015
1,609,461	Corporate Strategy & Communications	2,310,879
1,931,328	Legal	1,646,042
2,538,043	Schools	3,664,336
22,837,953	SERCO	0
917,966	Corporate Costs	2,034,084
<b>125,768,545</b>	<b>Net Cost of General Fund Services</b>	<b>116,566,079</b>
(1,854,863)	Housing Revenue Account	(5,011,667)
<b>123,913,682</b>	<b>Net Cost of Services</b>	<b>111,554,412</b>
(106,238,734)	Other Income & Expenditure	(111,996,783)
<b>17,674,948</b>	<b>(Surplus)/Deficit</b>	<b>(442,371)</b>

(35,813,706)	Opening General Fund and HRA Balance	(18,138,758)
17,674,948	(Surplus)/Deficit in year (per table above)	(442,371)
(18,138,758)	Closing General Fund and HRA Balance	(18,581,130)

2.3 The table above shows the total opening and closing balances of the “usable” reserves of the council. This can be misleading for those who do not regularly read into Local Government Finance terminology, as a number of reserves are for specific uses and those relating to schools include the end of year balances specific to individual maintained schools.

2.4 The table below sets out the councils reserves by category:

<b>31-Mar-16</b>	<b>Reserve Category</b>	<b>31-Mar-17</b>
(5,353,524)	Education and Schools	(1,430,434)
(1,480,438)	Adults, Community and Health	(1,248,355)
(524,290)	Grant Carried Forward	(112,248)
(1,026,480)	Other Earmarked Reserves	(1,024,400)
(8,000,000)	General Fund Balance	(8,000,000)
(1,754,026)	HRA Related	(6,765,693)
<b>(18,138,758)</b>	<b>TOTAL</b>	<b>(18,581,130)</b>

- Education and Schools – Primarily individual schools balances and Dedicated Schools Grant which are ring-fenced for specific use
- Adults, Community and Health – Primarily Public Health grant and Better Care fund which are ring-fenced for specific use.
- The General Fund Balance – the balance maintained to protect the council from unmitigated budget pressures; and
- HRA Related – a balance of £2.175m to protect the council from unmitigated budget pressures, Development Reserve of £3m and £1.4m Housing Zone funding

2.5 Whilst the overall balance reflects a slight increase, the overall level of balances remains low for an authority with the size and mix of services of Thurrock. In fact, the HRA has increased through one off gains as set out in section 4, with the balance largely committed to current programmes, that means that reserves for the general fund and schools have reduced as planned meaning that money held by this local authority has been spent on the front-line services of which the general Thurrock population will/have benefit.

2.6 Two further points to note – all expenditure has now been adjusted to reflect that there is no longer the need to recharge between services and, secondly, the lower cost of ‘Serco related services’ is reflected in the 2016/17 directorate costs with the impact of showing Directorate increases over 2015/16.

### **3. Front Line Service Commentary**

#### **3.1 Adults Housing & Health**

3.1.1 There have been significant pressures particularly in relation to the domiciliary homecare provision and the need to bring a number of care hours back in-house. The instability in the local market resulted in increased costs for the Local Authority which were closely monitored and managed within the Directorate. Mitigation included a freeze on recruitment of non-essential staff, review of all non-staffing relating costs, reassessment of client contributions and developing closer working relationships with the council's health partners. Increased temporary accommodation placements continue to cause pressure within Housing, however, was managed in year.

#### **3.2 Children's Services**

3.2.1 As reported throughout the year, Children's Services continues to see a number of demand led pressures. Additional budget growth has been provided to the service and the review conducted by iMPOWER is expected to facilitate the action to address these pressures. The main pressures faced by the service are:

3.2.2 The cost of placements – external placements for children continue to be a pressure, where the cost of Independent Foster Care Agencies (IFAs) is still the major concern in common with the national position. The review of in-house foster care, through iMPOWER, has considered ways to increase the supply of in-house providers to significantly reduce costs;

3.2.3 Pressures in staffing continue with higher cost temporary staff being replaced with good quality permanent recruits. The service has made significant progress in ensuring all agency staff are on the agreed Eastern region rates to reduce the incentives to move assignments between Local Authorities; and

3.2.4 The number of unaccompanied asylum seekers supported in Thurrock has been steadily and successfully reducing in the later part of the year from a peak of 103 following the introduction of the Eastern regional protocol. The original intake was far in excess of what had been forecasted and, consequently, Thurrock has taken a larger share of the spend required in contrast to neighbour authorities. However, through successful work with neighbouring authorities, this spend has been reduced month-on-month through the municipal year.

#### **3.3 Environment and Place**

3.3.1 The Directorate has managed significant pressures within the year including increasing spend on waste disposal due to a trend of increasing waste and declining recycling rates. Further financial pressure from additional town centre clean up requirements, increasing demands on the highway network and managing the undelivered budget savings associated with the Thameside

building has also had to be managed. The Cabinet's introduction of Clean it, Cut it, Fill it in Summer 2016 resulted in additional spend in 2016/17, which has ultimately been recovered through efficiencies and other savings in back-office operations. An additional £1.00m funding has been provided in 2017/18 to mainstream this initiative.

### 3.4 Dedicated Schools Grant (DSG)

3.4.1 The DSG outturn for 2016/17 is an over spend of £1.343m which equates to 1% of the total DSG budget. All of this money has been spent within schools and has no impact on the council's general fund balances. Demand led pressures continue to grow and mirror those experienced in other boroughs, particularly within London. The additional spend was primarily within the High Needs block due to additional payments in support of children with Statements/Education and Health Care (EHC) plans; out of borough payments; independent special school residential payments and special educational needs and disabilities SEN(D) top up payments. Within the Early Years block, there is a reported underspend on 2 year old funding and slight overspend on 3 and 4 year old expenditure in support of children's growth in numbers.

