

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 **13 December 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

	Page
1 Apologies for Absence	
2 Minutes	5 - 10
To approve as a correct record the minutes of Cabinet held on 8 November 2017.	
3 Items of Urgent Business	
To receive additional items that the Chair is of the opinion should be considered as a matter of urgency, in accordance with Section 100B (4) (b) of the Local Government Act 1972.	
4 Declaration of Interests	
5 Statements by the Leader	
6 Briefings on Policy, Budget and Other Issues	
7 Petitions submitted by Members of the Public	
8 Questions from Non-Executive Members	

9	Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee	
10	Quarter 2 Corporate Performance Report 2017/18	11 - 20
11	2017/18 Capital Monitoring Report - Quarter 2 (Decision 0110444)	21 - 34
12	Developing a new model of residential care for older people in Thurrock, fit for the 21st Century (Decision 0110445)	35 - 46
13	Treasury Management 2017/18 Mid Year Report (Decision 0110446)	47 - 52
14	Aveley Community Hub Business Report and New Build (Decision 0110447)	53 - 104
15	Primary Care Improvement Plan (Decision 0110448)	105 - 120
16	Revenue Budget Monitoring - Quarter 2 September 2017 (Decision 0110449)	121 - 136
17	Linford Household Waste and Recycling Centre - Commercial Vehicle Access Policy and Future Site Redevelopment (Decision 0110450)	137 - 152
18	Voluntary Sector Corporate Grants Programme (Decision 0110451)	153 - 170

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

Agenda published on: **5 December 2017**

Information for members of the public and councillors

Access to Information and Meetings

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

Recording of meetings

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

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

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

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

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

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

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

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

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

Thurrock Council Wi-Fi

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

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

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

Evacuation Procedures

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

How to view this agenda on a tablet device



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

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

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

Helpful Reminders for Members

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

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

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



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

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

Disclosable Pecuniary Interests shall include your interests or those of:

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

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

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

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

Pecuniary

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

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 8 November 2017 at 7.00 pm

The deadline for call-ins is Monday 20 November 2017 at 5.00pm

Present: Councillors Shane Hebb (Chair), Mark Coxshall, James Halden, Deborah Huelin, Brian Little, Susan Little and Aaron Watkins

Apologies: Councillor Robert Gledhill

In attendance: Lyn Carpenter, Chief Executive
Sharon Bayliss, Director of Commercial Services
Sean Clark, Director of Finance & IT
Steve Cox, Corporate Director of 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
Julie Rogers, Director of Environment and Highways
Karen Wheeler, Director of Strategy, Communications and Customer Service
David Lawson, Assistant Director of Legal Services & Monitoring Officer
Kenna-Victoria Martin, Senior Democratic Services Officer

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

48. Minutes

The Minutes of Cabinet, held on 11 October 2017, were approved as a correct record.

49. Items of Urgent Business

There were no items of urgent business.

50. Declaration of Interests

There were no declarations of interest.

51. Statements by the Leader

The Deputy Leader addressed Portfolio Holders updating them on Clean it, Cut it, Fill it in that from April to date:

- 1,100 tons of rubbish and litter had been collected, this was equivalent to one-tenth of the weight of The Eiffel Tower;

- 9,250 acres of grass had been cut, equivalent to two-fifths of the size of Disney World, Florida and;
- 4,250 potholes had been filled and the summer resurfacing works had been completed. This meant that more than 65,000 square metres of Thurrock's roads had been upgraded.

Councillor Hebb notified Members 10 Big Belly Bins had been installed across the borough, continuing the investment in front-line environment services. The results of this pilot will be fed into the Bin Review which was announced by Councillor Watkins a few weeks ago to see if the bins currently used were fit for purpose.

He further commented that 329 Fixed Penalty Notices had been issued in October, these included:

- 289 for dropping cigarettes
- 13 alcohol-related PSPO offences
- 5 PSPO offensive for being abusive
- 3 fly-tipping offenses
- 2 fly-posting offenses

The Deputy Leader congratulated Councillor Sue Little for receiving the Health and Care award at the LGIU and CCLA Councillor Achievement awards. He also mentioned that Councillor James Halden had been nominated and shortlisted for the Young Councillor of the year award. This was a true testament nationally about the hard work, effort and passion these Councillors committed as they represented the residents of Thurrock.

It was commented Highways England had released details about the red line boundary change. It was understood this was likely to affect around 200 landowners. The Deputy Leader stated it was important to be clear, the information received so far was woefully vague, lacking detail, rationale or explanation. He further stated it would of course be challenged not only by the Council but also discussed at the upcoming LTC task force meeting.

The Deputy Leader mentioned Thurrock First was launched last Thursday, 2 November, and thanked Councillors Sue Little and Halden for their hard work in developing a joint offer for the betterment and ease of Thurrock's most vulnerable residents.

Members heard £200,000 had been given to 10 projects across the borough for environmental causes as part of the Community Environmental Development fund. Details of all projects could be found on the Council's website.

Councillor Hebb commented that he was pleased to see the Council's housing enforcement officers continuing to work hard, a recent case saw a landlord fined £11,000.

Cabinet were notified that Give a Gift was back again this year and this Christmas it was to be even bigger. He commented that the Council was looking for lots of help including donations of decorations, wrapping paper and all that would go with it.

Finally, Councillor Hebb, reminded all present that Sunday was Remembrance Sunday and services would be held all over the borough to mark respect to those who had fought and lost their lives.

52. Briefings on Policy, Budget and Other Issues

There were no updates on the Policy, Budget and Other Issues.

53. Petitions submitted by Members of the Public

There were no petitions submitted.

54. Questions from Non-Executive Members

The Deputy Leader of the Council advised that one question had been submitted; he invited Councillor Gerrish to read his question:

“What financial modelling has been completed on the proposed changes to the Civic Offices?”

In response Councillor Coxshall advised *“Thank you. The refurbishment of the Council civic offices project started in 2013 with the changes to floors in CO2. Funding was identified at the time for the major changes on the ground floor, including the reception area, with £3.7million already spent to date on floors 1 to 4 with £4.8million remaining of the capital programme set aside for the ground floor.*

On this basis and the cost options for C01 a further £380,000 would be needed to fund the project we’re discussing tonight. This will make a huge contribution to our agenda of the regeneration of the town centre, also coming tonight. We would have thought that the revamp of the Council offices for residents and the ability to interact with them on the ground floor would be put at the heart of the refurbishment, but under the last administration this was not, so the residents of the first to fourth floors got better facilities but the residents that actually knock on and come through the door at the front didn’t. Again, this plan was approved by your administration and saw millions of pounds of tax-payers’ money spent on these refurbishments, and it fell short of the mark by far. In fact, this office was used to film for the 80s because it looked so much like the 80s because it was out of date and that was only recently. So, despite these negative assumptions, £7million is in total, but it is only £380,000 that we are talking about tonight, in extra spending.”

Councillor Gerrish was offered a supplementary question in which he asked:

“Thank you. Yes, the scheme has, perhaps understandably, provoked strong response among residents, questioning whether or not it’s the right priority for continued work given the other urgent calls on Council funds. I think what’s important from a scrutiny point of view is that as these additional plans move forward there’s the ability to make sure that we’re absolutely confident of what they deliver, both for the Council and the community. So, will the Portfolio Holder commit before any final decision is taken there’ll be an opportunity for Corporate Overview and Scrutiny to fully review this scheme, including costings and business plans?”

Councillor Coxshall responded *“As we go through, everything goes through Overview and Scrutiny, that was Councillor Gledhill’s item on the manifesto when we first met last year. Every decision, before it comes to any Cabinet decision, goes to Overview and Scrutiny first and that will carry on as long as this Conservative Administration is here.”*

Councillor Hebb thanked Councillor Gerrish for his question.

55. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee

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

56. Grays Town Centre: Civic Offices Project (Decision 0110442)

Councillor Coxshall, Portfolio Holder for Regeneration, introduced the report which set out options for the refurbishment and development of the Civic Offices in Grays.

He continued by explaining the project had been delayed and halted since 2013 thus now showing commitment as a Council to the overall Grays Regeneration Project. It would also give the Council an enhanced presence in the High Street, which he felt was badly needed in the Grays South area.

The Portfolio Holder highlighted a key point of the report which was the new entrance of the Civic Offices, to be located on the High Street instead of where it was currently. Councillor Coxshall described the current entrance as poor, inappropriate and outdated like something from the 1980s which had not kept up-to-date. He continued by stating once complete the new entrance would give a fantastic welcome to residents and out of town visitors leaving the train station.

Members heard that the Council had received £11million in funding from the Government towards the regeneration of the new station area and foot crossing. The restoration of the Civic Offices enabled a single point of customer related services for residents, along with the possibility of a new library which was expected to be heavily used by students of South Essex College. It was further commented that the Police and Job Centre Plus had expressed interest in working from the new building which would assist in

reducing the cost to the tax payer in the long term and therefore offering a better service to residents.

Councillor Coxshall finally commented that by relooking at the budget and finding an extra £380,000 the customer serving areas could be updated, giving the Council more for less.

Councillor Halden commented it was encouraging to see the regeneration of so many of the overlooked communities in the borough coming forward. Within the last six months Members had seen the Purfleet Regeneration project confirm a new partner was in place; Tilbury had a completed Master Plan to provide holistic regeneration to the whole of Tilbury and the regeneration of Grays, which had been stalled since 2013, was now beginning to take place. He stated this was regeneration across the borough, getting results.

Councillor Coxshall replied that for the last 18 months he had been unable to announce anything and now month after month he was finally able to confirm updates within the different projects.

The Deputy Leader echoed the thoughts of Members and mentioned the project was started in 2013 under the previous Chief Executive where £3.7million had been spent on the inside of the Civic Offices rather than the resident used services, such as the reception area. This was now being completed and in addition could offer accommodation to key public sectors.

Resolved that Cabinet were requested to:

- 1. Authorise officers to proceed to the detailed design stage of an extension to CO2 and the refurbishment of the ground floor of CO2**
- 2. Authorise officers to prepare detailed plans for the redevelopment of CO1 and consider delivery options.**
- 3. Note the high level costings in paragraph 4.2 and that a detailed business plan for the CO2 extension and redevelopment of CO1 will be prepared as part of the detailed design stage.**

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

57. Grays Master Plan (Decision 0110443)

The Portfolio Holder for Regeneration addressed Cabinet notifying them the plan was a good idea suggested under the last administration and was now being delivered. He commented that not much had changed and the project had moved at a good pace, however it required refreshing for that very reason.

Councillor Coxshall remarked the refresh would identify a set of clear principles for Grays, which could be circulated to public services and the private sector across Grays to show them why the Council was convincing people to invest into Grays, just as the Council was committed to do.

Members were made aware the report recognised significant developments and opportunities, on which the Council would take a lead. They were further notified that officers had secured funding for the pedestrian crossing, which would provide key access to residents living in the south of Grays to the high street.

The Portfolio Holder for Regeneration observed new commercial developments had been identified which would assist in increasing activity in the town centre. He continued to state that by looking forward it was possible to develop more living spaces and more properties in the middle of Grays to work alongside the Local Plan in the long term.

Councillor Hebb, Deputy Leader, commented that residents deserved a better Grays experience. He thanked the Portfolio Holder and the Regeneration Team for the report and all their hard work.

Resolved that Cabinet:

- 1. Approve the proposed Grays Town Centre Framework Refresh appended to this report.**
- 2. Recommend to planning committee that this Framework is integrated into the new Local Plan for Thurrock.**
- 3. Noted that a strategy would be prepared to publicise progress on implementing the refreshed Grays Town Centre Framework.**

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

The meeting finished at 7.25 pm

Approved as a true and correct record

CHAIR

DATE

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

13 December 2017		ITEM: 10
Cabinet		
Quarter 2 Corporate Performance Report 2017/18		
Wards and communities affected: All		Key Decision: Non-key
Report of: Councillor Deborah Huelin, Portfolio Holder for Performance and Central Services		
Accountable Assistant Director: n/a		
Accountable Director: Karen Wheeler, Director of Strategy, Communications & Customer Services		
This report is public		

Executive Summary

This is the mid-year 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.

An earlier version of this report was presented to Corporate Overview and Scrutiny Committee on 21 November 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 2 Performance against target		Direction of Travel compared to 2016/17	
Achieved	67.57% (25)	↑ BETTER	46.43% (13)
		→ STATIC	14.29% (4)
Failed	32.43% (12)	↓ WORSE	39.28% (11)

3.3 On target performance

68% of the corporate key performance indicators are currently achieving their targets. This is very promising at this mid-point in the year.

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1 YTD	Qtr 2 YTD	Qtr 2 Status	Direction of Travel since 2016/17	In year profiled target (if applic)	2017/18 Target
Permanent admissions of older people (aged 65+) to residential and nursing care homes, per 100,000 pop'n	Cllr S Little	708	139	287	ACHIEVED	↑	349	708
Permanent admissions of younger adults (aged 18 to 64) to residential and nursing care homes, per 100,000 population	Cllr S Little	5.8	0	4	ACHIEVED	↑	6	10
Proportion of carers who receive direct payments	Cllr S Little	86.66	100	100	ACHIEVED	↑	68	68
Total No of homes transformed as part of Transforming Homes Programme (cumulative)	Cllr R Gledhill	1115	297	580	ACHIEVED	↑	500	1000
% Rent collected	Cllr R Gledhill	99	93	95.6	ACHIEVED	↑	92	98
Overall spend to budget on HRA (£K variance)	Cllr R Gledhill	-304	0	0	ACHIEVED	↑	0	0
% of primary schools judged "good" or better	Cllr J Halden	91.9	97	97	ACHIEVED	↑	94%	94%
Average time (in days) for a child to be adopted (3 year average)	Cllr S Little	452	446	425	ACHIEVED	↑	500 days	500 days
Number of "exchanges" carried out through time-banking (in hours) (YTD)	Cllr S Little	15250	9,649	12,908	ACHIEVED	↑	6000	12000
% of potholes repaired within policy and agreed timeframe (Latest)	Cllr B Little	97.7	100	100	ACHIEVED	↑	100	100%
Overall spend to budget on General Fund (£K variance)	Cllr S Hebb	0	1,000	0	ACHIEVED	→	0	0
Forecast Council Tax collection by year end	Cllr S Hebb	98.9	98.9	98.9	ACHIEVED	→	98.9	98.9
Forecast National Non-Domestic Rates (NNDR) collection by year end	Cllr S Hebb	99.7	99.30	99.30	ACHIEVED	→	99.30	99.30
Number of additional hypertensive patients diagnosed following screening programmes (YTD)	Cllr J Halden	n/a	299	526	ACHIEVED	n/a	200	400
% of primary schools signed up to the Daily Mile to increase physical activity levels in children	Cllr J Halden	n/a	46%	46%	ACHIEVED	n/a	40	50%
Successful completion of treatment in Young People's Drug & Alcohol service	Cllr J Halden	n/a	81%	91%	ACHIEVED	n/a	60	60%
Number of volunteers within the council (YTD)	Cllr S Little	n/a	200	232	ACHIEVED	n/a	220	270
Proportion of people using social care who receive direct payments/ Or Individual Service Funds	Cllr S Little	New	33.24%	35.06%	ACHIEVED	n/a	32	32
Average waiting time (in weeks) of Occupational Therapy assessments as at month end	Cllr S Little	n/a	4	2	ACHIEVED	n/a	6	6

Indicator Definition	Portfolio Holder	2016/17 Outturn	Qtr 1 YTD	Qtr 2 YTD	Qtr 2 Status	Direction of Travel since 2016/17	In year profiled target (if applic)	2017/18 Target
Number of private tenants whose homes have been improved as a direct result of Housing intervention (cum.)	Cllr R Gledhill	n/a	170	409	ACHIEVED	n/a	265	530
No of businesses engaged through Council programmes	Cllr M Coxshall	727	95	226	ACHIEVED	n/a - different programmes	90	180
% of young people who reoffend after a previously recorded offence	Cllr J Halden	28%	10%	Quarter in Arrears	ACHIEVED	↑	30%	30%
Delayed Transfers of Care – Number of delayed days from hospital (attrib.to NHS / ASC)	Cllr S Little	4,255	960	Month in Arrears	Month in Arrears	↑	TBC	TBC - await BCF approval by NHSE
Street Cleanliness - a) Litter	Cllr A Watkins	4.45	Tranche 1 8.5%	not due		n/a		10%
Street Cleanliness - c) Graffiti	Cllr A Watkins	1.15	Tranche 1 3%	not due		n/a		5%
% of housing repairs completed within target	Cllr R Gledhill	98.3	98.1%	97.9%	ACHIEVED	↓	97	97
% of Major planning applic's processed in 13 weeks	Cllr M Coxshall	97.3	100	93	ACHIEVED	↓	77	77
% of Minor planning applic's processed in 8 weeks	Cllr M Coxshall	100	98	99	ACHIEVED	↓	90	90

3.4 Focus Areas for Quarter 2 (Up to end of September 2017)

At this midway point in the year, this section is going to focus on all 11 (eleven) indicators which are currently failing to meet their target.

PORTFOLIO: Performance and Central Services

3.4.1 Focus 1

KPI	Average sickness absence days per FTE (full time equivalent employee)		
Quarter 2 Performance	4.72 days (YTD)	Performance	FAILED (smaller is better)
Quarter 2 Target	4.5 days (YTD)	Direction of Travel since last year	BETTER ↑
Year End Target	9 days		

Performance at the end of Quarter 2 remains above target at 4.72 days against a target of 4.5 days. The trend over the quarter was, however, positive, with a month on month reduction from 0.84 in July to 0.75 (meeting the monthly target) in September.

Senior HR Advisors have attended directorate teams on a monthly basis during Quarter 2 providing analysis and advice on issues including return to work compliance, trigger points that have been reached and best practice in managing absence.

An Employee Health Check Day was held for staff at Oliver Close during October. Following this a range of programmes are being held including Power Wave Fitness Session, Nutrition Programme and Managing Your Wellbeing & Building Personal Resilience courses.

Analysis is currently underway to examine incidents of absence following Bank Holidays or other significant events to identify any patterns within the council's workforce that need to be addressed and a peer support scheme for managers dealing with challenging sickness cases is also being trialled during quarter 3.

3.4.2 Focus 2

KPI	No of new apprenticeships started (including current members of staff undertaking new apprentice standards)		
Quarter 2 Performance	18 (YTD)	Performance	FAILED (bigger is better)
Quarter 2 Target	25	Direction of Travel since last year	n/a – new indicator definition for 2017/18
Year End Target	53 (equates to gov't target of 2.3% of the workforce)		

Ten new starts were achieved during Quarter 2, improving on the eight starts achieved in Quarter 1. Work is continuing with managers across the council to raise awareness of the opportunity presented by the apprenticeship levy.

As a result of work to date, a further 24 starts are expected during Quarter 3 which will move performance above target.

3.4.3 Focus 3

KPI	% timeliness of response to all complaints (all services except social care)		
Quarter 2 Performance	77%	Performance	FAILED (bigger is better)
Target	95%	Direction of Travel since last year	WORSE ↓

Due to the dip in complaints turnaround, a number of actions have been undertaken to help improve performance.

These actions include senior officer escalation of complaints prior to deadline day, additional chase ups by the complaints team and regular reporting to senior management.

3.4.4 Focus 4

KPI	% of all complaints upheld (based on closed complaints including social care complaints)		
Quarter 2 Performance	39%	Performance	FAILED (smaller is better)
Target	35%	Direction of Travel since last year	WORSE ↓

Further analysis is being undertaken as part of the Learning Action Plan process to determine why there has been an increase in upheld complaints.

PORTFOLIO: Housing

3.4.5 Focus 5			
KPI	Average time to turnaround/re-let voids (in days)		
Quarter 2 Performance	36 days (YTD)	Performance	FAILED (smaller is better)
Target	30 days	Direction of Travel since last year	WORSE ↓
<p>A review of the voids process has been undertaken in which some performance efficiencies have been identified and implemented.</p> <p>The changes made to the voids process during Quarter 2 as well as a greater focus on voids performance reporting have improved in-month performance in August and in particular September, where the target of 30 days was achieved. The service anticipates a further improvement in performance for October based on provisional calculations.</p> <p>The key-to-key process is being further invigilated to drive out any inefficiencies.</p>			

3.4.6 Focus 6			
KPI	% General Satisfaction of tenants with neighbourhoods/services provided by Housing (good or excellent)		
Quarter 2 Performance	70%	Performance	FAILED (bigger is better)
Target	75%	Direction of Travel since last year	WORSE ↓
<p>85.5% of residents rated the service excellent, good or fair overall – treating ‘fair’ responses as ‘not satisfied’ leads to the indicator not being met. There has been a slight drop in satisfaction from Quarter 1 (71%) to Quarter 2 (70%) and this remains below the target of 75%, however, this was a stretch target from last year which was only 72%.</p> <p>A range of initiatives are in progress to improve satisfaction including a programme of works in general needs communal areas to be completed by Mears Ltd under social value and series of estate visits including the Portfolio Holder and senior managers.</p>			

PORTFOLIO: Social Services

3.4.7 Focus 7			
KPI	% of 17-21 yr old Care Leavers in Education, Employment or Training (EET)		
Quarter 2 Performance	53.4%	Performance	FAILED (bigger is better)
Target	70%	Direction of Travel since last year	WORSE ↓
<p>Summer is a point of transition for young people as they move into other educational opportunities.</p> <p>The service continues to support young people to make impartial choices around educational pathways. Two aftercare young people have recently been recruited into apprenticeship opportunities within Inspire and will continue to source other apprenticeship routes. The service is also working closely with colleagues from the virtual school to ensure that there is support for 16-18 year olds into EET.</p>			

PORTFOLIO: Education and Health

3.4.8 Focus 8

KPI	% NEET (Not in Education, Employment or Training) + Unknown 16-17 year olds (Age at start of academic year)		
Quarter 2 Performance	4%	Performance	FAILED (smaller is better)
Target	2%	Direction of Travel since last year	WORSE ↓

The target of 2% is set to be achieved in our three month reporting period to Department for Education from December 2017 to February 2018. This is when our NEET (young people Not in Education, Employment or Training) is, historically, at its lowest.

The “Unknown” figure indicator, however, historically rises in September when the whole cohort is made Unknown. It will take the team until early December to bring the Unknown figure down to 0% (nearly 6,000 records will be updated on the system during this period).

The Unknown figure currently stands at 23.5% which is much lower than the 44.4% in the same period last year.

PORTFOLIO: Environment

3.4.9 Focus 9

KPI	% Household waste which is reused, recycled or composted		
Quarter 2 Performance	40.84%	Performance	FAILED (bigger is better)
Quarter 2 Target	45.5%	Direction of Travel since last year	WORSE ↓
Year End Target	41%		

The mid-year recycling performance remains below target despite improved in month rates in July (which was above target) and August. As previously documented, there are a number of factors contributing to the low recycling rates including contamination, in particular in communal shared bins, the drier weather earlier in the year resulting in 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.

The Environment Department has established a project team to look at ways of increasing recycling. Working with the Communications team a targeted programme has been produced with a range of activities identified that will have both short term and long term benefits.

Recent activity includes waste and recycling awareness-raising to over 1,250 year 7 pupils as part of the Crucial Crew week and planned involvement of school children in the naming of the new waste vehicles. The service has committed to reintroducing bin tags/stickers which will notify residents that their bin is contaminated and will explore the possibility of having recycling messages. The service is also in the process of promoting the bulky waste collection and the household recycling waste centre (HWRC). Subject to cabinet approval in December a permitting scheme will be implemented to address trade waste at the HWRC and plans for the redevelopment of the site will include an element of reuse in partnership with community groups.

3.4.10 Focus 10

KPI	% of refuse bins emptied on correct day		
Quarter 2 Performance	97.6%	Performance	FAILED (bigger is better)
Quarter 2 Target	98.5%	Direction of Travel since last year	WORSE ↓
Year End Target	98.5%		

There are a number of operational factors that have combined to result in the increased level of missed bins. These include aging vehicles and blocked accesses. All these issues are being closely managed and monitored. To resolve the aging vehicle issue, 28 new waste vehicles are on order and will arrive in early 2018, four are being refurbished, bringing the total to 32 – one more than the current fleet to provide increased resilience.

The service has identified some additional contributory factors, including instances of inconsiderate parking of vehicles resulting in the refuse vehicles being unable to access the streets to carry out the collection. The team are working with the Communications team to raise awareness of this issue, an issue that is also a concern for emergency vehicles. The Bartec system (back office scheduling and reporting tool) is being renewed and re-implemented to ensure accurate and timely information relating to bin collections, which will enable a speedier response to residents querying non-collection.

Where streets have been missed, the service has apologised and is working on simple messaging about what residents should do if their bin has been missed.

PORTFOLIO: Finance

3.4.11 Focus 11

KPI	% overall spend to budget on Capital Programme		
Quarter 2 Performance	26%	Performance	FAILED (bigger is better)
Quarter 2 Target	30%	Direction of Travel since last year	IN LINE
Year End Target	90%		

This is a little less than the Quarter 2 target of 30%, but the programme includes a number of projects which are now underway (i.e. vehicle purchases of £7.5m) and is expected to achieve the 90% target by year end.

3.4.12 Focus 12

KPI	Total gross external income from fees and charges (based on sales forecast £K) - not including traded income		
Quarter 2 Performance	£6526.6 K	Performance	FAILED (bigger is better)
Target	£6546.2 K	Direction of Travel since last year	n/a

As at the end of Quarter 2, the full year forecast for external income is reporting a £0.019m shortfall. The shortfall is primarily within Environment & Highways and Children's. This is due to projected shortfalls on parking income, highways maintenance and nurseries. Full detail is provided in the monthly budget report also presented to Cabinet in December.

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 highlights what the council is focussing on during 2017/18 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: **Yetsie Adeboye**
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 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 & Assistant Director, Legal and Democratic Services

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: **Rebecca Price**
Community Development Officer

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.

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

- No appendices

Report Author:

Sarah Welton, Strategy Manager

13 December 2017	ITEM: 11 (Decision 0110444)
Cabinet	
2017/18 Capital Monitoring Report – Quarter 2	
Wards and communities affected: All	Key Decision: Non-key
Report of: Councillor Shane Hebb, Portfolio Holder for Finance	
Accountable Assistant Director: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

Cabinet last considered the 2017/18 Capital Programme at its meeting on 13 September 2017 (General Fund and Housing Revenue Account).

Since the last reported position, additional funding from prudential borrowing and other grants has been added to the programme. In addition, budgets have been profiled to realign them with expected spend.

This report reflects these changes and sets out the latest forecasted outturn.

1. Recommendation(s)

That Cabinet:

- 1.1 Note the General Fund capital programme is projected to have available resources of £6.467m as at 31 March 2018 with this funding carried forward to 2018/19 to fund schemes currently in progress;**
- 1.2 In addition, there is a further £114.868m in the approved programme that is under development and/or dependent on third party actions as set out in paragraph 3.7;**
- 1.3 Note the Housing Revenue Account capital programme is projected to have available resources of £21.040m as at 31 March 2018 with this funding carried forward to 2018/19 to fund schemes currently in progress.**

2. Introduction and Background

2.1. This report provides an update to Cabinet on the financial position of the capital programme and highlights significant variances. It is the second monitoring report for 2017/18 and is based on expenditure to the end of month 6 (the period 1 April 2017 to 30 September 2017) and projected expenditure for the remainder of the year.

2.2. Capital schemes and resources are identified in two specific categories:

- Mainstream schemes – capital expenditure funded through prudential (unsupported) borrowing, from capital receipts, from the capital contribution from revenue budget or from earmarked capital reserves.
- Specific schemes – capital expenditure funded through external funding sources, for example, government grants and Section 106 monies which are ring fenced for specific projects.

3. General Fund Schemes

3.1. The current position for General Fund schemes for 2017/18 is summarised in Table 1.

Table 1: Capital Programme – Projected Outturn as at Month 6

	Latest Agreed Budget	Projected Outturn to 31/03/2018	Variance against budget
	£'000's	£'000's	£'000's
Expenditure:			
Children's Service ¹	6,558	5,351	(1,207)
Adult, Housing & Health	1,860	1,246	(614)
Environment and Place	40,946	37,605	(3,341)
Finance and IT	3,067	2,317	(750)
HR, OD & Transformation	4,317	3,762	(555)
Customer Services	45	45	0
Total Expenditure	56,793	50,326	(6,467)

	Latest Agreed Budget	Projected Outturn to 31/03/2018	Variance against budget
	£'000's	£'000's	£'000's

¹ The schools capital budget is designed around academic years and officers are confident that this will be defrayed in full within the current academic year

Resources:			
Prudential Borrowing	(35,481)	(31,334)	4,147
Capital Receipts	(320)	(283)	37
Reserves	(245)	(97)	148
Government Grants	(9,221)	(7,757)	1,464
Other Grants	(8,435)	(8,322)	113
Developers Contributions (S106)	(3,091)	(2,533)	558
Total Resources	(56,793)	(50,326)	6,467
Forecast Overspend in Resources	0	0	0

3.2 Table 1 illustrates a projected outturn at the end of the financial year of £50.326m, which is £6.467m less than the latest agreed budget for the year. This forecast variance is further analysed in Table 2 below.

