

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 **11 October 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 and Aaron Watkins

## Agenda

Open to Public and Press

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**Queries regarding this Agenda or notification of apologies:**

Please contact Kenna-Victoria Martin, Senior Democratic Services Officer by sending an email to [Direct.Democracy@thurrock.gov.uk](mailto:Direct.Democracy@thurrock.gov.uk)

Agenda published on: **3 October 2017**

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

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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 13 September 2017 at 7.00 pm**

**The deadline for call-ins is Monday 25 September 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, Sue MacPherson and Aaron Watkins

**Apologies:** Councillor Sue MacPherson

**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.

## **27. Minutes**

The Minutes of Cabinet, held on 12 July 2017, were approved as a correct record.

## **28. Items of Urgent Business**

There were no items of urgent business.

## **29. Declaration of Interests**

There were no declarations of interest.

## **30. Statements by the Leader**

The Leader addressed Portfolio Holders updating them on the Clean it, Cut it and Fill it Scheme, that since April 2017 the Council had continued to invest in these important services. Work completed included:

- The 10 extra street cleansing rounds, collecting nearly 900 tonnes of rubbish;

- 10 new ride on grass mowers enabling 8,900 acres of grass to have been cut and;
- £2million invested in road repairs and improvements such as resurfacing or treating 44km<sup>2</sup> of roads and filling over 4,000 potholes.

He further notified Members of the Regular Action Days taking place in Grays Town Centre, with the Police and Council Enforcement Officers tackling street drinking, littering and businesses who do not have trade waste duty of care documents. It was noted since the 7 September 2017:

- 3 Street drinkers had been stopped their alcohol seized and warned not to return within the PSPO zone within 48hours;
- 22 businesses had been visited regarding inspection of their trade waste duty of care documents;
- 9 Waste duty of care notices had been issued as businesses were unable to produce their trade waste duty of care documents at the time of visit and
- 35 fixed penalty notices had been issued to persons who had littered, this was now a total £2,800 of fines.

Councillor Gledhill advised 4 Action Days had been held totalling 44 Fixed Penalty Notices for breaches of the Grays PSPO covering abusive language and failing to comply with alcohol provisions. He continued to explain 3 of the persistent offenders breaching the PSPO were subject to prosecution for persistent breaches.

The Leader mentioned that the Council's street cleaning teams had been trained to identify evidence in fly-tips they encounter around the borough. He reminded residents if their rubbish was found to be fly-tipped they could be fined and not the company who removed the rubbish on their behalf, if the company were unlicensed.

Lastly Councillor Gledhill advised that Councillor MacPherson would be taking a leave of absence to support her son as he trained for the 2024 Olympics. The Leader outlined the following responsibilities and the Portfolio Holders who would now undertake them.

Leader of the Council – Public Protection  
 Councillor S.Little – Community Development and Voluntary Sector  
 Councillor Watkins – Sports and Leisure  
 Councillor B.Little Community Partnership – Police  
 Councillor Huelin – Equality and Diversity, Libraries, Registrars, Communications, Legal and Democratic Services and Pay Policy.

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

Councillor Halden addressed Cabinet Members informing them of the feedback from GCSE results. He explained that the exams were tougher and coursework and module exams were being phased out by the Department of Education. Councillor Halden notified Members that Hassenbrook Academy



had a 20% increase in their English exam result. He praised the school for the result and stated they should be very proud.

Councillor Hebb announced that the Council had led on an exercise calling for reform and recall for Elected Councillors, who were not playing by the rules or for significant reasons such as standard breaches. He continued to explain that a piece of work on benchmarking cases and opportunities had been undertaken and outlined proposals suggested by Members. Councillor Hebb advised that Thurrock was one of the first councils to carry out this piece of work and confirmed that Officers had written to the Secretary of State and the DLG to highlight some of the principles, Members discussed at Full Council last year. He commented that it was time for change, however any changes would depend on national government.

**32. Petitions submitted by Members of the Public**

There were no petitions submitted.

**33. Questions from Non-Executive Members**

The Leader of the Council advised that one question had been submitted and would be held at the relevant item.

**34. 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.

**35. Revenue Budget Monitoring - Quarter 1 June 2017 (Decision 01104438)**

Councillor Gledhill invited Councillor Gerrish to read the question that he had submitted.

*Given the forecast overspend for the year is already over one million pounds, does the Leader still have confidence in his service budgets?*

In response the Leader of the Council advised "*Thank you, Councillor Gerrish. Before I give my answer, let's remind ourselves of what we inherited when we took administration and indeed the same report at this time in 2015. That was the last similar report of the previous, Labour Administration. That 2015 report showed a first quarter pressure of £1.269million comprising of a number of issues such as shortfall from recharges, impact of environment contracts failing, overspends in environment and transformation budgets to name a few. Indeed, most of us will see some of the similarities to this evening. That Cabinet assured residents that it would be cleared by the end of the financial year, however by the end of that financial year we inherited from the Labour Administration a forecast net pressures of over £4million in 2016. Yes, £4million shortfall that we had to address before starting on our own priorities.*

*Now, at the end of the last financial year, and that was the first of the Conservative Administration, bearing in mind we had the same amount of tax payers' money to spend as the previous Administration and induced the Clean it, Cut it, Fill it Programme. We reduced the pressures caused by the number of unaccompanied asylum seeker children, we saved a small fortune in penalties from the Government by using the right to buy receipts to cover the cost of the new council homes your administration commissioned at a cost that was so massive to build they wouldn't have sold on the open market without making a loss, we introduced a new, proactive environmental enforcement team but most of all we finished the year with minor underspends in both the general and housing revenue accounts.*

*I would also like to point you in the direction of the external auditor's assessment that is set out in the Annual Results Report to be considered by the Standards and Audit Committee next week. Not only does it give a positive value for money conclusion – this is their independent assessment of the Council's financial position and plans for the future – but in reaching that conclusion they carried out testing on a number of the budget assumptions and savings proposals, and said they were good.*

*So, I can assure you, Councillor Gerrish that the Cabinet are working closely with our Directors in identifying ways to bridge this gap and are sure that future reports will show the progress being made. So, based on the last year of the Labour Administration versus the first year of the Conservative Administration, I think any objective minded individual would have as much confidence as I do in delivering a balanced budget, so the short answer: yes."*

*Councillor Gerrish was offered a supplementary question in which he asked: "Thank you very much, Councillor Gledhill. Putting aside for a second the fact that it's disappointing to see some savings not delivered like the £80,000 from the library review that's not set up yet, or the £25,000 that was forecast on the waste contract which turned into an additional cost of £75,000, no I agree that £1m overspend at this point in the year can be corrected and controlled, if there's a clear, precise plan on how spending will be managed early on that we then stick to through the year. Would the Leader please explain his plan to bring spending back under control and precisely break down where and how the £1m of mitigating action will be delivered?"*

*The Leader reported "I'll give you a very short answer on that because I know Councillor Hebb has a very direct answer, as he goes through his report coming up as the next item. As I say we work very closely with our Directors, I will use an example of Councillor Sue Little reducing the number of unaccompanied asylum seekers and the added pressures has reduced the amount of unexpected costs within the service. Including, reducing the amount of temporary staff and Social Care Staff.*

*All reviews that we are carrying out for the next year, everyone single of them will lead to some form of induction savings, we do obviously, as you know have expected pressures as everybody does such as grass cutting, sickness*

*within the waste team, all of these get managed throughout the year to seek any natural savings such as not advertising jobs. As I say where we are this year is a much better position than you were in the year 2015/16 and I can assure you that by the end of this year we will not only be putting more money into reserves which is what we have been doing, which you didn't, but we will be coming in on budget."*

Councillor Gledhill thanked Councillor Gerrish for his question.

Councillor Hebb, Deputy Leader and Portfolio Holder for Finance and Legal Services introduced the report explaining that since 2016 when the Conservatives were elected to the Administration they had inherited a £4million overspend in Children Services. Since then they had been finding ways to make savings and bring the budget in on target.

The Portfolio Holder commented it was important to focus on where the Council was currently and the response from the Peer Review. He continued that the Peer Review consisted of interviews of senior management and looking over the council's budget plans. Councillor Hebb advised the outcome of the Peer Review was for the Council to continue working the way it was.

Members were advised the pressures on Children Services consisted of unique cases which in turn had cost implications. One of the pressures was the number of unaccompanied asylum seeker children. Councillor Hebb explained over the last nine months the number of unaccompanied asylum seeker children had reduced from 108 to 30.

It was highlighted that the Environment Service had a high overspend which included the waste disposal contract extension costs and the tender process for a new fleet which had now completed. Councillor Hebb explained that the aging vehicles working beyond their life expectancy had posed a potential financial risk.

The Portfolio Holder for Finance and Legal Services commented he was confident Commercial Services would be at a breakeven position by the end of the year and he assured Members that self-sufficient ways of working would continue to be identified.

Councillor Halden, Portfolio Holder for Education and Health remarked that the pressure indicated within the Dedicated Schools Grant (DSG) of £1.9million was being worked on by the Director of Children's Services and hoped to be balanced within 3 years.

Councillor S. Little thanked Councillor Hebb for his report. She continued by stating overspend within Children's Services was due to complex cases, such as special need cases which were expensive. The Portfolio Holder for Adult and Children Social Care further commented that she was working with the Director of Children's Services and Officers to bring cases which were situated out of Borough back to Thurrock.

The Portfolio Holder for Environment welcomed the report and stated that the fleet of refuse vehicles had been purchased to reduce breakdowns of vehicles and disruption of services. Councillor Watkins commented that 27 vehicles had been purchased, alongside investment into 4 current vehicles the total fleet was now 31 vehicles.

Councillor Gledhill, Leader of the Council and Portfolio Holder for Housing mentioned the Homelessness function received £0.3million from the Flexible Homelessness Support Grant, he stated the he was working with the Director for Housing to address homelessness.

He continued to comment on the Housing Revenue Account (HRA) identifying that three times the amount of properties were subject to repairs and maintenance as part of the Transforming Home Scheme. Councillor Gledhill advised that certain programmes would be delayed until such time as the Councils stock survey had been completed.

The Leader finally highlighted the pressures caused by outside organisations such as the Coroners Court, where Essex Police had pulled out of the funding agreement.

**Resolved:**

**That Cabinet noted the forecast outturn position for 2017/18 and that further mitigation is required to outturn within the agreed budget envelope.**

**36. 2017/18 Capital Monitoring Report – Quarter 1 (Decision 01104439)**

The Portfolio Holder for Finance and Legal Services addressed Members providing an update on the financial position of the capital programme. Councillor Hebb advised there was £69million currently in the capital programme, with current works on hold estimated £3.9 million, he continued there were reasons for a number of reasons for example the expansion of East Tilbury Primary School was not a case of if but when the work to be completed.

The Portfolio Holder commented that the Aveley Hub would be presented to Cabinet later in the year and highlighted the schemes and allocations which had Council approval, however were dependent on development or third parties, such as the A13 Widening.

Councillor Halden notified Members the East Tilbury expansion was to assist with the closure of the Primary Pupil Referral Unit (PRU). He continued to advise Cabinet that the School alongside the St Clere's Trust offered assist by expanding the school and enrolling the Children from the PRU.

The Portfolio Holder for Highways and Transportation commented that the A13 Widening scheme was due to start work in November 2017, with the aim to complete in 2018/19.

Councillor Coxshall commented that it was thanks to investment from the Government that such programmes were being completed. He continued by stating that Grays Town Centre was dirty and dated, it was now a place that residents wanted to work and live in.

The Leader of the Council mentioned the Housing Revenue Account Schemes and highlighted the programme also delivered major works to void properties which was required to bring them up to a rentable standard. He stated it was easier to complete the works necessary on properties when they were void rather than when residents had moved in.

**Resolved that Cabinet:**

- 1. Note the General Fund capital programme is projected to have available resources of £3.999m as at 31 March 2018 with this funding carried forward to 2018/19 to fund schemes currently in progress;**
- 2. In addition, there is a further £116.740m in the approved programme that is under development and/or dependent on third party actions as set out in paragraph 3.6;**
- 3. Note the Housing Revenue Account capital programme is projected to have no unused resources in 2017/18.**

**The meeting finished at 7.53pm**  
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>11 October 2017</b>		<b>ITEM: 9</b>
<b>Cabinet</b>		
<b>Call-in to Cabinet Decision 01104421 Communication Strategy</b>		
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key	
<b>Report of:</b> Councillor Oliver Gerrish, Chair of the Corporate Overview and Scrutiny Committee		
<b>Accountable Assistant Director:</b> N/A		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications and Customer Services		
<b>This report is Public</b>		

## Executive Summary

This report outlines the call-in that Councillor John Kent, in his role as chair of the Corporate Overview and Scrutiny Committee, made to a Cabinet decision regarding the Communication Strategy. It also outlines the Committee's discussions and concerns with a recommendation back to Cabinet.

### 1. Recommendation(s)

- 1.1 That Cabinet note the decision made by the Corporate Overview and Scrutiny Committee to refer the decision back to Cabinet.
- 1.2 That Cabinet agree to the amended wording at 3.2 - 3.4 and reflected within the updated Communication Strategy 2017-20 at Appendix 1.