3.4.2 With the imminent move to a national funding formula, and school budgets becoming more demanding to meet schools' needs and future growth pressures, it is proposed to readdress areas of DSG demand via a sub working group consisting of members from schools forum. This will include health checks of all blocks and development of a recovery plan to address pressures and to recover the overspend.

## 4. **Housing Revenue Account**

4.1 The main pressure within the HRA was revenue repairs and has been managed by savings within the housing investment and delivery team. Actual bills issued to Leaseholders for general service charges during the year resulted in increased income which offset the reduction in income from tenants in the New Build schemes due to letting delays. Income pressures continue with the rent reduction policy.

4.2 The transforming homes core programme was funded by revenue resources in 2016/17 with 'exceptions' being funded from the non ring-fenced capital receipts from right to buy sales. Changes were made to the financing of the new build programme to maximise the use of 1-4-1 receipts with the balance through prudential borrowing. One off increased recharges to the HRA during 2016/17 were made to reflect increased infrastructure costs relating to key service areas.

4.3 A one off saving on the cost of servicing debt, due to a change to the profiled delivery within the capital programme, has resulted in the HRA increasing its general balance by £0.421m bringing them to £2.175m. Other HRA reserves include a budgeted £3m contribution to the development reserve required to

fund multi-year capital schemes within the HRA business plan and £1.4m Housing Zone funding to support future aspirations in building new homes and undertaking estate regeneration schemes. These are all fully committed.

## 5. Capital Programme

5.1 Total capital expenditure for 2016/17 amounted to £44.297m, out of a total allocation of £63,566m. The reason for the variance is largely due to the profiling of spend and additional work required in the planning and scope of the projects. A summary of this expenditure, analysed by service, is set out below and also shows the source of financing.

Service	Budget £000s	Total £000s	Variance £000s
Learning & Universal Outcomes	9,421	7,943	(1,478)
Adult Social Care	763	399	(364)
Housing General Fund	200	112	(88)
Housing Revenue Account	17,995	13,349	(4,646)
Environment	2,860	1,834	(1,026)
Planning and Transportation	19,470	12,700	(6,770)
Property and Regeneration	7,049	5,227	(1,822)
HR, OD & Transformation	4,805	1,447	(3,358)
Finance and I.T.	1,003	1,286	283
<b>Total</b>	<b>63,566</b>	<b>44,297</b>	<b>(19,269)</b>

Source of Finance	Budget £000s	Total £000s	Variance £000s
Prudential Borrowing	26,387	14,013	(12,374)
Supported Borrowing (SCER)	0	0	0
Usable Capital Receipts	1,828	879	(949)
Earmarked Usable Capital Receipts	1,215	1,084	(131)
Major Repairs Reserve	0	0	0
Grants	20,308	16,373	(3,935)
Developers Contributions	2,783	1,924	(859)
Trusts	135	135	0
Reserves	10,910	9,889	(1,021)
<b>Total</b>	<b>63,566</b>	<b>44,297</b>	<b>(19,269)</b>

5.2 The capital outturn position includes the delivery of the following projects in 2016/17:

- £10.23m spent on transforming Council homes, with the replacement of kitchens, bathrooms, electrics, boilers, windows and roofs.
- The completion of new council dwellings at Bracelet Close, Corringham, with a gross spend of £5.35m over the period 2013/14 to 2016/17.

- £12.70m spent on improvements to the highways infrastructure, including replacing street lighting with LED lighting, design costs for the widening of the A13 between Orsett Cock and Manorway interchanges, further improvement works to Oliver Road, West Thurrock and car parking improvements at Thames Road, Grays and Canterbury Parade, South Ockendon.
- £0.21m spent on the improvements to the hearing impairment unit at Warren primary school
- £0.15m spent on pothole detecting cameras, fitted to waste collection vehicles, part of the Government funded one year funded trial to improve road safety, cut congestion and improve journey times.
- Works in progress - During the year a number of projects commenced which are expected to be completed during the current or next financial year.

5.3 As at 31 March 2017, the Council had authorised expenditure in future years of £19.269m. In addition a further £77.956m had been previously authorised for use in 2017/18 and 2018/19, giving a total future years' commitment of £97.225m. This includes £13.4 on the Purfleet redevelopment, £9.1m on improvements to Grays South, £20.0m on housing new build developments and £4.8m on improvement works to the Civic Offices ground floor.

## **6. Reasons for Recommendation**

6.1 The report presents the financial outturn position for 2016/17. The position will inform the preparation of the financial statements.

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

7.1 There has been no consultation on this report. The figures are a matter of fact.

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

8.1 This report presents the financial outturn for 2016/17 which supported delivery of the council priorities.

## **9. Implications**

### **9.1 Financial**

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



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

## 9.2 **Legal**

Implications verified by: **David Lawson**  
**Monitoring Officer**

There are no direct legal implications arising from this report. This report provides an update and allows members to review the management of existing budgets.

## 9.3 **Diversity and Equality**

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

There are no specific diversity and equalities implications as a result of this report.

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

NA

## 10. **Background papers used in preparing the report**

None

## 11. **Appendices to the report**

None

## **REPORT AUTHOR**

Sean Clark  
Director of Finance and IT