Table 2: – Analysis of forecast variance

	Re-profiling of expenditure at Month 6	Capital schemes requiring additional funding	Completed Projects	Forecast variance against budget at Month 6
Expenditure:	£'000	£'000	£'000	£'000
Children's Service	(1,207)	0	0	(1,207)
Adult, Housing & Health	(614)	0	0	(614)
Environment and Place	(2,122)	91	(1,309)	(3,341)
Finance and IT	(750)	0	0	(750)
HR, OD & Transformation	(555)	0	0	(555)
Customer Services	0	0	0	0
Total	(5,248)	91	(1,309)	(6,467)

3.3 Table 2 shows that the forecast underspend is principally due to slippage/budget reprofiling on current schemes (£5.248m). Consequently the funding remains allocated to specific current schemes.

3.4 A list of schemes where the variance is greater than £0.3m is shown in Appendix 2.

3.5 Table 2 also shows that additional funding (£0.091m) will be required in 2017/18, to finance the extra expenditure incurred on the Oliver Road project. The additional expenditure will be financed from section 106 contributions.

- 3.6 Table 2 shows that during 2017/18 a number of projects are expected to complete under budget. The largest of these relates to the LED street lighting replacement project, which completed under budget by £0.644m. Furthermore, works to various public building works have either completed under budget or following further feasibility work are no longer proceeding (£0.543m).
- 3.7 In addition, the following schemes and allocations have Council approval but are dependent on scheme development and/or third parties:

Table 3: Capital Programme – Schemes under development

	Projected Scheme Budget
	£'000's
A13 Widening	75,000
Purfleet Regeneration	17,304
School Improvements	10,368
Grays South Development	8,056
The Central Grays Civic Buildings Optimisation project	4,140
Total Schemes under development	114,868
Resources:	
Prudential Borrowing	(24,500)
Government and Other Grants	(90,368)
Total Resources	(114,868)
Forecast Overspend in Resources	0

4. Housing Revenue Account Schemes

- 4.1 The current position for Housing Revenue Account schemes for 2017/18 is summarised in Table 4.

Table 4: HRA Capital Programme – Projected Outturn

	Latest Agreed Budget	Projected Outturn to 31/03/2018	Variance against budget
	£'000's	£'000's	£'000's
Expenditure:			
Transforming Homes	12,105	12,105	0
Housing Development	22,890	1,850	(21,040)
Total Expenditure	34,995	13,955	(21,040)
Resources:			
Prudential Borrowing	(10,309)	(333)	9,976
Capital Receipts	(9,736)	(1,822)	7,914
Reserves	(3,150)	0	3,150
Government & Other Grants	0	0	0
Major Repairs Reserve	(11,800)	(11,800)	0
Total Resources	(34,995)	(13,955)	21,040
Forecast Overspend in Resources	0	0	0

- 4.2 The budget for Transforming Homes in 2017/18 is £12.1m. Spend as at 30 September 2017 was £6.547m. This budget is forecast to achieve our target of 1,000 homes transformed internally during this financial year. The programme to date has delivered ahead of target with 580 properties completed to end September.
- 4.3 The programme also delivers major works to void properties where required to bring them up to a lettable standard. It should be noted that the first three months of the year have seen a significantly higher number of voids falling into this category than expected. This is being closely monitored for impact on the overall programme. The year to date has also encountered a number of properties requiring structural improvement works over and above the transforming homes specification.
- 4.4 The projected 2017/18 budgets for HRA New Build Schemes is £1.85m. The original profiled budget for 2017/18 as per the HRA Business Plan and February Cabinet Report was £22.890m. Total spend to date in 2017/18 is £0.344m.
- 4.5 The budget profile for the new build schemes has been revised to reflect the current status of the individual projects. Due to delays in the tendering process, as the Council seeks to obtain best value for money, the budgets

have been re-profiled into 2018/19 and 2019/20 to re-align with the expected spend. The overall budget for each of the projects remains the same.

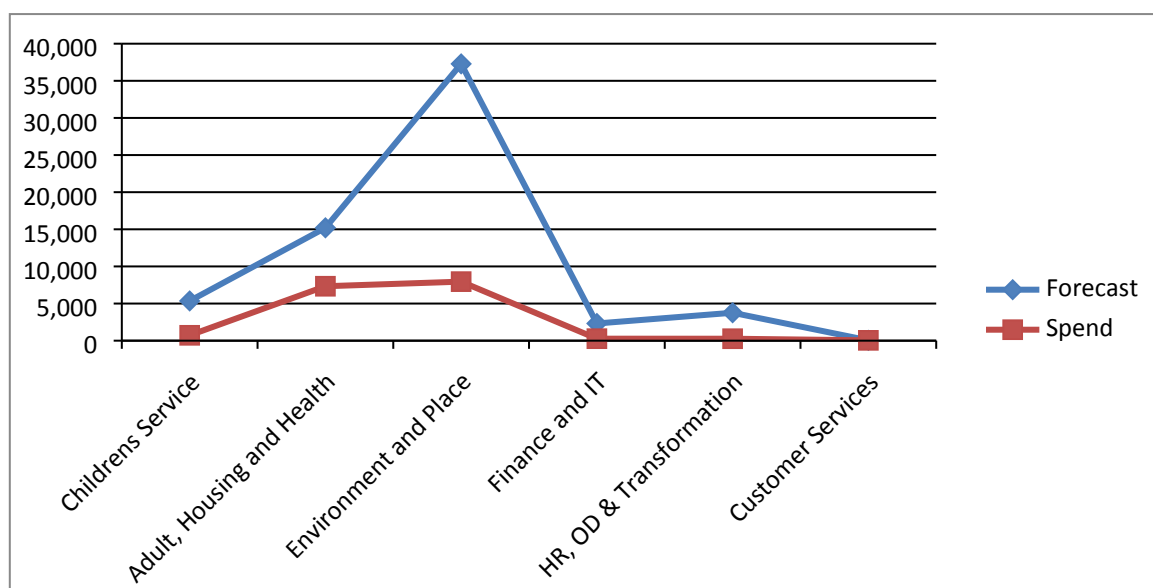
5. Thurrock Regeneration Ltd.

5.1 The regeneration project at St Chads is the only active capital scheme currently being undertaken by the wholly owned company Thurrock Regeneration Ltd. This is a £34.9m scheme and is now complete. The project has incurred expenditure of £33.6m up to the end of September 2017 with the remaining £1.3m set to be paid during 2017/18. The scheme is forecast to complete on budget. This is funded by the Council and recovered from the company over the life of the project.

6. Issues, Options and Analysis of Options

Performance Indicator Target for Month 6: 30%

6.1 The total expenditure to date on the Capital Programme is £16.538m, which equates to 26% of the budgeted spend against the performance indicator of 30%. 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.



- 6.2 At its meeting on 22 February 2017, Council agreed to set aside an amount of transformation funding – up to £2m – for the Future and Aspirational capital proposals, to develop detailed feasibility work on the schemes and to bring forward more definitive proposals through Scrutiny, Cabinet and Council. An update on these schemes will be included in a future report and also be used to inform capital bids for 2018/19 and beyond.

7. Reasons for Recommendation

- 7.1 The recommendations are to update Cabinet on the current status of the Capital Programme.

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

- 8.1 Officers and Directors' Board have been consulted on this report
- 8.2 The school capital programme and other identified works have been subject to extensive consultation with key stakeholders. The principle has been agreed with schools and the detailed build content is being agreed with the relevant schools. Consultation will continue with each school and key stakeholders, as each scheme and works develop within the programme.
- 8.3 The principle has been agreed with schools and any detailed build content will be agreed with the relevant schools. Consultation will continue with each school and key stakeholder, as each scheme and schedule of works evolves within the programme.

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

- 9.1 The budget provides the finance to support capital projects that meet the corporate priorities. Any changes to the budgets may impact, positively or negatively, on the delivery of these priorities and the Council's performance, with a corresponding impact on the community.
- 9.2 The improvement in the educational facilities in Thurrock schools is part of the council's delivery of its Education Capital Strategy and supports the council's prioritisation of educational standards and pupil progress by helping to create great places for learning in the borough.

10. Implications

10.1 Financial

Implications verified by: **Sean Clark**
Director of Finance and IT

The General Fund Capital Programme is projected to have available resources of £6.467m at the end of the current financial year and these will be carried forward to fund schemes either in development or currently in progress.

In addition, the programme also includes £114.868m for schemes that are dependent on scheme development and/or third parties.

The Housing Revenue Account Capital Programme is projected to have available resources of £21.040m at the end of the current financial year and these will be carried forward to fund schemes in currently in development.

Through the active management of the programme the Council continues to maximise the resources at its disposal.

10.2 Legal

Implications verified by: **David Lawson**
**Assistant Director of Law & Governance and
Monitoring Officer**

There are no direct legal implications arising from this report. This report provides an update and allows Members to review the adequacy of existing budgets.

The Council has a duty under the Education Act 2006 to ensure the provision of “sufficient schools” for the provision of primary and secondary education in their area.

10.3 Diversity and Equality

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

The report provides an update and allows Members to review the adequacy of existing budgets.

11. 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 various working papers within directorates and accountancy.

12. Appendices to the report

- Appendix 1 – General Fund and Housing Revenue Account Summary
- Appendix 2 – General Fund Reprofiled Variances over £0.3m

Report Author:

Mark Terry

Senior Financial Accountant

Appendix 1

Table 5 – Summary of the 2017/18 General Fund Capital Programme	Approved Budget			Projected Outturn			CY Spend (Sep-17)	% Spend against CY Forecast
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20		
Childrens Service	£'000 6,558	£'000 7,592	£'000 295	£'000 5,351	£'000 8,800	£'000 295	£'000 723	13.51
Adults, Health and Housing								
Provider Services	566	0	0	566	0	0	249	43.99
Better Care	1,001	0	0	607	394	0	178	29.00
Community Development	158	2507	0	20	2645	0	14	70.00
Private Sector Housing	135	150	0	53	150	82	-2	-3.77
	1,860	2,657	0	1,246	3,189	82	439	35.23
Environment and Place								
Transportation and Highways	17,535	8041	0	16468	8552	0	4921	29.88
Resident Services	3,124	1261	0	2884	1501	0	442	15.33
Environment	11,016	3566	681	11018	3566	681	674	6.12
Regeneration and Assets	7,125	4867	282	6350	5479	282	1900	29.92
Corporate Buildings	2,146	604	168	885	763	446	16	1.81
	40,946	18,339	1,131	37,605	19,861	1,409	7,953	21.15
Finance and I.T.	3,067	123	0	2,317	873	0	269	11.61
HR, OD and Transformation	4,317	150	0	3,762	705	0	263	6.99
Customer Services	45	0	0	45	0	0	0	0.00
Total Expenditure - General	56,793	28,861	1,426	50,326	33,428	1,786	9,647	19.17

Table 6 – Summary of the 2017/18 General Fund Capital Programme, by scheme status	Project Status	Approved Budget			Projected Outturn			CY Spend (Sep-17)	% Spend against CY Forecast
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<i>Not yet started</i>	695	3,775	0	695	3,775	0	0	
	<i>Design stage</i>	700	2,235	0	700	2,235	0	0	
	<i>Planning decision</i>	970	0	0	600	370	0	0	
	<i>Out to tender</i>	700	700	0	700	700	0	-24	
	<i>Work commenced</i>	2,158	821	295	1,659	1,267	295	350	
	<i>Scheme completed</i>	15	0	0	15	0	0	15	
	<i>Completed retention o/s</i>	371	61	0	307	61	0	302	
	<i>Demand led</i>	893	0	0	619	392	0	24	
	<i>Devolved to schools</i>	56	0	0	56	0	0	56	
Total Childrens Service		6,558	7,592	295	5,351	8,800	295	723	13.51
	<i>Not yet started</i>	86	0	0	0	83	0	0	
	<i>Work commenced</i>	824	0	0	826	0	0	309	
	<i>Scheme completed</i>	89	0	0	131	0	0	128	
	<i>Demand led</i>	849	2,657	0	288	3,106	82	1	
	<i>Scheme Removed</i>	12	0	0	1	0	0	1	
Total Adults, Health and Housing		1,860	2,657	0	1,246	3,189	82	439	35.23
	<i>Not applicable</i>	1,928	0	0	1,844	0	0	0	
	<i>Not yet started</i>	1,204	320	248	547	653	102	108	
	<i>Design stage</i>	3,082	3,577	132	2,761	3,914	316	232	
	<i>Out to tender</i>	50	2,660	70	50	2,660	70	0	
	<i>Contract formation</i>	4,263	5,388	0	4,263	5,388	0	846	
	<i>Work commenced</i>	14,445	3,862	275	14,401	3,992	275	4,525	
	<i>Scheme completed</i>	1,080	0	0	1,002	0	0	905	
	<i>Completed retention o/s</i>	1,844	0	0	1,200	0	0	816	
	<i>On hold</i>	2,047	1,941	0	1,199	2,400	240	5	
	<i>Demand led</i>	10,614	591	406	10,338	856	406	518	
	<i>Scheme Removed</i>	389	0	0	0	0	0	0	
Total Environment and Place		40,946	18,339	1,131	37,605	19,861	1,409	7,953	21.15
	<i>Not yet started</i>	1,141	63	0	391	813	0	0	
	<i>Work commenced</i>	1,726	60	0	1,726	60	0	213	
	<i>Scheme completed</i>	200	0	0	200	0	0	56	
Total Finance and I.T.		3,067	123	0	2,317	873	0	269	11.61
	<i>Not yet started</i>	278	0	0	278	0	0	0	
	<i>Work commenced</i>	2,880	0	0	2,622	259	0	263	
	<i>Scheme completed</i>	568	0	0	271	296	0	0	
	<i>On hold</i>	591	150	0	591	150	0	0	
Total HR, OD and Transformation		4,317	150	0	3,762	705	0	263	6.99
	<i>On hold</i>	45	0	0	45	0	0	0	
Total Customer Services		45	0	0	45	0	0	0	0.00
Total Expenditure - General Fund		56,793	28,861	1,426	50,326	33,428	1,786	9,647	19.17

Table 7 – Summary of the 2017/18 Housing Revenue Account Capital Programme	Approved Budget			Projected Outturn			CY Spend (Sep-17)	% Spend against CY Forecast
	2017/18	2018/19	2019/20	2017/18	2018/19	2018/20		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Adults, Health and Housing								
Provider Services	22,890	7,770	130	1,850	26,610	2,330	344	
Better Care	12,105	0	0	12,105	0	0	6,549	
Total Expenditure - HRA	34,995	7,770	130	13,955	26,610	2,330	6,893	49.39

Table 8 – Summary of the 2016/17 Housing Revenue Account Capital Programme, by scheme status	Project Status	Approved Budget			Projected Outturn			CY Spend (Sep-17)	% Spend against CY Forecast
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<i>Out to tender</i>	22,890	7,770	130	1,850	26,610	2,330	344	
	<i>Work commenced</i>	12,030	0	0	12,030	0	0	6,549	
	<i>Scheme completed</i>	75	0	0	75	0	0	0	
Total Adults, Health and Housing - HRA		34,995	7,770	130	13,955	26,610	2,330	6,893	49.39

GENERAL FUND SCHEMES

Appendix 2

Table 9 - Scheme Reprofileing	Reprofileing £000's	Reason
Upgrade Physical Infrastructure of the ICT Server Room to Tier 2 Standard	(750)	Re-profileing of expenditure as likely to slip into next financial year. Investigating options for a possible off-site data centre.
Disabled Facility Grant	(394)	Approx £0.254m of returned cases and awaiting decisions whether to proceed. A further £0.282m is earmarked for other cases where responses are outstanding from clients. Re-profileing of budget to reflect expected spend.
Tilbury Manor Primary Amalgamation Works	(370)	Scheme is being managed by The Gateway Academy. Sponsors are looking to join up to a much bigger Project. Re-profileing of spend to reflect expected spend profile.
Capital Maintenance Schemes (to be identified)	(300)	Schemes to be Identified for progression in 2018/19. Re-profileing of budget to align with expected spend profile.

This page is intentionally left blank

13 December 2017	ITEM: 12 (Decision 0110445)
Cabinet	
Developing a new model of residential care for older people in Thurrock, fit for the 21st Century	
Wards and communities affected: All.	Key Decision: Key.
Report of: Councillor Susan Little, Portfolio Holder for Children’s and Adult’s Social Care; Councillor James Halden, Portfolio Holder for Education and Health.	
Accountable Assistant Director: Les Billingham, Assistant Director, Adult Social Care & Community Development.	
Accountable Director: Roger Harris, Corporate Director, Adults, Housing and Health.	
This report is public.	

Executive Summary

This report highlights the current and projected future demand for residential care in the Borough, and the impact this is having on older adults locally who require permanent residential care, and those who may undergo longer waits in hospital because of the lack of availability of interim residential care.

The report proposes that detailed consideration be given to the development of a new residential facility in South Ockendon, with accommodation and services fit for the 21st Century. This could not only make a significant contribution to meeting demand but also set new standards in terms of facilities and services. A range of issues related to design, financing and delivery are outlined, and a further report following fuller analysis of those issues, together with a detailed proposal for development, is planned for 2018.

1. Recommendation(s)

- 1.1 That Cabinet approves the strategy outlined in this report for the development of a new residential care facility, fit for the 21st Century, on the Whiteacre / Dilkes Wood sites, in conjunction with Health partners;**
- 1.2 That Cabinet agrees that a further report, with detailed funding and development proposals for the construction of the new facility, together**

with the associated procurement proposals, should be brought to Cabinet for approval in 2018.

2. Introduction and Background

- 2.1 The Care Quality Commission in its latest report on The State of Care¹ confirms England has an ageing population: its people are living longer, and the total number of years they can expect to live in poorer health continues to rise. Within acute hospitals, bed occupancy has remained above the recommended maximum of 85% since at least the start of 2012/13; from January to March 2017, it was the highest ever recorded at an average of 91.4%. Ambulance calls have increased by 20% from 2011/12 to 2016/17.
- 2.2 Delivering adult social care has also become more challenging as more and more people need care. There is evidence of growing unmet care need – estimates show that 1.2 million people are not receiving the help they need, an increase of 18% on last year. Moreover, the number of people aged 85 or over in England is set to more than double over the next two decades.
- 2.3 While the need for adult social care continues to rise, nationally there were almost 4,000 fewer beds in care homes in March 2017 than there were in March 2015 – a reduction of around 2%, with a decrease of up to 10% seen across Essex as a whole.
- 2.4 Public Health has made an assessment of the need for residential care in the Borough which has informed the preparation of this report. One projection of demand growth shows a need for a further 410 beds in Thurrock by 2035:

Care Places Needed in Thurrock	2017	2035	Additional Number Needed	% increase
Medium need	107	208	101	94.81%
High need	344	652	309	89.81%
TOTAL	451	860	410	90.99%

- 2.5 There is already an excess demand for residential care in Thurrock which cannot be met by the current private and voluntary market. This is evidenced by the record of available beds in homes in the Borough for the 18 month period April 2016 to September 2017 which shows 6 weeks when no beds were vacant, as well as extensive periods when only beds in shared rooms were available. Moreover, there is a benefit in the Council managing residential care beds so that it can more readily offer:

¹ The State of Health Care and Adult Social Care in England 2016/17, Care Quality Commission, October 2017

- a) Interim stays for people who cannot live in their home at present but have no long term need for residential care;
- b) Short stays for those who require re-ablement services in a residential setting;
- c) Short stays to allow assessments (including Continuing Healthcare² - CHC assessments) to be undertaken outside an acute setting when they cannot be undertaken in the patient/service user's home.

- 2.6 This report concerns the proposal to develop a new 21st Century residential facility for up to 75 older users of adult social care and health care services on the Whiteacre and Dilkes Wood sites in South Ockendon. The facility could provide a wing of 30 ensuite bedrooms for Interim Care and 45 small self-contained flats (around 35 square metres and comprising a bedroom with ensuite bathroom, and a living room with a kitchenette) for those needing permanent residential and nursing care services. Communal lounges, a restaurant, full catering kitchen, specialist bathrooms, treatment rooms, residents' gardens and reception, and staff facilities including offices, and meeting rooms would also be provided. The new facility would deliver the new models of care that cannot easily be provided at the Council's care home Collins House, which although highly regarded, cannot meet the care needs of some potential residents with the result that they may have to stay in hospital for longer periods than they need.
- 2.7 The Whiteacre and Dilkes Wood sites are of a sufficient size to also allow the development of additional housing for rent or for sale. It is proposed that a number of care-ready retirement flats could be linked to the development, so allowing those residents to also use the care facilities if it would be beneficial for them to do so, and possibly providing greater economies of scale in the provision of care.
- 2.8 The estimated development cost of the residential facility (not including any retirement flats that may be added to the site) is around £7million excluding fees and VAT. A range of funding options are currently being explored for the new facility including possible grants from the Homes and Communities Agency for the self-contained flats, and prudential borrowing for the interim care bedrooms, to be serviced from savings to other parts of the local health and care system.
- 2.9 The potential redevelopment of the adjacent health centre is also currently being explored with NHS Thurrock Clinical Commissioning Group, and NHS Property Services. Consideration is being given to the development of additional primary care. This may further enhance the offer of health care services to local older people, and those with long term conditions, as well as better serving the expected population growth in South Ockendon. The location of other community facilities on the health centre site, including a nursery, may also be considered.

² This is a care package funded by the NHS which is designed to help those whose primary need relates to their health.

3. Issues, Options and Analysis of Options

3.1 The need for additional, better equipped residential beds for older adults.

3.1.1 There are currently 14 care homes for older adults in Thurrock providing 611 beds, of which 128 include the offer of nursing care. This includes the recent addition of 18 beds at the Hollywood Rest Home in Grays.

3.1.2 The Council has one purpose built residential home, Collins House, in Springhouse Road, Corringham, Stanford-le-Hope SS17 7LE designed to the standards for residential care current in the 1970s and 1980s. It is registered to provide personal care and accommodation in single rooms for a maximum of 45 older people, some of whom may be living with dementia related needs. 5 of the 45 bedrooms are currently used to provide residential re-ablement for up to 42 days (referred to as re-ablement beds). Additionally, 12 of the 45 bedrooms are for used for short term residential care (referred to as interim beds).

3.1.3 Collins House is well regarded by residents and their families, and the Care Quality Commission gave the home an overall rating of Good in its latest inspection report dated 5 April 2016. However, it does have some limitations: the bedrooms are small and none have ensuite bathrooms. Moreover, the building places limitations on the care that can be provided: it is not possible to place in Collins House some older adults who cannot weight-bear because the size of some of the rooms prohibits the use of hoists to allow such residents to transfer from bed to chair or bath or WC.

3.1.4 The possibility of improving the facilities at Collins house has been reviewed. A Feasibility Report prepared in February 2017 by architects Pollard Thomas Edwards, in conjunction with cost consultants Calford Seaden, demonstrated that site constraints would result in any up-grade of the facilities at Collins House causing severe disruption for existing residents, bringing with it significant health issues for older people living on a building site. The development of ensuite bathrooms would also result in the loss of 6 units of accommodation and so presents poor value for money. Without decanting, demolition and rebuilding there could be little real improvement in the facilities at Collins House, and this is not felt to be an acceptable option for the frail, elderly residents who have chosen to move to the home.

3.1.5 A new residential care facility on the Whiteacre/Dilkes Wood site would not only address the limitations of the care that can be provided in Collins House but also offer additional beds to help manage the growing demand for residential care. (It should be noted that while a valuable addition to the panoply of provision for vulnerable older adults, the dedicated interim and re-ablement beds at Collins House have reduced the availability of permanent residential accommodation by 17 beds).

3.1.6 The facility at Whiteacre/Dilkes Wood would also improve the availability of out of hospital care (the urgent need for which is shown most recently by the

significant increase in delayed transfers of care), and take further the aim to provide these services within the Borough, in line with the Health and Well-Being Board's strategy "For Thurrock In Thurrock". It could allow flexing the provision for residential re-ablement, discharge to assess beds, and interim beds (where a service user does not require permanent residential care but cannot at that time return to their own home) to take account of changing patterns of need, and the numbers in need.

3.2 The case for investment and the future vision for Collins House

3.2.1 This is an investment proposal for a new residential facility in South Ockendon. Collins House will remain an important resource for Thurrock and it will be retained as a care home for use by older adults. The new facility proposed for South Ockendon will provide the opportunity to understand more fully how the facilities and services at Collins House could be improved, building on its existing strengths. A report will be presented to Elected Members in 2018 with a review of how Collins House will continue to provide a service for health and social care in the future.

3.2.2 A residential facility that is capable of meeting the current need for care, (including dementia and nursing care) will provide sizable savings to the health and care economy by reducing the number of beds required for care in acute settings. It has become clear that there is now very little spare capacity in the local care home market, and at times there has been an acute shortage of beds. As noted above the record of the available residential care beds in Thurrock since April 2016 shows an average of 2 available beds per day: this will include some beds in shared rooms and this means at times no beds may be available for those who are unwilling or unable to share a room. The record also shows that in some weeks there are no vacant beds available.

3.2.3 Thurrock performs well in enabling residents to return home from hospital, especially when compared to other areas in the East of England and nationally. However, there has recently been a significant increase in the number of delayed transfers of care (DTC) of Thurrock residents from BTUH³ and the Council and Health partners have recently committed to working more closely together to reduce the number below the current average of 300 days per calendar month. In July 2017 there were 378 delayed transfers of care (delayed days), which is an increase of 99 compared to the previous month (279). The cost of providing intermediate care in acute settings is reckoned to be £105,000 per bed per year. The cost of delayed transfers of care is expected to be similar. The new residential facility would provide a high quality, cost effective solution to delayed transfers in the medium to long term, and in so doing provide a better and more local service for Thurrock residents. It will also help address the fact that longer stays often lead to poorer health outcomes, and an increased dependence on social care services.

³ The figure does not include DTC from community health providers (NELFT and EPUT) or other hospitals outside Thurrock used by Thurrock residents

- 3.2.4 At the same time the current market for social care for older adults, including residential care, is fragile and the Council needs to retain the capability and some capacity to deliver residential care in case it needs to step in following provider failure. Investing in care services and facilities in the community will enable more, older adults who are unwell to remain out of hospital where there is no clinical justification for a stay in an acute facility, and where they are unable to stay in their own home.
- 3.2.5 The national objective of providing integrated care, and local initiatives such as the Thurrock Better Care Fund, will enable the Council jointly with Health partners to better direct their use of resources to commission services to maintain health and well-being, and to reduce admissions to acute care. The development of a residential facility which meets the needs of those requiring re-ablement, assessment and interim stays will allow the Council with the CCG to demonstrate the viability and sustainability of this model for independent sector providers, so allowing them to diversify their residential offer. The proposed investment also meets the NHS Five Year Forward View objective of enabling a shift in investment from acute to primary and community services. Finally, consultations, including 'For Thurrock in Thurrock' show strong public support for providing more health and care services in the community, and in Thurrock.
- 3.3 Exploring the range of design, financing and development options.
- 3.3.1 The availability of the Whiteacre / Dilkes Wood site presents opportunities to:
- develop innovative, aspirational and care-ready homes to meet the needs of an ageing population in line with the principles of the HAPPI report ⁴;
 - empower service users through asset based approaches to residential care that can enhance both the quality and longevity of life through focusing on the resources that promote the self-esteem and coping abilities of individuals and communities;
 - provide technology enabled care such as telehealth, telecare, telemedicine, telecoaching and self-care apps that have the potential to transform the way people engage in and control their own healthcare, empowering them to manage it in a way that is right for them;
 - develop a range of other facilities which may complement and enhance the care on offer, including the development of a neighbourhood of retirement flats and, to create more of an intergenerational community, a nursery or similar facilities;
 - see the development of enhanced primary care and (subject to further dialogue with Health partners) possibly a range of out of hospital clinical services;
 - explore a range of capital and revenue, public and private financing options to secure new investment in Thurrock, and to maximise value for money.

⁴ Housing our Ageing Population: Panel for Innovation DCLG 2009
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/378171/happi_final_report_-_031209.pdf

These opportunities are explored in more detail below.

3.4. Issues to determine 1 – Design and realising development potential.

3.4.1 The current offer for older people who need intensive personal care or nursing care is usually a room in a residential care home. In recent years “extra care” housing has been developed, and while the term encompasses a range of forms and care offers, it generally refers to self-contained accommodation with personal (and sometimes nursing) care provided by an on-site team. In many cases older people find that their changing needs results in them no longer being able to manage in extra care housing, and they can then be obliged to move into a room in a care home.

3.4.2 Recent innovation in housing design standards (including the HAPPI Report referred to above), together with the development of technology enabled care, means that we can now offer a far greater range of assistance (including clinical interventions) in a self-contained domestic setting. This brings with it the potential to enable more, older people to remain in their own (specially designed) home to the end of their life if they wish to do so. It also means that older people may not have to give up their home, give up all their possessions except for those that can be accommodated in a single room, and give up the friendships and familiar support networks that have played a part in keeping them independent, at a most vulnerable time in their lives.

3.4.3 The location and scale of the Whiteacre and Dilkes Wood site will allow the development of a range of homes for older people needing care: from small easy to maintain flats designed for frail elderly people, to retirement living for those who wish to downsize to a care ready environment, including potentially a mix of one and two bedroom dwellings for rent or sale. This is an opportunity both to address the growing demand for residential care, and to invest in innovation in care, and so to set new higher standards for residential provision in the Borough.