### 2. Introduction and Background

- 2.1 On Tuesday 18 April 2017, Councillor John Kent called in Cabinet Decision 01104421, in his capacity as the Chair of the relevant Overview and Scrutiny Committee.
- 2.2 The reason for making the call in (in accordance with Chapter 4, Part 3, Rule 10.4 of the Constitution) has been cited as a failure of the decision maker to take the decision in accordance with the following decision-making principles:
  - a. *Due regard for individuals and communities served by Thurrock.*

- b. *Proportionality (i.e. the action must be proportionate to the desired outcome)*
  - c. *Due consultation*
  - e. *A presumption in favour of openness*
- 2.3 The call-in was agreed as a valid call-in in accordance with the rules set out within Chapter 4, Part 3 of the Councils Constitution.
- 2.4 The alternative proposal stated on the call in form is:
- Withdraw the threat to not recognise or engage with outlets that don't – in the Councils view- accurately reflect the Council line. Recognise all legitimate media organisations.*
- Put the strategy to the Corporate Overview and Scrutiny Committee.*
- 2.5 During its meeting held on 29 June 2017, the Corporate Overview and Scrutiny Committee agreed that overall the Communications Strategy 2017-2020 was a good and useful piece of work.
- 2.6 However, there were two sections of the covering report and strategy specifically highlighted as part of the call-in which the committee felt needed to be either removed or reviewed. Those sections are:
- 3.23 The Council will recognise organisations as 'media' who are a member of the Independent Press Standards Association (IPSO) or equivalent regulator and comply with the Editor's Code of Practice. Television and radio broadcasters, such as the BBC, are regulated by Ofcom. Any organisation which has membership of such a regulatory framework will be offered a place in the 'media area' for the benefit of reporting on council meetings. Other media organisations and reporters will be welcome to report from the public area.
  - 3.25 Should a media outlet, or one of its journalists, fail to adhere to the regulator's code and in particular not reflect the council's position accurately ensuring a 'right of reply', the council will not engage and recognise that organisation and/or journalist as 'media' for a period of time determined by the council.
- 2.7 The discussion focussed on seeking clarity around what the spirit of those sections would mean in practice and under what circumstances the Council would act.
- 2.8 During the discussion, it was made clear by the Director of Strategy, Communications and Customer Services and the Portfolio Holder that the intention was not to seek to change the existing practice of how the council engages with the media. It sought only to codify how the council would react in the exceptional circumstance where an outlet's actions or reporting significantly and/or persistently fell below what is the independent industry-set standard.



The council has a good working relationship with the media and the work of the council is well reported on.

- 2.9 National rules around transparency of local government are set out in The Openness of Local Government Regulations 2014 and The Local Authorities (Executive Arrangements)(Meeting and Access to Information)(England) Regulations 2012.

These Regulations state that the 'press' is defined in the widest terms, including traditional print media, filming crews, hyper-local journalists and bloggers.

- 2.10 The Regulations also advise that local government bodies are only required to provide 'reasonable facilities' to facilitate the reporting of meetings. This should include space to view and hear the meeting, seats, and ideally a desk.
- 2.11 Following the meeting and having had sight of the draft minutes the Monitoring Officer met with the Chair of the Committee to discuss procedural queries, arising from the meeting. It was then agreed that such legal and procedural advice should be presented to the Committee for it to have an opportunity to consider the advice at their next meeting.

### **3. Proposed Changes**

- 3.1 In the interim the Director of Strategy, Communications and Customer Services considered the views of Members at the committee and proposed, as a possible alternative recommendation back to the decision-maker, that sections 3.23 and 3.25 of the covering report, which are reflected in the Communication Strategy, are deleted and replaced with the following:
- 3.2 *The council will recognise all those who identify as being members of the press or media. Occasionally, there may be times when the number of media representatives attending a meeting is greater than the space allocated to the media in a Committee Room or the Council Chamber. Where this is the case, reasonable facilities will be put in place to ensure the media can report fully on the meeting and decisions taken, such as using seats in the public gallery.*
- 3.3 *The council expects media outlets to adhere to independent industry-led standards and codes, in the same way that the council follows the Code of Recommended Practice on Local Authority Publicity (2011). In the exceptional circumstance where the council feels a media outlet has acted significantly and/or persistently against its own regulatory code, the council will seek redress by engaging directly with the outlet first, then through their own complaints procedure, followed by the independent regulator's appeal procedure should previous offers of resolution be insufficient.*
- 3.4 *Where a media outlet is not a member of a regulatory body and does not have a complaints procedure in place, should they act significantly and/or persistently against the relevant code, the council will continue to offer them*

*the same access and opportunities as a member of the public as set out in the Constitution.*

- 3.5 Thurrock Council's Constitution states:  
*Residents have the right to:*

*(c) report on meetings, or those parts of meetings, that are open to the public using any communication methods, including the internet, to publish, post or otherwise share the results of their reporting*

The definition of 'reporting on meetings' is defined in the Regulations as:

*(a) Filming, photographing or making an audio recording of proceedings at a meeting;*

*(b) Using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later;*

*(c) Reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later to persons not present;*

- 3.6 At their meeting on 19 September the Corporate Overview and Scrutiny, Members briefly discussed the call-in and after going to the vote agreed to refer the call-in decision back to Cabinet for reconsideration with a recommendation that Cabinet accept the alternative wording set out above. The amended Communication Strategy 2017-20 is at Appendix 1.

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

- 4.1 Cabinet are requested to manage the call-in in accordance with the provisions set out in Chapter 4, Part 3 of the Constitution.

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

- 5.1 Not applicable.

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

- 6.1 The call-in has a positive impact on corporate policies as it allows for the proper exercise of the democratic function, namely for Members to call-in a Cabinet decision based on valid arguments.
- 6.2 The role of Overview and Scrutiny in this function is to allow for issues to be discussed in a public arena with cross party involvement and will give the opportunity for interested parties to join the debate and make representations.
- 6.3 The impact on performance, should the recommendation not be agreed is that the Council could be deemed to not be discharging the Call-In correctly.

## **7. Implications**

### **7.1 Financial**

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

There are no direct financial implications arising from this call in. Any alternative proposals would need to be reviewed and any financial implications arising from them would need to be stated as part of the proposals.

### **7.2 Legal**

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

The legal implications are provided in the body of the report The Council Constitution provides for Call-In of Cabinet decisions in Chapter 4, Part 3, Rule 10.

### **7.3 Diversity and Equality**

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

There are no direct equality implications arising from this call in. Any alternative proposals would need to be reviewed and any equality implications arising from them would be stated as part of the proposals.

### **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):

- Minutes of the Corporate O&S Committee – 29 June 2017 & 19 September 2017.

## **9. Appendices to the report**

- Appendix 1 – Communication Strategy 2017-20

### **Report Author:**

Kenna-Victoria Martin  
Senior Democratic Services Officer  
Legal & Democratic Services

## Communication Strategy 2017-20

This Communication Strategy provides a set of overarching principles to guide effective communication and engagement with residents, partners, staff and the media, aid reputation management and improve public perception.

**The council wants to be regarded by its residents, peers and partners as ambitious for Thurrock and focused on meeting current and future aspirations.**

The council aims to be open, ensure information is accessible, encourage public involvement in decision making and promote and protect the interests of Thurrock's residents.

The strategy aims to provide an overall focus for the council's communication activity.

Communication activity will be guided by three **principles**:

- Digital first
- Targeted messaging
- Brand promotion

The strategy is expected to enable the following **outcomes**:

- Well informed and engaged residents involved in decision making and shaping services
- Recognition and improved perception of the council and its services with residents, staff and partners as advocates
- Pride in Thurrock the place with national profile and recognition

### **Delivery**

Communicating effectively and protecting the reputation of the council is the responsibility of all staff, councillors and those working on behalf of the council.

The Communications Team will provide a range of support and co-ordinate all council communication activity. The team provide advice, guidance and technical support to promote what the council is doing and to raise its profile, providing important information to residents and protecting the council's reputation.

All council communications will comply with relevant legal requirements and conform to the Code of Recommended Practice on Local Government Publicity, March 2011, which highlights factors to be considered when taking decisions on publicity (see: <http://www.communities.gov.uk/documents/localgovernment/pdf/1878324.pdf>). The principles of the code are that publicity by local authorities should:

- be lawful
- be cost effective
- be objective
- be even-handed
- be appropriate
- have regard to equality and diversity
- be issued with care during periods of heightened sensitivity

This will be achieved by following the principles within this strategy and implementation of the actions below.

Delivery of the communication strategy will be underpinned by a media protocol providing a framework for engagement by the council with the local, regional and national media and other guidance to support both officers and members. It recognises the important role the media play in informing the public and in communicating with residents and other stakeholders on an increasingly digital and therefore constant basis.

The council will recognise all those who identify as being members of the press or media. Occasionally, there may be times when the number of media representatives attending a meeting is greater than the space allocated to the media in a Committee Room or the Council Chamber. Where this is the case, reasonable facilities will be put in place to ensure the media can report fully on the meeting and decisions taken, such as using seats in the public gallery.

The council expects media outlets to adhere to independent industry-led standards and codes, in the same way that the council follows the Code of Recommended Practice on Local Authority Publicity (2011). In the exceptional circumstance where the council feels a media outlet has acted significantly and/or persistently against its own regulatory code, the council will seek redress by engaging directly with the outlet first, then through their own complaints procedure, followed by the independent regulator's appeal procedure should previous offers of resolution be insufficient.

Where a media outlet is not a member of a regulatory body and does not have a complaints procedure in place, should they act significantly and/or persistently against the relevant code, the council will continue to offer them the same access and opportunities as a member of the public as set out in the Constitution.

Media liaison must be undertaken in a timely, consistent, professional, transparent and non-party-political manner. The Communications Team aims to provide an efficient and professional service to the media and treat all outlets fairly. In response, the council expects the media to report in an accurate and balanced way, including use of headlines. An agreed 'right of reply' is assumed in order to concurrently explain the council's position and protect its reputation as part of a media story.

The Communications Team will aim to respond to any non-critical media requests or enquiries within 24 hours. For critical issues enquiries will be dealt with out of hours

where necessary, to protect the council's reputation, providing statements with the council's response to a particular issue.

Activity focused around the three principles is set out below:

### **Digital first**

Digital communication is a growing area for the council as it is both 'always-on' and more cost effective - but also evolves very quickly.

Local and regional media organisations are an important channel for getting messages out to the public. This is no longer just focused on a weekly print deadline. Many media organisations now operate a 'digital first' approach to publishing content and have an increasingly active social media presence.

The council is working in the context of an overall shift from print to online media and keeping pace with these changes. The council needs to be able to respond to the way the media operates locally, regionally and nationally, as well as how residents want to be kept informed and where different audiences are most likely to pick up and react to key messages.

The council will have an increasingly active social media presence. It will embed the digital first principle by:

- Increasing sign up to Thurrock News
- Increasing engagement through social media – Twitter and Facebook
- Explore use of other social media including Instagram and Snapchat
- Increasing the use of video
- Continued focus on signposting residents to the website
- Training and guidance for officers and members
- Refreshed social media protocol and guidance

By developing our use of social media we are responding to a clear customer demand. A growing number of our residents use social media and expect to engage with us in this way – both in terms of service requests and general communications. Social media will continue to sign post residents to the council's website where additional information and advice will be hosted and services can be accessed or requests raised.

### **Targeted messaging**

Key messages should be real and relevant for residents, reflecting the issues of most importance to them and in the context of the overall priorities for the council.

A consistent narrative and key messages with campaigns aligned to priorities will be achieved through:

- Key messages identified and imbedded in all communications

- All opportunities to communicate key messages are taken
- Repeated key messaging over a prolonged period

A limited number of targeted campaigns will be run at any one time, maximising the use of all communication channels and focusing resources on the areas of most importance.

The overall approach will be proactive – promoting the place to investors, visitors, business as well as residents, informing customers and partners of service changes, events and opportunities to get involved, and ensuring all critical day-to-day service messages, reminders and signposts are timely and effective. This will be planned in advance for both external and internal audiences within an overarching calendar of communication activity.

Work will commence as part of the review of the Engagement Strategy to establish local communication champions to support targeted communication in local areas with a view to improving perceptions of the council overall as well as better connected communities.

Approximately 80 per cent of the council's staff are Thurrock residents, and even more have friends and family who live within the borough. Work will take place to ensure that staff receive and understand these key messages as part of developing the approach to internal communications, enabling staff to champion the council and act as advocates.

The council will ensure as a principle that staff are informed of key issues directly, ahead of finding out through the media wherever possible.

### **Brand promotion**

Work will continue to increase the profile of Thurrock both within the borough and to people and businesses looking at Thurrock as a place to live or do business.

There is a need to develop a clear and confident narrative for Thurrock the place, including opportunities for jobs and training; culture and heritage; investment and growth, alongside a strong and recognisable brand.

The narrative will involve using targeted messaging and communications channels for each of the audiences we want to appeal to – staff, residents, businesses, community and voluntary organisations, and investors.

As well as messaging, branding and signage will be explored in line with the future and aspirational public realm branding proposal agreed for detailed consideration as part of the capital programme. This builds on work the council has already done and will be progressed with partners, such as the Business Board and CVS, as a focus of the new strategy. This should also include consideration of the council's presence at strategic profile raising events such as MIPIM.



## Evaluation

The Residents Survey will be used to evaluate the impact of this approach as it measures perceptions of both the council and its services as well as Thurrock the place. The 2016 survey results showed that 68% of Thurrock residents get information about their local area from the council including the website and social media but also from the local newspapers and via word of mouth. Despite this, 58% of residents think that the council keeps them well informed about services.

Implementing the approach to communications set out in this strategy is intended to enable better informed and engaged residents, as well as improved perceptions overall.

This is in addition to reviewing digital and social media engagement figures, and monitoring of media coverage across local, regional and national channels.

This strategy supports the delivery of the council's vision and priorities. It is underpinned by and sits alongside other key strategies and guidance including:

- Economic Growth Strategy
- Health and Wellbeing Strategy
- Customer Services Strategy
- Connected Thurrock – Digital Strategy
- Media protocol
- Social media protocol and guidelines for officers and members
- Consultation and Engagement Strategy and Toolkit

October 2017

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<b>11 October 2017</b>		<b>ITEM: 10</b>
<b>Cabinet</b>		
<b>Quarter 1 Corporate Performance Report 2017/18</b>		
<b>Wards and communities affected:</b> All		<b>Key Decision:</b> Non-key
<b>Report of:</b> Councillor Deborah Huelin, Portfolio Holder for Performance and Central Services		
<b>Accountable Assistant Director:</b> N/A		
<b>Accountable Director:</b> Karen Wheeler, Director of Strategy, Communications & Customer Services		
<b>This report is public</b>		

## Executive Summary

This is the first of the corporate performance monitoring reports for 2017/18.

The Corporate Performance Framework 2017/18 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.

This report provides a progress update in relation to the performance of those KPIs, including a focus on some specific highlights and challenges. The data is included in Appendix 1 and the areas for focusing upon this quarter are detailed in section 3.3.

Corporate Overview and Scrutiny Committee considered an earlier version of this report on 19 September 2017.

- 1. Recommendation(s)**
  - 1.1 To note and comment upon the performance of the key corporate performance indicators in particular those areas which are IN FOCUS**
  - 1.2 To identify any areas which require additional consideration**

## 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, representatives of the community, business and tenants.

2.3 The performance of the key activities of the council in delivery the corporate priorities is monitored through the Corporate KPI (Key Performance Indicator) framework. This provides a mixture of strategic and operational indicators and 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.

2.4 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.

2.5 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.

2.6 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 Issues, Options and Analysis of Options

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

### 3.2 Summary of Corporate KPI Performance

Quarter 1 Performance against target		Direction of Travel compared to 2016/17	
Achieved	64.1% (25)	↑ BETTER	50% (13)
		→ STATIC	11.54% (3)
Failed	35.9% (14)	↓ WORSE	38.46% (10)

### 3.3 Focus Areas for Quarter 1 (Up to June 2017)

This section focuses on a few key performance highlights and challenges.

3.3.1 Focus 1			
KPI	Street cleanliness a) litter b) graffiti		
Portfolio	Environment	Directorate	Environment & Place
Quarter 1 Performance	a) 8.5    b) 3	Performance Status	<b>ACHIEVED</b> (lower is better)
Target	b) 10    b) 5	Direction of Travel since last year	n/a - different methodology
<p>The first tranche of street cleanliness inspections have been completed and reported. These are the first inspections that have been completed for the council by Keep Britain Tidy. The results are a testament to the hard work and dedication of the street cleansing team.</p> <p>Some of the scores that are particularly impressive and worth a mention, are those for the following land types, which are being targeted by the street cleansing teams as priorities:</p> <ul style="list-style-type: none"> <li>• Main retail and commercial                      1.67%</li> <li>• High obstruction housing                            6.67%</li> <li>• Medium obstruction housing                        3.33%</li> <li>• Low obstruction housing                             1.67%</li> <li>• Main roads    1.67%</li> <li>• Recreation areas                                        5.00%</li> </ul> <p>The key area of concern identified in the inspections was the industry and warehousing land type, which only achieved a score of 28.33%. These areas traditionally score worst for litter levels. However to support the work of the street cleansing teams, investigation is underway into how the council can best engage with businesses in industrial estates to encourage them to take some responsibility and interest in the cleanliness of their sites. In particular, officers are focussing on ensuring that businesses have the most appropriate commercial waste contracts in place to minimise the build-up of, and subsequent spread from rubbish bags in light industrial estates.</p>			

3.3.2 Focus 2			
KPI	% of primary schools judged "good" or better		
Portfolio	Education and Health	Directorate	Children's Services
Quarter 1 Performance	97.4%	Performance Status	<b>ACHIEVED</b>
Quarter 1 Target	94%	Direction of Travel since last year	<b>BETTER ↑</b>
Year End Target	94%		
<p>This indicator has consistently improved over recent reports with 37 out of 38 Thurrock primary schools now being judged by Ofsted as being either good or outstanding. This is great news for the future of the children and young people of the borough.</p> <p>The School Improvement Team continues to work closely with the three Teaching School Alliances to use data to identify the needs of all schools within the borough. There is also a comprehensive continuing professional development offer available to all schools in the borough.</p>			

### 3.3.3 Focus 3

KPI	<b>All Corporate KPIs in Adults Social Care and Health</b>		
Portfolios	<ul style="list-style-type: none"> <li>• Adult Social Care</li> <li>• Health</li> <li>• Neighbourhoods</li> </ul>	<b>Directorate</b>  <b>Performance</b>	Adults, Housing and Health  <b>ACHIEVED</b>

Every available corporate KPI within the Adult Social Care and Public Health services has achieved its target in quarter 1. This is a great achievement and testament to the hard work that is constantly taking place in front line services and with partners to help deliver the health and wellbeing priorities for the residents of Thurrock.

This is a positive start to the year and progress and performance will continue to be monitored closely in what is a very, pressurised environment.

KPI	Qtr 1 YTD	Qtr 1 Target
Number of additional hypertensive patients diagnosed following screening programmes	299	100
% of primary schools signed up to the Daily Mile to increase physical activity levels in children	46%	40%
Successful completion of treatment in Young People's Drug & Alcohol service	81%	60%
Number of volunteers within the council (YTD)	200	200
Number of "exchanges" carried out through time-banking (in hours)	9,649	3000
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	135	175
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	0	3
Proportion of people using social care who receive direct payments/ Or Individual Service Funds	33.24%	32%
Proportion of carers who receive direct payments	100%	68%
Average waiting time (in weeks) of Occupational Therapy assessments as at month end	4	6

### 3.3.4 Focus 4

KPI	% Household waste which is reused, recycled or composted		
Portfolio	Environment	Directorate	Environment & Place
Quarter 1 Performance	40.16%	Performance	<b>FAILED</b> (bigger is better)
Quarter 1 Target	47%	Direction of Travel since last year	<b>WORSE ↓</b>
Year End Target	41%		

The recycling rate for the first quarter has fallen below levels expected for this time of year. In many ways this is a continuation of the decline in recycling participation that has been noted over the past few years, both locally and nationally. However, early indications suggest that performance in Month 4 (July) has exceeded the targets, so the latest direction of travel is promising.

As previously documented, there are a number of factors contributing to the low recycling rates including:

- Seasonal variations: Drier weather in April resulting in slow grass growth and lower tonnages of garden waste than anticipated
- Lack of targeted recycling education programmes and communication to residents over the last three years

Although the communication activity around the waste collection route changes included an emphasis on recycling, and seems to have had an impact in the week of the route changes, the small increase in recycling levels seen has not been sustained.

The Environment Department has set up a project team to look at ways of increasing recycling, including raising awareness with individual householders of their personal responsibility to help recycle and/or reduce the volume of waste being thrown away. We will be supporting residents with this through some targeted campaigning. Not only as the council needs to achieve a level of 50% in 2020 (national government target), but with the differential in disposal costs per tonne for the different streams of waste, lower recycling rates can be indicative of impending budget pressures.

Working with the Customer and Demand Management Board and the communications team, a range of options have been identified that will have both short term and long term benefits. The department is in the process of agreeing which of the programmes to prioritise and more targeted campaigns. An update will be provided as part of the Waste Update item for Cleaner, Greener, Safer Overview and Scrutiny Committee in October.

#### **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 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.
- 5.2 Each quarter a report is presented to Corporate Overview & Scrutiny Committee for member-led scrutiny, and finally reported to Cabinet.

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

- 6.1 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 This 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. There are financial KPIs within the corporate scorecard, the performance of which are included in the appendix to the report.

The council continues to operate in a challenging financial environment, therefore, where there are issues of underperformance, 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 & Deputy Head of Law & Governance**

There are no direct legal implications arising from this report. However, where there are issues of underperformance, any recovery planning commissioned by the council or associated individual priority projects may have legal implications, and as such will need to be addressed separately as decisions relating to those specific activities are considered.

## 7.3 Diversity and Equality

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

The Corporate Performance Framework for 2017/18 contain measures that help determine the level of progress with meeting wider diversity and equality ambitions, including youth employment and attainment, independent living, vulnerable adults, volunteering etc. Individual commentary is given throughout the year within the regular monitoring reports regarding progress and actions.

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

The Corporate Performance Framework includes areas which affect a wide variety of issues, including those noted above. Where applicable these are covered in the appendix.

## 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 – Quarter 1 Corporate Performance Report 2017/18

### Report Author:

Sarah Welton  
Strategy & Performance Officer

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Appendix 1 - Corporate Performance KPI Framework 2017/18

Monthly Performance Indicator	Portfolio Holder	2016/17 Outturn	Qtr 1 YTD	In year profiled target (if applicable)	2017/18 Target	Status	Direction of Travel (DOT) since 2016/17	Commentary (for all FAILED indicators)
% of Major planning applications processed in 13 weeks	Clr Coxshall	97.3	100	77	77	ACHIEVED	↑	
Total No of homes transformed as part of Transforming Homes Programme	Clr Gledhill	1115	297	249	1000	ACHIEVED	↑	
% Rent collected	Clr Gledhill	99	93	85	98	ACHIEVED	↑	
Overall spend to budget on HRA (EK variance)	Clr Gledhill	-304	0	0	0	ACHIEVED	↑	
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Clr S Little	5.8	0	3	10	ACHIEVED	↑	
Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Clr S Little	708	135	175	708	ACHIEVED	↑	
Proportion of carers who receive direct payments	Clr S Little	86.66	100	68	68	ACHIEVED	↑	
% of primary schools judged "good" or better	Clr Halden	91.9	97.4	94	94	ACHIEVED	↑	
Average time (in days) for a child to be adopted (3 year average)	Clr S Little	452	446	500	500	ACHIEVED	↑	
Number of "exchanges" carried out through time-banking (in hours)	Clr S Little	15250	9649	3500	14000	ACHIEVED	↑	
% of potholes repaired within policy and agreed timeframe	Clr B Little	97.7	100	100	100	ACHIEVED	↑	
Forecast Council Tax collected by year end	Clr Hebb	98.9	98.9	98.9	98.9	ACHIEVED	→	
Street Cleanliness - a) Litter	Clr Watkins	new survey method (Benchmark = 6)	8.5 (First Tranche)	10	10	ACHIEVED	n/a	
Street Cleanliness - c) Graffiti	Clr Watkins	new survey method (Benchmark = 2)	3 (First Tranche)	5	5	ACHIEVED	n/a	
Number of additional hypertensive patients diagnosed following screening programmes	Clr Halden	n/a	299	100	400	ACHIEVED	n/a	
% of primary schools signed up to the Daily Mile to increase physical activity levels in children	Clr Halden	n/a	46	40	50	ACHIEVED	n/a	
Successful completion of treatment in Young People's Drug & Alcohol service	Clr Halden	n/a	81	60	60	ACHIEVED	n/a	
Number of volunteers within the council (YTD)	Clr S Little	new def	200	200	270	ACHIEVED	n/a	
Proportion of people using social care who receive direct payments or Individual Service Funds	Clr S Little	new KPI	33.24	32	32	ACHIEVED	n/a	
Average waiting time of Occupational Therapy assessments as at month end	Clr S Little	new KPI	4	6	6	ACHIEVED	n/a	
Number of private tenants whose homes have been improved as a direct result of Housing intervention (cumulative)	Clr Gledhill	n/a	170	132	530	ACHIEVED	n/a	
No of businesses engaged through Council programmes (Quarterly)	Clr Coxshall	727	95	45	180	ACHIEVED	n/a as different programmes	
Forecast National Non-Domestic Rates (NNDR) collected by year end	Clr Hebb	99.7	99.3	99.3	99.3	ACHIEVED	↓	
% of Minor planning applications processed in 8 weeks	Clr Coxshall	100	98	90	90	ACHIEVED	↓	
% of repairs completed within target	Clr Gledhill	98.3	98.4	97	97	ACHIEVED	↓	
% General Satisfaction of tenants with neighbourhoods/services provided by Housing	Clr Gledhill	70.97	71	75	75	FAILED	↑	Q1 performance (71.2%) is an improvement on the 2016/17 outturn and has improved 5 percentage points between May and June. We are confident of reaching the target as there is increasingly positive feedback evident in other collection exercises, including satisfaction with repairs and with the Transforming Homes programme. It should be noted that the methodology for this indicator is to include only the 'excellent' and 'good' ratings from a 5-point rating in the overall percentage. Were 'fair' ratings to be included the performance would be at 89.3%.
Average sickness absence days per FTE	Clr Huelin	10.43	2.32	2.25	9	FAILED	↑	It is recognised that absence remains slightly above the KPI target. HR are working closely with managers in respect of raising the profile of timely intervention in terms of those individuals meeting a trigger point with particular emphasis on stage 1s being completed as soon as trigger has been reached and ongoing work with Occupational Health to ensure referrals are fast tracked where required. There is a robust process in place for escalation. The sickness absence action plan will be regularly monitored to ensure that the key deliverables are on target.
% overall spend to budget on Capital Programme	Clr Hebb	81	7.9	10	90	FAILED	→	The total expenditure to date on the Capital Programme is £8.075m, which equates to 7.9% of the budgeted spend against the performance indicator of 10%. This is based on the actual payments made to suppliers, so when considering the outstanding payments for works completed but not yet billed, the percentage spent will actually be closer to the target level. Full detail around the capital programme has been reported in the September Cabinet Quarter 1 Capital Programme Monitoring report.
% of all complaints upheld (based on closed complaints)	Clr Huelin	37	37	35	35	FAILED	→	This is better (lower is better) than last year's outturn and will be monitored monthly going forward.