3.5 Issues to determine 2 – Financing.

3.5.1 The potential to develop the new care facility on the lines described above brings with it new financing options for the facility which include:

- Developing more and better alternatives to care in an acute hospital for older people who are “Doctor fit” but who may need time for convalescence or for other reasons cannot return to their home. In conjunction with Health partners, there is potential to use funding from other parts of the health system to resource the development. This may include revenue contributions as is currently the case with the interim beds at Collins House or even potentially, capital. With suitable agreements in place the revenue contributions could be used to service prudential borrowing being undertaken by the Council for the purpose of developing the facility.
- Securing grant from the Homes and Communities Agency - this was the case with Elizabeth Gardens where a capital investment of £70,000 was

secured for each of the 65 extra care flats, and for Bruyns Court where £50,000 per unit was committed for the development of HAPPI housing (in which fewer facilities for the delivery of care are required) . This funding would be available if the accommodation offered is self-contained rather than a bedroom in a care home where all other facilities are shared. Rental income from the flats, or the proceeds of sales if units for shared ownership were developed, would also be available to offset development, maintenance and management costs.

3.6 Issues to determine 3 – Site assembly and the potential for a joint venture with Health partners.

3.6.1 The South Ockendon Health Centre on Darenth Lane is currently occupied by a single handed GP Practice, a branch surgery of an Aveley Practice, and a range of other clinical services including Health Visitors and Dentists. The building dates from the 1960s and is a very low density use of the land it occupies. Health partners have confirmed the building is no longer fit for purpose, and they see potential benefits in redeveloping the site to create a health centre which could bring together other surgeries from the local area, and to equip it with a fuller range of primary care facilities. This aligns with the Council's priority of improving the quality and capacity of primary care across the Borough, and will be a key part of implementing the GP Standards Plan.

3.6.2 The Health Centre site is also large enough to accommodate a range of non-clinical community services which could address the wider determinants of health in the local area. There is therefore the added potential, as part of a joint venture with the Council, of developing a health and well-being facility for the Whiteacre / Dilkes Wood facility and for the wider community. The possibility of redevelopment needs to be explored because it could play a key role in meeting the health and well-being needs of the growing population planned for South Ockendon, including the proposed 200 homes on the adjacent Culver Centre site, and the proposed urban extensions. Health partners have recommended an Outline Business Case should be progressed to determine the feasibility of redevelopment.

3.7 Issues to determine 4 – Delivery.

3.7.1 The first question is whether to Make or Buy– will the Council be the developer or will it procure a development partner. The Council has a number of procurement options in considering how best to develop the Whiteacre / Dilkes Wood site. These include:

- With its track record of successfully delivering Bruyns Court in South Ockendon (soon to be followed by a larger HAPPI housing scheme of 36 flats with potentially some commercial elements in Calcutta Road Tilbury) the Council itself has the capacity to develop the residential elements of the proposed scheme. As a development partner of the Homes and Communities Agency it also has potential access to the capital grant funding needed for the development of housing for affordable rent and for shared ownership for older people. This development option would allow

the Council to retain both the ownership and the management of the scheme.

- The Council also has a track record in the successful delivery of extra care housing in partnership with specialist housing associations such as Hanover, which led to the development of the Elizabeth Gardens. This development option would allow the Council to hand over development and management of the site while retaining the option to deliver the care itself, or through a contracted third party care provider. In the case that a disposal of an interest in the site was agreed (depending on affordability) a capital receipt may be payable to the Council.

3.7.2 The Phasing of the Proposed Development also requires consideration:

- The Whiteacre / Dilkes Wood site is large, with the potential to deliver over 100 homes. Consideration will therefore need to be given as to whether to initially develop the whole site at once, or to phase the development. This could involve the initial development of the residential facility (including the interim beds), and subsequently developing out the remainder of the site in line with strategic priorities and market conditions.
- The issue of phasing is even more crucial if the South Ockendon Health Centre is to be included in the development. In this case, in addition to the need to negotiate and agree terms for the joint development there is the issue of aligning investment cycles potentially involving, the Council, Health partners and the Homes and Communities Agency.
- The issues to be considered in addressing phased development include contract packaging, and technical building options (including getting the most from Modern Methods of Construction such as Modular Build and Cross Laminated Timber technologies), as well as how best to take the resulting units to market (for rent and/or sale). In the case of the Health Centre and any community uses, there are obviously a range of other logistical issues related to continuity of health service provision which would need to be dealt with. Contingency plans would also be needed to manage any delay in any element of the scheme so as not to place at risk the deliverability and viability of the scheme as a whole.

4. Reasons for Recommendation

- 4.1 The recommendations are intended to allow the Council to explore fully how best to respond to the projected growth in residential care, including interim care. This will involve detailed examination of the potential use of the Whiteacre and Dilkes Wood sites for a residential facility, as well as discussions with Health Partners about South Ockendon Health Centre.
- 4.2 Following a detailed evaluation of the various issues outlined in the report, a further report seeking approval for the various commitments that would need to be made to realise the development of the proposed 21st Century residential facility will be presented to Cabinet.

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

- 5.1 This proposal has been developed to address issues that were the subject of a number of recent consultations, particularly Designing a Health and Social Care system for the 21st Century, 3 April 2017 to 25 June 2017 and, in conjunction with NHS Thurrock Clinical Commissioning Group, For Thurrock in Thurrock in Spring 2016.
- 5.2 The proposal to develop a new model of residential care for older people in Thurrock, fit for the 21st Century. was presented at Health and Well-Being Overview and Scrutiny Committee on the 16th of November 2017, and was widely supported.
- 5.3 The proposal to develop the Whiteacre / Dilkes Wood sites will be subject to the usual requirements of the Planning Application process.

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

- 6.1 The proposal to develop a new model of residential care, fit for the 21st Century, on the Whiteacre / Dilkes Wood sites in South Ockendon will contribute to the strategies, priorities and plans for the Borough, in particular to:
- 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.
- 6.2 The proposal is also highly relevant to the delivery of the Health and Well-Being Strategy, particularly:
- goal 2: healthier environments – places and communities that keep people well and independent; and
 - goal 4: quality care, centred around the person – remodel health and care services so they are more joined up and focus on preventing, reducing and delaying the need for care and support.
- 6.3 The potential development of the adjacent health centre may also play a part in the delivery of the New Models of Care, particularly in relation to enhancing the capacity and capability of Primary Care.

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Management Accountant, Social Care & Commissioning

At this stage in the development of these proposals there are no specific financial implications. The financial case to develop residential accommodation and potentially other facilities in conjunction with Health partners, on the Whiteacre and Dilkes Wood sites in South Ockendon will be presented in a subsequent report.

7.2 Legal

Implications verified by: **Sarah Okafor**
Barrister, Thurrock Adult Social Care

At this stage in the development of these proposals, I have read the report in full, and the HAPPI report referenced. There appear to be no specific health and adults social care related legal implications arising. The full range of legal issues, related to the development of residential accommodation and care services, and potentially other facilities in conjunction with Health partners, on the Whiteacre and Dilkes Wood sites in South Ockendon will be presented in a subsequent report.

7.3 Diversity and Equality

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

The aim of this proposal is to improve access to, and the quality of, residential care in the Borough. In due course an equality impact assessment that will support the development of the facilities and the service will need to be produced.

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

These have been addressed elsewhere in this report.

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

- 2017-02-24_Stage 1 Report_Collins House_1.0
Pollard Thomas Edwards were appointed by Thurrock Council to examine the feasibility of various development options for Collins House, Corringham. Their report explored 3 main options for redevelopment; two of which were focused on the existing site of Collins House along with a third option that examined possible relocation to the Dilkes Wood site in South Ockendon.

Cost appraisals for all options have been provided by Calfordseaden. This is a very large file and so a printed copy of the report has been made available in the Members Library.

9. Appendices to the report

- None

Report Author:

Christopher Smith
Programme Manager
Adults, Housing and Health

13 December 2017	ITEM: 13 (Decision 0110446)
Cabinet	
Treasury Management 2017/18 Mid Year Report	
Wards and communities affected: None	Key Decision: Yes
Report of: Councillor Shane Hebb, Portfolio Holder for Finance	
Accountable Assistant Director: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is Public	

Executive Summary

In accordance with the Revised CIPFA Prudential Code, this report:

- (a) reviews treasury management activity to 30 September 2017; and
- (b) reports on the forecast treasury outturn position for 2017/18.

The report confirms the Council is within the prudential indicators as agreed by Council in February 2017 and continues to contribute, through both reduced costs and increased income, towards the financial sustainability of the Council.

1. Recommendation

- 1.1 **Comment on the report on Treasury Management activity as at month 6 in 2017/18.**

2. Introduction and Background

- 2.1 This report is prepared in accordance with the requirements of the CIPFA Prudential Code and presents details of treasury management activity for the six months to 30 September 2017.

3. Issues, Options and Analysis of Options

3.1 Borrowing

The Council's borrowing activity for the period from 1 April 2017 to 30 September 2017 is summarised in the table below:-

Table 1

Source of Loan	Balance at 01/04/17	New loans raised	Loans repaid	Balance at 30/09/17
	£'000	£'000	£'000	£'000
Market Loans	30,653	0	0	30,653
PWLB	160,889	0	0	160,889
Temporary Market Loans	204,750	388,750	286,650	306,850
Total Debt	396,292	388,750	286,650	498,392

- 3.2 The Council continues to fund the £84.0m ex-Public Works Loan Board (PWLB) debt on a temporary basis. Current interest rate projections from the Council's advisors, Arlingclose, show a central projected case of 0.50% through to December 2020 with a +/-0.25% risk of movement in the rate during that period. This forecast would suggest that further interest savings should still be accrued for future years following 2017/18 against borrowing long term debt. However, these predictions for the bank base rate are open to change depending on Government responses to market events and developments continue to be closely monitored by both officers and the council's advisors with appropriate action taken as necessary.
- 3.3 As at 30 September 2017 total debt outstanding is £498.4m made up of £160.9m of HRA PWLB debt, £30.6m Long Term Market debt and £306.9m of temporary borrowing. The large turnover of loans in Table 1 is attributable to financing the £84.0m ex-PWLB debt and other financing requirements on a temporary basis (loans can often be for a period of 1 month only leading to a high turnover of loans to service the entire debt).
- 3.4 The Council's PWLB debt portfolio currently consists solely of loans taken out with regards to the HRA settlement undertaken on 28 March 2012. These loans are now eligible for rescheduling. The loans were borrowed at one-off preferential rates made available specifically for the settlement. PWLB redemption rates have fallen and these loans would now incur a premium. The refinancing of these loans would now be at a lower level, the original loans were taken over an average of 47.5 years at an average rate of 3.49%, current rates in the 43.5 year period would equate to 2.40%. However, this is not significant enough to outweigh the significant cost of the redemption premiums of approximately £40m.
- 3.5 Officers have also assessed the Council's LOBO loans for any early repayment opportunities, but, the premia involved of approximately £29m and the high refinancing costs again make it unfavourable to reschedule the debt

at this time. Officers will continue to monitor the Council's debt portfolio for opportunities going forward.

- 3.6 The Council has also borrowed funds of £32.2m to facilitate the building works carried out by Thurrock Regeneration Ltd at the St Chads site in Tilbury. Officers are continuing to investigate opportunities to raise long term funds to finance these works but, as short term rates are still at historical lows and predicted to remain there for the foreseeable future, the Council will continue to borrow on a short term basis until such time as the long term funds become attractive in comparison. All interest costs are met by Thurrock Regeneration Ltd with the council benefiting from a commercial interest rate of return.

Investments

- 3.7 The Council's investment activity for the period from 1 April 2017 to 30 September 2017 is summarised in the table below:-

Table 2

Source of Investment	Balance at 1/4/17	New loans raised	Loans repaid	Balance at 30/9/17
	£'000	£'000	£'000	£'000
Overnight Investments	1,600	1,544,500	1,536,550	9,550
Other Investments (2 to 365 days)	21,000	229,050	144,050	106,000
Long Term Investments	15,000	27,000	0	42,000
Fund Managers	51,000	0	0	51,000
Total Investments	88,600	1,800,550	1,680,600	208,550

- 3.8 A significant proportion of the internally managed investments are held for very short time periods in order to meet day to day cash requirements, hence the very high turnover figures in Table 2 above. The figures for overnight investments have been separated from those for longer periods to demonstrate the difference in volumes.
- 3.9 The Council has £50m invested with the CCLA Property Fund which has earned a return of 4.85% for the first half of 2017/18, a total return of approximately £1.21m. Returns for the second half of the financial year are expected to be similar. The Council also invested £1m in CCLA's Diversified Equity in March 2017 that is estimated to return 3.25% per annum. Returns to September 2017 are currently averaging 3.22%.

- 3.10 The Council has invested in a long term opportunity with a solar energy investment fund managed by Rockfire Ltd in September 2016. The Council has £24m invested and will receive a 5% return over each of the first four years and then 8% in year 5 along with repayment of the principal sum at the end of the term. The first payment of £1.2m was received in September 2017. The investment will make a gross return of £6.72m before financing costs of approximately £0.7m over the five years.
- 3.11 The Council has also been looking at other investment opportunities to increase interest returns. Other smaller investments over one year have been made after appropriate due diligence and will return approximately a net £1.05m per annum.
- 3.12 Internally held balances currently stand at £56m with a view to falling to around £10m-£15m at the financial year end. These investments are mainly held with Banks and Building Societies on a fixed term basis ranging from overnight to 3 months in duration.
- 3.13 All investments made have been with organisations included on the "List of Acceptable Counterparties and Credit Limits" within the 2017/18 Annual Treasury Management Strategy and the total sums invested with individual institutions have been contained within the limits specified therein.

4. Reasons for Recommendation

- 4.1 There is a legal requirement for a Treasury Management Mid-Year Report to be submitted to Cabinet. This report has been written in line with best practice

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

- 5.1 The Council's Treasury Advisors, Arlingclose, have been consulted

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

- 6.1 The financial implications of the above treasury management activities on the Council's revenue budget are illustrated in table 3 below for 2017/18.

7. Implications

7.1 Financial

Implications verified by: **Chris Buckley**
Senior Financial Accountant

The Council's net interest position for the period from 1 April 2017 to 30 September 2017 is summarised in the table below:-

Table 3				
	2017/18 Revised Budget £'000's	2017/18 Forecast outturn £'000's	2017/18 Variance £'000's	
1	Interest payable on external debt Interest Payable	4,747.1	4,024.1	(723.0)
2	Investment Income Interest on Investments	(6,172.3)	(7,855.2)	(1,682.9)
3	Net Interest charged to GF	(1,425.2)	(3,957.2)	(2,532.0)
4	MRP Supported/Unsupported Borrowing	4,981.7	4,981.7	0
5	Overall Charge to GF	3,556.5	1,024.5	(2,532.0)

Table 3 shows that in 2017/18 the overall charge to the General Fund is forecast to be £1.02m which is a favourable position of £2.53m compared to the revised budget.

7.2 Legal

Implications verified by: **David Lawson**
**Assistant Director of Law & Governance and
Monitoring Officer**

In determining its affordable borrowing limits under section 3 of the Local Government Act 2003, the Council must have regard to the "Prudential Code for Capital Finance in Local Authorities" (revised Edition 2007) published by CIPFA. In carrying out its functions under Chapter 1, Part 1 of the Local Government Act 2003, the Council must have regard to the code of practice contained in the document "Treasury Management in the Public Sector : Code of Practice and Cross-Sectoral Guidance Notes" (Revised Edition 2009) published by CIPFA.

7.3 Diversity and Equality

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

There are no specific implications from this report

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):

- Revised CIPFA Prudential Code
- Revised draft ODPM's Guidance on Local Government Investments
- Revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes
- Treasury Management Policy Statement
- 2017/18 Annual Borrowing & Investment Strategy
- Arlingclose's Investment Review.

9. Appendices to the report

- None

Report Author:

Chris Buckley
Senior Financial Accountant
Corporate Finance

13 December 2017	ITEM: 14 (Decision 0110447)
Cabinet	
Aveley Community Hub Business Report and New Build	
Wards and communities affected: Aveley and Uplands	Key Decision: Key
Report of: Councillor Coxshall, Portfolio Holder for Regeneration	
Accountable Assistant Director: Not applicable	
Accountable Director: Steve Cox, Corporate Director of Environment and Place	
This report is Public	

Executive Summary

Previously, Cabinet considered a report on the Thurrock Library Service. The report outlined that the Council was working closely with Aveley Village Community Forum (AVCF) to progress plans for a new community building which would contain a library within a new community hub. Cabinet approved the approach outlined in the report, including the proposals for the Aveley scheme.

Planning permission was approved 24th November 2016. Bennesse (UK) Ltd were appointed to work with the steering group to conduct a further review of the business plan for operation of the new building to check that is viable and that it meets community needs. The business plan demonstrates viability and the next sages will be to review and complete technical design and to procure and appoint a building contractor to commence the construction of the new community centre. The business plan will continue to evolve to take account of changes to design and to ensure viability.

This report updates Cabinet on the project, seeks support for the business plan and requests Cabinet approval to procure a building contractor for the scheme.

1. Recommendation(s)

- 1.1 **Note the work completed to date and to support the development of a new building for the Aveley Community Hub;**
- 1.2 **Agree to the Council procuring a building contractor for the scheme and to delegate authority for appointment to the Corporate Director of Place in consultation with the Portfolio Holder for Regeneration, Highways and Transportation subject to budget provision.**

2. Introduction and Background

- 2.1 The Community Hubs programme aims to build and develop strong and sustainable partnerships between the voluntary sector and local communities in order to better meet the needs of local residents. The programme is overseen by the Community Hubs Strategic Board and a tailored approach to the development of hubs in each locality has been taken depending on existing arrangements, local groups and the dynamics of each situation.
- 2.2 In Aveley the development of the hub has been led by the Aveley Village Community Forum (AVCF) who have a long held aspiration to develop an intergenerational centre in Aveley. Approximately £1M of Section 106 (Developer's Contribution) is available to support the development of a new build facility and this, coupled with the aspirations of the AVCF and the conclusions of public consultations in the area combine to form the rationale for the identification of Aveley as the first purpose build hub facility.
- 2.3 The development of proposals has been informed by extensive consultation. The most recent community engagement survey was conducted in December 2015 by ngage. Besides an overwhelming demand for health and GP services the report highlighted demand for a number of services that could be delivered from a community hub:
- (57%) – GP Services
 - (35%) – Health Services.
 - (15%) – New joint adult social care, health and housing team which will work within the community to improve services before people hit severe problems.
 - (15%) – Housing and library services changed to provide a modern approach.
 - (15%) – Benefits advice
 - (8%) – Youth and children activities
 - (5%) – Community activities such as Arts and Crafts, Bingo, lunch clubs all ages, drop in for chats and more computer access
- 2.4 The overwhelming majority (71%) supported the suggestion that the car park and part of the recreation ground should be the location for a new hub building to deliver these services.
- 2.5 With growth in the population of Aveley there is recognition that good public facilities and services are required in the area. A number of public consultations have concluded that there is demand for a multi-functional building to act as a Community Hub and provide a modern flexible and digitally enabled space for community health services, wellbeing, youth services, family social activities and nursery provision. Feedback to date has also demonstrated support for the library to be part of the hub. The

proposals also demonstrate the Council's ambition to strengthen the relationship between the hubs and libraries and to ensure there is coverage across the borough through modern, digitally enabled buildings for the future that support growing communities.

3. Issues, Options and Analysis of Options

- 3.1 Two parallel work streams have been developed to progress the project – development of design proposals and business planning to assess the long term viability of the building operation.

Design of the new building

- 3.2 The Council (working with AVCF) appointed ECD architects to design a new building and all parties have worked with the professional team to design a functional and sustainable hub building. The building design was developed taking into account the public consultation that had taken place, available capital and the need to generate income to offset maintenance costs and staffing of the new building. Taking into consideration previous public consultations the final design included:
- Hall, Common room and Youth Centre
 - Hub Office
 - Reception with self-serve library facility
 - Ancillary facilities Kitchen, WC's, Plant and Storage
 - External works
 - Community Café – shared kitchen and terrace
 - Nursery
- 3.3 Whilst the consultation outcomes had indicated that health services are required, Aveley residents will be served in future by the Integrated Medical Centre to be built in Purfleet. However the hub building has been designed with flexible spaces to support community health provision for a range of services to be delivered locally.
- 3.4 In November 2016 Thurrock's Planning Committee granted permission to build the new hub building in Aveley. The plans approved by the Planning Committee from Appendix 1 to this report.
- 3.5 Through the design process the cost of the new build was continually assessed and feedback was provided to the project group. The cost of the new building was estimated at approximately £2.2m which is in excess of the available S106 funding secured for the new building. As a result the project group decided to split the building into two phases with the potential to build only phase 1 if the additional funds required for phase 2 were not available.

- 3.6 The facilities for Phase 1 would consist of the hall, youth centre, reception, kitchen and ancillary facilities. Phase 2 would include a community café and potentially a nursery to generate rental income to support the ongoing operation of the building. Phase 2 would be funded from any underspend in Phase 1, external funding and support from the Community Hubs capital programme.
- 3.7 The current plans and planning permission restrict the build to one level. However, enhanced footings will be explored through the tender process should scope to extend higher become feasible.
- 3.8 The Community Hubs Strategic Board have indicated they are able to provide capital funding to fund Phase 2 of the building in order to secure accommodation that will generate an income for the sustainable operation of the hub in the long term. The financial viability of the hub is of critical importance and in order to secure the additional funds from the Hub Strategic Board the business plan has been reviewed and refreshed.
- 3.9 The next stage in the development of the building will be to complete technical design and any changes required by the Business Plan. The Council will then tender for the works contractor and delegate award of the contract to Corporate Director of Place in consultation with the Portfolio Holder for Regeneration, Highways and Transportation for the new build subject to budget provision.

Business Plan

- 3.10 It was recognised early in the design process that the proposed facility should be multi-functional - capable of accommodating different activities alongside each other. AVCF have historically focused on youth provision and community events such as St George's day and Christmas markets. These and their existing programme of activity had informed and driven the development of the Business Plan proposed for the new building.
- 3.11 However the Community Hub will provide a broader range of services and activities than originally envisaged and the group have recognised the importance of being financially sustainable in the long term. Therefore the Council appointed Benesse UK Ltd to support a review and development of the Business Plan for the Aveley Community Hub.
- 3.12 Working with AVCF and Council Officers, Benesse UK Ltd developed a business plan which forms Appendix 2 to this report. The business plan considers options to generate income and recommends adjustments to the building design which could improve the financial prospects and viability of the centre in the long term.
- 3.13 The business plan recognises that whilst the floor plan is comprehensive a number of changes and improvements could be considered to enhance the viability of the hub operation. These include:

- Enhanced provision for those with learning and physical disabilities
- Integrated library
- Consultation booth/room(s) offering confidential areas
- Flexible meeting rooms to accommodate ad hoc bookings, for example, community health provision.

3.14 Benesse UK has made a number of assumptions in the refresh of the business case:

- The financial analysis in the business plan assumes that the recommended changes are made to the building design.
- That the building will cost approximately £2.3m including all professional fees and surveys;
- The new building can be paid for through a mixture of S106 funding and grant support from the Community Hubs Capital Budget;
- That the trustees will be able to raise 13% of revenue funding from fund raising activities;
- That no other grant income will be available ;
- That the Library Service contributes approximately £14,000 each year once the service moves into the Hub building.

3.15 The Business Plan provides a detailed analysis of the first five years of operation with higher level predictions for years 6-20. Revenue will be generated by a broad range of activities including the opportunity to let contracts on commercial terms for catering and nursery facilities which have been market tested with initial positive feedback.

3.16 In the first three years it is not expected that revenue will be sufficient to offset costs. However, thereafter the building is expected to generate a small surplus which offsets the loss in the early years and can also be used to re-invest in the building and the services provided in the longer term.

3.17 Alongside the financial analysis the Business Plan also considered governance and operation of the building. The business plan has identified a lack of commercial and business expertise on AVCF Board and Benesse have offered invaluable advice on strengthening the skills mix. The Board are committed to the scheme and have a long track record of successfully securing external funding for community activity in the area. The Board expect to apply for external funds to support the capital build if opportunities arise which, if successful, could reduce the Council's financial contribution.

4. Reasons for Recommendation

- 4.1 Approximately 50% of the funding to secure the new building will be drawn from S106 contributions for provision of a new community facility in Aveley. These contributions are time bound and legal advice is that in order to comply with the relevant agreements a building contractor will need to be procured by February 2019 or funding could be at risk.
- 4.2 A new purpose built building in Aveley will enable the Community Hub programme to be rolled out to another part of the borough and will support the modernisation of the library service in Aveley. The building will enable the AVCF to continue to deliver some of the services that have been a focus in the past including provision for young people in a modern facility capable of generating some income to help offset costs.

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

- 5.1 The proposed new Aveley Community Hub building has been designed in consultation with AVCF and steering group and a public consultation was held to inform the development of plans December 2015. Planning permission was granted November 2016. The Planning, Transportation and Regeneration Overview and Scrutiny Committee considered the report November 2017. The committee were keen to see a board range of services delivered in the building including community and public health provision. As the first purpose built Community Hub in the area the proposal received a positive response.

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

- 6.1 The building supports the Council's Community Hub programme by developing a bespoke facility in Aveley which will provide the facilities required to deliver services and activities to residents. A new purpose built Community Hub will meet the Council's Corporate Priorities:
- Create a great place for learning and opportunity: The intergenerational centre provides accommodation for youth provision and other community activities as envisaged in the community hub programme and in the s106 agreement. The new multi-use hall will allow social activity whilst the library offer will provide self-study;
 - Encourage and promote job creation and economic prosperity: With the inclusion of a nursery and café the project would support an SME and create minimum of 3FTE jobs. This excludes the potential for 3 FTE post within the nursery. The number of jobs created within the nursery would depend upon the age of the children using the facility. The facility may

also enable parents in Aveley to use a local nursery to look after their children and therefore find or remain in work;

- Build pride and respect to create safer communities: a multi-functional building that provides a focus for the local community. The particular focus is on education through library provision;
- Protect and enjoy our clean and green environments: the ethos of this project is to create a sustainable building. The intention is to build a highly energy efficient community centre therefore reducing its ecological footprint and reduce the overall costs of running the building. The building would be built on the site of an existing paved area in the playing fields currently used as car-parking by the local community and therefore the impact on the leisure facility would be minimised.

7. Implications

7.1 Financial

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

There is approved Section 106 money of £1.061m which has been included in the capital programme. The s106 money will partially fund the build whilst the balance will be from the Community Hub Capital Budget.

As outlined in the business plan, there will be a variety of income generation sources these include nursery, hall hire and library.

7.2 Legal

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

The value of the proposed works is above the £750k threshold and therefore will require Cabinet approval. However the value at £2.2m is below the European Thresholds. The procurement of the capital works will need to be carried out in link with the Council's procurement process.

7.3 **Diversity and Equality**

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

The proposed new Aveley Community Hub building is a modern, purpose build facility that reflects the aspirations for the local community. The final design will be subject to a community equality impact assessment.

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

- None.

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

- None.

9. **Appendices to the report**

- Appendix 1 - Extract of proposed Aveley Community Hub Building
- Appendix 2 - Aveley Community Hub Business Plan

Report Author:

Jacqueline North
Senior Project Officer
Regeneration



Key

- Multi-purpose
- Learning Resource
- Staff and Admin
- Nursery
- Storage
- Kitchen
- WC
- Circulation
- Plant

ECD COMPUTER FILE

NOTES
 1. Do not scale from this drawing. All dimensions to be checked by the Contractor before construction proceeds and prior to the fabrication of any component.

C	SK	LP	24/11/17	Labelling amended
B	SK	LP	16/09/16	Issued for Planning
A	SK	LP	15/08/16	Parking revised, additional cycle racks added, roof plan revised to incorporate PV access and fall prevention
M	SK		21/06/16	Issued for Pre Planning Advice

REVISION

NO	DATE	DESCRIPTION

DRAWING ISSUE

STAGE 3 - PLANNING

CLIENT

THURROCK BOROUGH COUNCIL

ECD Architects
 ENERGY CONSCIOUS DESIGN

Studio 3 Blue Lion Place
 London SE1 4PU
 t: 020 7939 7500
 f: 020 7939 7501
 e: ecda@ecda.co.uk
 w: www.ecda.co.uk

PROJECT TITLE

5488 AVELEY VILLAGE COMMUNITY HUB

DRAWING TITLE

PROPOSED GROUND FLOOR

SCALE

1 : 100

DATE

07.04.16

DWG REF.

5488-1200

DRAWN

MW

CHECKED

SK

REVISION

C

0m 2m 4m 6m 8m 10m

VISUAL SCALE 1:100 @ A1

© ECD Architects Ltd. All rights reserved. Including the right of reproduction.

This page is intentionally left blank



Aveley Community Hub Business Plan (R1)

Recreation Ground, Aveley, Essex



Matthew Roberts

October 2017

www.benesseuk.com



Contents

Acknowledgements

Introduction

1. Executive Summary	4
2. Overview of the Service	6
3. Service Sector and Market Analysis	12
4. Competitor Analysis	14
5. Sales Strategy	16
6. Marketing and Campaign Planning	17
7. Operations	20
8. Financial Implications.....	28
9. Development and Milestones	31
10. Risks and Contingencies	31
11. References	31
12. Appendices	31



Acknowledgements

Benesse (UK) Ltd. wishes to thank those who have supported and contributed to this report including the Aveley Village Community Forum (AVCF), members of Thurrock's Hub Steering Group (THSG), Thurrock Council, members of the local community and the Corporate Director.