Appendix 1 - Corporate Performance KPI Framework 2017/18

Monthly Performance Indicator	Portfolio Holder	2016/17 Outturn	Qtr 1 YTD	In year profiled target	2017/18 Target	Status	DOT since 2016/17	Commentary (for all FAILED indicators)
Total gross external income (whole council) (based on sales forecast)	Clr Hebb	new KPI	10209	10514.2	10514.2	FAILED	n/a	Full detail of this indicator has been reported in the September Cabinet Quarter 1 Budget Monitoring report.
No of new apprenticeships started (including current members of staff undertaking new apprentice standards) as a percentage of the total workforce	Clr Huelin	new KPI	8	10	53	FAILED	n/a	Apprentice starts in the first two months of the year have been low. This is due to the introduction of the apprentice levy which commenced in April. A dedicated fixed term resource started in early April to work on the Council's approach to maximise our levy contribution and achieve our target % of starts. 7 apprentice starts were confirmed in June which is a much stronger performance in the last month of Q1. Over 10 additional starts are currently in the pipeline with services ranging from town planning to legal. Work remains ongoing with managers across the Council to raise awareness of the opportunity presented by the levy.
% NEET + Unknown 16-17 year olds (Age at start of academic year)	Clr Halden	n/a	3.6	2	2	FAILED	n/a	The target of 2% is set to be achieved in our three month reporting period to Department for Education from November 2017 to January 2018. This is when our NEET is (historically) at its lowest. The NEET indicator rises during the summer months and is highest in August. The figure of 3.6% is 0.4% lower than this time last year when NEET and Unknown stood at 4%
Average time to turnaround/re-let voids (in days)	Clr Gledhill	34.7	36	30	30	FAILED	↓	Performance for Q1 overall is 1.3 days longer than the 2016/17 outturn. Void performance data has been analysed to identify any blockages with a view to further streamlining the voids process in order to manage down the re-let time. A number of specific issues have been identified (i.e. time taken to complete an asbestos survey and letting time after void works are complete) and a meeting of responsible managers has been arranged to build on this analysis and ensure all the weak points in the 'key-to-key' process are addressed.
% timeliness of response to all complaints (all services except social care)	Clr Huelin	92	79	95	95	FAILED	↓	This is based on 412 complaints responded to within timeframe out of 523 that were due a response. Missed deadlines are due to a combination of shorter complaint timeframes that were introduced on the 1st August 2016 and the introduction of the requirement for a senior officer sign off for complaints within certain areas.
% of 17-21 yr old Care Leavers in Education, Employment or Training	Clr S Little	61.1	39.2	70	70	FAILED	↓	The current position reflects the recruitment and enrolment over the summer period. There are a number of young people who have applied for and have been successful in applications for college places in September. A recruitment exercise was recently undertaken within Inspire and as a result there have been two care leavers employed into apprenticeship opportunities. This work is also linked to the development of the HMOs which will also provide housing for the young people whilst they are undertaking the apprenticeship programme.
% Household waste reused/ recycled/ composted	Clr Watkins	37.2	40.16	47	41	FAILED	↓	The recycling rate for the firsts quarter has fallen below levels expected for this time of year. In many ways this is a continuation of the decline in recycling participation that has been noted over the past few years. As previously documented, there are a number of factors contributing to the low recycling rates including drier weather in April resulting in slow grass growth and lower tonnages of garden waste than anticipated and a lack of a targeted recycling education programmes and communication to residents over the last 3 years. Although the communication activity around the Waste collection Route changes included an emphasis on recycling, and seems to have had an impact in the week of the route changes, the small increase in recycling levels seen has not been sustained. The Environment Department has set up a project team to look at ways of increasing recycling. Not only as we need to achieve a level of 50% in 2020, but with the differential in disposal costs per tonne for the different streams of waste, lower recycling rates can be indicative of impending budget pressures. Working with the Customer Demand Board and the Communications team, a range of options have been identified that will have both short term and long term benefits. The department is in the process of agreeing which of the programmes to prioritise and more targeted campaigns.
% of refuse bins emptied on correct day	Clr Watkins	98.5	98.1	98.5	98.5	FAILED	↓	After the very positive performance in May when the new rounds were introduced, performance in June dipped below target. There are a number of factors that have combined to result in the increased level of missed bins. These include vehicle breakdowns, staff absences, round instruction, changes to working practices. All these issues are being closely managed and monitored. To resolve the issue of vehicle breakdowns, an order worth more than £4million has been made to replace the ageing bin lorry fleet. Rolling out in early 2018, the 27 new bin lorries will replace existing vehicles which have been in use for 7 years and have reached the end of their life. 4 lorries are being kept, making a total fleet of 31 lorries. In the meantime, the very latest data is promising indicating that in July the target was exceeded.
Number of places accessed for two year olds for early years education in the borough	Clr Halden	659	630	658 (75% of DWP target)	75% of DWP target	FAILED	↓	Our position for the summer term to date is 630 children, or 72% of the March 2017 list from the DWP which contained 878 eligible families. This is below our aspirational target of 75% (658 children) but remains above the national average of 71%.
Overall spend to budget on General Fund (EK variance)	Clr Hebb	0	1000	0	0	FAILED	↓	Full detail of this indicator has been reported in the September Cabinet Quarter 1 Budget Monitoring report.
Delayed Transfers of Care – Number of delayed days from hospital (attributable to NHS and ASC)	Clr S Little	4255	960	TBC	TBC	TBC	TBC	Awaiting target confirmation from Department of Health
% of young people who reoffend after a previously recorded offence	Clr Halden	28	quarter in arrears	30	30	quarter in arrears	quarter in arrears	
Demand Indicator	Portfolio Holder	2016/17 Outturn	Qtr 1 YTD				DOT since 2016/17	
No of households at risk of homelessness approaching the Council for assistance	Clr Gledhill	2285	316				↓	
No of homeless cases accepted	Clr Gledhill	287	94				↑	
No of incidents of Fly tipping reported	Clr Watkins	2896	529				↓	
No of incidents of Abandoned vehicles reported	Clr Watkins	1623	432				↑	
Number of statutory nuisance complaints made	Clr Gledhill	new	930				n/a	
Number of environmental (public) health interventions requested	Clr Gledhill	new	77				n/a	

<b>11 October 2017</b>	<b>ITEM: 11</b> (Decision 01104440)
<b>Cabinet</b>	
<b>Medium Term Financial Strategy Update</b>	
<b>Wards and communities affected:</b> All	<b>Key Decision:</b> Key
<b>Report of:</b> Councillor Shane Hebb, Portfolio Holder for Finance	
<b>Accountable Assistant Director:</b> Sean Clark, Director of Finance and IT	
<b>Accountable Director:</b> Sean Clark, Director of Finance and IT	
<b>This report is public</b>	

## Executive Summary

This report presents the latest version of the Medium Term Financial Strategy (MTFS) (appendix 1) and sets out the changes since the last published version considered by Council on 22 February 2017.

Savings proposals remain as set out in the February report with the exception of additional targets set out within the Service Review process that are being developed and will be set out in future reports to the Council Spending Review (CSR), relevant Overview and Scrutiny Committee and Cabinet.

Where growth and cross cutting proposals have provisionally been allocated to services, these have been set out in appendix 2 so as to inform Members of overall changes to Directorate budgets. These are draft and will be updated in future reports as allocations are refined.

### 1 Recommendation(s)

- 1.1 That Cabinet note the MTFS set out in appendix 1 and draft service impacts set out in appendix 2;
- 1.2 That Cabinet support an investment approach alongside the principles set out in the report; and
- 1.3 That officers submit a report to Council in October that enables this approach.

## **2 Introduction and Background**

- 2.1 Cabinet will be aware of the financial pressures that all councils have felt in previous years and that all face a challenge to become financially self-sustainable.
- 2.2 The MTFS presented to Full Council on 22 February 2017 showed pressures of £20.2m between 2018/19 and 2020/21 that, after CSR identified savings, reduced to a net three year pressure of £16.6m. The assumptions have now been updated to reflect current information and these figures are now revised to £20.8m and £14.9m respectively. Key changes include:
- a) Improved forecasts for council tax and business rates totalling £1.8m;
  - b) An improved position on inflation and other increases of £1.4m;
  - c) Additional growth included to meet Children's and Environmental Services pressures; and
  - d) The inclusion of service review savings of £2.3m over the three years.
- 2.3 Council tax assumptions included within the MTFS include:
- a) A 3% Adult Social Care precept in 2018/19 that is fully passed onto the service; and
  - b) A 1.99% general council tax increase in each of the three years.
- 2.4 The council adopted the CSR approach last year that concentrated on meeting the budget pressures through:
- a) Increased income – this can be through the trading of core services through to investments from the treasury or property function;
  - b) More or same for less – focussing on better value from contracts and wider procurement, reducing spend on agency staff and more efficient processes; and
  - c) Reducing the growth pressures in demand led services – such as concentrating on early intervention.
- 2.5 This is underpinned by a detailed review of all services and is delivered through a number of officer Boards that ultimately brings proposals through the CSR to Overview and Scrutiny Committees and the Cabinet.
- 2.6 This approach was subjected to a Finance Peer Review, carried out by the East of England Local Government Association (EELGA) in June 2017. Key findings include:
- a) Supporting this approach and stated that it is in line with practices carried out by other local authorities where there is no overall control;

- b) Ensure transparency and consistency. This largely relates to ensuring that papers are completed in good time to ensure that wording is clear and meaningful and provide Members with the correct level of detail. Where papers move through the process, every effort should be made to ensure that they are consistent and, if changes (for instance, due to new information) are required, these are made obvious and explained;
- c) Although not explicit in the Peer Review feedback, it has already been accepted that more information – such as the allocation of savings to services – is published so that all Members and the public have this level of detail;
- d) A further recommendation specific to the decision making process was relevant training for Members. Whilst general training is provided annually and officers attend Group Meetings, it is clear that:
  - a. More specific training is required that focuses on the financial position of the council, in both the short and medium term, and the role of Members in the process of budget setting; and
  - b. That Members need to be encouraged to attend these training sessions and consider whether they should become mandatory;
- e) Consider the overall capacity of the authority – this had a particular emphasis on the growth agenda. The Chief Executive will be reporting separately on this; and
- f) Consider all options for revenue generation, including investments.

2.7 External Audit also published their Value for Money Conclusion in September that focuses on the council's financial standing and its approach to budget setting. The conclusion was positive.

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

- 3.1 Whilst considering options, it is important to remember that Thurrock Council has the third lowest net budget of all English Unitary Authorities, whilst having to deliver largely the same basket of services. This implies that most of the council services are already being delivered at a lower cost than the majority of other councils.
- 3.2 Whilst every effort is continually made to reduce the net cost of services, it is clear that the budget pressures as reported earlier in this report cannot be met from this approach alone without significant impact on front line services, with a clear risk of being able to maintain statutory services.
- 3.3 As such, the council has, in recent years, also delivered savings and increased income through, or supported by, its Treasury Function. These have included:
  - a) Debt restructuring;

- b) Challenges to the Minimum Revenue Provision;
  - c) Gloriana; and
  - d) Cash investments in ventures such as CCLA and Solar.
- 3.4 Together, these are currently benefitting the council by £11.7m per annum.
- 3.5 Whilst progressing the budget setting for the life of this MTFs, it is clear that a mix of service reviews, cross cutting reductions, general income increases and investments will be required. Though all equally important, investments have the greater ability to make significant income with the minimum of impact on service provision and so supporting an investment approach is recommended.
- 3.6 There obviously needs to be control over this approach and this is set out within the Treasury Management Strategy, last agreed at the Full Council meeting on 22 February 2017. In addition, the following principles are recommended:
- a) The agreement to invest does not supersede existing work streams such as the service review process, asset utilisation, etc;
  - b) Council should consider a diversified investment approach. This would include further cash investments, developing the Gloriana offer and ownership of income generating assets, especially where these support strategic objectives;
  - c) Investments should favour short-term borrowing by the council;
  - d) Appropriate due diligence, including the assessment of borrowing risk, must take place before new significant investments are made;
  - e) Accountability and governance to the Executive / wider council must be a critical component of “open” investments and an overview of any investment in excess of £10m and for longer than one year be presented to CSR before any firm commitment; and
  - f) There has to be firm differentiation between investments which have an implied municipal duty, and investments made in private sector markets. Where the latter, appropriate expertise must be procured so to ensure that the council does not obscure its role and manage entities outside of its expertise.
- 3.7 To achieve this in a timescale that both starts to deliver in 2018/19 but also gives greater certainty at the budget setting meeting in February 2018, it is recommended that a report be taken to the council meeting on 25 October 2017 to make appropriate changes to the Treasury Management Strategy.
- 3.8 If the council does not wish to follow this approach, services will need to accept reduced investment along with savings targets and bring forward



proposals that will likely focus on increased charging and service reductions whilst already meeting the proposed efficiency and cross cutting targets as set out in appendix 2.