Introduction

Benesse (UK) Ltd. was invited by Thurrock Council to assist the Aveley Village Community Forum review and submit a robust business, sales and marketing plan to support their proposition to run the proposed new Aveley Community Hub.

The aim is to ensure that the Hub will become an environmentally friendly, iconic, sustainable building, at the centre of the village and forefront of the Council's hub initiative; relevant to the demands of the local community supported by a range of suitable, discretionary services.

The plan has been created using a template provided by the Council and information available at the time.

It is not possible for Benesse (UK) to guarantee the fulfilment of any estimates or forecasts contained within this report, although they have been conscientiously prepared on the basis of our research and information made available to us at the time. Neither Benesse (UK) Limited as a company nor the authors will be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any contents of this report.

We have relied in a number of occasions on information provided by the client and its partners, and have not undertaken additional independent verification of this information. Where applicable, assumptions have been agreed with the client's representatives and clearly stated.

This report is addressed to the Customer and is for their sole information and use in connection with the matter. Benesse (UK) cannot accept responsibility for any reliance placed on this report for any purpose other than the matter or by any person other than the Customer.

The contents of this report are strictly private and confidential and made available to the Customer solely on that basis. This report must not be made available; or copied, quoted or referred to (in whole or in part) without the prior written consent of Benesse (UK) Ltd, provided that the Customer may disclose this report to those of its respective employees and directors who are directly involved in the matter. Neither this report, nor and right under it, is assignable.



1. Executive Summary

This business plan represents the culmination of eleven years of consultation and planning to deliver a desperately needed, landmark facility at the heart of Aveley Village. The plan demonstrates how the public, voluntary and commercial sectors can work together to deliver effective local services to enhance the neighbourhood improving social cohesion, public health and community wellbeing. The plan covers the period to 31st March 2024, assuming completion of the new hub by spring 2019.

The Community Hub initiative is one of Thurrock's flagship programmes that will help shape local services for the foreseeable future and provide a financial model that integrates the services for those with most social need with the commercial opportunities presented in the community.

The new facilities will provide Aveley with a modern, youth and community, intergenerational facility, managed by the community through the Aveley Hub Steering Group and Aveley Village Community Forum. Together, delivering an inclusive, cohesive programme of activities and services.

This iconic, modern, fully digitalised, environmentally sensitive, accessible facility is well positioned at the heart of the community and village with good parking and good access to open spaces.

This business plan, developed by the AVCF, builds on the five "[Stronger Together](#)" principles at the heart of the management of all Thurrock's Hubs. To be neighbourhood based, focus on strengths, citizen-led, contribute to relationship building and based on Social Justice

The AVCF vision is to ensure the use of the Hub by the whole community, led by a vibrant and active youth offering, integrating with other intergenerational programmes that serve to bring the community together in one location. In doing so, to provide the footfall and opportunity through commercial activity and support programmes to generate sufficient revenue to cover its operating and investment costs.

The Hub will provide the Village with a central point from which to access key local services including housing, registrations, community support and local information without incurring significant and unnecessary overheads. In addition, the inclusion of a modern community library service based out of the hub pools resources and consolidates community services under one roof. This collaboration between the Village and the Council will also help facilitate increased access to digitally based services in line with the Council's Digital Strategy.

The Plan has identified that there is a significant, local demand for these facilities. While local residents and the community forum have been patient in their approach to ensure that suitable facilities and consultation can take place. The AVCF adopts a collaborative approach involving and engaging other members of the village to ensure views, suggestions and ideas are acted on. As a result it has engaged the support of other representative groups such as Thurrock Lifestyle Services.



The Plan also demonstrates how the AVCF will work closely with a range of other local stakeholders through the Community Hub Charity, The Aveley Hub Steering Group and Council Officers taking advantage of the networks this provides for increasing awareness and engagement such as the Stronger Together web site.

The Plan identifies in Appendix B an action plan to be undertaken during the initial pre construction and go live stage of the development programme which will then form the foundations for future actions. The plan also sets out, in Section 10, a process for identifying key risks and opportunities in the process alongside the steps to be taken to realise or mitigate against them.

The need to adopt a more commercially focused management of the site, proactively exploring opportunities for sustainable new business, investment and operational strategies whilst maintaining its focus on being a facility capable of hosting youth and community activities is recognised in Sections 6 and 7 where the marketing and operational frameworks are set out.

Over the period of the plan revenues grow from an initial £80,485 in year one to £99,141 by 2024. With costs, including the loan repayment on the full capital investment, estimated to raise from £94,602 to £98,362 the site aims to become sustainable by year five delivering net surplus of around £1,000 per annum. Thereafter the site will enter a steady state of sustainability as investment and costs are maintained in-line with income and funding relevant to that period. While the project team are committed to finding ways to reduce capital costs and identify funding support it may be necessary to approach the Council for a small amount of support or rephrasing of the loan to accommodate cashflow and working capital requirements.

Agreeing the business objectives for Aveley Hub has been relatively straightforward. Ensuring that the plan's objectives are met is more complex. The AVCF team recognise that the focus of the next 18 months is to secure and put in place the agreements and resources to meet the plans aspirations.

To generate income to this level will require a galvanizing of the local community to provide more human resource, new delivery structures, a renewed focus on the governance arrangement and the drawing on available grants plus a new approach to engaging local commercial partners.

This business plan has been developed by the AVCF Trustees who have good experience in running community programmes and at times have directly employed up to seven staff. Over the past five years, the Trust has seen its income reduce from in excess of £300k to £10k but it has managed its finances and liabilities in a way to reflect the cash flow implications. As a result the charity remains sustainable with suitable cash balances and a commitment to increase those balances in line with the demands of the new Hub.

At the heart of this business plan is the shared ethos of wanting to make a difference to the lives of young people and adults in Aveley and the plans for the Aveley Hub are seen as a way of directly and indirectly delivering additional resource to further this aspiration

For ease of reference a high level summary of the Plan has also been provided in Appendix I





2. Overview of the Service

The facilities

The Aveley Community Hub forms the sixth in a network of local Hubs across Thurrock. Aveley will be the first purpose built hub, designed around the demands and needs of the community, delivering highly valuable, versatile services, relevant to the local community in the Aveley neighbourhood. The design plans, are included in Appendix A and formed part of a successful planning application (16/1330/TC) in November 2016.

The Hub is designed by architects ECD to the highest environmental standards using modern building techniques adding to and improving the range and stock of public amenities in the area.

The facilities currently include

- Versatile public hall and meeting rooms
- Open plan reception and public space including workstations.
- Children's nursery, play and day care area
- Activity and recreational spaces
- Health and wellbeing areas
- Public café serving internal areas, overlooking & potentially serving into the park
- Catering prep facilities to accommodate functions and events
- Ancillary toilets, storage
- Parking for 38 cars (on environmentally friendly grass-crete surface)

The AVCF continues to consult over the final designs to ensure that the final construction brief is relevant and room specifications relevant to the final programme of use. As a consequence, there are a number of changes and improvements that are anticipated including

- Enhanced provision for those special needs including those facing learning challenges and physical disabilities.
- Integrated library
- Consultation booth/room(s) offering confidential areas
- General access and security arrangements

In addition to the internal spaces, the direct access to the park and recreational ground provides programmers access to other facilities including a MUGA (multi use games area), recently refurbished tennis courts, outdoor gym, skate ramps and play park.



Operation and services

The Aveley Community Hub will be managed by the Aveley Village Community Forum working closely with the overarching Community Hub Charity (CHC) and the Aveley Hub Steering Group (AHSG). Through the AVCF open meetings, the CHC and AHSG it will be possible to engage a wide range of voluntary and community groups operating throughout Aveley and Thurrock.

The AVCF is an energetic, high profile, local registered Charity (Charity No 1126883) and Company Limited by Guarantee (Company registration no 6695847). The charity will take over the management and coordination of services delivered through the new Aveley Hub expanding its existing services and supporting the development of new services and commercial activities.

The Charity has four Members and a Board of six Trustees with one vacancy. Trustees stand for re-election at regular intervals and the Charity has sound governance processes in place with documented Policy and procedures covering key issues such as safeguarding, equality and diversity and health and safety.

The AVCF will work to deliver a basket of commercial and free to use services which will ensure the sustainability of the Hub.

The AVCF vision and business plan is in line with the Charities Objects including

- The advancement of education, training and retraining and work experience
The advancement of training and employment opportunities by the provision of workspace on favorable terms
- The provision of recreational facilities for the public at large and those with specific health and wellbeing needs
- The provision of public health facilities and childcare
- The promotion of public safety and prevention of crime

The relocation of the library services to the hub, creating a bookshop café style environment and flexible meeting space, will also bring programming opportunities (book clubs, author signings, heritage and poetry recitals etc.) to both services offering customers access to cultural and heritage benefits alongside education, skills training, literacy, numeracy and recreational library services for the young, families and older people alike.

The Aveley Hub Steering Group consists of representatives from local voluntary and charitable groups, faith groups, residents, statutory services and Ward Councillors. A Memorandum of Understanding (Appendix F) has been established between AVCF and members of the Steering Group to demonstrate the commitment of all parties with an involvement in the community to the aims of the Hub.



Considering the above this business plan reviews the internal (strengths and weaknesses) and external factors (opportunities and threats) that drive this plan with a summary of corresponding actions set out in Appendix B.

2.1 Strengths

Although numerous, those considered being of prime relevance for this Plan are:

- **Design** – Range of facilities, layout, visual and environmental impact. Although, well-rehearsed and extensively consulted against, there remains a further and final opportunity during the construction procurement stage to ensure plans are bought up to date to reflect the potential service delivery partners (E.g. Library, catering arrangements, commercial spaces, requirements of young people and those with special needs).
- **Experience** – The multi award winning charity established in 2002 has bought over £1.25m of funding into the Aveley community and extensive experience in delivering and maintaining a dynamic programme and facilities capable of engaging all members of the local community
- **Networks and stakeholder involvement-** The strength of the combined support networks already offered to AVCF through the Aveley Hub Steering group, Thurrock CVS, Thurrock Ngage, Thurrock Inspire Youth Services, the Youth Cabinet, Thurrock Lifestyle Services and others.
- **Sustainability** - The Hub has been created and developed on the principles of a strong, sustainable management proposition.

2.2 Weaknesses

In contrast, the partnership has to overcome the following

- **Lack of awareness** – The local community has become distant from the project having been closely involved in a number of consultations previously there is a risk they have become weary and disengaged.

ACTION: Reinvigorate the community and engage through marketing plan over next eighteen months.

- **Lacks of resources** – The resources available to the AVCF have been weakened in recent years as funding has expired in the time lapse between project conception and planning.

ACTION: Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter.



- **Access to current market information** - Much of the consultation and research on housing and usage demand is historical and risks being out of date.

ACTION: Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group.

- **Lack of commercial and business expertise on AVFC Board** – The requirement for the project to be financially sustainable to access the full capital funding will require the AVCF to adopt a commercial outlook to balance its social ethos.

ACTION: Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise).

2.3 Opportunities

- **Economies and efficiencies in accessing support and funding** – Services are spread around the community and difficult to identify and resource.

ACTION: Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits.

- **Design facilities to suit requirements** – The flexibility provided through this early development and agreement of the business plan allows potential commercial and voluntary partners to influence the internal design of the building and to bring additional funding and resources to the project so as to maximise effectiveness and efficiency.

ACTION: Coordinate design group to finalise any design and construction requirements identifying potential resources.

- **Targeted funding** - There is an opportunity to initiate a number of social action projects linked to the sales plan, which may attract third party resources either in funding posts or infrastructure. Examples include funding for crime reduction initiatives; special education and health needs, big potential and big lottery funding, plastic bag, sugar and land fill tax funds. There is also regional funding opportunities through Local Enterprise Partnership, Skills Funding Agency, Health Trust funding, the Lower Thames Link and the Thames Gateway.

ACTION: Identify management resource to apply for grants and social impact funds.



- **Changing demographics** - The growing population and anticipated new houses to the north of the village will provide both commercial opportunities as well as social needs in health and wellbeing, catering and hospitality, exercise and childcare

ACTION: Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements

- **Commercial Partners** – The 15-18 month window from Cabinet approval to go live provides the AVCS with a window to explore the best commercial arrangements from commercial delivery partners.

ACTION: Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial arrangements

2.4 Threats

- **Changing priorities.** Council delay, defer or reduce funding
- **Resident engagement.** Local residents fail to embrace the project
- **Increasing Capital Costs.** Construction costs are currently increasing by approximately 6% which may reduce the scale and scope of facilities if there are any unforeseen delays

2.5 Key success factors

A review of the competition, environment and market suggests success will come from;

- ❖ **Raising and maintaining profile** - Create a positive reputation for the facilities and services provided at the Hub whether commercial or free at the point of access.
- ❖ **Delivering social value** and community relevance for young people and the Aveley community.
- ❖ **Investing in facilities** that add value and deliver a measurable return including digital infrastructure
- ❖ **Being insight and data led** - Monitoring market and customer behaviour, demands and profiles using updated CRM, usage and financial reporting systems delivering relevant and valid data. Develop a proactive programme to ensure high occupancy high regardless of season.
- ❖ **Being customer focused and customer led** through the effective use of technologies including social media.



- ❖ **Being agile.** Be prepared to flex the operation, systems and if appropriate the pricing policy up and down to reflect customer demand taking advantage of market opportunities or customer need
- ❖ **Be financially astute.** Where appropriate, maximising opportunities to increase numbers, frequency of visit, spend per head and profit margins.

2.6 Business proposition and perceived unique selling point

The Aveley Hub will be fully accessible. A modern community facility run by volunteers and representatives of the local community providing a social hub that offers value for money and a vision for youth and intergenerational partners.

2.7 Current financial performance

The accounts for the AVCF are available on line via the charity commission and demonstrate that the charity has been operating within its cash flows and funding arrangements successfully for in excess of five years. When reviewed against the annual reports, these show that the charity has adopted a prudent, well managed approach to its finances responding to changes in circumstances and funding ensuring that the charity remains in funds whilst continuing to deliver a reduced programme.

As at March 2016 the charity had reserves of £10,226 of which £8,598 were unreserved, well within Charity Commission guidelines based on the very significantly reduced portfolio of services offered in 2016/17. The charity has also acquired and maintains a minibus.

An impending review of Policy will commit the charity to ensuring it maintains reserves at levels equivalent to four months operating costs recognising the anticipated increase in revenue from the Hub, again in line with Charity Commission guidelines.

The charity generally relies on grant funding or volunteer fundraising to initiate and maintain programmes. For example in 2015/16 using a grant from Awards for All, AVCF ran an Active Aveley project which aimed at helping people of all ages find healthier lifestyles. This includes healthy eating programmes for our young people and fitness programmes, including Tai Chi, for those a bit older. Since its inception in 2002 the charity has raised in excess of £1.25m.

As part of the business plan the Charity is also committed to commence on a fundraising drive over the next 18 months to strengthen reserves and prepare for the increased programme of activities delivered through the Hub. This will be strengthened during the initial period by a small support grant from the Council to underwrite the staffing and working capital required by the charity at the launch.

As the Hub is made up from a constituent range of facilities and services yet to be constructed there is no relevant or trading history to draw on. The future financial forecasts are set out in section 8.



3. Service Sector and Market Analysis

3.1 Market Profile

According to the Local Plan update, there continues to be significant development and construction of starter and family houses in Aveley as the population continues to increase at a steady rate from its 2011 Census level of 8,912 up 11% on 2001. As a consequence the market and demand for good facilities and services (public and commercial) continues to grow. In response, we have seen other local organisations such as the Aveley Football Club and the Aveley secondary school invest in new, enlarged facilities. With the well documented increasing demand and need for preventative and rehabilitative health and wellbeing related services it will also drive demand for leisure, health and wellbeing, youth services, childcare and nursery provision and family social activities. While a reported lack of youth provision and community based special needs infrastructure has been identified through the current providers.

3.1.1 Sport, Leisure and recreation

The demand for sports, leisure and recreational facilities and programmes within the community continue to grow organically as more people are encouraged to participate under the Government and Sport England's strategy further fuelled through the inspiration driven by The Lottery investment manifested in the success of Olympic athletes, female sports teams, para sports and high profile new sporting facilities.

3.1.2 Health and wellbeing

The growing demand for public and commercial health and preventative wellbeing services is well documented and includes education classes in "how to...", yoga, beauty, massage, Yoga and Tai Ch through to screening programmes and community based clinics.

3.1.3 Social and events

Social activities generally take three forms

1. Anniversaries and parties where families and friends come together to recognise special occasions (birthdays, anniversaries, wakes). These often form the basis of private, commercial hire and are often coordinated through catering companies and outlets.
2. Ad hoc social intercourse provided through youth clubs, coffee mornings, book clubs, poetry and other cultural and heritage interests.
3. Major events which can act to bring the community together through common interest (collectors, pet shows, model toy fayres etc.), seasonal celebrations (Christmas, Halloween, summer). These are usually coordinated by individuals or groups in the local community and are often free or subsidised to attendees, only covering a basic hire cost.

3.1.4 Education, learning and skills

Educational attainment in Aveley and Thurrock is low in certain areas giving rise to the need for education and skills training. This is complimented by the fact that the demand for nursery places, linked to the new housing and the demographic profile is expected to expand significantly.



Competition amongst education providers complimented by funding from European Funding or the Skills Funding Agency has resulted in a growing market in providing private tuition and training providers supported by careers, information advice and guidance services by Thurrock's Inspire Youth Hub, local schools and colleges. Often these providers are looking for facilities based in the work place or at the heart of communities.

3.1.5 Business and enterprise

Increasingly, businesses are operating remotely but looking for flexible, well presented, accessible spaces with good access to internet and catering services. The growth of business hubs, Regus and Space Box have identified how desk hire by the hour has become a lucrative and high demand product. This is also an approach being welcomed by Council's as they seek to reduce burdensome and inflexible overheads replacing them with day/desk space rental

3.2 Customers

There are three target customer groups. Namely

- Children, schools and youth groups
- Families and adults
- Clubs, corporate and organisations

3.2.1 Children, schools and youth groups

AVCF see the Youth offering as being at the heart of what is being provided at the new Aveley Hub and recognise the demand and shortage of provision in the area for children and young people.

Engaging with providers of children's services, local schools and academies parents and special needs providers AVCF will develop programmes that reflect the demand in the area as well as strengthening their own youth engagement and links with youth leaders in the area including involvement of the Thurrock Youth Cabinet.

Whether supporting youth programmes (e.g. Duke of Edinburgh, Youth Sports Trust, National Citizen Service) or alternative education formats such childcare, nurseries, special educational AVCF recognise that the needs young people services are continually developing and adapting to their needs and requirements and services and programmes will also need to reflect this.

3.2.2 Families and adults

With effective marketing and programming sales in this area are likely to be strong as the new housing will bring new families and adults into the area and the provision of a new well equipped hub will have a positive influence in accelerating this influx.

Supported by Government initiative to increase in the percentage of adults utilising outdoor space for exercise/ health reasons the Aveley Hub, in the park setting, will attract customers who want to combine a park experience with indoor community and social provision.



3.2.3 Corporate and organisations

Information from the Chamber of Commerce demonstrates how Aveley and the surrounding area is benefitting from a growth in businesses. Notably through the growth in the Ports at Tilbury and new businesses hubs and innovation centres in the area.

The Aveley Hub provides opportunities for local companies and enterprises to take up new commercial opportunities as well as use facilities for sporting and social reasons.

The range of Council services will also want to take advantage of this community facility which brings together a number of community services through the focal pot of the library.

Secondary spend

All of these markets are also defined by their willingness to spend on secondary activities, in particular around catering, however, the success of any catering service whether in vending, counter and table service or events and functions can be fickle and is best left to specialists if all parties are to realise the best returns.

4. Competitor Analysis

The new Aveley Community Hub is likely to have competition across the five previously identified markets identified

4.1 Sport, Leisure and recreation

Aveley is serviced for its growing sports, leisure and recreational requirements at a formal level by the leisure facilities at Belhus Park, Ockendon Leisure Centre, Aveley Football Club, Aveley Bowls Club and Grangewaters Outdoor Education Centre and the park at Aveley, however, informal, social and low level participation, in particular for those with special needs, is limited to those activities hosted at the myriad of aging, poorly specified community facilities. The local community based facilities are shown in appendix C. There is no central sports and fitness operation based in the central village area providing opportunities to develop a strong exercise and fitness class offering including dance and martial arts where there appears to be an overspill requirement from local providers.

4.2 Health and wellbeing

The NHS health clinic and local surgeries are accessible and available, however it is well recorded that they are struggling to meet local demand.

4.3 Social and events

There are a number of venues offering social events such as parties, events and functions. These include the network of local facilities identified above, the local leisure centre and golf course at Belhus, the new Aveley Football Club, various pubs and hotels.



However, there is a lack of modern facilities within Aveley centre capable of hosting affordably the special interest community based groups and events that the relocation of the library and engagement with new clubs and associations in Aveley village is likely to bring. This might include the local U3A group, residents associations etc.

4.4 Education, learning and skills

Aveley is served by a local secondary school at Belhus, the Aveley and Kenningtons Primary School.

Both the Council’s Inspire youth offering and Thurrock Lifestyle Services have identified a lack of provision or facilities for providing independent education, skills and work training in Aveley

4.5 Business and enterprise

There are no purpose built facilities in the Aveley area other than the adjacent hotels and business centres serving the M25 J30. In all cases these charge a premium ate either for their refreshment offering or their space rental. The local high street coffee shop does offer a meeting place but is not community based and struggles to provide accessible parking

4.5 Price comparison

The pricing schedule below shows the core charges anticipated and comparison across a range of competitors.

	Thurrock Hotel	Belhus Golf & Leisure Centre	Aveley Village Hall	Aveley Hub
Hall hire	£32 (large room)	£45	£25/hr	£29/hr
Meeting room hire	£25/hr	£25	n/A	£15/hr
Function/event hire (commercial)	On request	On request	£25/hr	On request
Exercise classes	N/A	£6-£12 (or membership)	£4-£8 (class dependant)	£4-£8 (class dependant)

Charges will be affordable and represent excellent value, allowing target groups to access facilities regularly. A detailed price list across the full range of facilities and activities being drawn up once the final programme and facilities have been confirmed.

Reduced rates and subsidised activities will also be offered in line with the ethos and principles of the AVCF and AHSG

Commercial hire and lets will be competitive to the market and subject to the nature of the booking.

Commercial lets, regular block bookings and sub-lets will be subject to the appropriate procurement processes to allow all groups the opportunity to access facilities. During the formulation of the Business Plan the levels of expressions of interest from a range of hirers has been very positive.



4.6 Product Positioning

The aim is to position the Aveley Hub as a quality local facility offering an extensive range of modern, digital supported, relevant facilities, equipment with well-maintained and managed support services.

5. Sales Strategy

The primary focus of the sales strategy will be to encourage as wide a section of the community to visit and to increase visits and where appropriate commercial opportunities arise, spend per visit. This will be achieved by increasing awareness and creating brand recognition, extending dwell time, packaging activities and facilities and encouraging customer loyalty (Promoting referrals and affiliation through membership and volunteering).

The plan focuses on creating strategies for positioning services to the four customer groups (young people, children and families, adults, companies and organisations).

Sales targets and marketing activity will be established and reported on across each of these areas, and where trends are identified either exploited to drive revenue, increase social impact and value or reported on the risk register with a view to establishing an action plan and management strategy to address a declining trend before it can have a material impact on the Plan.

The current and historical financial information referred to demonstrate that significant revenues could be realised but to deliver sales in a commercially focused manor requires a commercial oversight and drive. The sales strategy is underpinned by the principle that AVCF will look to strengthen their Board of Trustees by recruiting individuals with the commercial and sales skills to complement those with strengths in delivering community engagement and social impact, all working closely with the Steering Group.

5.1 Pricing Strategy

The Hub's pricing strategy as set out in 4.1 is considered to represent good value based on the quality and range of facilities available. It will promote repeat attendance and encourage repeat bookings whilst providing increased support and value for individuals and groups based in Aveley.

So that the AVCF can focus on getting the site set up and focus on community engagement, it intends to seek commercial partners to operate and run a range of services including catering, nursery, exercises classes etc. Whilst this also levers additional resource in marketing and skills it will secure guaranteed income through rents with individual prices being market driven.

Going forward the pricing may need to be more flexible so as to maximise overall revenues. This will include premium pricing where investment and quality are demonstrable, packaging and discounting where there is an opportunity to raise overall spends per head of reward loyalty.



Increasing repeat visits means rewarding loyalty. The introduction of a membership/registration system would also provide useful marketing and monitoring tool for the AVCF and AHSG.

The free car parking represents a tool that could be marketed and can add value to the membership proposition. Many parks now charge for privilege of parking. Whilst initially free, charging in future or for occasional commercial hires may be appropriate and remain an open option.

Cash handling and bookings procedures will be enhanced by introducing on line/real time booking and cashless payments at site through digital technologies. This would allow customers to check for availability when it suits them and also at a time that's convenient for them.

Policies for cancellation, late payment charges and administration fees on bookings will be developed over the next 15 months in consultation with the AHSG.

6. Marketing and Campaign Planning

There are three aspects to the business plans marketing and campaigns

1. Raising awareness and interest in the new hub
2. Preparing for and the launch of the new Aveley Hub facility
3. The on-gong marketing of the Hub

Phase 1

After eleven years in the making and both the Steering Group and the AVCF having to kick off the marketing of the new hub, with what will eventually be a wide range of facilities servicing a large part of the community, there is a huge amount of consolidating and preparatory work to do in consolidating and coordinating marketing activities and resources.

The need to recruit new volunteers, the need to procure new services and to consult with the community over the aspirations and expectations of what the hub has to offer will be the priority during this phase.

Similarly, with the need to strengthen its financial base in preparation for significant operational liabilities a great deal of focus will be on marketing and campaigns associated with fundraising for resources (equipment, people and events).

The principle of awareness is to constantly repeat the message. Therefore the AVCF, with the support of steering group members will look to create a positive approach to use of activities to generate editorial at every opportunity. Establish a positive relationship with press identifying the local story, the children or young people who are raising money, the achievement of an individual or group of people; the good causes. This will also be tracked by making available through public outlets such as the Library and village hall visual displays and notices to update o plans and progress.

Phase 2

This is possibly the most exciting but most demanding period of the plan as it involves the planning and delivery of activities and marketing that will lead up to the launch and successful opening of the



new facilities. By this time the groundwork will have been completed in establishing brand, name, reporting processes design and programme. The phase requires the further strengthening of digital and social media but also the harder media associated with a press launch, signage, leaflets and public publicity.

Phase 3

An ongoing, costed marketing, sales and campaign plan for the new centre will need to be prepared three months prior to the new facility going live to reflect the final mix and specification of facilities and confirmed programme of activities. An example of the plan is shown in Appendix D

This plan will reflect both the investment required to sustain the various marketing and communication channels as well recognising any seasonal or demand led peaks and troughs identified in use.

Communication channels and customer engagement has always been a strength of the AVCF and there is an opportunity to build on existing customer forums and youth engagement panels as a means of both promoting and improving the offer.

The majority of the direct marketing budget is likely to be focused on digital and social media, concentrating efforts in terms of £'s spent, presenting information as a % of targeted revenue.

6.1 A diversified approach to marketing

The AVCF recognise the need to adopt a diversified approach to marketing and communications, consequently it will continue to build on the regular open forums and informal feedback that it gets from its current approach. This will include formal customer comments and customer surveys relating to the range of facilities and programmes provided. These, along with feedback from social media on level of contact and nature of messaging, trip advisor, google reviews, net-mums and other relevant social channels will be reported at regular meetings and formally on an annual basis.

Developing digital and social marketing in line with and supported by the Council's digital strategy and digitalised library service is critical but needs to be led by customers and user groups with the forum monitoring traffic and responding to trends and ideas that emerge from these diverse social networks. Over the next six months AVCF will be looking to work with the CVS, Thurrock Council and the Library Services through the Steering Group to ensure that all parties are developing consistent and linked messaging across their shared "stronger together" networks.



Keeping local press, including newspapers and radio channels in touch with activities and events remains an important source of public information and as these have also strengthened their digital offering provides continued



Finally, the use of on-site marketing, leaflets and posters will continue an important communicator of the marketing messages the Hub is delivering and these will ensure

6.2 Developing the right marketing messages

Although professional and well-coordinated across the different media, soft and hard, the marketing messages will try to genuinely represent the interests of the village community and all those represented on the Steering Group and at the AVCF open forums.

A consistent messaging but one that transcends across the different sector and sections of the community regardless of age, special needs or cultural background

6.3 Project the right image

The Aveley Hub represents a landmark facility in the Village and the first impressions count so a great deal of effort will go in to ensuring that the site projects a positive first impression internally and externally and any associated branding, material or publicity should present a similarly positive impression and be applied consistently across all media forms. This includes all the signage leading to the site, web sites and notice displays around within the Hub.



Figure 2 Positive branding at the Inspire Hub Grays

The more customers and clients see the Hub brand, the more they will identify with it and recognise the value offered through its programmes, activities and the site. This can be reinforced through digital, traditional, soft and hard marketing used.