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

- 4.1 The Council has a statutory requirement to set a balanced budget annually and to review its adequacy of reserves. This report outlines the budget gap over the next three years as per the MTFS and the approach to manage the position.

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

- 5.1 The budget planning governance structure includes involvement and consultation with Officers, Portfolio Holders and Members. The timetable allocates October To December for Overview and Scrutiny committees to consider proposals and public consultation where required. The process also includes the Council Spending Review Panel, made up of cross-party Group Leaders and Deputies who will meet regularly during the budget planning period and ahead of key decision points.

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

- 6.1 The implementation of previous savings proposals has already reduced service delivery levels and our ability to meet statutory requirements, impacting on the community and staff. There is a risk that some agreed savings may result in increased demand for more costly interventions if needs escalate particularly in social care. The potential impact on the Council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.
- 6.2 The MTFS also provides additional funding for the Environment Service to meet current pressures and those expected in the future as contracts are renewed.

#### **7 Implications**

##### **7.1 Financial**

Implications verified by: **Sean Clark**

**Director of Finance and IT**

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

Members and officers have a legal responsibility to ensure that the Council can contain spend within its available resources and this report sets out an approach to help achieve this over the coming years.

## 7.2 Legal

Implications verified by: **David Lawson**

**Deputy Head of Law & Governance**

There are no direct legal implications arising from this report.

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

## 7.3 Diversity and Equality

Implications verified by: **Becky Price**

**Community Development and Equalities**

There are no specific diversity and equalities implications as part of this report.

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

This report sets out an approach that will go a significant way in meeting the requirement for financial sustainability.

## 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):

- There are a number of working papers that support the assumptions in the MTFS and they are held within Corporate Finance.

## 9 Appendices to the report

- Appendix 1 – Medium Term Financial Strategy
- Appendix 2 – Draft Savings Allocation

### Report Author:

Sean Clark

Director of Finance and IT

Finance and IT

Narrative	2018/19		2019/20		2020/21	
	£000		£000		£000	
<b>1. Local Funding</b>						
Council Tax Base / Charge	(1,739)		(1,791)		(1,844)	
Council Tax Social Care Precept	(1,860)		(50)		(50)	
Council Tax Collection Fund Surplus	558		0		0	
		(3,042)		(1,841)		(1,894)
Business Rate Growth	(933)		(378)		(658)	
Business Rates Section 31 Grants	0		0		0	
Business Rate - Collection Fund Deficit	(1,773)		0		0	
		(2,706)		(378)		(658)
<b>2. Total Government Resources</b>						
Revenue Support Grant	3,962		4,000		658	
New Homes Bonus	674		122		(180)	
Other Central Grants - ESG & HB and Ctax Admin Subsidy	300		300		300	
		4,936		4,422		778
<b>Net Additional (Reduction) in resources</b>		(811)		2,204		(1,775)
<b>3. Inflation and other increases</b>						
Pay award at 1%, Increments and legislative changes	1,481		1,398		1,398	
Waste contract inflation	403		371		389	
Non Contract Inflation - Utilities and Fuel and Oil	100		100		100	
Levy adjustment	45		54		0	
		2,029		1,923		1,887
<b>4. Capital Financing</b>						
Prudential Borrowing & Treasury Management	2,976		1,240		1,664	
		2,976		1,240		1,664
<b>7. Demographic and Economic Pressures, Including:</b>						
Demand - Adults Precept	1,860		0		0	
Waste Demographics / Childrens Services / Other	3,200		2,200		2,200	
		5,060		2,200		2,200
<b>9. Services Design Principals and Strategic Boards</b>						
Procurement Total	(205)		(205)		0	
Commercial Total	(557)		(391)		(100)	
Customer & Demand Management Total	(100)		0		0	
Digital Total	(280)		(190)		0	
People Total	(500)		(500)		0	
Property Total	(275)		(200)		0	
Service Reviews	(750)		(800)		(800)	
		(2,667)		(2,286)		(900)
<b>Total Savings to Identify</b>		6,587		5,281		3,077
Cash Investments - Target £1m + additional per annum (this is Real in 18/19)	(1,229)		(1,200)		(1,200)	
"Gloriana" - currently clearing £1m pa - aim for further developments	(250)		(1,000)		(1,750)	
Other known property related investments	0		(1,000)		(1,000)	
		(1,479)		(3,200)		(3,950)
<b>Balance to be achieved through investment approach and / or service budget reductions</b>		5,108		2,081		(873)

Service	2017/18 Net Current Budget (July 2017) £000	MTFS change in resources 2018/19 £000	MTFS growth, inflation & other increases 2018/19 £000	2018/19 Saving Proposals								Indicative Budget 2018/19 £000
				MTFS Invest. Income 2018/19 £000	Commercial £000	Customer & Demand Mgt £000	ICT/ Digital £000	People £000	Procurement £000	Property £000	Service Review £000	
Environment	16,960		441		(162)			(104)				17,135
Planning & Growth	2,611							(24)				2,587
Trans. & Highways	6,134		19					(10)				6,143
Regeneration	689							(5)				684
Assets	1,652		25					(10)		(275)		1,392
<b>Environment and Place Total</b>	<b>28,046</b>	<b>0</b>	<b>485</b>	<b>0</b>	<b>(162)</b>	<b>0</b>	<b>0</b>	<b>(153)</b>	<b>0</b>	<b>(275)</b>	<b>0</b>	<b>27,941</b>
Care & Targeted Outcomes	26,343		1					(131)	(10)			26,203
Central Admin Support and Other	1,142				(20)			(7)				1,115
Learning & Univ. Outcomes	6,456		4					(37)				6,423
School Transport	805								(100)			705
<b>Children's Services Total</b>	<b>34,746</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>(175)</b>	<b>(110)</b>	<b>0</b>	<b>0</b>	<b>34,446</b>
External Placements	22,319		1,860						(100)			24,079
Provider Services	8,802		3					(116)				8,689
External Commissioning	1,906							(1)				1,905
Public Health	0											0
Community Development	617											617
<b>Adults; Housing and Health Total</b>	<b>33,644</b>	<b>0</b>	<b>1,863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(117)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>35,290</b>
Homelessness	471							(4)				467
Private Sector Hsg	1,773							(1)				1,772
Travellers	(78)		4									(74)
<b>Housing General Fund Total</b>	<b>2,166</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,165</b>
HR & OD	4,387							(8)				4,379

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<b>HR OD &amp; Transf'n Total</b>	<b>4,387</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,379</b>
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2018/19 Saving Proposals

Service	2017/18 Net Current Budget (July 2017) £000	MTFS change in resources 2018/19 £000	MTFS growth, inflation & other increases 2018/19 £000	MTFS Invest. Income 2018/19 £000	Commercial £000	Customer & Demand Mgt £000	ICT/Digital £000	People £000	Procurement £000	Property £000	Service Review £000	Indicative Budget 2018/19 £000
Corporate Finance	1,897				(190)			(7)				1,700
Cashiers	70											70
Chief Executive	197							(1)				196
ICT	3,841				(20)			(9)	(90)			3,722
Revs & Bens	1,656							(5)	(5)			1,646
<b>Finance &amp; IT Total</b>	<b>7,661</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(210)</b>	<b>0</b>	<b>0</b>	<b>(22)</b>	<b>(95)</b>	<b>0</b>	<b>0</b>	<b>7,334</b>
Corporate Strategy & Communications	1,659				(20)	(100)		(7)				1,532
Social Care Perf.	882							(1)				881
<b>Strategy, Comms &amp; Cust. Serv Total</b>	<b>2,541</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(20)</b>	<b>(100)</b>	<b>0</b>	<b>(8)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,413</b>
Legal Services	845							(8)				837
Democratic Serv	186							(1)				185
Members Services	721											721
Electoral Services	435											435
<b>Legal Total</b>	<b>2,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,178</b>
Commercial Serv	549							(3)	100			646
<b>Commercial Services Total</b>	<b>549</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3)</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>646</b>
Corporate Finance	(2,215)		7,709	(1,479)								4,015
Savings to be Allocated	0				(145)		(280)				(750)	(1,175)
<b>Central Expenses Total</b>	<b>(2,215)</b>	<b>0</b>	<b>7,709</b>	<b>(1,479)</b>	<b>(145)</b>	<b>0</b>	<b>(280)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(750)</b>	<b>2,840</b>
Council Tax Income	(62,241)	(3,042)										(65,283)
Grant Income	(4,103)	974										(3,129)
NNDR Income	(32,708)	(2,706)										(35,414)
Rev. Support Grant	(14,660)	3,962										(10,698)
<b>Revenue Funding Total</b>	<b>(113,712)</b>	<b>(812)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(114,524)</b>

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<b>Grand Total</b>	<b>0</b>	<b>(812)</b>	<b>10,066</b>	<b>(1,479)</b>	<b>(557)</b>	<b>(100)</b>	<b>(280)</b>	<b>(500)</b>	<b>(205)</b>	<b>(275)</b>	<b>(750)</b>	<b>5,108</b>
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<b>11 October 2017</b>		<b>ITEM: 12</b> <b>(Decision 01104441)</b>
<b>Cabinet</b>		
<b>Tilbury Master Planning</b>		
<b>Wards and communities affected:</b> Tilbury Riverside and Thurrock Park, Tilbury St. Chads, East Tilbury	<b>Key Decision:</b> Key	
<b>Report of:</b> Councillor Mark Coxshall, Portfolio Holder for Regeneration		
<b>Accountable Assistant Director:</b> Andy Millard, Assistant Director Planning and Growth		
<b>Accountable Director:</b> Steve Cox, Corporate Director of Environment and Place		
<b>This report is Public</b>		

## Executive Summary

Tilbury is one of the six hubs in the borough where regeneration and growth are to be concentrated.

Tilbury has seen a number of significant initiatives including the creation of hundreds of jobs at London Distribution Park, new housing development on the St Chad's school site, the appointment of the Local Area Co-ordinator for Tilbury, the formal opening of the Tilbury Community Hub and the creation of a masterplan for the Civic Square including proposals for an Integrated Medical Centre.

There are a number of significant drivers of change which present opportunities for and pressures on the town; notably three Nationally Significant Infrastructure Projects (NSIPs) - the Lower Thames Crossing, expansion of the Port of Tilbury, and new Power Generation facilities: all adjacent or close to Tilbury and likely to have significant impact on the town.

This paper sets out a suite of core principles which have been developed into a refreshed masterplan, providing a clear and unified framework to be used as a reference point for all future development and above all empower the Tilbury Community to continue to bring effective challenge and realise benefits from investment.

## **1. Recommendation(s)**

**1.1 Cabinet are asked to approve the proposed Masterplan for Tilbury set out in this report**

**1.2 Cabinet are asked to approve the integration of this Masterplan into the new Local Plan for Thurrock.**

## **2. Introduction and Background**

2.1 While Tilbury is one of the most deprived parts of the borough the town has seen a significant growth in employment, particularly in the Port and Logistics Sector. The Council, the private sector and the local community have worked together to encourage, support and develop a programme of activity and progress has been made on a number of fronts:

- The development of Port of Tilbury London Logistics Park with Travis Perkins creating new jobs and the new Amazon facility due to open in the summer. This facility will operate with 2 daily shifts, each with upto 1,670 staff, and a further 170 management, administration and security staff giving a total of 3,510 staff. The actual position is total 1,500 permanent staff at commencement, though this is anticipated to rise with a further 1,000 seasonal staff to be recruited shortly;
- The development of the former St Chads school site for 128 housing units by the Council's housing company Gloriana,;
- The appointment of a Local Area Co-ordinator for Tilbury;
- The refresh and re-launch of the Tilbury Community Hub;
- Approval of plans to expand Tilbury Riverside Business Centre, creating around 1,300 additional square metres of workspace for small and medium sized start-up businesses in Tilbury. Procurement process to appoint a contractor to begin in 2017;
- Development of a Masterplan for the Civic Square and immediate area reflecting initial proposals for an Integrated Medical Centre. The consultant team including an architect will be appointed late 2017, leading to submission of an Outline Business Case to NHS England in March 2018. It is currently anticipated that the facility will be open in 2020;
- The formation of a Local Action Group (LAG) with membership drawn from the community and other stakeholders to develop and submit a bid for a £6m Community Led Local Development Programme which would deliver a range of volunteering, skills development, employment and business support projects in the town. If the bid to government is successful the programme will run 2018 to late 2021;



There are a number of significant initiatives now in development in and around Tilbury that will have a significant impact on the town and, as a consequence, it is considered appropriate to refresh thinking around the development of Tilbury and develop a Masterplanning Framework which will guide further development, acknowledges the disruption that these initiatives could bring and supports Tilbury residents and businesses to mitigate against any negative impacts and to realise the benefits of development.