6.4 Marketing Budget

The AVFC anticipates setting aside a target marketing budget of £1,000 per annum from its contingency budget (see section 8) with an initial £4,000 for the initial launch and preopening marketing activities. This will be enhanced by the low cost impact marketing that a strong ongoing digital marketing strategy can provide.

6.5 Marketing Milestones

A number of marketing milestones have been identified including:

- Appointment of business development, sales and marketing manager.



- Monthly review of marketing planner and delivery to ensure activity planner and campaigns are being delivered effectiveness.
- Quarterly review of financial performance to assess impact of marketing activity on performance of centre.

7. Operations

The proposed governance structure being developed for the new Hub is set out in Appendix F and a Memorandum of Understanding (Appendix G) has been drawn up to reflect this collaborative approach. Further discussions and legal agreements will need to be drawn up, once funding has been approved, to ensure the Primary Lease and Sub Lease arrangements are considered robust and clear lines of responsibilities understood between parties.

On a day to day basis AVCF anticipate gearing up human resources through the timely recruitment of both volunteers and direct employees.

The operation will be governed by the following key principles

7.1 Opening times

Aveley Hub will have the capacity to operate flexible hours to meet the demands of the community and commercial arrangements. It is anticipated that there will be a core service delivered between 8am and 8pm (potentially to 11pm at weekends) based on the current expressions of interest, operating model and programme of use.

For example the nursery facility will potentially need access from 8am, with a core service through until 6pm, the core day time hirers are anticipated to operate between 10am and 6pm, with evening hirers through till 8pm. A flexible library service, using a combination of trained librarians, remote telephone support and volunteers could similarly ensure library services could be available from 8am to 8pm subject to demand. The catering services will inevitably be based around seasonal and day time demand cycles and the commercial lets will potentially mean hirers could access the facilities at times to suit between 8pm and 8am.

7.2 Staffing

To reflect the growth in responsibility and activity the AVCF anticipates expanding its human resources engaging additional trustees, direct employees and volunteers.

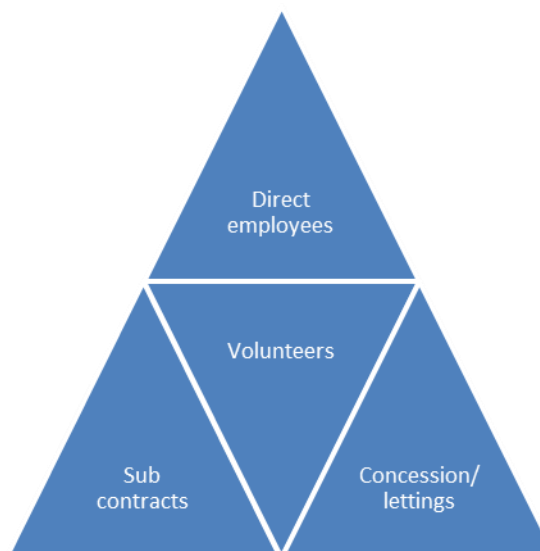
In addition the AVCF hopes to work closely and with the support of the network of agencies represented through the Aveley Hub Steering Group (e.g. Thurrock Ngage and Thurrock Community Voluntary Services) to provide access to additional resource in the form of other supporting local charities and voluntary groups.





Finally, it is anticipated that commercial operators and providers will serve as a fourth level of resourcing, assisting in the day to day control and management of the facilities and services.

To grow quickly and affordably the site needs to develop a number of third party collaborations where specialisms and commercial acumen will facilitate greater and faster returns. Relying on the recruitment and training of in house staff can be expensive and time consuming. This process has already been started with third party providers, clubs and organisations being approached and invited to come and set up, coordinate and deliver activities or services. This includes a market testing exercise to seek expressions of interest from potential concessions, lettings and hirers.



This blended approach to delivering services encourages engagement and ownership of facilities and services.

Hub fundraiser, programmer and supervisor

This post will be critical to act in an overview capacity to ensure the quality of delivery, breadth of programme is maintained, coordinating the flow of information between the site, customers and the governance structures whilst identifying new sources of revenue and helping to promote the Hub.

The supervisor will also be able to access support from the wider Hub network and through the supplier chain to create economies of scale on marketing, training, IT and other core costs.

Support workers

With a combination of public services being offered through the Hub, it is anticipated that there will be a number of Council employees visiting and basing themselves at the Hub from time to time. For example: library, housing, community policing officers and registrar services.

Cleaning & Janitorial

Much of the day to day cleaning and facility monitoring will fall to the users of the facility (chargeable on commercial lets) with a nominal (15-18hrs/week) allocated to independent cleaning service.

Community Services – through voluntary workers

The provision of many community based services is often facilitated by local volunteers as already seen in the provision of the time bank service currently offered by AVFC. Under the current structure a number of roles are anticipated to be filled through this mechanism. It is





anticipated that capacity for a volunteer co-ordinator function will be supported through the Hubs Programme in the period leading up to the opening of the new hub Thereafter the AVCF will work closely with Ngage and the CVS to maintain a steady stream of well trained and supported volunteer workers.

Youth Worker

AVCF see the engagement of young people at the new Hub as a key driver for its development and success. While much of the delivery may be coordinated by volunteers, it is the intention to seek funding for a youth worker to be based out of the Hub.

Supported by Thurrock's Inspire Youth offering that can provide training and access to a number of local networks and funded programmes, the youth worker would look to develop a programme of structured and unstructured youth activities which are factored in to the business plan

A second strand of the resourcing plan will be to build a strong volunteering contingent made up of individuals and groups with varying interests and skills,

Finally, the specialist skills required across a range of the facilities are to be provided by a small group of specialist contractors with skills across ground management, M&E, health and safety, security etc.

7.3 Catering

Expressions of interest have been sought and received from potential operators from a number of local providers of catering services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the catering facility.

The combined rents and income generated across day to day vending, seasonal licencing (ice cream etc.), events and function catering are anticipated to generate a net surplus. These have been factored into the business plan.

In addition to numerous local commercial operators there are a number of examples of community parks and catering services in the area which have proven commercially successful whilst also providing employment, skills and work experience for young people, volunteers, and those with special educational needs (E.g. South Essex College, Thameside Theatre, the Lighthouse Café and Hardie Park Café).

7.4 Library

Positive discussions have taken place with the Council's Public Library Services to recognise the public benefit of relocating the Aveley Library Service to the Aveley hub allowing the creation of a modern service and facility where visitors to the Hub and visitors to the library have mutual opportunities to increase exposure and access to the wider Village community as well as good access to Council services.





The current library service is well used despite the move towards a more digitalised service. A relocation to the new Hub, retaining its affiliation to Thurrock libraries for back of house services and the Essex Consortium of libraries automation service would likely increase use and footfall to the library service whilst also providing the Hub with a visitor stream able and interested in becoming involved in activities and services of the Hub with secondary spend potential.

This modern integrated, flexible public reception, café, enterprise and library zone has been proven successful elsewhere (Bromley, Ashford) and will be incorporated into the final design with the resources currently allocated to providing the library service redirected to help resource the specific and overall facilities at the Hub.



These resources, including training of volunteers and on site staff funding for direct library facing staff and the provision of a digital infrastructure to support the various technological aspects of library service (book return, heritage and research, conferencing etc.) have been incorporated into the business plan.

7.5 Nursery

Expressions of interest have been sought for potential operators from six local providers of an on-site nursery including the Aveley Primary School, Little Angels nursery that is already located in the village but looking to expand their services. Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.

As a specialist service, delivered by a third party, the business plan has assumed net revenue from an outsourced nursery estimated at £20,321, broadly in line with market rates elsewhere for a fully serviced facility.

7.6 Programming and commercial use

Expressions of interest have been sought for potential providers across a range of commercial and third party hirers including exercise class and holiday activity providers, extra tuition after school clubs, dance, music, wellness and wellbeing services.

In addition to the above, the availability of office space and desk hire by the hour through a compact but bespoke enterprise and business zone for use by Council service providers and local businesses will generate revenues on a desk hire by the hour or day.

Once confirmation of the project is received AVCF will commence a procurement process to seek best value offers to manage the facility.



Based on initial response it is anticipated commercial services will generate a net surplus. These have been factored into the business plan.

Sport, Leisure and recreation

The facilities in and surrounding the new Hub provides an ideal environment to provide a range of formal and informal sporting activities and events.

The Hub will provide facilities and with support from local governing bodies and clubs formal and informal sessions for table tennis indoor football, short mat bowls, short tennis, unihoc, basketball, Korfbal and netball, dance, martial arts, fitness training and exercise classes including boot camps, billiards and pool. With the increasing sophistication. Taking advantage of the external areas the Hub will also look to support short tennis, social tennis and other outdoor activities facilitated by the recently refurbished tennis court, MUGA (multi-use games area) and outdoor trim trail.

Linking in with support from local sports governing bodies', local voluntary clubs and the Community development and exercise referral teams there is an opportunity to grow use and participation.

There is a mixed provision of Young Person services in the area, some with a commercial base e.g. (Sarah) Lea dance school to the more charitable services offered by AVCF at the Christian Centre, and the St Michaels family sessions. Ongoing discussions are currently in play to engage the Council's Inspire Youth team to assist with training, volunteer support and programme development once the new building starts to take shape.

Although the youth and adult service provision is generally considered as inclusive, there are a number of other sessions arranged in the village for those with Special Educational Needs (SEN). In some cases there is an overlap of service in areas such as dementia where the disability results in the need for specialist services.

The AVCF liaises closely with the Sunshine Centre in Aveley. This residential site caters for children aged up to 19 years with a range of behavioral and physical needs. Other providers of services for those with disabilities, young and old include Thurrock Lifestyle Services and the local Health Trust. All service providers spoken to during the pulling together of the Plan have indicated a need for improved facilities and an increase in programmed activities.

Similar increasing demand can be seen for musical activities and the Hub will look to provide space and facilities to allow young people who want to develop music through bands or groups access to hire or subsidised use of facilities. Close links with the Thurrock Inspire Youth network and access to potential funding through the arts council or other funders will also help to underwrite any income identified in the Plan.



Health and wellbeing

The Plan assumes a going revenue stream associated with the demand for public and commercial health and wellbeing services which have been well documented and includes education classes in “how to...”, yoga, beauty, massage, Yoga and Tai Chi.

AVCF have previously been in discussions with the Thurrock NHS Trust and local Clinical Commissioning Group over the opportunity to support and accommodate the delivery of clinics, surgeries and drop in services. Further discussions are to be had and no direct income has been built into the Plan. However, it is anticipated that the Hub will form part of the network used by the health services to provide tier 1 and tier 2 preventative and diagnostic services (e.g. health checks, blood donating etc.).

Social and events

Providing young people looking for a social outlet the AVCF will proactively seek to identify funding for a funded youth worker to coordinate a programme of structured social activities for young people.

As well as a social area for small groups to gather over a coffee for social activities the new hub has a range of flexible spaces available at different times of the day. These range from those capable of hosting small meetings and committees of 10-15 to workshops, training, conferences, parties and buffets ranging from 25 to 100 and parties and meetings

As well as having a strong reputation in delivering youth events, the AVCF also support and encourage wider activities for the community and will look to directly coordinate a series of events and activities throughout the week and year, whilst also supporting those wishing to hire the facilities on a commercial basis.

Examples of planned commercial and fundraising activities built in to the business plan includes season events such as Christmas fete, Spring festival, summer Party/Picnic in the Park and autumn barn dance; themed events such as concerts, recitals, pantomime and tribute performers. The charity has also submitted small grant bids to the Co-Op, Santander and other supportive organisations.

Adults and Older people services such as those sessions organised by AVCF include tea dances, coffee mornings and occasional fetes.

Areas where other complimentary charitable or free at point of access services are provided include training courses, library service, heritage service, registrar services, housing and council support services.

The plan has assumed that the demand for dance classes for young and older people will continue to grow due to its accessibility and high profile coverage on national media networks from to Strictly, Britain’s Got Talent



Education, learning and skills

A number of expressions of interest have already been received from potential commercial and third party providers of education and training services including South Essex College, Extra Tuition Company and Education Learning Centres. These have been incorporated in the plan.

Additional resource in training and support has also been offered up by the Inspire Youth offer which will also help in establishing consistency in offering across Thurrock.

Business and enterprise

Businesses and organisations will be engaged by the marketing supervisor and it is hoped to engage the support of the local chambers of commerce in the early stages to raise awareness. Thereafter, with the facility for on line bookings businesses and organisations will be able to hire by the day or hour meeting rooms or work stations/desks, registering on arrival. These businesses will also be offered preferential rates on facilities and opportunities to support fundraising initiatives.

7.7 Community Use

The AHSG and AVCF will ensure that sufficient designated space is provided for free at point of access services such as chill and chat, knit and Natter, High Tees etc. It is expected that this subsidised use will be underwritten by charitable donations and grant funding and this is reflected in the business plan.

7.8 Maintenance and repairs

Cleaning and janitorial duties will be undertaken as described above. Day to day maintenance will lie with the supervisor and AVCF calling on ad hoc specialist contractors where required. A planned, preventative maintenance programme will be established for other larger items of plant and equipment, with any major faults anticipated to be covered under relevant guarantees and warranties of the new building.

7.9 Performance measures

The Hub Steering Group will look to measure the Hub's performance across a balanced scorecard across five primary indicators



Figure 1 Indicative primary performance indicators



To assess progress and identify trends across the range of primary measures AVFC will collate data and insight in a timely and accurate manner each month, quarter and year to permit management assessment and feedback for reporting, planning and decision making purposes. For example

Table 1 Proposed Performance Indicators

Primary	Secondary
Customer satisfaction	<ol style="list-style-type: none"> 1. Promote feedback via Trip Advisor or Google Review ratings scores. 2. Monthly survey monkey on target areas and to key stakeholders (suppliers, hirers, contractors etc.) 3. Health & safety, safeguarding and operational indicators
Employee/volunteer engagement	<ol style="list-style-type: none"> 1. 2yr Employee engagement survey across all staff and volunteers 2. Annual survey monkey of volunteers 3. Absenteeism
Social impact/ value	<ol style="list-style-type: none"> 1. Total visits by visitor category 2. Socio-Demographic breakdown of customers using survey results 3. Awareness survey 4. Health and wellbeing of local community 5. £1 reduction in demand for restorative services
Environmental value	<ol style="list-style-type: none"> 1. Energy management and DEC scores 2. Environmental awareness of customers 3. Engaged in Environmental skills
Commercial performance	<ol style="list-style-type: none"> 1. Monthly review of management accounts 2. Financial indicators <ul style="list-style-type: none"> • Gross profit targets • Average spend per head • Cost/surplus per customer 3. Sales targets

ACTION: AVFC and AHSG to agree operating performance measures three months prior to commencement.



8. Financial implications

A summary of income and sales for the period of the business plan is shown below.

Table 2 Summary of revenue and capital forecasts

	Yr. 1	Yr 2	Yr3	Yr. 4	Yr. 5	Yr 6-10	Yr 11-20	Comment
Overall Total Income	130,485	138,314	146,613	153,080	162,265	811,326	1,622,653	
	-							
Expenditure								
Operational costs	-£114,161	-£115,059	-£115,985	-£116,939	-£117,921	-£589,603	-£1,179,206	
Loan repayment	-£30,441	-£30,441	-£30,441	-£30,441	-£30,441	-£152,205	-£304,410	
Net contribution to funds/loan/head lease	-14,117	-7,186	187	5,701	13,904	69,518	139,036	Once loan repaid any benefit to be accrued by charities for lifecycle repairs & investment

The model demonstrates how expenditure and income are set to rise during the first five years with an estimated annual growth in income of around 6% and costs rising at 3% above indexation.

Predictions of programme demand trends and investment beyond year 5 become unreliable. Consequently, there is an assumption that the site reaches steady state thereafter, with the management and reporting mechanisms explained within the wider plan, supported with updates of the plan at regular intervals, ensuring sustainable performance levels.

The financial plan is limited only to activities driven through the facility. Wider activities and fundraising events coordinated by the Aveley Hub have not been taken into account. These may generate additional revenue and efficiencies or result in operational and financial drain on facility resources.

The revenue sources are spread across a range of income generating activities and not specifically reliant on either one major contributor or one major facility activity, reducing the financial dependency risk.

The costs have been reviewed base on the operating model explained and facility design currently proposed. These have then been benchmarked against a number of other facilities and operating models adjusting for context, increasing levels of reliability.



8.1 Revenue summary

8.1.1 Income

Table 3 Summary of revenue forecasts

	Yr. 1	% overall income	Yr 2	Yr3	Yr. 4	Yr. 5	Yr 6-10	Yr 11-20	Comment
Hall 1									Steady state after yr 5
SEN use (e.g. Thurrock Lifestyle Service)	15,000	11%	15,900	16,854	16,854	17,865	89,326	178,652	
Village Hall booking overspill	5,000	4%	5,300	5,618	5,618	5,955	29,775	59,551	
Dance and exercise school/classes	3,780	3%	4,007	4,247	4,247	4,502	22,510	45,020	
Other activities plus weekend events	3,780	3%	4,007	4,247	4,247	4,502	22,510	45,020	
Hall Sub Total	27,560	21%	29,214	30,966	30,966	32,824	164,122	328,244	Dance classes and add hoc at 3/wk. each standard hire rates. Occupancy rising from 50% to 90%
Youth Club/Meeting room 1									
1 Morning use (Edtn/careers etc.)	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Breakfast clubs, education & training programmes potentially grant funded or private hire
2 Afternoon use	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Clinics, mixed generation programming, Private hire or grant funded
3 Eve Use (Youth club)	1,200	1%	1,272	1,348	1,429	1,515	7,575	15,150	Breakfast clubs, education & training programmes potentially grant funded or private hire
4 Weekend use	2,400	2%	2,544	2,697	2,858	3,030	15,150	30,299	
Meeting Rm Sub Total	6,000	5%	6,360	6,742	7,146	7,575	37,874	75,749	Occupancy rising from 25% to 50%
Nursery									
Sub let rent	20,321	16%	21,541	22,833	24,203	25,655	128,276	256,551	
Eve Use	1,008	1%	1,068	1,133	1,201	1,273	6,363	12,726	
Weekend use	2,400	2%	2,544	2,697	2,858	3,030	15,150	30,299	
Nursery Sub Total	23,729	18%	25,153	26,662	28,262	29,958	149,788	299,577	
Catering									
Café sub let incl Vend	5,796	4%	6,144	6,512	6,512	6,903	34,516	69,031	
Other (charity cakes etc.)	1,200	1%	1,272	1,348	1,348	1,429	7,146	14,292	
Catering Sub Total	6,996	5%	7,416	7,861	7,861	8,332	41,662	83,323	
Other									
Enterprise zone/desk hire	6,000	5%	6,360	6,742	7,146	7,575	37,874	75,749	Average daily use of EZ 4hr (3hrs council 1hr public) rising to 8 in yr. 5. Education & training
Charity funding/grants/LA support	59,600	46%	63,176	66,967	70,985	75,244	376,218	752,436	Community grant funding to fund initiatives such as youth worker, volunteer coordinator etc.
Other misc.	600	0%	636	674	715	757	3,787	7,575	
Other Sub Total	66,200	51%	70,172	74,382	78,845	83,576	417,880	835,760	
Overall Total Income	130,485		138,314	146,613	153,080	162,265	811,326	1,622,653	
Expenditure									
Operational costs	-£114,161		-£115,059	-£115,985	-£116,939	-£117,921	-£589,603	-£1,179,206	
Loan repayment	-£30,441		-£30,441	-£30,441	-£30,441	-£30,441	-£152,205	-£304,410	
Net contribution to funds/loan/head lease	-14,117		-7,186	187	5,701	13,904	69,518	139,036	Once loan repaid any benefit to be accrued by charities for lifecycle repairs

Despite its commercial intent there is still an expectation from the Charity Commission that a proportion of any charities activities will be around fundraising. The Plan assumes that 13% of its core revenue stream will come from fundraising activities (donations, events etc.). Additional grant funding is anticipated during the life of the Plan but has not been incorporated as this would be offset by corresponding costs associated with delivering the grant objectives. On a positive these grants would inevitably create a greater economy and efficiency of scale, particularly in creating additional human resource and contribution to overheads.



8.1.2 Expenditure

Table 4 Summary of forecast expenditure

Operational Costs - Aveyley Hub	Year 1		3%	3%	3%	3%	Comment
	Year 1		Year 2	Year 3	Year 4	Year 5	
General Overheads							
Accountancy	£500	0%	-£ 515	-£ 530	-£ 546	-£ 563	Based on previous accounts.
Advertising	£1,200	1%	-£ 1,236	-£ 1,273	-£ 1,311	-£ 1,351	In year 1 the majority of advertising would be directed to launch. Thereafter to promote programme and more generic material as hirers produce own and use of free to access sources via the web/CVS etc.
Cleaning (Outsource)	£9,360	8%	-£ 9,641	-£ 9,930	-£ 10,228	-£ 10,535	15hrs @£12 (includes equipment). 2016 accounts for current building £9063
Insurance	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	Contents, PE, PL, PI, Contents (Excludes building)
IT Expenditure	£2,500	2%	-£ 2,575	-£ 2,652	-£ 2,732	-£ 2,814	Reflecting move to digital strategy
Printing, Postage Stationery	£900	1%	-£ 927	-£ 955	-£ 983	-£ 1,013	Reduced to reflect move to digital strategy in line with TC and library policy
Repairs and Maintenance	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	Low in year 1 rising annually over period to reflect levels of use. Includes external areas
Telephone	£1,000	1%	-£ 1,030	-£ 1,061	-£ 1,093	-£ 1,126	Within digital
Training	£1,500	1%	-£ 1,545	-£ 1,591	-£ 1,639	-£ 1,688	H&S, Compliance, finance, CPD
TV & Entertainment	£504.00	0%	-£ 519	-£ 535	-£ 551	-£ 567	TV, PRS, VPL & PPL licence
Utilities & waste	£4,500	4%	-£ 4,635	-£ 4,774	-£ 4,917	-£ 5,065	Targeted reduction in line with environmental policy and design review associated with Passivehaus offset by rise in utility costs
Rates	£0	0%	£ -	£ -	£ -	£ -	Assume continued 100% relief
Contingency	£4,993	4%	-£ 5,143	-£ 5,297	-£ 5,456	-£ 5,619	5-10% margin
Contribution from library (credit)	£14,000		£14,000	£14,000	£14,000	£14,000	As per discussions with Service
Sub Total	£15,957		£16,856	£17,781	£18,735	£19,717	
Staffing - General	£50,000	44%	-£ 50,000	-£ 50,000	-£ 50,000	-£ 50,000	Staffing created from TC & other grant funding
Full Time Centre Supervisor	£23,000	20%	-£ 23,000	-£ 23,000	-£ 23,000	-£ 23,000	Unless additional funding sourced this would be supervisory level reporting to Operational Sub Committee from Board of Trustees
Full Time Caretaker	£17,250	15%	-£ 17,250	-£ 17,250	-£ 17,250	-£ 17,250	Cost includes all on costs
Youth worker co-ordinator (part-time)	£7,954	7%	-£ 7,954	-£ 7,954	-£ 7,954	-£ 7,954	Potential to source grant funding supported by CVS/TC
Volunteer coordinator (Hub/CVS shared)							Additional 20-30hrs/wk support available
Support workers (library)							Additional 15-18hrs/wk support available
Sub Total	£98,204		£98,204	£98,204	£98,204	£98,204	
Total Expenditure	£114,161		-£ 115,059	-£ 115,985	-£ 116,939	-£ 117,921	

While AVCF is attempting to create a suitable reserves fund, without additional funding to reduce loan requirements or fundraising to increase reserves it is a requirement of the plan that the local authority underwrite the working capital requirements and to ensure that the facility gets off to the strongest and most positive start.

8.2 Capital investment schedule

A detailed estimate (£2.3m) for constructing the enlarged Hub was obtained in October 2015 by the approved design architects ECD. Since this time construction costs have fluctuated although in recent times have shown signs of starting to creep upward again. This plan assumes that there has been no net increase in costs since 2015. Any increases will need to be accommodated through any design re-engineering or access to additional capital grant funding. £1.1m of capital is being sourced from an S106 planning gain realised in 2015.



The AVCF have been successful in previous years in securing additional grant funding for community capital projects and anticipated making similar approaches once the core capital and business plan have been approved. Examples of possible funding sources to upgrade facilities or add capital equipment include Sport England and various governing bodies of sport, the CCG, the NHS Trust and Thurrock Lifestyle Services.

In summary, based on this level of investment and the projected revenues the site will become self-financing and capable of generating revenues to meet the Council's loan repayment terms.

9. Development and milestones

The project timeline set out in Appendix G clarifies the process timescales and key milestones that need to be monitored to ensure the plan remains on course. Notably

- Cabinet approval for full capital programme – December 2017
- Successful procurement – June 2018
- Establishment of operating team – Spring 2019
- Building completion – Summer 2019

Combined with the key actions highlighted in Appendix B, these milestones represent a roadmap which will deliver follow up activities to ensure the plan is delivered.

10. Risks and contingencies

The Forum have been maintaining a risk register throughout this process and the top risks associated with this plan and the mitigation actions designed to address these risks are clarified below. The risk register is reviewed at monthly Forum Directors meeting and the Hub Steering group. A copy of the current live risk register is in Appendix H

11. References

- (1) [Aveley Village Community Centre –feasibility report](#) ECD Architects Oct 2015
- (2) [Census](#) data 2011
- (3) [Digital Strategy 2016](#) - Thurrock Council
- (4) [Health and wellbeing strategy](#) Thurrock Council 2015
- (5) [Joint Strategic Needs Assessment](#) Thurrock Council 2016
- (6) [Local Plan update 2016](#) - Thurrock Council
- (7) [The Future Shape of the Thurrock Library Service](#) Thurrock Council. Cabinet-Consultation Report - (March 2015)
- (8) [The government strategy for a Sporting Future: A New Strategy for an Active Nation](#) HM Government (Dec 2015)
- (9) [Towards and Active Nation](#) Sport England May 2016
- (10) [State of the UK Leisure industry: a driver for Growth](#) Oliver Wyman report, commissioned by Business in Sport and Leisure (BISL) in 2012



- (11) [Work, health and disability: improving lives](#) Department of Work and Pensions and Department of Health. Green Paper (updated 2 Nov 2016)

12. Appendices

Appendix A - Aveley Hub – Approved Design Plans





Visual impression of Aveley Hub



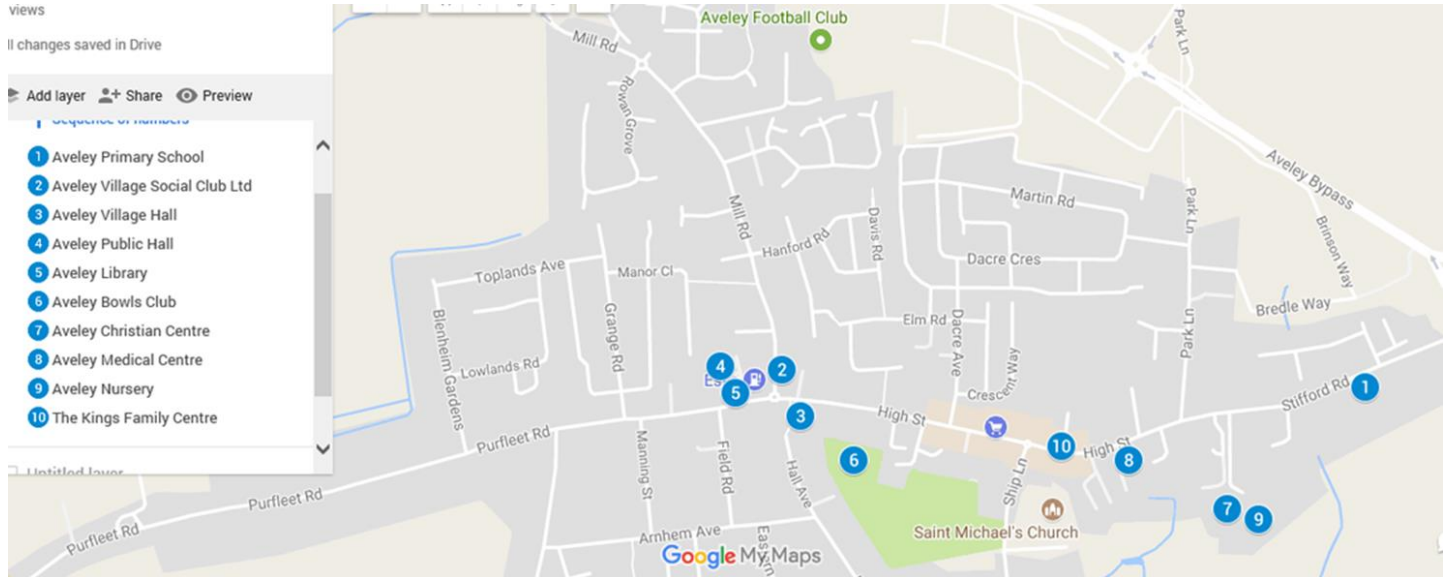


Appendix B –Action Plan (Phase 1)

	Action	Area	Target date
1	Reinvigorate the community and engage through marketing plan over next eighteen months.	Marketing	Spring 2019
2	Develop clear fundraising strategy to support the business and marketing plan to deliver the reserves and working capital required over next 12-18months and thereafter.	Finance	Dec-17
3	Undertake formal and informal market research using resources available to AVFC and the Aveley Hub Steering Group.	Marketing	Mar-18
4	Review governance and management structures including skill set of Trustees, volunteers and management (recruit or buy in expertise), Policy & procedures etc.	Governance	Dec-17
5	Develop communications plan to ensure the new facilities serve to compliment other village services and where possible agree plan to realise joint benefits.	Marketing	Mar-18
6	Coordinate design group to finalise any design and construction requirements identifying	Operations	Dec-17
7	Identify management resource to apply for grants and social impact funds.	Operational	Sep-17
8	Through the business plan identify services that may be delivered commercially, including concessions, sub-lets and hire agreements	Operational/ Finance	Dec-17
9	Seek expressions of interest at an early stage to identify demand for facilities and programmes prior to formal procurement process to seek maximum and best value from commercial	Operations/ Marketing	Dec-17
10	AVFC and AHSG to agree operating performance measures three months prior to commencement.	Operations/ Finance	Dec-18



Appendix C – Existing community facility locations



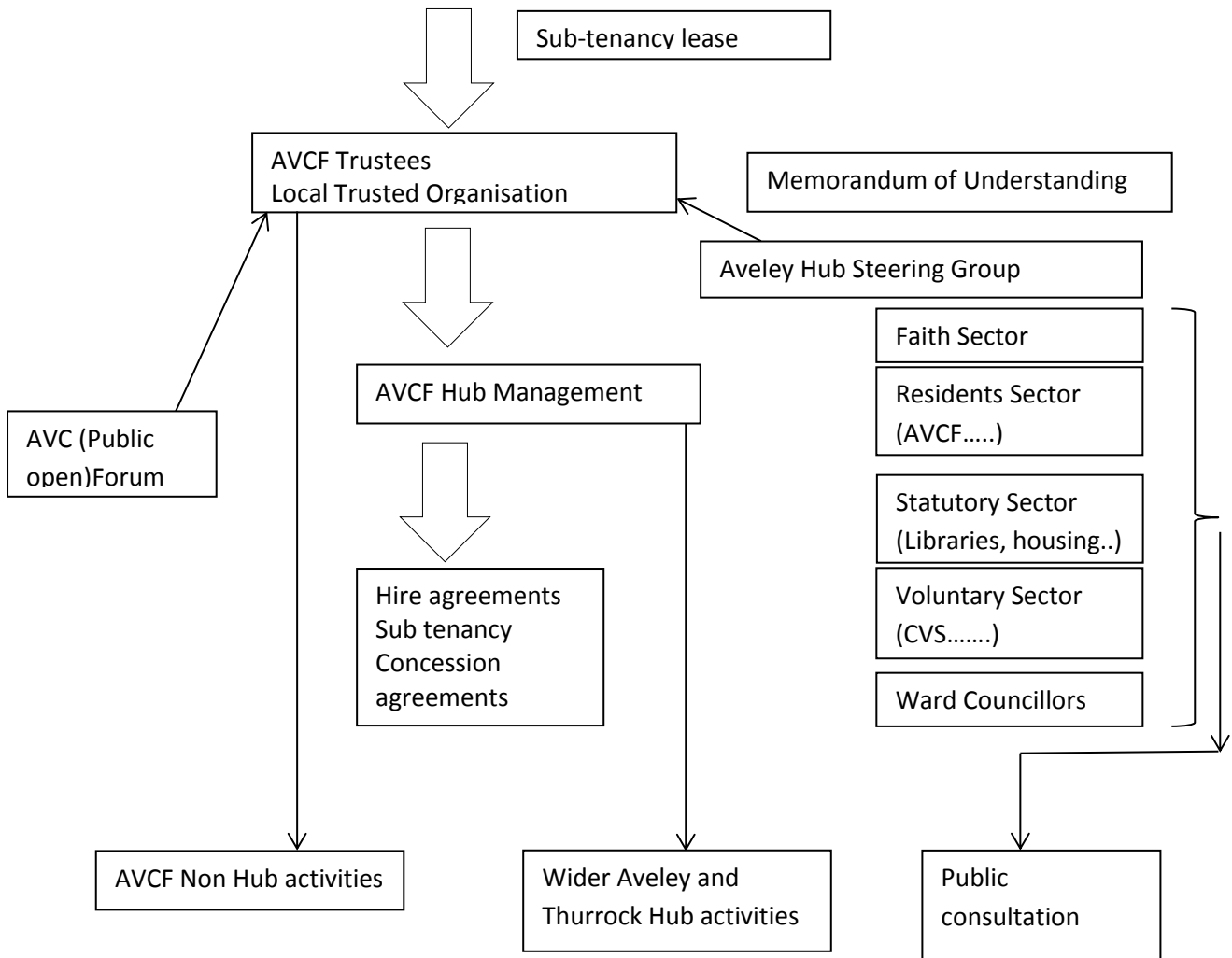


Appendix D – Indicative Marketing Plan

Indicative annual marketing plan and promotional planner 2017/18			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Target market	Church and community groups, Scouts/Guides, schools, colleges	Chanel													
Schools and youth groups	Stakeholder events	Social Media (SM), Web, Direct e-Mail				200				200			200		600
	Referral campaign	SM, Web, Direct e-Mail						200							200
	Term time programmes	SM, Web, Direct e-Mail								50		50			100
	Summer promotion (Artwork)	SM, Web, Direct e-Mail	50											50	100
	Autumn promotion (Artwork)	SM, Web, Direct e-Mail			50										50
	Winter promotion (Artwork)	SM, Web, Direct e-Mail						50							50
	Special Events Programme	Jamboree, concerts, promotions			50					50			50		150
Families and young people	Seasonal activities (activity based)	SM, Web, Direct e-Mail 1/4 updates		25			25		25			25			100
	Seasonal activities (environmentall focus)	SM, Web, Direct e-Mail		25			25		25			25			100
	Holiday programmes	May Bank Hol & Half term	50												50
	Summer holiday peiod	SM, Web, Direct e-Mail & leaflet via school		50				500							550
	Promote Oct half term & Halloween opportunities	SM, Web, Direct e-Mail & leaflet via school					50								50
	Promote Feb half term & Easter opportunities	SM, Web, Direct e-Mail & leaflet via school								50		50			100
	Courses & classes (activity based)	SM, Web, Direct e-Mail		25			25		25			25			100
	Courses & classes (environmentally based)	SM, Web, Direct e-Mail		25			25		25			25			100
	Accomodation options	SM, Web, Direct e-Mail		25					25						50
	membership	SM, Web, Direct e-Mail (Leaflet at site)	50											50	100
	Special Events Programme	Jamboree, concerts, promotions			50					50			50		150
Older people	Outreach	Seasonal activities (activity based)		25			25		25			25			100
	Seasonal activities (environmentall focus)	SM, Web, Direct e-Mail		25			25		25			25			100
	Courses & classes (activity based)	SM, Web, Direct e-Mail		25			25		25			25			100
	Courses & classes (environmentally based)	SM, Web, Direct e-Mail		25			25		25			25			100
	Accomodation options	SM, Web, Direct e-Mail		25			25		25			25			100
	membership	SM, Web, Direct e-Mail (Leaflet at site)	40											40	80
	Special Events Programme	Jamboree, concerts, promotions			50					50			50		150
Companies and organisations	Outreach	On site presentations to coordinators and leaders		25			25		25			25			100
	Seasonal activities (education, companies)	SM, Web, Direct e-Mail		25			25		25			25			100
	Sub let and commercial opportunities at site	SM, Web, Direct e-Mail		25			25		25			25			100
	Clubs and association	SM, Web, Direct e-Mail		25			25		25			25			100
	Courses & classes (environmentally based)	SM, Web, Direct e-Mail		40			40		40			40			160
	Volunteering programmes	SM, Web, Direct e-Mail (Leaflet at site)	40											40	80
General awareness & branding	Sales & business developm	Outreach & sales activity	40		40		40		40		40		40		240
	User group forums	SM, Web, e-mail			50					50					100
	Minibus wrap around	High impact full imagery of AVCH													0
	Signage refresh	Non marketing budget													0
	Broshures/web site refresh	Digital investment	750								750				1500
			1020	440	290	200	455	750	430	500	790	465	520	50	5910



Appendix E – Indicative legal structures and governance for the Aveley Hub





Appendix F – Aveley Community Hub Steering Group - Memorandum of Understanding

(Commercially sensitive. Available on request only)



Appendix G – Project timeline

Task	Date(s)	Comment/Lead
Consultation	June 2017	Benesse (UK)/AVCF/TC
Demand/Need analysis	July	Benesse (UK)/AVCF/TC
Operational mode	July	Benesse (UK)/AVCF/TC
Sales and marketing plan	July	Benesse (UK)/AVCF/TC
Review first draft with AVCF committee	w/c 8 Aug	Benesse (UK)/AVCF/TC
First draft business plan	w/c 13 Aug	Benesse (UK)/AVCF/TC
Business plan finalised (Benesse UK)	w/c 28 Aug	Benesse (UK)/AVCF/TC
Design review based on business plan (RIBA stage 4a)	Sept/Oct	Arrangements to be confirmed
Papers for Directors Board	8 Sept	TC
Directors Board	12 Sept	TC
Scrutiny (draft papers)	7 Nov	TC
Scrutiny meeting	21 Nov	TC
Cabinet draft papers	10 Nov	TC
Cabinet	13 Dec	TC
Procurement/tender drawn up	Jan 2018	Arrangements to be confirmed
Procurement process including evaluation	Feb & March	Arrangements to be confirmed
Appointment/mobilisation/design & planning review (RIBA Stage 4b)	May	Contractor to lead
Commence work on site (RIBA stage 5)	June	Contractor
Complete (RIBA Stage 6)	Dec 2018	Handover/snagging
Long stop date for s106 funding	Feb 2019	
Contingency long stop date for completion/official opening	August 2019	

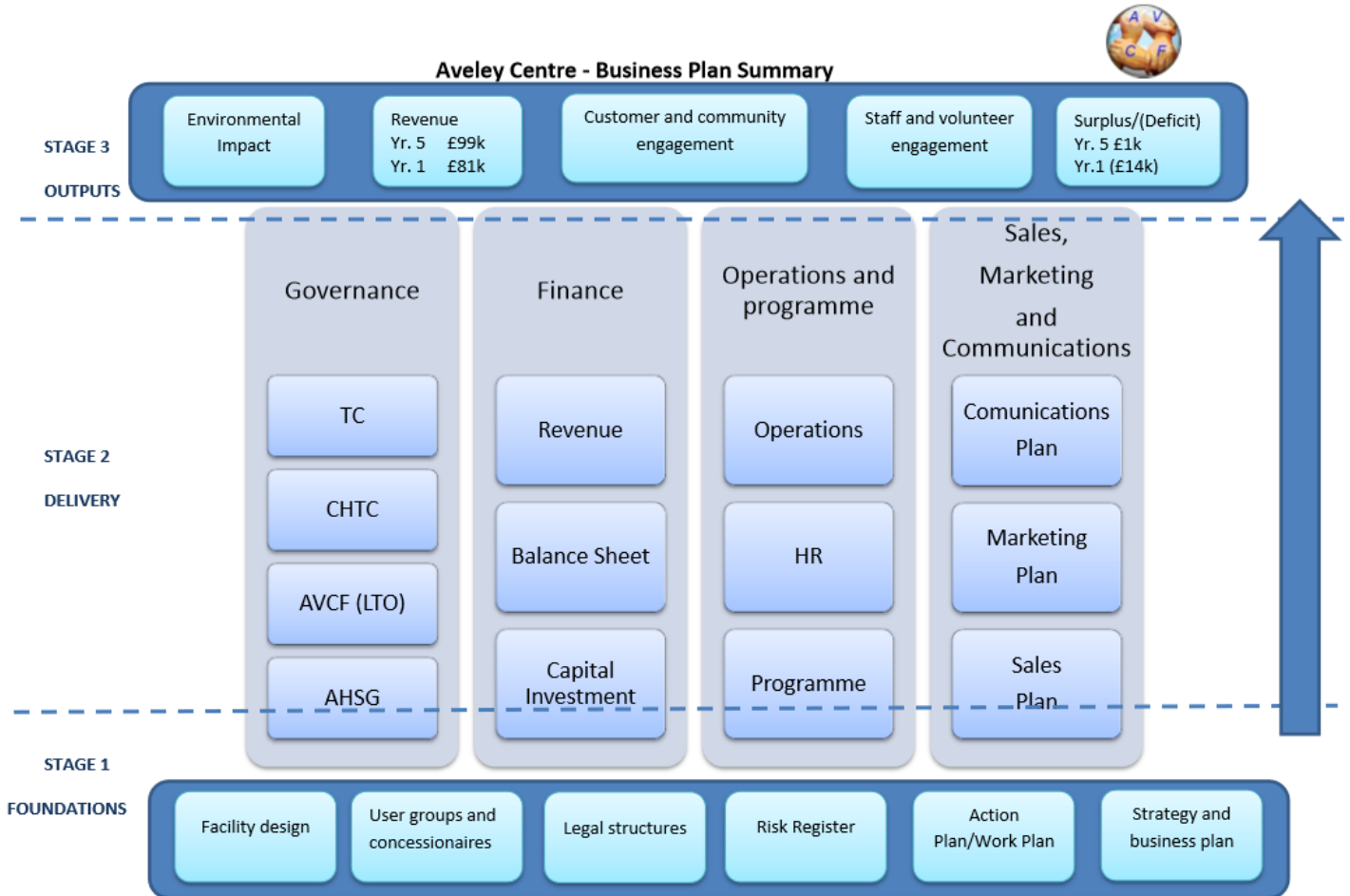


Appendix H – Risk Register

Risk Register Aveyley Village Community Hub										
Note score 1-5 (under 8 =low, 8- 14 medium, 15+=High)										
Ref	Category	Risk	Likelihood (a)	Impact (b)	Score c = a x b	Mitigating actions	Likelihood (a)	Impact (b)	Score c = a x b	Responsible
1	Governance	Clearly understood legal structure - leading to unintended liabilities	4	5	20	Identify legal structure and clarify resource within AVCF to provide legal guidance on consequence of any final structure agreed with the Council.	3	4	12	
2	Governance	Is the Charitable governance of AVCF robust?	3	4	12	Demonstrate compliance of requirements of Charity Commission and Company House. Regular reporting of accounts for scrutiny. Council to underwrite working capital	3	3	9	
3	Financial	Insufficient funds to support working capital requirements and worse case scenarios	3	4	12	Maintain sufficient reserves and have access to borrowing and grants for period of business plan. Council to underwrite	3	3	9	
4	Financial	Failure to secure advance bookings and revenue	4	5	20	Provide well researched, well structured business case with strong social and commercial ROI. Fully engage, market and communicate with potential hirers, community groups and commercial operators.	4	4	16	
5	Financial	Failure to secure full £2.2m investment, results in all funding being withdrawn	4	5	20	Create sustainable operating model	3	4	12	
6	Operational	Technology - Poor management information systems impacting on customer interface, financial record keeping and ability to recover insight and data for developing services	3	4	12	Identify requirements, expectations and resource to provide.	3	3	9	
7	Operational	Staffing - Limited experience and HR resource as portfolio and level of commercialism and complexity increases	3	5	15	Continue to review skill base training and succession plans in areas of high importance, (finance, business development, change management). Recruit commercial (marketing, sales and business development) skills into department. Bring in specialist external support where appropriate	3	4	12	
8	Operational	Maintenance - Poor maintenance leads to warranties becoming void, inefficient building operation and increased costs	4	4	16	Clarify roles and responsibilities around maintenance and resources to deliver adequate reactive and preventative maintenance	3	3	9	
9	Operational	Programme - The facilities do not meet the ongoing requirements of its customers	3	4	12	Clarify requirements of customers during process of formulating business plan.	3	3	9	
10	Operational	Marketing and communications - failure to engage community, customers, concessionaire and hirers	3	5	15	Identify marketing plan for ongoing communications, forums, communication networks etc.	3	4	12	
11	Environmental	Negative impacts resulting in increased costs, lack of access to funding and grants	4	4	16	Establish sound Policy of Environmental Management and work with architects and construction partners to reduce impact of building	3	4	12	
12	Environmental	Failure to consider impact on neighbours results in significant delays at planning and construction stages	4	5	20	Create communications plan to engage and address neighbors of proposed scheme	4	4	16	
13	Compliance	Failure to deliver evidence of compliance across health and safety, safeguard and prevent agenda	4	3	12	Maintain well documented and accessible Policy and procedural statements and records	3	4	12	
14	Compliance	Failure to deliver compliance through the building design to meet requirements of hirers to maximise revenues	4	5	20	Clarify requirements and building specification through architects prior to construction contract being let	4	4	16	



Appendix I – Summary Business Plan



13 December 2017		ITEM: 15 (Decision 0110448)
Cabinet		
Primary Care Improvement Plan		
Wards and communities affected: All	Key Decision: Yes	
Report of: Councillor James Halden, Portfolio Holder Education and Health		
Accountable Assistant Director: Emma Sanford, Strategic Lead, Healthcare Public Health		
Accountable Director: Ian Wake, Director of Public Health		
This report is Public		

Executive Summary

This report outlines the new strategic approach to improving the diagnosis and management of patients with long term health conditions in Primary Care that has been developed jointly with partners in the NHS. This approach has received Regional and National recognition and has recently been commended by the Chief Executive of Public Health England Duncan Selbie. Following presentation of the programme at the NHS National Prevention Board in October 2017 by the Thurrock Director of Public Health, The Regional Director of Public Health for Midlands and East has instructed the Public Health England Knowledge and Information Team to replicate the modelling that underpins this programme across the entire Midlands and East region as a precursor to implementation of the approach region wide.

The 2016 Annual Report of The Director of Public Health (APHR) highlighted that a significant cohort of patients in Thurrock are living with long term conditions that remain undiagnosed and therefore untreated. Moreover, the APHR highlighted an unacceptable level of clinical variation in the treatment of patients with diagnosed long term conditions across different GP practice populations.

Both of these issues combine to place individuals at unnecessary adverse health events such as strokes and heart attacks, and leads to preventable demand on key public services including unnecessary hospital admissions and early entry into the council's adult social care system. In short, these problems are bad for our residents and bad for Thurrock tax payers.

By building on complex modelling work undertaken by the Healthcare Public Health Team, we have re-based GP Quality and Outcomes Framework (QOF) indicators used to incentivise our surgeries to manage long term health conditions, to produce a new local framework based on both the levels of undiagnosed disease in each practice population and the extent to which diagnosed patients are managed clinically by the surgery. We are also proposing a 'stretched target' for GP practices with an aspiration that the performance of all surgeries be increased to a minimum of the top quartile of current performance.

The paper details information on this new framework, together with a series of initiatives to assist GP practices to improve performance. The outcomes of delivering the plan on population health are also discussed.

1. Recommendation

1.1 That Cabinet approves this new strategic programme of performance improvement and support for primary care with linked demand management for hospital and adult social care services, as detailed within the paper.

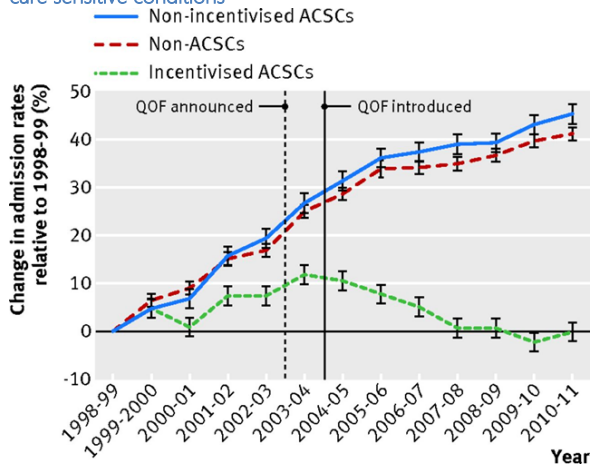
2. Introduction and Background

- 2.1 This report details an on-going programme of work within GP surgeries in Thurrock, to diagnose and manage patients with long term conditions.
- 2.2 Thurrock is served by 33 GP practices, commissioned by NHS England. NHS Thurrock Clinical Commissioning Group (CCG) also has a small Primary Care Development Team that work with GP practices as a 'critical friend' to improve clinical quality and strategically manage the Primary Care future provider landscape. In 2016 following a restructure of the council's Public Health function, two Primary Care Improvement Managers were employed to work in partnership with the CCG's Primary Care Development Team and local GP practices to embed best public health clinical practice within our local surgeries.
- 2.3 In 1948 when the NHS was founded, almost half of the population died before their 65th birthday. In 2015 this figure dropped to 18%. However, although living longer, our population is increasingly doing so with multiple long term health conditions. Spend on patients with long-term conditions accounts for over 70% of the entire NHS budget. Effective management of long term conditions is vital in order to prevent patients' health, wellbeing and independence from deteriorating and to prevent them being admitted to hospital or requiring social care packages.
- 2.4 The Quality Outcomes Framework (QOF) records quality of care information on how patients who are diagnosed with long term health conditions are treated by GP surgery based clinicians. It was set up as an incentive system and GP practices get paid for the percentage of their "diseased population" that they offer certain tests, medication reviews and treatments. The indicators are based on evidence of good quality care for the conditions

including National Institute of Health and Care Excellence (NICE) recommendations.

- 2.5 A study published in the BMJ in 2015 showed that nationally the introduction of QOF was associated with a decrease in emergency admissions for conditions that were incentivised. (Figure 1)

Figure 1 Effect of a national primary care pay for performance scheme on emergency hospital admissions for ambulatory care sensitive conditions



We can therefore use QOF scores as a proxy for quality of care for patients with Long-Term Conditions.

- 2.6 The Annual Report of The Director of Public Health (2016) (APHR) highlighted unacceptable levels of clinical variation in the management of long term conditions across different GP practice populations in Thurrock, and suggested that this was driving variation in clinical outcome for patients and rates of admission to hospital and residential care for serious and preventable health events such as stroke. The report recommended urgent action to address this variation.
- 2.7 The APHR (2016) also identified that a significant cohort of residents were living with undiagnosed long term conditions. By using models developed by Imperial College London that estimate the *expected prevalence* of disease (both diagnosed and undiagnosed) at GP practice population level and comparing these to numbers of diagnosed patients on GP surgery QOF disease registers, it is possible to estimate the numbers of patients living with undiagnosed long term health conditions (Figure 2). The APHR (2016) recommended action to identify and treat patients living with undiagnosed long term conditions, in order to prevent their disease progressing.

Figure 2 Observed and Expected Prevalence of key LTCs in Thurrock

Condition	Diagnosed Prevalence (From GP surgery QOF Registers)	Estimated Prevalence (From Imperial College London Models)	Additional Number of Undiagnosed Patients based on the estimated prevalence
Stroke (2016)	1.51%	3.70%	3,540*
Hypertension (2016)	14.08%	20.95%	10,983

CHD (2016)	2.78%	7.58%	7,521*
COPD (2016)	1.8%	2.22%	642*
Diabetes (2016)	6.3% (17+)	7.9% (16+)	2,109**

Source: PHE modelled estimates 2016, NCVIN 2016, and QOF 2014/15 [*one practice was missing data so true number will be higher / ** applying the QOF prevalence for 17+ to the 16+ population]

3. Issues, Options and Analysis of Options

3.1 In order to drive improvement in population health outcomes on long term conditions, this paper details our strategy to address both diagnosis of undiagnosed long term conditions (case finding) and improvement in management of patients with long term conditions by our GP surgeries, once they diagnosed. The APHR highlighted high levels of case finding and high quality long term condition management within some surgery populations in Thurrock. However this was not uniformly the case across all surgery populations.

3.2 The APHR (2016) detailed a number of long term conditions multiple regression analysis models developed by the Healthcare Public Health Team that identified and quantified the impact that significant QOF indicators had on the incidence of the following serious health events:

- Stroke
- Coronary Heart Disease and Heart Failure
- COPD
- Hypertension (high blood pressure)

Using the output from these models, we have selected seven QOF indicators; improvement of which we estimate will deliver the greatest population health gain. Figure 3 details these indicators and the clinical rationale behind them.

Figure 3 Key QOF Indicators selected for improvement

Indicator Code	Indicator	Clinical Rationale
HYP006	The percentage of patients with hypertension in who the last blood pressure reading (measured in the preceding 12 months) is 150/90mmHg or less	Public Health analyses demonstrates that in Thurrock, 20% of patients with uncontrolled high blood pressure will have a stroke in the next three years
AF007	In those patients with atrial fibrillation with a record of a CHA2DS2-VASc score of 2 or more, the percentage of patients who are currently treated with anti-coagulation drug therapy	NICE recommends that all patients with AF and a CHA2DS2-VASC >1 be anti-coagulated. Our local modelling estimates that 50% of patients with AF and a CHA2DS2-VASC score > 1 who are not anti-coagulated wil have a stroke in the next three years.
COPD007	The percentage of patients with COPD who have had an influenza immunisation in the preceding 1 August to 31 March	This is a recommendation made by the Chief Medical Officer and Joint Committee of Vaccination Intelligence. Contracting influenza with comorbid COPD can lead to serious health complications and increases the risk of emergency hospital admission.
DEP003	The percentage of patients aged 18+ or over with a new diagnosis of depression in the preceding 1 April to 31 March, who have been reviewed not earlier than 10 days after and not later than 56 days after the date of diagnosis	Untreated co-morbid depression or anxiety with a physical LTC has been shown to increase the risk of mortality, greater morbidity and increase hospital and adult social care usage significantly
CHD005	The percentage of patients with Coronary Heart Disease with a record in the preceding 12 months that aspirin, an alternative anti-platelet therapy or an anti-coagulant is being taken	Both NICE21, 22 and SIGN23, 24 clinical guidelines recommend that aspirin (75–150 mg per day) is given routinely and continued for life in all patients with CHD unless there is a contraindication. This has been shown to significantly reduce the risk of further serious CHD related adverse health events

STIA003	The percentage of patients with a history of stroke or TIA in whom the last blood pressure reading (measured in the preceding 12 months) is 150/90mmHg	As HYP006
HF003	In those patients with a current diagnosis of heart failure due to left ventricular systolic dysfunction, the percentage of patients who are currently treated with an ACE-I or ARB	Our local modelling estimates that we will prevent two emergency hospital admissions for Heart Failure in the next three years, for every 10 Heart Failure patients we treat with an ACE-I or ARB class of drug

3.3 QOF only incentivises GP practices to deliver clinical management interventions for patients that they have diagnosed. As such, a GP practice scoring highly on QOF may not necessarily be managing their practice population to optimum effect, if there are large numbers of patients within it that have undiagnosed long term conditions (i.e. poor case finding). For example, modelling in the APHR (2016) estimated that diagnosing a further 1% of patients with high blood pressure in Thurrock would prevent 65 strokes over three years. In order to account for levels of case finding as well as clinical management, we have re-based the national targets attached to the above indicators such that they consider the total estimated number of patients in each practice population (whether diagnosed or not), and not simply the number of patients on GP practice disease registers.

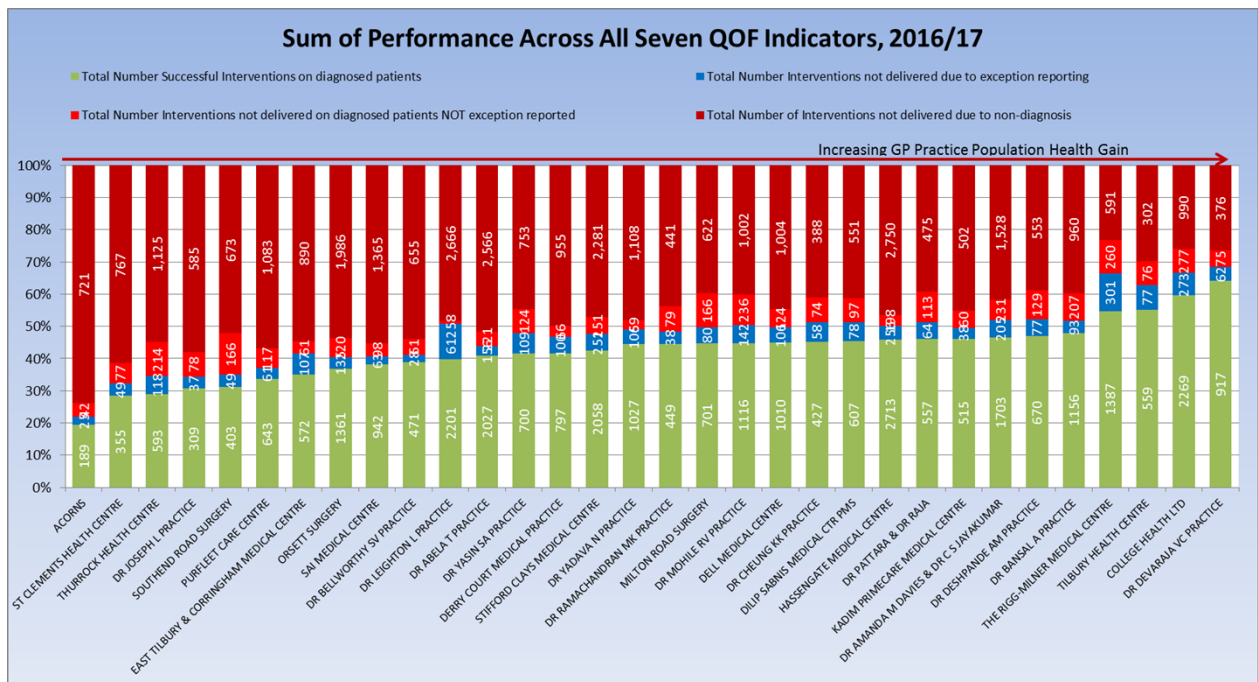
3.4 Figure 4 shows the sum of performance across all seven individual QOF indicators at GP practice population level using the rebased QOF data and as such ranks the success in terms of case finding and clinical management at GP practice population level. Figures 1 to 6 in Appendix A show performance at GP practice population level against each individual metric. Each entire bar represents the total estimated cohort of patients in each practice population with the condition/disease considered (both diagnosed and un-diagnosed). The practice population bars then sub-divided into four colour coded categories:

- The light green section of the bar shows the total number and % of the patient cohort who have been diagnosed and successfully treated. This cohort can be said to be well managed clinically.
- The blue section of the bar shows the total number of patients who have been 'exception reported'. QOF allows surgeries to exception report patients for a variety of reasons, including those who refuse the intervention, fail to respond to three invitations to attend the surgery to receive the intervention or who have another disease/are taking another medication that contra-indicates them from receiving the intervention.
- The light red section of the bar shows the number and percentage of the cohort who have been diagnosed but did not receive the intervention and were not exception reported. Patients may fall into this group because the surgery has not been resourced under QOF to treat them, (QOF generally only pays surgeries to treat up to 70% of the eligible cohort of patients) or if the surgery has failed to offer the treatment/intervention for other reasons. This cohort is at considerable risk of serious adverse health events as they are not being clinically managed against best medical guidance.