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

- 3.1 The new Tilbury Masterplan and Development Framework, appended to this report, will focus on 6 core areas, and sets out a list of principles which will be used to assess the impact of new developments to a clear and consistent framework, which represents a suite of inter-connected priorities to the local community, supporting delivery of the Vision for Tilbury.

The Vision for the new Tilbury Masterplan and Development Framework is driven by the following themes:

- A place that is attractive for all;
- A place where people can achieve their potential;
- A place where people can have fun;
- A place where people can live a healthy lifestyle;
- A place where people feel safe;
- A place that has a vibrant economy.

#### **Strategic Objectives within the Tilbury Masterplanning Framework:**

- ***Objective 1: Integrate Projects to deliver Place.***  
To provide an integrated spatial framework for Tilbury regeneration proposals and other intermediate public intervention in a cohesive and coordinated manner which is fundamental for delivering high-quality place. These major developments will clearly have significant impact on community which will need to be mitigated and opportunities will arise from development which will need to be exploited.
- ***Objective 2: Enhance Public Realm.***  
To establish key design principles for the provision, enhancement and management of open space, heritage and ecological assets in order to create an attractive place to work, live and play as well as to protect historical and ecological resources.
- ***Objective 3: Facilitate Employment and Skills.***  
To create the right circumstances for reinstatement of Tilbury as a major employment hub, with associated job opportunities for local people, and

access to training and skills development to service the needs of key sectors specified in the developing Masterplan.

- **Objective 4: Improve Access and Movement.**

To ensure that the spatial framework identifies a strategy for improving walkability and connectivity from Tilbury to the waterfront area including provision of appropriate access arrangements in respect of highway capacity, whilst seeking to maximise advantages offered by the existing multi-modal infrastructure and encourage sustainable modes of travel.

- **Objective 5: Balance Development and Environment.**

To ensure an appropriately balanced approach towards development needs, prioritising the delivery of jobs and economic benefit, alongside consideration of social and environmental issues.

- **Objective 6: Support the development of a new Local Plan.**

To assist the Local Plan process in the consideration and determination of future housing provision and other strategic agendas in the area, through a range of clear and viable initiatives.

3.2 The new Masterplan and framework will influence and guide development. It is considered essential to secure benefits and to take advantage of opportunities, whilst at the same time mitigating against any potential negative impacts of new development on local residents and businesses. The master plan will help to ensure that the larger schemes outlined below (in particular) are required to positively contribute towards the delivery of sustainable place-making. The new Masterplan and the framework will be applied to decision making across a number of themes, including the following core areas:

- **Lower Thames Crossing**

The Government has recently announced the preferred route for the Lower Thames Crossing, to the east of Tilbury. While the Council will continue to lobby Government to reconsider the proposed route it is important to plan to secure benefits and take advantage of opportunities to mitigate the development. The new Masterplan helps inform the Council's approach to discussions with Highways England and other stakeholders.

- **Expansion of the Port of Tilbury**

The Port of Tilbury is planning for expansion of existing port facilities on part of the former Tilbury Power Station site. The Port have been engaging with the local community and stakeholders to secure benefits from the development and take advantage of opportunities to mitigate the impact of development. Issues and opportunities being considered include vehicle movements, links between the town and the Port, access to local heritage and to the riverfront, job creation and growth. This new Masterplan sets context for the proposal and helps guide development of the surrounding area.

- ***New Power Generation facility***

Proposals have been developed by RWE to create a new gas-fired power station and potential energy storage facility, using part of the former Tilbury Power Station site which is currently undergoing demolition and clearance. The proposal is dependent on a number of approvals and considerations at this time.

- ***Regeneration of the Civic Square***

In March 2016 Cabinet received a report which outlined the results of the Masterplanning exercise for the Civic Square which included initial proposals for a health facility now known as an Integrated Medical Centre (IMC).

Since then the Council has worked closely with Thurrock CCG and with other parts of the NHS to develop a schedule of accommodation and brief for the IMC and to begin the process of seeking approval from a number of parties to develop the scheme, including NHS England. The brief for the new building is now sufficiently advanced for the Council to procure a professional team and begin to design the new facility. Alongside the new building work to improve the quality of the public realm will help transform the Civic Square.

The new Masterplan sets the context for future planning applications relating to the IMC and public realm improvements and will consider the impact on the wider town centre including traffic flow, parking and increased footfall.

- ***Access to Green Space, Tilbury Fort and the Riverfront***

It is a long held aspiration of the Council and many local residents and stakeholders to improve access between Tilbury Town and the employment opportunities at the Port of Tilbury, Tilbury Fort and the Riverfront. The main barriers to access have been the railway line and land ownership however the proposals to expand Tilbury Port should be an opportunity to overcome barriers and improve accessibility.

- ***Housing***

The Council has an ambition to improve its housing stock and is carrying out a stock condition survey to inform investment decisions for the coming years. The Council is also investigating opportunities to carry out an estate renewal programme to create quality mixed tenure communities where residents can afford to live across the borough. The Council was awarded funding from the Department for Communities and Local Government in 2017 to support a number of workstreams and develop a business case. In the meantime the Council is procuring a contractor to construct a new development on Calcutta Road which will create 35 units targeted at older residents.

### **Delivery**

- 3.3 Direct delivery of significant infrastructure will be driven by Government or the private sector. The Masterplanning Framework seeks to influence that

development to mitigate risks and realise benefits for people in Tilbury and provide the basis on which regeneration will continue. It will also feed into the development of the Local Plan. This will support transformational change for Tilbury residents with the following key outcomes:

**Short/medium term; deliver:**

- Enhanced streetscape and public realm, notably Civic Square
- New community and retail offer
- New homes
- Integrated Medical Centre
- Tilbury Riverside Business Centre expansion
- Improved cycling and walking infrastructure along riverfront
- Greater support to enable local people to access local jobs and develop their skills

**Long-term; support the delivery of:**

- A new park with sport and hospitality uses south of the railway line
- Enhanced role and contribution of Tilbury Fort
- Improved connectivity between the Town and River for cyclists and pedestrians
- The new Port and associated major development; ensuring these deliver the maximum benefits to Tilbury residents including local jobs

However schemes where the Council has a more direct role in delivery such as improvements to the public realm and development of the Integrated Medical Centre in Tilbury can and will be driven forward in line with the principles and themes set out in this report. Consultation will be developed for the Masterplanning Framework to engage all organisations that have an interest in Tilbury, for example Historic England on the implications for Tilbury Fort.

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

- 4.1 The Council's strategies identify Tilbury as one of the Borough's Growth Hubs where housing and employment growth are to be concentrated. The area faces new challenges from development but there is also an opportunity to secure real benefits for local people and businesses. A co-ordinated approach through the proposed Masterplanning Framework will facilitate the development of a masterplan which will help ensure that benefits are maximised.

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

- 5.1 Consultation with some key stakeholders including the Port of Tilbury and Thurrock CCG has taken place. The programme outlined in this report would include stakeholder engagement to guide development of the Masterplan.

- 5.2 The development of the Local Plan will include further specific consultation including with local communities and businesses in the town
- 5.3 The meeting of the Planning, Transport and Regeneration Overview and Scrutiny Committee 4<sup>th</sup> July 2017 considered and endorsed the approach set out in this report.

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

- 6.1 The Council's Economic Growth Strategy and LDF Core Strategy identify Tilbury as a Growth Hub where regeneration activity will be focussed. The Council approved a vision for the hub in 2013. The Master Plan for Tilbury will provide a current framework for the Council's regeneration activities and will support the emerging Local Plan.

## **7. Implications**

### **7.1 Financial**

Implications verified by: **Mark Terry**  
**Senior Financial Accountant**

This report outlines the approach that will be taken in respect of undertaking further Master planning for Tilbury. The cost of producing the Master Plans will be funded from existing departmental budgets with the additional opportunity for contributions to be requested from bodies involved in developing the Nationally Significant Infrastructure Projects, and those submitting planning applications to the authority.

### **7.2 Legal**

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

This report sets out the key current issues affecting Tilbury and the approach that will be taken to undertaking further Master planning for the town. The Masterplanning is a task-and-finish activity which in itself has no specific implications or risks for the Council or other stakeholders. However the completed Master plan will contribute to future planning and spatial policy which will in turn lead to decisions being taken. These will be subject to formal governance routes as applicable.

### 7.3 **Diversity and Equality**

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

Each proposal within the Tilbury Masterplanning Framework will be subject to Community and Equality Impact Assessments as they are developed, and these will be informed and developed by appropriate Stakeholder Engagement.

### 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):

- The Vision for Tilbury (Cabinet Report Decision 01104253) December 2013;
- Tilbury Regeneration Programme and Health Hubs (Cabinet Report Decision 01104367) March 2016

### 9. **Appendices to the report**

Appendix 1 - Tilbury Masterplan Framework

#### **Report Authors:**

Matthew Brown  
Regeneration Programme Manager  
Regeneration

Monica Qing  
Principal Officer, Placemaking  
Planning



# TILBURY DEVELOPMENT FRAMEWORK

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OCTOBER 2017



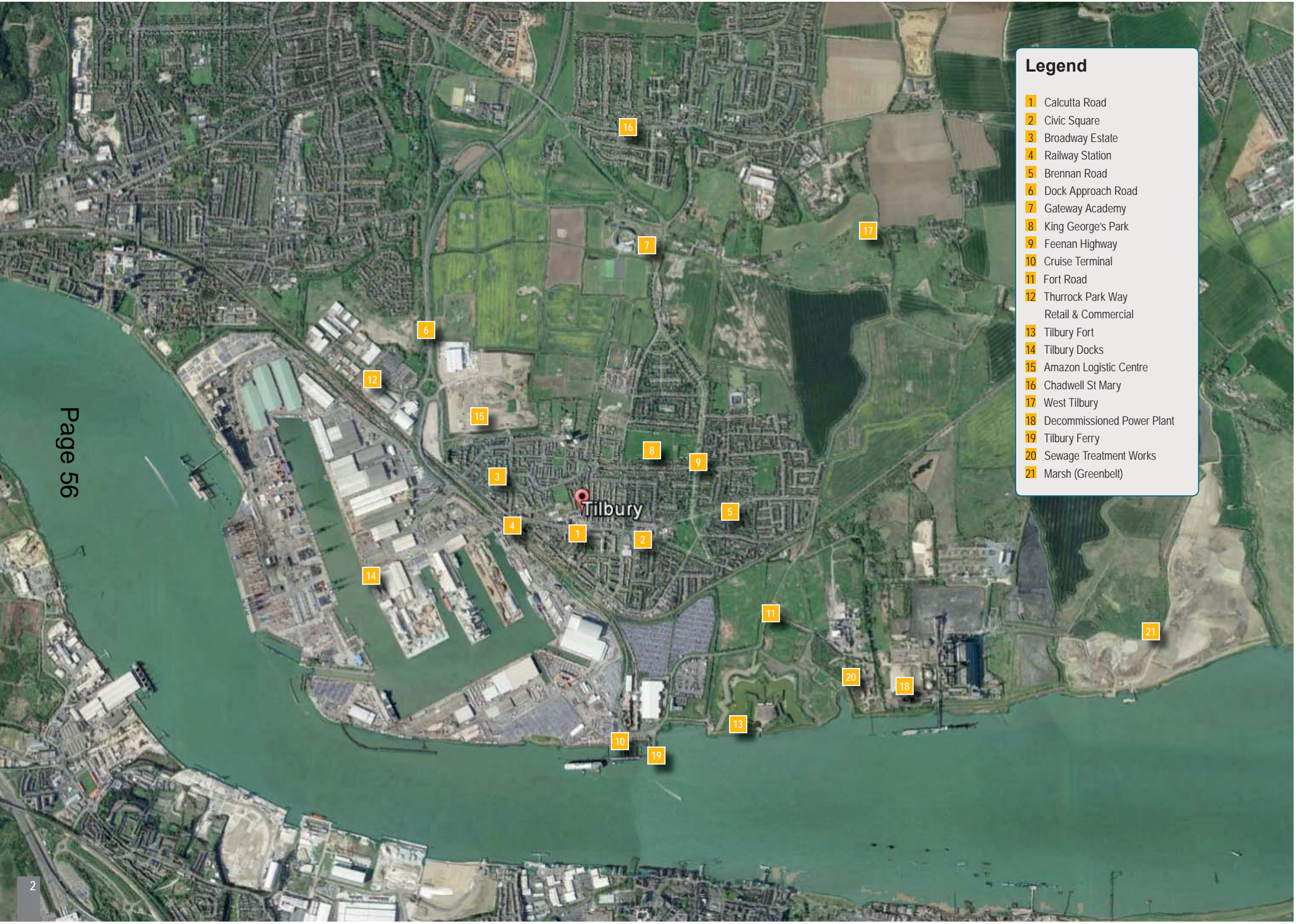


# TILBURY DEVELOPMENT FRAMEWORK

OCTOBER 2017

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- Legend**
- 1 Calcutta Road
  - 2 Civic Square
  - 3 Broadway Estate
  - 4 Railway Station
  - 5 Brennan Road
  - 6 Dock Approach Road
  - 7 Gateway Academy
  - 8 King George's Park
  - 9 Feenan Highway
  - 10 Cruise Terminal
  - 11 Fort Road
  - 12 Thurrock Park Way  
Retail & Commercial
  - 13 Tilbury Fort
  - 14 Tilbury Docks
  - 15 Amazon Logistic Centre
  - 16 Chadwell St Mary
  - 17 West Tilbury
  - 18 Decommissioned Power Plant
  - 19 Tilbury Ferry
  - 20 Sewage Treatment Works
  - 21 Marsh (Greenbelt)



# 01 INTRODUCTION

## ABOUT THIS PROJECT

This Masterplan Framework is developed jointly by Thurrock Council's Planning and Regeneration to provide a platform for discussion and engagement on the key elements of change that will drive placemaking in Tilbury.