- The dark red section of the bar shows the estimated number and percentage of the cohort who are yet to be diagnosed. In many senses, this cohort of the population are potentially most at risk of serious adverse health events, as they unknown to the surgery for the purposes of the intervention.

The further to the right of the graph each practice population falls, the better its likely overall population health outcome on the indicator considered. With the exception of Heart Failure (figure 6, Appendix A) there is considerable variation between different practice populations in terms of levels of clinical management. **However care should be taken before attributing cause for this variation directly on differences in clinical practice between different surgeries. Other factors such as willingness of different practice populations to seek early medical advice for symptoms, differences in levels of under-doctoring, and differences in availability and quality of services provided by other NHS partners including pharmacies and community services may also be key drivers in explaining the variation.**

Figure 4 Performance on all Seven QOF Indicators



3.5 In order to drive up standards in long term condition case finding and disease management across our entire population, we have set a target of increasing performance across all practice populations to that of the top quartile of GP practice performance in the seven QOF indicators set out in Appendix A. (This is to the Heart Failure Indicator as there is little variation in outcome between GP practice populations). The top quartile of performance is shown as a green horizontal dotted bar in figures 1 to 7 in Appendix A. Figure 5 shows current borough wide achievement for each indicator together with the proposed revised standard for all surgeries based on top quartile

performance, and the additional number of patients that will be diagnosed and treated when the new standard is achieved. .

Figure 5 Key QOF Indicators selected for improvement: Current Performance and Proposed Standards

QOF Indicator	Current Thurrock Achievement (re-based to include undiagnosed patients)	Proposed Standard	Number of people in Thurrock needed to diagnose and treat for Thurrock to be at proposed standard
HYP006	56.26%	63%	2214
COPD007	67.02%	76%	348
DEP003	5.60%	14%	546
AF007	54.53%	62%	207
CHD005	33.64%	40%	141
HF003*	90%	90%	0
STIA003	35.70%	43%	498

* The Heart Failure metric does not include undiagnosed patients as no model has been produced by Imperial College London to allow us to calculate this.

- 3.6 In order to start a conversation with individual surgeries about their clinical practice relating to long term conditions case finding and clinical management, the Healthcare Public Health Team have produced a surgery specific Profile Card for each surgery. An example of this profile card is shown in Appendix B. The LTC profile card brings together a series of high importance information on all the drivers of LTC detection and management in primary care and displays it in a very easy to read format.
- 3.7 The profile card compares individual GP practices to a personalised benchmark group. The benchmark group consists of 20 practices from across England with practice population demographics including population size, deprivation index and age distribution, most similar to that of the Thurrock GP Practice in question. By comparing a Thurrock GP practice with 20 practices across England serving populations that are similar to their own, the card quickly identifies those indicators for which performance may be particularly good or bad, whilst controlling for variations in performance due to factors attributable to underlying characteristics of the registered GP practice population. This provides an opportunity to direct resources towards addressing genuinely poor performance and making the maximum impact on the health of the population of Thurrock. Similarly it allows identification of surgeries that are performing highly on specific indicators, generating opportunities for the Primary Care Improvement Managers to share this best practice across the borough.
- 3.8 As of 6 November 2017, 18 of the 31 practices (58%) had received visits from the Healthcare Public Health (HCPH) Improvement Managers to discuss their profile card and to develop an individualised action plan for the following three months. There has been an overall positive response to the visits from GPs

and other surgery staff, with 17 action plans being developed in collaboration with the practice manager and the sometimes the lead GP. The action plans can only include a maximum of three action steps for the practice in order to make the plan realistic and concentrate on the most important issues first. Most of the time, the Practice Manager have reported being unsurprised by the highest priorities identified during the discussion and have welcomed the opportunity for assistance from Public Health to address them. The HCPH Improvement Managers are supporting with best practice ideas, evaluation needs or sometimes simply an organised platform for their plans.

3.9 To further support surgeries in the clinical practice in this area, a range of additional investments are either proposed from January 2018 or already underway, through the Better Care Fund and from the Public Health Grant for initiatives that operate at different levels on the case finding-clinical management dimension (Figure 13).

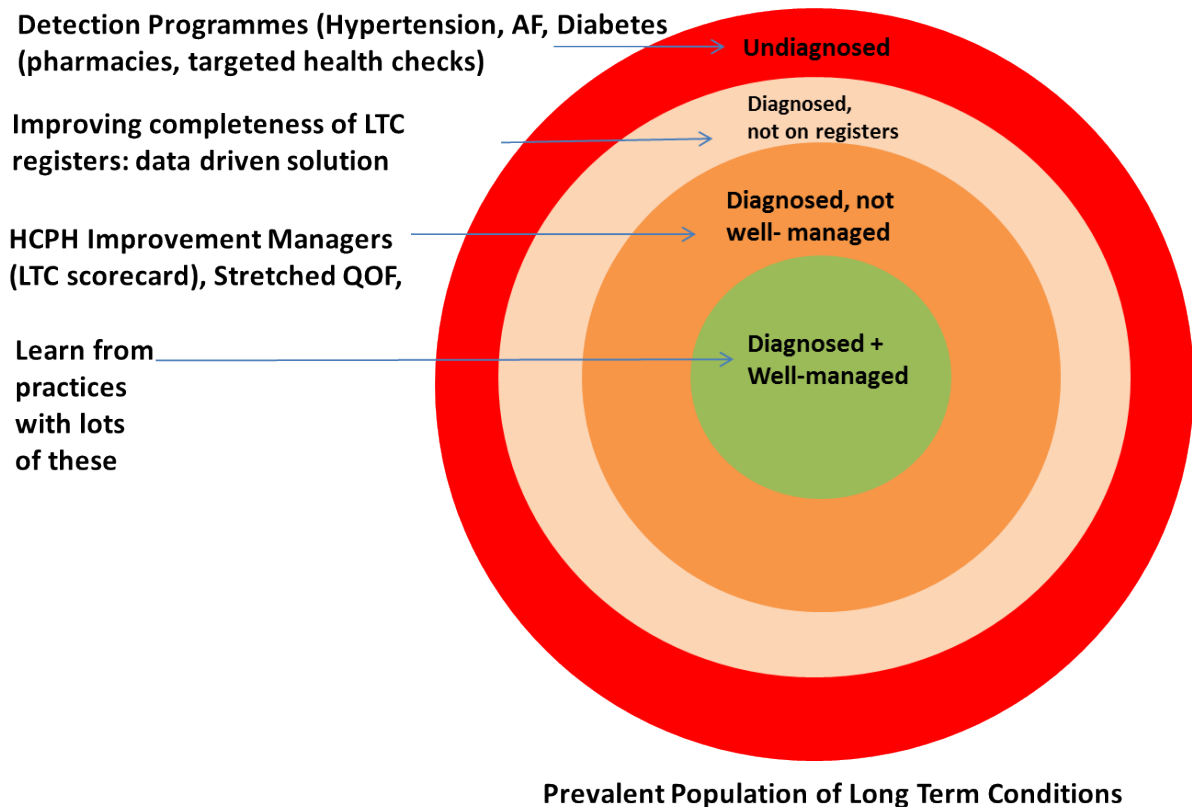
These include:

- Community based long term conditions 'case finding' programmes including Hypertension and Atrial Fibrillation checks in Community Pharmacies and in the Thurrock Community Hubs
- Siting of blood pressure monitoring machines in GP surgery waiting areas as a further mechanism to diagnose potential hypertension
- Profiling patient's cardio-vascular risk using the QRISK2 clinical tool, and then prioritising invitation for an NHS Healthcheck to those most at risk. invitations to those patients most likely to have undiagnosed cardio-vascular disease
- Providing additional funding to GP surgeries to treat all patients eligible for clinical interventions under QOF, as opposed to the 70% of cohort 'cut off ceiling under the DH QOF contract, through a local 'stretched QOF'.
- Integrating disease specific community NHS long term conditions clinical management services into a single service linked directly to networks of GP surgeries, and funding additional long term conditions nursing support.
- Integrating current mental health services within transformed long term condition management clinics.
- Providing additional support to surgeries to deliver the NHS flu vaccination programme.
- The implementation of the Mede-Analytics integrated data solution to encompass GP surgery data. Mede-Analytics analyses patient level data held on individual GP practice clinical databases and will allow practice managers and clinicians to quickly identify cohorts of at risk patients, (e.g. patients with AF who have uncontrolled blood pressure or a CHA2D-VASC2 score >1 who have not been anti-coagulated), such that they can be invited into the surgery for review and treatment. It will also assist in

'case finding' for example by identifying patients who may be being prescribed medication for a long term condition, but who have not been included on a GP practice QOF register and therefore will not be being clinically managed systematically.

Detailed business cases relating to each intervention can be found at <https://www.thurrock.gov.uk/healthy-living/health-statistics-and-information>

Figure 6



3.10 Using the multiple regression analyses models detailed in the APHR, we are able to estimate the impact of this programme of work on our residents health. These impacts are an under-estimation due to current constraints on the availability of some datasets. However, by increasing performance to levels detailed in this report we estimate that amongst Thurrock residents, we will prevent:

- 75 strokes within 3 years, delivering a cost saving to the NHS of £273,000 in initial treatment costs, and a cost saving to Adult Social Care of £317,000 in avoided residential care packages.
- 4,859 hospital admissions for Coronary Heart Disease/Atrial Fibrillation from over a three year period, delivering a cost saving to the NHS of £690,000
- 2,686 hospital admissions for respiratory conditions over a three year period delivering a cost saving to the NHS of £334,000

4. Reasons for Recommendation

- 4.1 Approving this strategic approach this will support the administration's key priority on improving standards in Primary Care, along with NHS partners' strategic aim to improve the quality and capacity of Primary Care in Thurrock.
- 4.2 Delivery of this programme of work will have a significant positive impact on the health of our residents living with long term health conditions, will enhance the capacity and capability of our GP surgery clinical teams to manage this cohort of patients, and will deliver system wide savings through reduced demand on hospital and adult social care services.

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

- 5.1 The programme set out in this paper has been presented at HOSC in September 2017 and was widely supported.
- 5.2 This programme of work has been developed in conjunction with NHS Thurrock CCG's Primary Care Development Team and local GP surgeries and has been discussed and approved by the CCG's Clinical Executive Group.

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

- 6.1 This programme of work delivers on Objective 5C of the Thurrock Joint Health and Wellbeing Strategy, 2016-2021

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**

Finance Manager

Additional financial costs arising from this report will be met from a combination of agreed funding set out in the Better Care Fund and investment from the Public Health Grant. The the approach will deliver financial savings in terms of reduced health and social care demand that are estimated to be considerably in excess of the investment made.

7.2 Legal

Implications verified by: **David Lawson**

Assistant Director of Law and Governance & Monitoring Officer.

There are no direct legal implications at the stage but legal Services are available for any necessary legal advice as implementation of the plan progresses

7.3 Diversity and Equality

Implications verified by: **Natalie Warren**

Community Development and Equalities Manager

The initiatives outlined in this report will tackle health inequalities faced by some GP practice populations by seeking to address variation in clinical outcome for patients with long term conditions.

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):

- Annual Report of The Director of Public Health (2016), Thurrock Council.
<https://www.thurrock.gov.uk/healthy-living/health-statistics-and-information>

9. Appendices to the report

- Appendix 1- Performance on Individual Rebased QOF Indicators
- Appendix 2 – Example of LTC Profile Card

Report Author:

Ian Wake
Director of Public Health

Appendix 1: Performance on Individual Rebased QOF Indicators

Figure 1 Performance on Hypertension Clinical Management, QOF Indicator HYP006

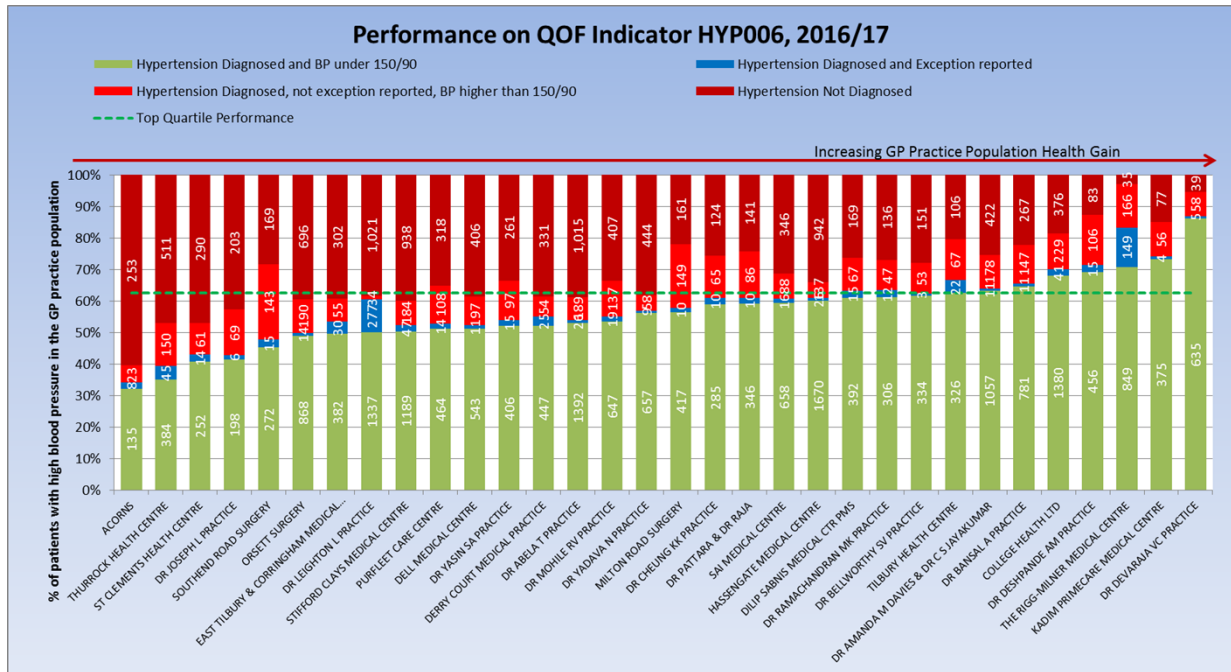


Figure 2 Performance on Atrial Fibrillation Clinical Management, QOF Indicator AF007

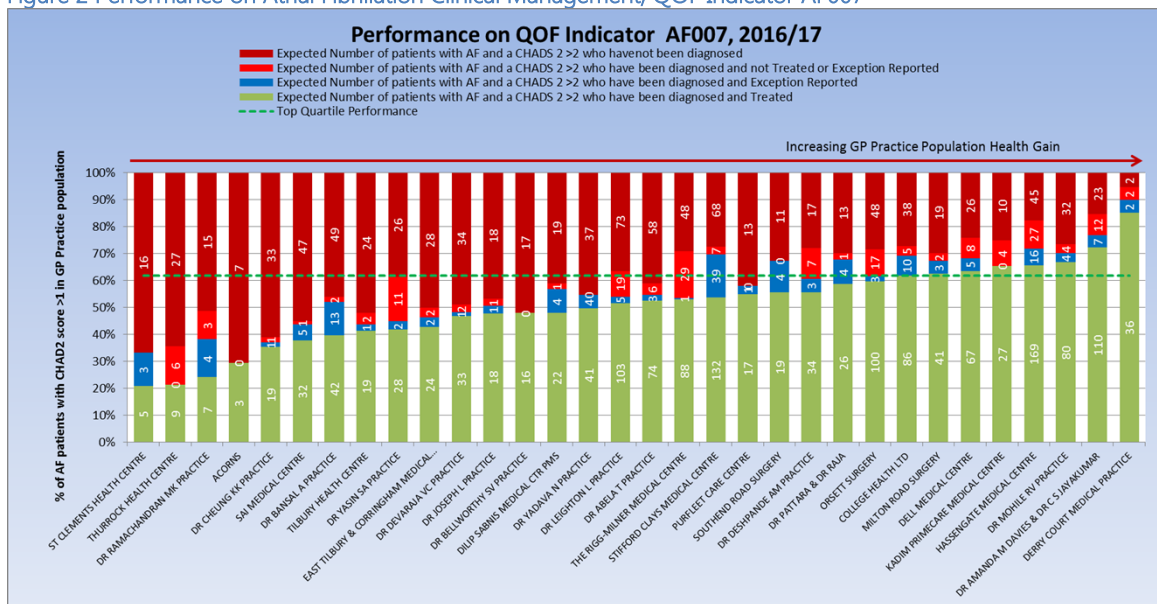


Figure 3 Performance on COPD Clinical Management, QOF Indicator COPD007

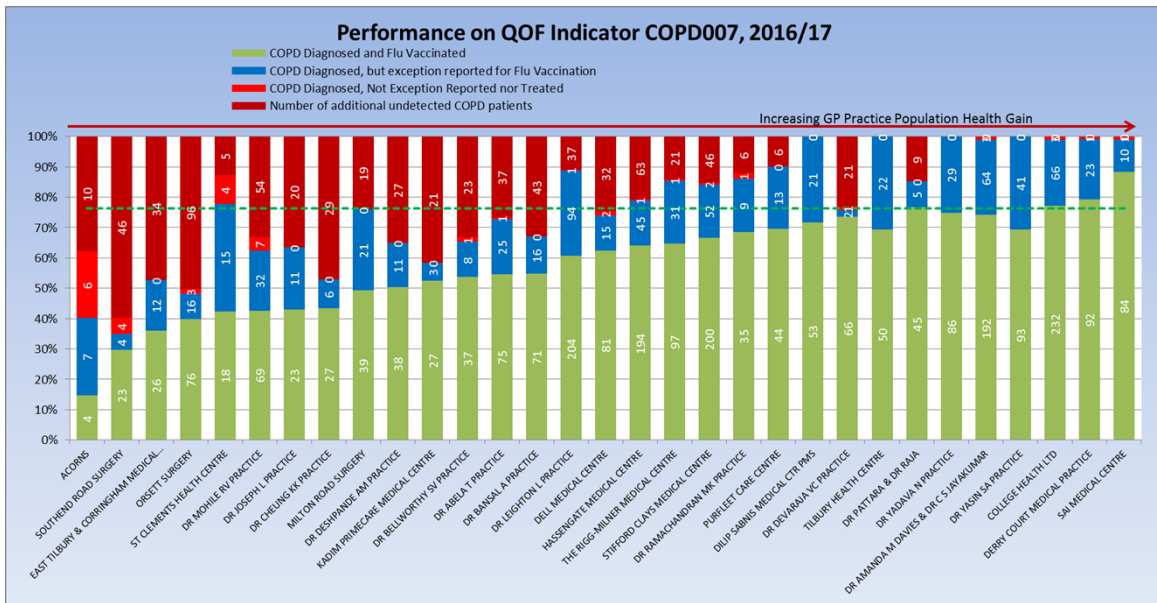


Figure 4 Performance on Depression Clinical Management, QOF Indicator DEP003

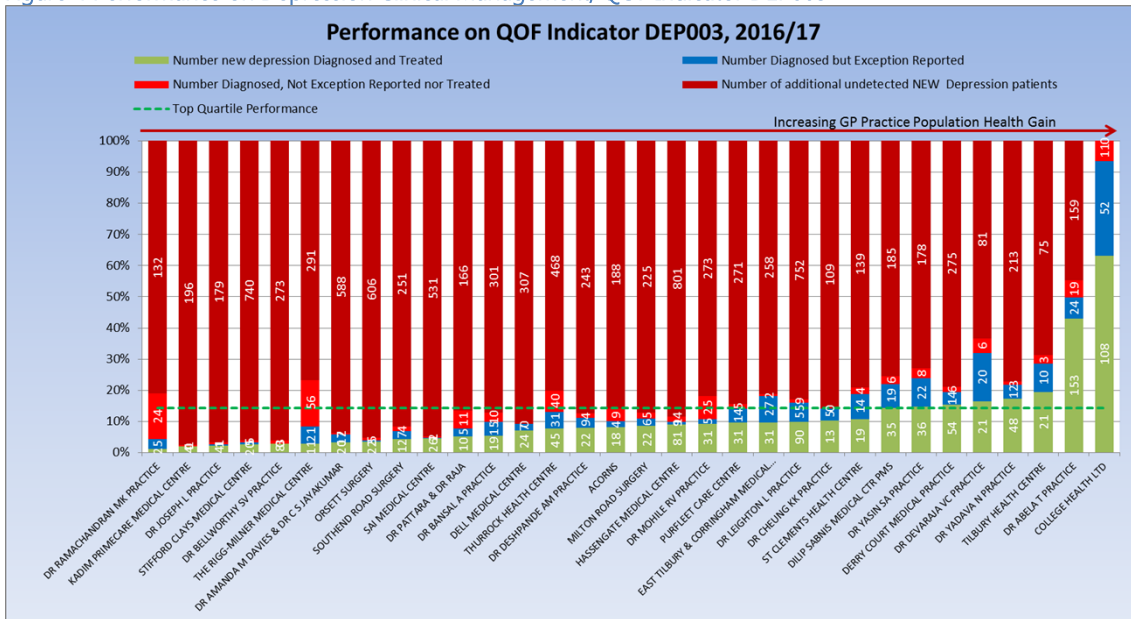


Figure 5 Performance on CHD Clinical Management, QOF Indicator CHD005

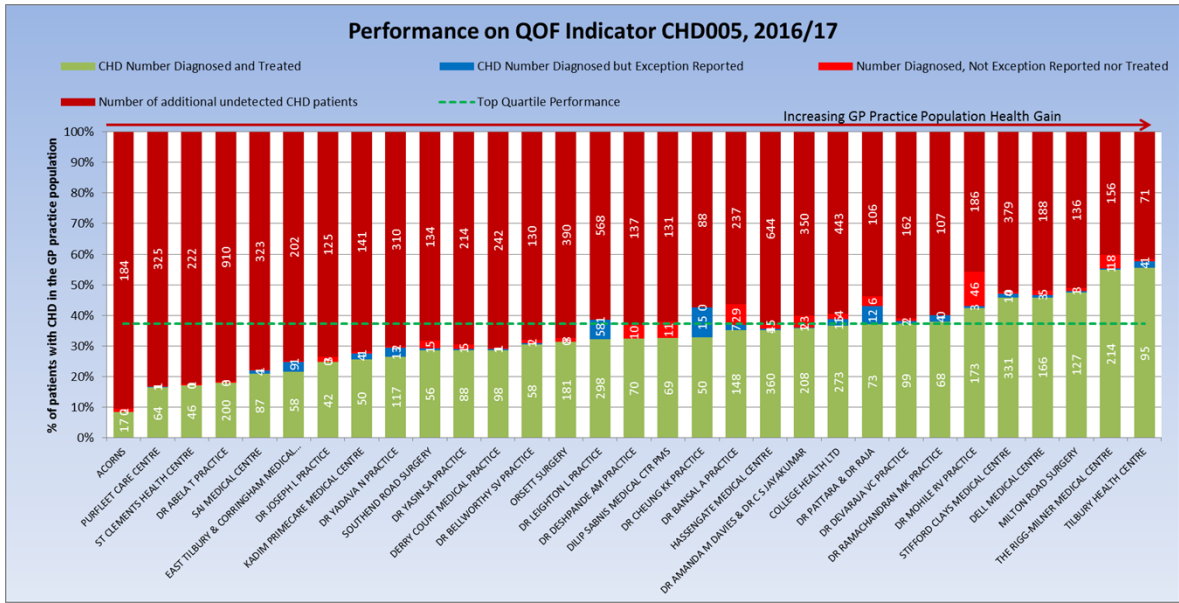


Figure 6 Performance on Stroke Clinical Management, QOF Indicator STIA003

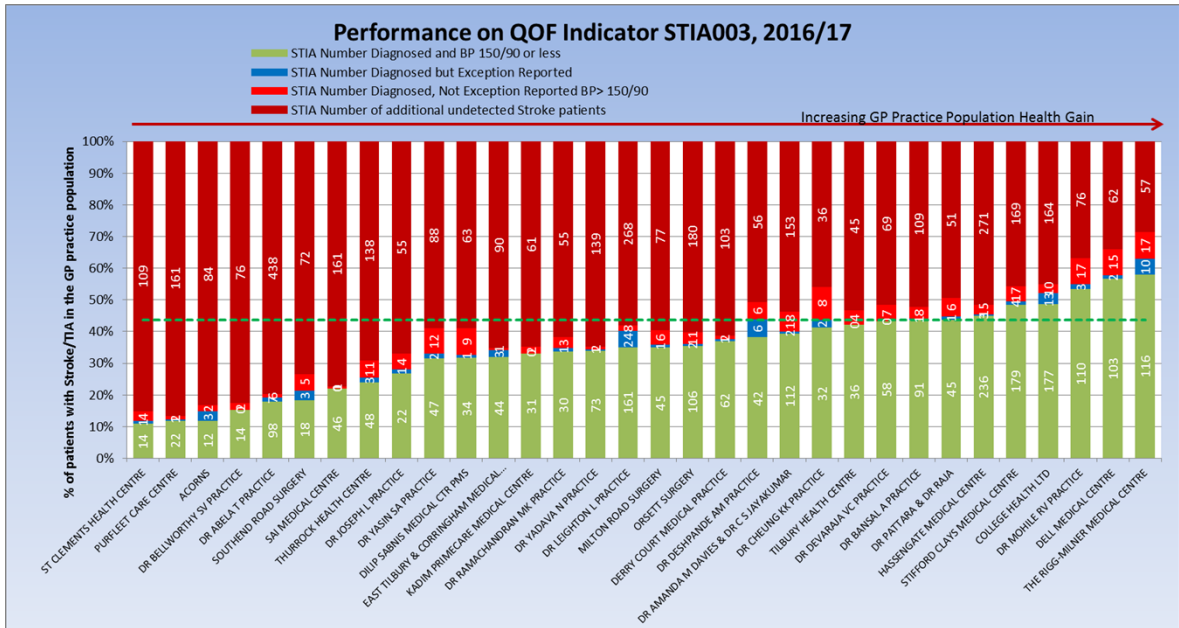
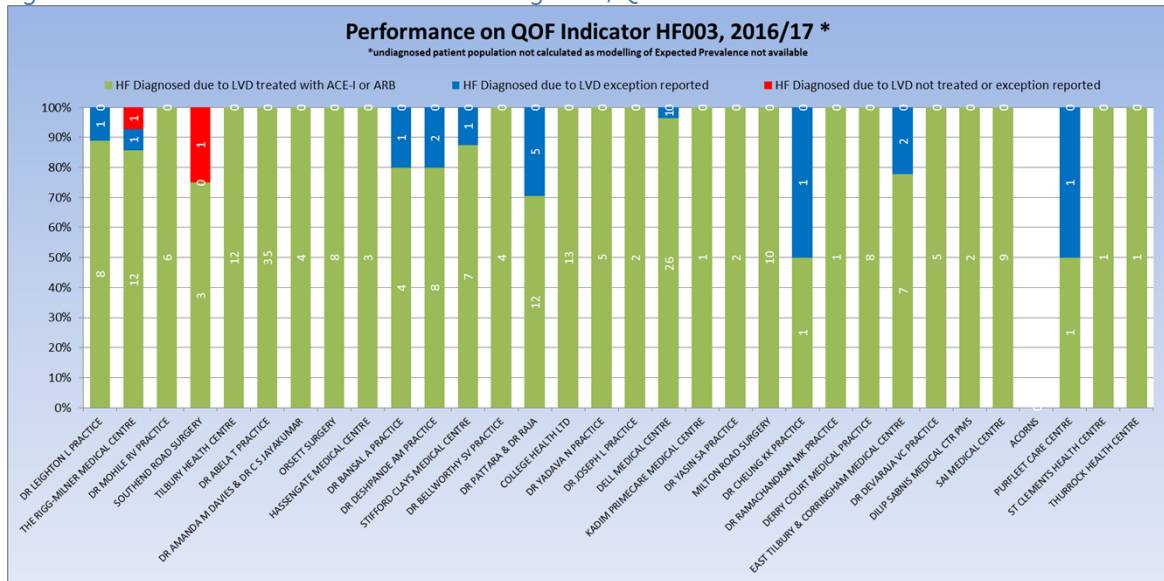
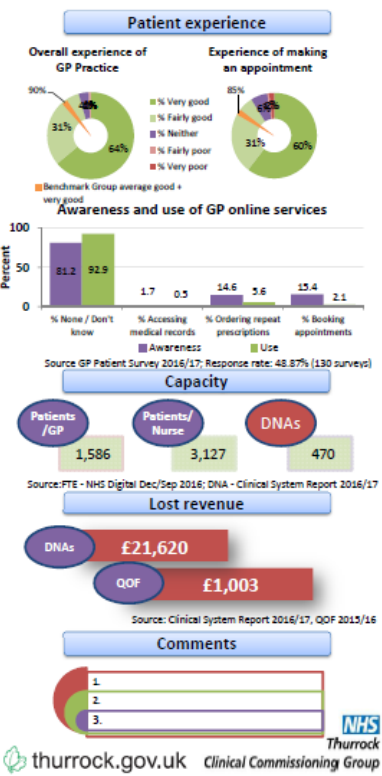
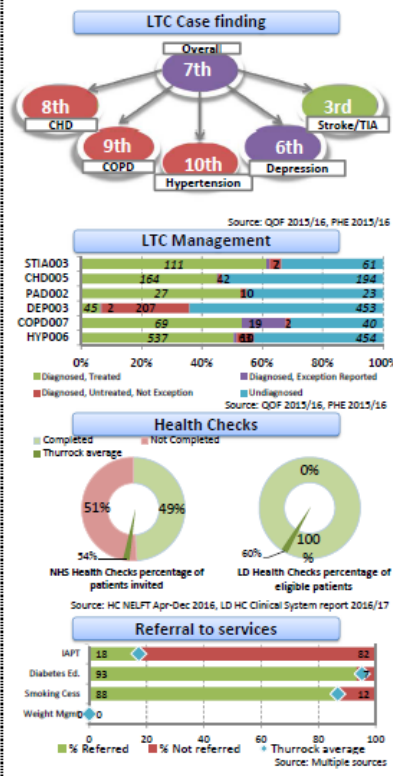
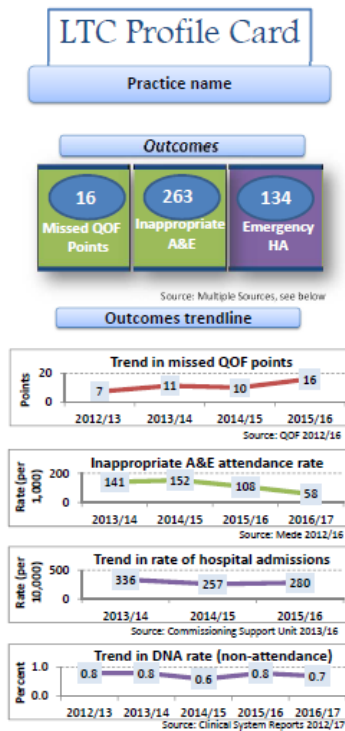


Figure 7 Performance on Heart Failure Clinical Management, QOF Indicator HF003



Appendix 2 – Example of LTC Profile Card



13 December 2017	ITEM: 16 (Decision 0110449)
Cabinet	
Revenue Budget Monitoring – Quarter 2 September 2017	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Shane Hebb, Portfolio Holder for Finance	
Accountable Assistant Director: Sean Clark, Director of Finance and IT	
Accountable Director: Sean Clark, Director of Finance and IT	
This report is public	

Executive Summary

This report presents the forecast outturn position for 2017/18 as at the end of September 2017. The approach to budget management has been reviewed in order to focus attention on high risk areas and introduce a level of self service for smaller lower risk budget areas. Monitoring is structured around the key focus areas – employee spend, income, high risk demand led budgets and delivery of the agreed savings programme.