The Masterplan sets out a vision and key principles for maximising advantages offered by the location, assets and existing infrastructure as well as emerging proposals. In addition, it also contains a range of possible initiatives and the anticipated public realm improvements through indicative layouts, implementation approach, recognising that ultimately this will be determined by the market and new Local Plan.

The Masterplan has been devised based on the best information to date in a fast changing environment. It will continue to be developed in liaison with both internal and external stakeholders such as the residents, Tilbury Programme Board, Port of Tilbury, Highways England, Historic England and a number of other key consultees, not least in connection with the development of the Local Plan work that is informing the Masterplan.

## MASTERPLAN PURPOSE

The purpose of the Masterplan is to stimulate positive outcomes, facilitate and ultimately coordinate on-going regeneration and the associated intermediate interventions in Tilbury for creating a better living and working environment. The Masterplan also serves as a stepping stone to more detailed work on the identification of potential cumulative impacts, mitigation where necessary, and of issues relating to the delivery of public realm improvement, estate regeneration and mitigation of impacts of the future developments and flood risk.

## MASTERPLAN STATUS

The Planning, Transport, Regeneration Overview and Scrutiny Committee meeting held on 4 July 2017 established the following:

- There is a need for a wider vision to guide the future interventions because many activities have happened without real integration and coordination in the past;
- The concern over the combined impacts of developments such as the proposed Lower Thames Crossing(LTC) and Tilbury Port extension;
- The community aspiration to improve Tilbury's Waterfront area.

It is important to note that the Masterplan itself is not intended to constitute part of the statutory Development Plan for Thurrock, and will not be formally adopted as a Supplementary Planning Document (SPD). It is anticipated, however, that upon completion the Masterplan will represent a robust spatial structure to coordinate on-going projects whilst the Local Plan is being developed. It is noteworthy that the new Thurrock Local Plan is underway, and that this document, and its associated background studies, will provide an important part of the evidence base for the Local Plan.

Whilst not a policy-driven document, the Masterplan Framework serves to better integrate the on-going regeneration and developments in Tilbury maximising advantages offered by the location, assets and existing infrastructure as well as industrial and logistics uses.



External shot of Tilbury Fort

# 02 OUR VISION

Tilbury possesses a once in a lifetime opportunity for inward investment, job creation and environmental transformation in the light of emerging proposals of multiple significant projects. Our vision intends to maximise advantages offered by the location, assets and existing infrastructure as well as emerging proposals.

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**We want Tilbury to be:**

*A renewed arc of growth that offers a range of exciting opportunities to live, work and invest.*

*Councillor Mark Coxshall*  
Portfolio Holder for Regeneration



A PLACE WHERE THE ENVIRONMENT IS

**ATTRACTIVE**

A PLACE WHERE PEOPLE CAN ACHIEVE THEIR

**POTENTIAL**



A PLACE WHERE PEOPLE  
CAN HAVE

**FUN**



A PLACE WHERE PEOPLE  
CAN LIVE A

**HEALTHY** LIFE



A PLACE WHERE PEOPLE  
FEEL

**SAFE**



A PLACE WHERE THE  
ECONOMY IS

**VIBRANT**



# 03 THE FRAMEWORK

CONTEXT ANALYSIS

The Masterplan Framework provides a spatial platform for coordinating the key elements of change that will drive placemaking in Tilbury.

OPPORTUNITY CORRIDORS

Recognising the highly dynamic and ever-changing environment, the framework provides a robust indicative structure that can be used for the purpose of discussion and engagement on the key elements of change that will drive placemaking in Tilbury as well as coordination of various public interventions.

There have been multiple interventions across Tilbury spatially. Future actions need to be well phased and coordinated so that precious public and private resources can be used in the most effective way to improve Tilbury. The framework proposes to first focus various strands of efforts along a strategic arc (shown by the pink arrow in the following page), where the improvement is most likely to form a transformative foundation for later actions based on the key principles of the place-making led approach. The spatial strategy in the map indicate the community aspiration linking the key spine of Tilbury to the waterfront assets. More detailed layers and options are explained in the following chapters. The framework consists of the following four elements to support the ambitious place-making vision for Tilbury:

1. context analysis
2. opportunity corridors
3. transport and movement
4. public realm and open space

TRANSPORT & MOVEMENT

## STRATEGIC OBJECTIVES

The framework intends to achieve 6 strategic objectives identified as the following:

### INTEGRATE PROJECTS TO DELIVER PLACE

To provide an integrated spatial framework for Tilbury regeneration proposals and other intermediate public interventions in a cohesive and coordinated manner which is fundamental for delivering high-quality place.

### ENHANCE PUBLIC REALM

To establish key design principles for the provision, enhancement and management of open space, heritage and ecological assets in order to create an attractive place to work, live and play as well as to protect historical and ecological resources.

### FACILITATE EMPLOYMENT AND SKILLS

To create the right circumstances for reinstatement of Tilbury as a major employment hub, with associated job opportunities for local people, and access to training and skills development to service the needs of key sectors specified in the developing Masterplan;

### IMPROVE ACCESS AND MOVEMENT

To ensure that the spatial framework identifies a strategy for improving walkability and connectivity from Tilbury to waterfront area including provision of appropriate access arrangements in respect of highway capacity, whilst seeking to maximise advantages offered by the existing multi-modal infrastructure and encourage sustainable modes of travel;

### BALANCE DEVELOPMENT AND ENVIRONMENT

To ensure an appropriately balanced approach towards development needs, prioritising the delivery of jobs and economic benefit, alongside consideration of social and environmental issues.

PUBLIC REALM & OPEN SPACE



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## Development Framework

**A**

### Calcutta Mixed Use Spine

Featuring the enhanced station gateway, streetscape, community retail and medium density residential

**B**

### Civic Square

Featuring high quality civic and community uses anchored by the historical peace memorial and new health facility

**C**

### Anchor Fields

Featuring life-style retail uses with high-quality residential above linking the town centre with the river

**D**

### Fort North

Featuring a new park with sports and hospitality uses

**E**

### Fort West

Featuring raised ground-level bars, restaurants and recreational uses with unobstructed views into the historical Fort

**F**

### Ferry Square

Ambitious public realm transformation anchored by cultural and recreational uses that enhances Tilbury's waterfront setting

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# 04 CONTEXT & ANALYSIS

LANDSCAPE

The following Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis is drawn from a number of studies that have been carried out in the past for various projects covering all key topic areas informing the Masterplan.

HERITAGE ASSETS

## STRENGTHS

Tilbury is a planned settlement with a strong and legible structure. The backbone of Tilbury is a number of wide boulevards including Calcutta Road and Feenan Avenue, which link Tilbury Civic Square to important locations.

Tilbury Town centre has a good mix of land uses within the town centre. These include community, employment, retail and residential uses.

Tilbury is known for a few distinctive heritage assets including the Civic Square landmark peace memorial and Tilbury Fort.

Tilbury grew in the early 20th Century as a response to the jobs created at Tilbury Docks. It is well served by a variety of transport modes including the train, buses and ferry despite the town being isolated geographically.

ECONOMIC DRIVE

## WEAKNESSES

Surrounded by flat Green Belt and Mucking Marshes, the tall dock and power grid infrastructure has become the pronounced landscape, which is regarded as at odds with Tilbury's heritage assets particularly the Tilbury Fort.

The importance of Port and other associated logistic uses in Tilbury make the attraction to any alternative uses challenging unless significant place-making measures are taken.

Although the overall quantity of facilities is adequate for the area, the quality of provision is variable and needs to be addressed.

Over half of the adults in Tilbury have no educational qualifications, which is significantly higher than the national average of 35%.

NEW HOUSING

Most Greenbelt surrounding Tilbury serves a strategic flood attenuation function which restricts Tilbury from growing towards the areas that are not used by industrial functions.

## OPPORTUNITIES

Being a planned town, the Council owns a great deal of assets. This provides the Council a unique position to capture and grow the land value through pushing for a more ambitious and holistic regeneration agenda.

Since 2015, a range of higher order facilities within the town have been explored which mean that residents don't have to travel to the larger centres when they are in need of such services.

One of most unexploited visual assets for Tilbury waterfront is the panorama of Gravesend on the South bank of the Thames. It is a quarter of a mile walk between Tilbury Fort and the ferry terminal from which a regular Ferry service operates Monday to Saturday. Gravesend New Town Pier, one of Gravesend's most important historic structures can be clearly observed at the forefront of the Gravesend's historical skyline.

It's recognised the health facilities need improving in Tilbury and some steps are being taken to develop a new integrated medical centre.

If carefully managed, the Tilbury Port II offers an opportunity to renew the regional transport network and improve the link between the town and its waterfront.

## THREATS

The southern part of Tilbury town and waterfront area is identified as flood risk zone II if the flood defence fails. The flood prevention and mitigation cannot be delivered in a piecemeal fashion and the scale of the affected area is broadly the most valuable land for Tilbury, all of which points to the need of a systematic engineering intervention in the entire area. This requires significant upfront investment.

The existing links from town centre to waterfront are poor. Securing the provision of potential links need to be carefully considered alongside the need for the future growth.

The environmental impacts of LTC such as emissions, noise and potential visual impact form a threat to the environment of Tilbury which needs to be addressed.

The available funding mechanism is not supporting a holistic quality-led approach to solve the issues in Tilbury. This forms the roots of the problem.

## PLANNING POLICY

### National

National Planning Policy Framework 2012 represents guidance for local planning authorities. The twelve core planning principles are identified at Para 17.

### Regional

The Thames Strategy East (2005) provides some tools enabling the regeneration of the Thames waterfront.

### Local

The saved policies of the Thurrock Borough Local Plan (Adopted 1997) not yet explicitly replaced by policies of the Local Development Framework (LDF);

The Thurrock LDF Core Strategy and Policies for Management of Development DPD (Adopted 2011). Its consistency with National Planning Policy Framework Focused Review was adopted by the Council on the 28th February 2015.



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Strategic Flood Attenuation/Green Belt



Core

200M (20minutes) Walk

1700M (30minutes) Walk

Heritage Assets

Port of Tilbury

Industrial Landscape

Riverfront

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UNDERCROFT PARKING



BETTER CYCLE LANES



BETTER STREETS



BETTER PUBLIC REALM

# 05 OPPORTUNITY CORRIDORS

## OBJECTIVES

Tilbury is one of five 'hubs' for job growth in the borough. As a result of the economic growth, Tilbury should be supported with new homes, community facilities and infrastructure. This Masterplan identifies a range of development and regeneration sites focusing on a few strategic corridors that helps to maximise the opportunities that Tilbury stands to offer at this current time.

## INITIATIVES

### A Calcutta Road

- The regeneration focus of Calcutta Road is to inject character and identity through improving the interface between the building uses and the road. For example, the school buildings on Calcutta Road are highly introverted and do not contribute to the gateway streetscape or active street life. This might offer an opportunity to enhance and expand one of these schools (one of the optional locations has been visualised on the map.)
- To the east of Calcutta Road next to the former market place is the core of the town's retail activity. There are a series of four to five storey mixed use retail and residential buildings. Some of the buildings are in poor condition and could be redeveloped.

### B Civic Square

- The civic hub redevelopment will offer the opportunity to change the unattractive and inactive frontages around the peace memorial. Strategically speaking, the redevelopment is composed of mainly public buildings providing recreational, community, health and learning facilities to the community. The redevelopment can also rationalise and consolidate retail and community use activities, and ensure that land uses complement each another.

### C Montreal Road - Housing Estate

- This corridor is composed of three to four storey council flat buildings. Montreal Road is an important road which connects the Civic Square and Dock Road to the south. Redeveloping this corridor provides an opportunity to change the spatial configuration by better utilising the underused corner space.

### D Anchor Fields Park Gateway

- The largest and most important green open space in the town centre is Anchor Fields Park. It forms an important social space for the community and is surrounded by two storey post war semi-detached houses. Redevelopment should be pursued to improve the living condition of the houses to the south of the park on London Road along with the urban drainage issue identified in the area.
- The new development in this corridor also provides opportunities to intensify the park frontage which is an effective way to better define the interface between the civic hub and Anchor Fields Park.

### E King George's Fields

- The residential neighbourhood around King George's Field, is predominantly composed of post war semi detached suburban houses. Most of the houses are only 2 storey where the rear fence of the properties back onto the park. The Masterplan proposes to develop a row of medium-rise town houses to the north of the Park in order to provide at least one continuous active frontage to this largest open space in Tilbury. This development can also provide an east-west shared surface through the park which make the park safer and more permeable.
- Other intensification opportunities can also include the east and west frontage of the park where better quality housing may take advantage of the environmental capacity of Kings George's field.

### F Dock Road/Hume Road

- There are a range of basic dated industrial / warehouse and yard premises sandwiched between the railway line and Dock Road / Hume Road, from which no recent transactions have been reported. This offers the opportunity to redevelop alongside with the provision of the new North south linkage from the core of Tilbury to Waterfront.

### G Fort West

- Fortress Distribution Park provides the best location for a meaningful transformation at the waterfront being a brownfield site mostly non-built. This site can stitch the ferry terminal and the heritage asset together by presenting a friendly hospitality recreational cluster.

### H Fort North

- To the north of the Tilbury Fort is common land that has been kept empty for years. This area could be used to establish a pedestrian friendly corridor with formal landscape linking the Core of Tilbury town to the waterfront. The key for this corridor is the creation of vertical landscape that are able to form an attractive foreground for the Fort so that the large-scale industrial landscape at the background would appear less dominant.
- For the long-term, it is envisaged the open storage area owned by the Port between the common land and Ferry Road will be redeveloped, if not totally, at least along the edge where the new North-south Linkage is proposed.

# Opportunity Corridors

## Legend

- Key Anchor
- Proposed for Health Care
- Opportunity for Hospitality & Recreational
- Opportunity for Commercial
- Opportunity for Residential
- Opportunity for Mixed uses
- Potential Sites for Residential
- Potential Sites for Educational
- Open Space/ Green Space





# 06 TRANSPORT AND MOVEMENT

UNDERCROFT PARKING



LANDSCAPED CYCLE PATH



BETTER STREETS



WIDENED WALKWAY



## OBJECTIVES

This Masterplan proposes a number of ambitious interventions which aim to:

- balance the local and Port-related traffic whilst facilitating public realm transformation
- apply a holistic approach to infrastructure that considers the wider role of street space, its relationship to adjacent development and the regenerative impact
- improve the connection between the core of Tilbury town and riverfront.
- enhance the quality of the streetscape to support walking and cycling

## STREET NETWORK

To achieve these objectives the Framework proposes the following changes to the street network:

### A Calcutta Road

- Discourage vehicles from using Calcutta Road as a through movement route across Tilbury by diverting such traffic to Dock Road and St Andrews Road
- Provide formal pedestrian facilities at key junctions and a street design that encourages low travel speed and enables safe informal crossing
- Change the car park at adjoining Montreal Road to onstreet parking to support more continuous retail configuration

### B Civic Square Circular

- Reintroduce two way at the north of Civic Square circular to increase the legibility of the town, reduce journey time and lessen the traffic impact of vehicles on the central space and adjacent uses

### C King George's Fields

- Provide a shared surface, connecting Feenan Highway and St Chads Road through the park

## NEW LINK OPTIONS TO WATERFRONT

It is envisaged that a potential corridor directly from the core of Tilbury to the riverfront could offer transformative connectivity and development benefits given the other two existing routes are indirect and dominated by industrial features.

Although this framework only visualised a best scenario corridor, the new link can be created in either of the following optional places subject to further discussion and study.

### D Feenan Avenue Extension

If Feenan Avenue (currently called Feenan Highway) is extended further south through Anchor Fields then across the railway line, a strong north-south linkage can be created by using the existing available space. The advantage of this corridor also includes being the strongest visual link to Tilbury Fort compared to the other optional places, and a simple cross junction on Brennan Road.

### E London Road

A section of London Road near the railway line offers opportunity of direct connection from the Civic Square to the Riverfront without any disruption to the existing properties.

### F Dock Road and Hume Avenue

The bending section of between Dock Road and Hume Avenue offers a couple of potential connecting points to the Riverfront over a footbridge.

## EXISTING LINK TO WATERFRONT

### G Fort Road

- Remove any logistic movement from a section of Fort Road if the proposed road along the railway line is constructed.
- Make Fort Road more pedestrian and cyclist friendly through implementing suitable traffic management.

### H Ferry Road

- Remove any logistic movement from a section of Ferry Road and make it more pedestrian and cyclist friendly.

## PUBLIC TRANSPORT

### I Rail Ferry Interchange

Tilbury is well connected to strategic public transport with Tilbury Town Station being within a 10 minute walk of the heart of the Town Centre but the waterfront destinations such as ferry terminal are still far from the core of Tilbury and railway station. This can be improved by:

- reducing the Ferry Rail interchange time through adopting more direct bus/cycling route proposed in this framework

### J Ferry Service

Following the recent replacement of the old ferry boat, better ferry service including water based link to both Grays and London could be pursued to support the other waterfront regeneration ambitions.

## CYCLING NETWORK







To encourage cycling across the town the Council has started to provide the cycle path and toucan crossing along Thurrock Park Way, Dock Road, Calcutta Road and Brennan Road (Civic Square to Fort Road)

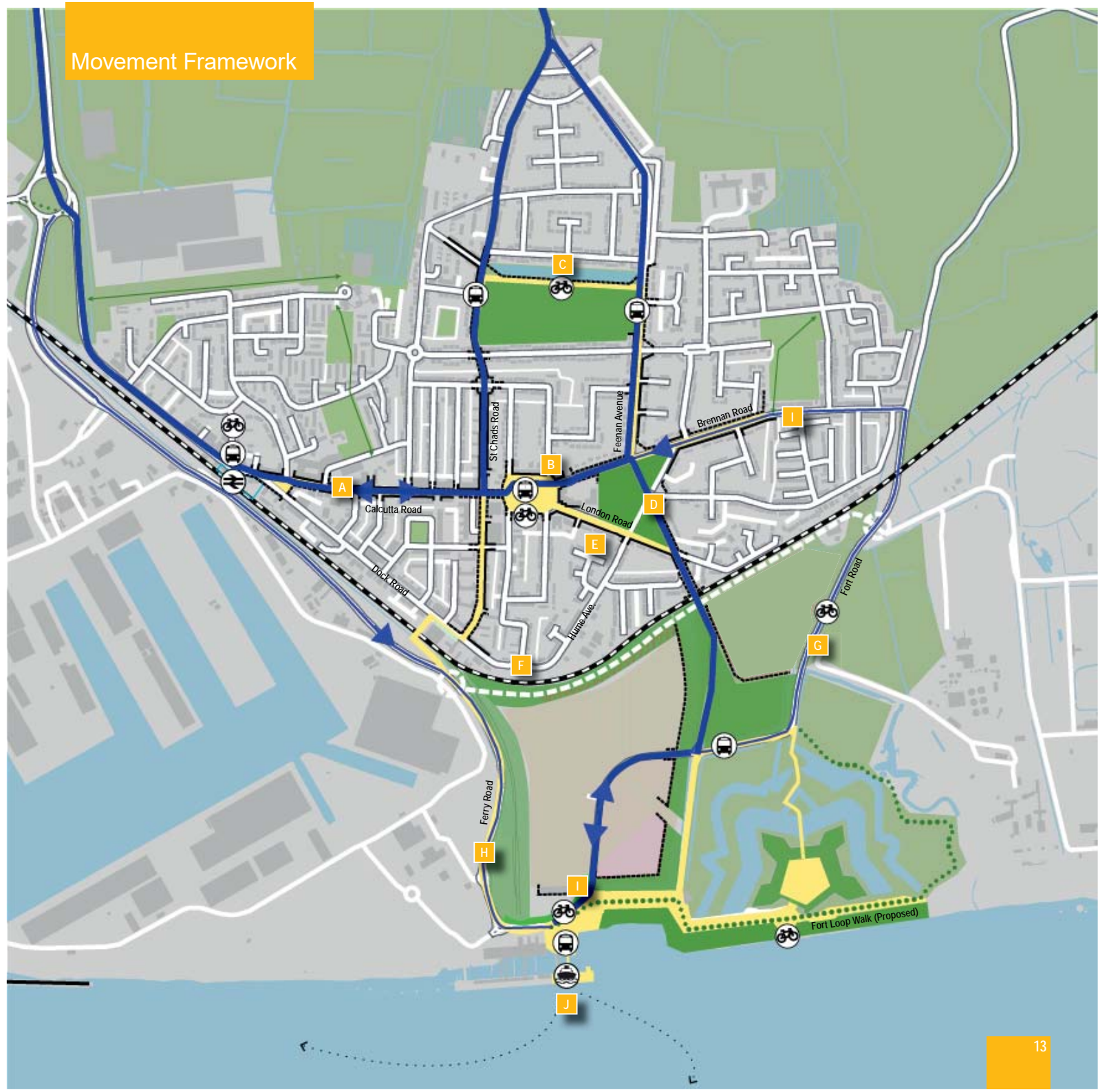
In addition to above, the Masterplan recommend the following:

- shared cycle path and bicycle storage on Civic Square
- cycle path from the Civic Square towards the waterfront along one of the proposed links over the railway line.
- the cycling facility along the proposed Fort Loop Walk.

# Movement Framework

## Legend

-  Existing & proposed Improvements including bidirectional bus services
-  Street Improvements including circular bus services
-  Street Improvements including drainage, parking
-  Pedestrian & cyclists scenic path
-  Existing & proposed water-based transport service
-  Existing & proposed hard surface
-  Potential new road





# 07 PUBLIC REALM AND OPEN SPACES



PUBLIC SPACES

## ISSUES & OBJECTIVES

Although Tilbury has the most structured open space and parks both in the centre and residential neighbourhoods, the public realm is lacking a sense of enclosure which is essential for active street life. To ensure a consistent and high quality public realm along the strategic corridors identified in the framework, the following priority interventions are suggested:

- enhancing the landscape along the new shared surface and two edges along the street
- improving the play equipment in the park

### C CIVIC SQUARE

A concept design and set of public realm principles was created for the Civic Square in 2015. To deliver consistent high quality public realm in Tilbury town centre, other projects should coordinate with its public realm strategy at least in:

- provision of continuous building frontage to better define the square
- provision of a coherent palette of materials and consistent suite of public realm furniture and lighting
- high quality architectural design with robust ground floor space for a range of activities

### D LINKAGE TO WATERFRONT

To enhance physical and visual links between Tilbury town and the River Thames, a new north south corridor should be established along with the enhancement of two existing linkages.

The northern part of the new link should

- be animated by active ground floor uses along the London Road
- help to guide people from the Calcutta Road towards the Waterfront

The southern part of the new link should

- maintain the visual link to the Fort and integrate with the setting of Tilbury Fort
- create a new railway bridge and support pedestrian routes from the bridge to the riverfront and to the Fort entrance.
- provide possibilities for a new concentration of restaurant and café uses overlooking the Fort and the River Thames.

### E ENVIRONMENTAL MITIGATION

If the proposed road alongside the railway line is to be constructed, a wide landscape strip should be provided as public right of way and green buffer.

A green corridor with structured landscape should be provided along the Ferry Road where the railway sidings are to be relocated.

### F FERRY SQUARE

The public space outside the ferry terminal should be enhanced to radically change the experience for passengers arriving by ferry. Its design should:

- provide a high quality staging area for both leaving and arriving by ferry
- mitigate the industrial edge opposite to the Ferry entrance through multiple layers of vertical landscape or change of building uses
- integrate way finding strategy leading people towards Tilbury Fort

### G TILBURY FORT LOOP WALK

Creating a loop walk around Tilbury Fort can both enhance the setting of the Tilbury Fort itself and make the hidden Fort a real focus of local interest. The design of the loop walk should

- creatively respond to the industrial setting in design
- integrate the flood defence and historical Fort composition
- provide high quality spaces to support various activities along the loop
- enable raised and unobstructed views to the river and hidden Fort structure
- connect to other open spaces, the Ferry Square and the proposed Fort Park



WATERFRONT PROMENADE

## INITIATIVES & GUIDANCE

### A MIXED USE CORRIDORS

The main boulevards and routes into Tilbury need a makeover that includes:

- the improved street drainage for flood prevention
- higher level of enclosure by more continuous street-facing frontages with active uses at the ground floor
- the provision of a consistent set of modern street furniture including benches, bins and cycle stands, new planting and resurfacing of tired areas
- the narrowing of the carriageway, widening of footways and provision of cycle lanes to encourage walking and cycling
- more structured tree-planting and landscaping of the street

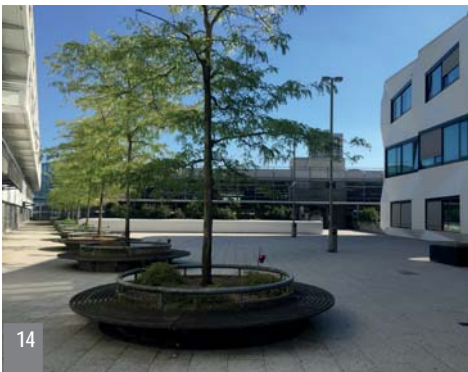
### B KING GEORGE'S FIELD

Like a couple of other green spaces in Tilbury, this under-used Park between two main boulevards is defined by the back of houses, they could be transformed by:

- changing the car-oriented nature of Feenan 'Highway' to a treelined 'avenue'.
- establishing an active south-facing frontages along the northern back fences to animate the space













IMPROVED HIGH ST.



PEDESTRIAN ZONE

Legend

-  Key public realm anchors
-  Strong frontage (existing)
-  Weak frontage to be improved
-  Pedestrian-friendliness to be improved
-  Hardscape to be improved
-  Existing & Proposed Formal Parks
-  Improved Semi-natural or natural open space
-  Transport Corridor buffer green
-  Protected Visual Corridor
-  Improve community green's visibility & permeability