As at the end of September 2017, current projections indicate a General Fund pressure of £0.475m that will be managed in order to outturn within budget by the 31 March 2018. Identified pressures include Children’s Social Care and Environment primarily due to increasing waste disposal costs. Whilst this forecast shows a projected deficit, officers are confident that continuing action will keep the budget within the agreed budget envelope and forecast a balanced budget.

This is an improvement on the net pressures of £1.05m reported to Cabinet on 13 September 2017.

The Dedicated Schools Grant (DSG) is forecasting pressures within the High Needs Block but steps are being taken to review the position within the DSG with the service and the Schools Forum in order to address these pressures. The HRA is forecasting a breakeven position.

1 Recommendations:

- 1.1 That Cabinet comment on the current budget position for 2017/18 and support further mitigation to bring the outturn within the agreed budget envelope.

2 Introduction and Background

- 2.1 In February 2017, Council agreed the overall General Fund and HRA budgets. The General Fund budget included savings of £6.896m which were identified as part of the Council Spending Review through the Strategic and Transformation Board process.
- 2.2 The report sets out the latest budget variances for 2017/18. The approach to budget management has been reviewed in order to focus attention on high risk areas and introduce a level of self service for smaller lower risk budget areas. Monitoring is structured around the key focus areas – employee spend, income, high risk demand led budgets and delivery of the agreed savings programme.
- 2.3 As well as reporting on the position for the General Fund and HRA, the report also includes commentary on the DSG and Public Health grant.

General Fund Position by Directorate	Full Year Budget £000	Forecast £000	Variance From Budget £000
Adults, Housing & Health	35,621	35,594	(27)
Housing General Fund	2,179	2,179	0
Children's Services	36,796	38,531	1,735
Environment & Highways	22,531	22,866	335
Place	5,377	5,416	39
Finance & IT	9,170	8,563	(607)
HROD	4,466	4,288	(178)
Strategy, Comms & Customer Services	2,591	2,554	(37)
Legal Services	857	868	11
Commercial Services	561	550	(11)
Central Expenses	(6,438)	(7,223)	(785)
Total	113,711	114,186	475

3 General Fund Position

Adults, Housing & Health - £0.027m underspend

- 3.1 The Adult Social Care forecast position reflects the additional funding allocated through the Adult Social Care precept and one-off grant (Improved Better Care Fund) for 2017/18. The position should be considered in view of a range of ongoing demand pressures for the Directorate. These include the volatility of the domiciliary homecare market and demand for residential / nursing home placements especially for those with Learning Disabilities, autism and challenging behaviours.
- 3.2 Thurrock has had to take a number of homecare contracts back in-house over the past 18 months. Following legal advice and CQC guidance the intention is to transfer staff from the current agency delivering approximately 1,200 care hours per week to our in-house provision, this will have a some cost implications as the service has been under-resourced for a long period of time and the additional management support required in this area to ensure safe service delivery needs to be implemented. There is a current recruitment exercise underway in this area. We also need to be mindful that Winter Pressures can often put extra demands on Adult Social Care services.
- 3.3 Placements for people with Learning Disabilities remains an ongoing pressure due to the bespoke nature of the packages required to meet the identified needs. There is a forecast pressure of £0.280m in this area which is intended to be contained within the overall position for the directorate. Adult Social Care has a good process in place for identifying upcoming placements and planning appropriate provision but the risk remains and the potential impact of these placements needs to be considered with regards to the demand led nature of the business.
- 3.4 We now have 87 placements against a budget which was primarily based on 84 placements. There were assumptions built in to reflect an element of demographic growth, the impact of the Transforming Care Partnership and transition cases from Children's Services.
- 3.5 Placements for those with learning disabilities is a very volatile area of the budget and deals with a cohort of people with varying levels of complex needs, the packages are based on the individual care needs and outcomes and therefore can be very expensive and in many cases require additional levels of 1:1 support at an additional cost to the service.
- 3.6 The team within Adult Social Care are working hard to regularly review the placements and procure the most appropriate level of care at the best price. Health funding is applied to eligible cases to minimise the impact on the local Authority's budget. Finance continue to work closely with the service to ensure the forecast outturn is as accurate as possible given the information available. The data team are also providing additional support in an attempt to be able to map the future pressure and potential impact on the budget.

- 3.7 Income towards placements continues to be a potential budget risk due to the constant reassessment of clients' financial situations and their ability to contribute towards their care packages and this will be closely monitored throughout the year.

Housing General Fund - Breakeven

- 3.8 The service is forecasting a breakeven position. In 2017/18 the Homelessness function received £0.306m by way of the Flexible Homelessness Support Grant. Part of this has been used to offset the reduction in subsidy from the DWP for those in Temporary Accommodation. Without receipt of the Grant in 2017/18 there would be a forecast overspend of £0.189m on Homelessness. The Grant mitigates this overspend with any remainder being earmarked for preventative initiatives.
- 3.9 The number of households in temporary accommodation is shown below and stood at 121 in September. This is part of an overall reducing trend across the year. There is a potential risk within Travellers that continues to be monitored.

Homelessness Placements	April	May	June	July	Aug	Sept
B&B (Hotels)	25	24	6	7	5	9
Hostels	24	29	29	23	24	30
Private Lettings (Nightly Lets)	44	48	47	49	49	37
Furnished Lets (Council Stock)	38	37	48	39	34	41
Refuge	5	5	5	5	6	4
Total	136	143	135	123	118	121

Children's Services – £1.735m overspend

- 3.10 The Directorate is forecasting an overspend primarily due to pressures within social care, however, this is partially offset by underspends in Education.
- 3.11 Work continues to manage pressures within social care, however, pressure has increased due a small number of high cost placements adding to existing pressures. This underlying volatility is difficult to manage, however, the Directorate has a programme of work to reduce expenditure including the re-commissioning of placement provision, changes to accommodation in Aftercare and the continued reduction in agency staff. Recruitment delays within social care have contributed to the pressure, however, holding vacancies within the Education budgets is supporting mitigation within the Directorate.
- 3.12 The main social care pressures are set out below:

Children's Social Care Pressures	£m
Staffing	0.480
Legal Costs/Support (complex cases)	0.330
Loss of CCG contribution	0.350
Placements	0.514
Aftercare (over 18s)	0.094
Children with disabilities	0.381
Adoption & Fostering	0.219
Total	2.368

- 3.13 It is important to note that the position assumes the work on the aftercare placement budget will continue to drive down costs. Action has already been taken to review placements when children reach 18 and placement costs are reducing. Systems are in place to ensure that a robust response is maintained so that future expenditure is contained. This continues to have a positive impact on the Directorates forecast outturn.
- 3.14 Given the current reduction in levels of unaccompanied asylum seeking children it is forecast that the budget will breakeven in 2017/18. This follows continuing reductions after the introduction of the Eastern Regional Protocol. At the existing rate of reduction we anticipate being close to our threshold rate of 28 by the end of the year.
- 3.15 The Corporate Director continues to review high cost residential and fostering placement costs on a monthly basis and where safe to do so are reduced as the service focuses on achieving better value and more appropriate placements for young people. Placements continue to show a reducing trend, however, the changing mix of placement type can impact the forecast position. The overall number of residential placements has been reduced, as has the number of Independent Fostering Agency placements as the number of in-house foster carers increases.
- 3.16 Additional legal costs have been incurred due to the volume and complexity, especially in terms of multiple sibling families. Work is underway to permanently recruit and reduce staffing costs.
- 3.17 Education transport forecasts are based on planned work as a part of a service review and a reduction in discretionary awards. Work continues to manage the awards of transport such as adding additional authorisation and providing training for staff. The service review design is in place and will commence formally in the coming weeks but work to analyse awards has

begun. It is important to note that the work in year should support reductions in expenditure next year by simplifying the decision making process and ensuring this is robust and consistent.

- 3.18 Finally, the CCG has withdrawn the block funding of financial support towards those high cost placements with complex needs moving instead to a case by case funding basis which has resulted in a substantial reduction in funding – discussions need to take place with the CCG to explore this further.

Environment & Highways - £0.335m overspend

- 3.19 Following an internal restructure, the Environment & Highways Directorate is forecasting an overspend with the pressure primarily within the Environment service. The most significant pressure is within waste disposal due to additional contract extension costs and a higher cost of disposal due to increasing waste tonnages and reduced recycling.
- 3.20 There are further financial risks within the Environment service which are not currently recognised within this forecast and are being proactively managed by the service. However, may result in additional pressure later in the year. Primarily the cost of bringing the Civic Amenity site (now known as the Household Waste Recycling Centre (HWRC)) back in-house and potential increases in waste collection and disposal costs. It is important to note that any additional cost regarding the Civic Amenity site would be incurred whether or not this was brought back in house due to there being no external interest in this contract. The service is doing all they can to mitigate such risks, Cabinet will consider in December the potential redevelopment of the site with the introduction of a commercial trade waste service and the introduction of a permitting scheme to reduce trade waste entering the site and therefore decrease disposal costs. Waste disposal contracts have been re-procured and take effect in Q4, as anticipated, due to national trends, this will present increased costs which are being considered in the MTFS to take effect from 2018/19.
- 3.21 Aging vehicles working beyond their life expectancy pose a potential financial risk, this year has been an increase in vehicle hire to ensure service continuity and the success of route optimisation.. 28 new waste vehicles have been procured and are due to be rolled out in February/March. 2018. Similarly, to ensure that gritting equipment is available and in place for the winter season, as procurement activity did not guarantee the new gritters from the start of the season.
- 3.22 The waste service has been under increasing pressure given the level of demographic growth within the borough, and future growth aspirations will only add to waste collection and disposal requirements. The longer term financial risk this poses will need to be reviewed in order to inform the MTFS and future funding requirements.
- 3.23 Over the last 5 years the collection service has absorbed growth in the number of properties and residents without significant increases to the collection and disposal budgets. On 8th May 2017 route optimisation of the

waste collection operation, moving to a West to East sweep approach and rebalancing routes and operational capacity, aimed to stabilise the function, evening out peaks and troughs and improving overall productivity within the crews. This in turn would provide a degree of resilience, reducing the impact of seasonal variations in workload and allowing a proportion of additional domestic properties coming on stream to be absorbed without the need for further overtime or supplementary resources. Since optimisation there has been a further increase of 300 properties, resulting in a further 900 collections, the point is being reached where this will no longer be possible. The waste collection teams are emptying an additional 8,742 bins per week in comparison to 2013/14. With the average round comprising of 1,400 properties, this equates to an additional 6.25 rounds per week (the equivalent of just over 1 full vehicle, with a driver and two loaders) which have been absorbed by the service to date. With property growth in the Borough planned to continue to increase, there will be a requirement to increase the number of rounds deployed and this is being considered as part of the MTFs and future funding requirements.

Place - £0.039m overspend

- 3.24 The Directorate is forecasting a small overspend. Analysis of rental income indicates pressure within the Assets service given one-off backdated rent received in the last financial year. Mitigating action is being put in place in respect of restraining spend and reviewing building maintenance to focus on essential health and safety requirements. Current projections indicate an underspend within Regeneration due to improved income expectations of £95k from the Theatre.
- 3.25 A further financial risk within Planning and Growth is a possible Class Action regarding planning fees, estimated at £0.180m. This follows the introduction of legislation that means applicants can demand the return of fees if the Council determined historic applications over time, without agreed extensions of time.

Finance & IT - £0.607m underspend

- 3.26 The Directorate is forecasting to underspend primarily due to savings within ICT and an underspend within Electoral Services due to there not being a local election in 2017/18. There is ongoing risk to this position due to pressure on employee spend due to agency staff covering vacant posts and providing much needed capacity. There is also risk to the delivery of savings targets, most notably postage within Revenues and Benefits.

HROD – £0.178m underspend

- 3.27 The Directorate is forecasting an underspend position. Pressures arising from additional resource requirements for General Data Protection Regulation (GDPR), Transformation and HR are currently expected to be absorbed or covered by additional income generation.

Strategy, Communications & Customer Services – £0.037m underspend

- 3.28 The service is forecasting a small underspend. Additional costs in respect of maternity cover and new schools software is being offset by holding vacancies.

Legal Services – £0.011m overspend

- 3.29 The service is forecasting a small overspend. Income and staffing projections continue to be reviewed as they represent the main risk to delivering the forecast outturn.

Commercial Services – £0.011m underspend

- 3.30 The service continues to operate within budget with a small underspend expected due to holding vacancies whilst undergoing recruitment. Good progress is being made on the overpayment recovery project.

Central Expenses - £0.785m underspend

- 3.31 This budget covers a number of corporate expenditure items including treasury management costs (interest paid on loans and received from investments), the annual contribution to the Essex Pension Fund to meet the current actuarial deficit and the allocation for the Minimum Revenue Provision. The Directorate is forecasting to underspend primarily due to an improved treasury position.
- 3.32 In consultation with the council's external auditors, an agreement was reached on the accounting treatment on an advanced payment to the pension fund that resulted in a £0.106m saving. However, this is partially offset by an increase in the levy charged to Thurrock for the Coroners Court after Essex Police pulled out of the funding agreement.
- 3.33 There is an emerging pressure from families with no recourse to public funds who have no legal status. Work is ongoing with the Home Office to enable a member of their staff to be seconded to Thurrock so that applications to remain can be processed more quickly.

4 Housing Revenue Account

	Full Year Budget £000	Forecast £000	Variance from Budget £000
Repairs and Maintenance	10,510	10,904	394
Housing Operations	12,212	11,458	(754)
Financing and Recharges	25,276	25,605	329
Rent and Income	(48,351)	(48,320)	31

Development	353	353	0
Total	0	0	0

- 4.1 As at the end of September the HRA is forecasting a breakeven position. Pressures within Repairs & Maintenance are due to contractual obligations, health and safety works and compliancy work which are being offset by holding posts vacant within Housing Operations. Income is expected to be on budget. The collection rate at the end of September 2017 is 95.6% against a profiled target of 92%. Leaseholder Service Charge estimated bills have been issued to Leaseholders and are in line with budget. Actual bills for 2016/17 were issued at the end of September 2017.
- 4.2 The HRA budget for 2017/18 has been revised with effect from Period 7 to reflect the extension of sheltered and other service charges from 2nd October 2017, increasing revenue during this financial year by £0.312m. The income will partially mitigate the revenue repairs base budget pressure. The Council's decision to suspend the introduction of a Grounds Maintenance charge has reduced this potential increase by £0.845m. This will limit the amount of capital investment this year, specifically on loft insulation for properties in the Transforming Homes programme and on the external refurbishment of properties with non-traditional construction. None of this expenditure has been previously forecast. The service will work within the budget to achieve a balanced outturn. The Stock Condition Survey is nearing completion and will inform decisions to be made in the second half of the year about future planned maintenance programme and other areas of prioritisation for works.
- 4.3 The Grenfell Tower fire has resulted in some additional spending on fire safety measures, the total impact of which is at present £0.795m. Expenditure on surveys, fire risk assessments and remedial works are included in the total. As a continuing contingency, a total further potential pressure of up to £1m is possible. Further expenditure may be required for the retro-fitting of sprinkler systems in all blocks, which may be a potential outcome of the review into the fire. The service will consider this and other further fire safety enhancements later in the year, by which point a number of current uncertainties should be resolved, principally through the following:
- a) an updated asset database through the Stock Condition Survey
 - b) independent confirmation that Thurrock's cladding materials are non-inflammable
 - c) more clarity on the government's expectations of all social landlords in the wake of the tragedy and the possibility of the HRA borrowing cap being increased to fund fire safety works

5 Public Health

- 5.1 The Public Health grant received a 3% budget reduction in 2017/18 which equated to £0.286m. The team have worked hard to manage statutory services in the most efficient way, most notably through the re-procurement of

the Healthy Families Programme (previously known as 0-19) and other commissioned services.

- 5.2 An element of the Drug and Alcohol service is demand-led and the Public Health team have entered in to a risk sharing agreement with providers to help manage this financial pressure.
- 5.3 Services for sexual health have ongoing issues with cross charging between local authorities. Steps have been taken to make this primarily a provider responsibility and to share the financial risks. However, there is still potential for Thurrock to face legal challenges related to historical claims.
- 5.4 An element of the grant is being paid to providers to deliver the Thurrock Healthy Lifestyle Service on a performance related basis and it is expected this will lead to efficiencies within the service.
- 5.5 Current projections indicate an underspend of £0.370m which is intended to be carried forward as part of the ringfence to help offset a further 3% reduction in grant expected 2018/19. A registrar is being recruited for the last quarter of the year to cover maternity leave and settle historic GUM cross-charging from 2013/14.

Public Health	£000
2017/18 grant allocation	(11,333)
2016/17 carry forward	(424)
Estimated 2017/18 spend	11,387
Expected carry forward to 2018/19	(370)

6 Dedicated Schools Grant (DSG)

- 6.1 Current projections indicate pressure of £1.413m within the DSG.
- 6.2 The total allocation for 2017/18 is £145.550m prior to recoupment and £55.120m after recoupment. Therefore, against the £55.120m the council receives, the latest monitoring is forecasting an in-year pressure of £1.413m mainly within the high needs block (HNB). This funding supports provision for pupils and students with special educational needs and disabilities (SEND) from their early years to 25 year of age.

	Budget £000	Recoupment £000	Total £000	Forecast £000	Variance £000
Schools Block	112,570	87,040	25,530	25,806	276
High Needs Block	21,750	3,390	18,360	20,576	2,216
Early Years Block	11,230	0	11,230	10,151	(1,079)

Total	145,550	90,430	55,120	56,533	1,413
--------------	----------------	---------------	---------------	---------------	--------------

Schools Block - £0.276m overspend

6.3 When the Schools block formula was set, £1.250m was earmarked for growth based upon the census data to support schools with expanding classes and bulge classes, however, forecast allocations to schools total £1.526m, therefore a pressure of £0.276m due to growth allocations to schools. This pressure is recoverable due to the extra growth allocation of the DSG to support census growth in the following financial year – 2018/19.

High Needs Block - £2.216m overspend

6.4 The high needs block is forecasting a total pressure of £2.216m mainly due to areas of growth within the borough of children with statements/Education Health and Care (EHC) plans and associated transport costs. The analysis reported is:

- Independent school fees transport costs £0.268m
- Home to school transport costs £0.493m
- High needs/Special Educational Needs and Disabilities SEN(D) children top up payments to maintained schools £0.209m
- High needs/SEN(D) children top up payments to academies and PVI settings £0.416m
- Post 16 high needs payments c£1m, however, this is based upon academic year therefore £0.618m is the pressure for this financial year
- Payments in support of children and young people with SEN(D) £0.212m

6.5 The sub working group from Schools' Forum has been established with representatives from the Forum and officers from the Council. Work has already commenced for recovery of the previous year reported £1.3m DSG overspend with a review of the provisions within the high needs block for this financial year.

6.6 A strategic health check of the DSG has commenced working collaboratively with both the council and schools to identify savings for future working initiatives and practices but also including the National Funding Formula for 2018/19 and 2019/20 and changes as part of the sub group work.

Early Years Block - £1.079m underspend

6.7 Early Years is forecasting an underspend due to a reduction in payments to providers for 3 and 4 year olds, also the introduction and roll out of the additional 30 hour free childcare arrangements commencing September 2017.

7 Employee Spend

- 7.1 At the end of Quarter 2, projections indicate a small underspend of £0.104m on Employee budgets.
- 7.2 Pressures within Children's Services and Environment & Highways are being offset by underspends across all other Directorates. The position forms part of the reported position earlier within this report.
- 7.3 Managing spend on agency staff continues to be a focus for officers with alternative options considered where possible. Projected spend on agency is broadly contained within underspends on permanent staff budgets.

Employee Spend by Directorate	Full Year Budget	Permanent Staff Forecast	Agency Staff Forecast	Total Forecast	Variance From Budget
	£000	£000	£000	£000	£000
Adults, Housing & Health	15,851	14,406	1,437	15,843	(8)
Housing GF	983	728	108	836	(147)
Children's Services	23,176	19,696	3,960	23,656	480
Environment & Highways	10,289	9,222	1,389	10,611	322
Place	6,528	6,012	242	6,254	(274)
Finance & IT	8,271	7,663	320	7,983	(288)
HROD	4,406	4,289	65	4,354	(52)
Strategy, Comms & Customer Services	3,210	3,120	68	3,188	(22)
Legal Services	1,379	672	602	1,274	(105)
Commercial Services	713	660	43	703	(10)
TOTAL	74,806	66,468	8,234	74,702	(104)

8 External Income

- 8.1 As at the end of Quarter 2, the full year forecast for external income is a £0.019m shortfall.
- 8.2 The shortfall is primarily within Environment & Highways and Children's. This is due to projected shortfalls on parking income, highways maintenance and

nurseries. This is offset by projected gains within Place due to improved theatre income forecasts.

- 8.3 Parking income forecasts have been reviewed in line with current trends and revised accordingly, particularly in respect of car park income. Issues with pay and display machines are ongoing and has impacted the position. Highways maintenance projections have been revised in line with year to date demand. However, the reported income pressure is being contained within the wider Directorate position. In order to manage the wider strategic ambitions for Parking and Highways Maintenance they are incorporated as part of the Cross Cutting Transport Service Review that will commence in January 2018.
- 8.4 The shortfall on nursery income is due to revised projections on crèche income. The service is working towards mitigating this and targeting increases in demand later in the year. The pressure is part of the reported position for Children's Services. As a discretionary service within the Children's Directorate it is important that this area cost recovers its activities, the Commercial & Procurement Board will be working closely with the service to develop a three year business plan.

Directorate	Last Year Outturn 16/17 £000	Full Year Budget 17/18 £000	Forecast Outturn 17/18 £000	Budget Variance 17/18 £000
Adults	(384)	(399)	(432)	(33)
Children's	(940)	(1,175)	(1,104)	71
Environment & Highways	(1,522)	(1,899)	(1,804)	95
Place	(3,331)	(2,695)	(2,827)	(132)
Housing GF	(153)	(377)	(358)	19
Finance & IT	(3)	(1)	(2)	(1)
Total	(6,333)	(6,546)	(6,527)	19

9 Reasons for Recommendation

- 9.1 The Council has a statutory requirement to set a balanced budget annually. This report sets out the budget pressures in 2017/18 along with actions to mitigate these pressures and deliver a breakeven position.

10 Consultation (including Overview and Scrutiny, if applicable)

- 10.1 This report is based on consultation with the services, Directors' Board and portfolio holders.

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

- 11.1 The implementation of previous savings proposals has already reduced service delivery levels and the council's ability to meet statutory requirements, impacting on the community and staff. There is a risk that some agreed savings and mitigation 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.

12 Implications

12.1 Financial

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

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

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

12.2 Legal

Implications verified by: **David Lawson**
Assistant Director of Law & Governance and
Monitoring Officer

There are no direct legal implications arising from this report.

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

12.3 **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.

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

There are no other implications arising directly from this update report.

13 **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 various working papers retained within the finance and service sections.

14 **Appendices to the report**

- None

Report Author:

Carl Tomlinson
Finance Manager
Finance and IT

This page is intentionally left blank

13 December 2017	ITEM: 17 (Decision 0110450)
Cabinet	
Linford Household Waste and Recycling Centre – Commercial Vehicle Access Policy and Future Site Redevelopment	
Wards and communities affected: All	Key Decision: Key Decision
Report of: Councillor Aaron Watkins, Portfolio Holder Environment	
Accountable Assistant Director: Beau Stanford-Francis, Environmental Protection & Contracted Services Manager	
Accountable Director: Julie Rogers, Director of Environment and Highways	
This report is Public	

Executive Summary

Thurrock Council operates a single Household Waste and Recycling Centre (HWRC) at Linford. The site is operating significantly over capacity with the layout and infrastructure not being in keeping with modern sites. This reduces the opportunities to encourage re-use and recycling. The site was recently bought back in-house after the incumbent contractor rejected the opportunity to renew the contract for operating the site. This has presented the Council with an opportunity to improve the site and take measures to encourage recycling and prevent unauthorised waste disposal at the site.

An independent survey undertaken in June suggests that there is a significant degree of commercial waste abuse on-site which is jeopardising the site’s environmental permit, exacerbating capacity issues and creating significant avoidable waste disposal costs. This report explores the options to reduce unauthorised disposal and recommends a van and trailer permit scheme.

The site as is will not meet the boroughs projected growth going forward and additional capacity will need to be created. The site has a number of infrastructure challenges that will need to be addressed, however, the present location is owned by the Council and the outline design ideas suggest that the site has the potential to deliver a redesign that will meet Thurrock’s future requirements.

- 1. Recommendation(s)**
- 1.1 To note the comments of Cleaner Greener Safer Overview Scrutiny. The reports were in two parts Redevelopment of the Site (12th October 2017) and Commercial Vehicle Access Policy (15th November 2017).**
- 1.2 To delegate authority to the Director of Environment and Highways in consultation with the Cabinet Member for Environment to implement a permit based system for site access for Commercial Vehicles and Vehicles towing trailers at the HWRC.**
- 1.3 To delegate authority to the Director of Environment and Highways in consultation with the Cabinet Member for Environment to undertake Planning Application for the redevelopment of the HWRC Linford, on its current Buckingham Hill site in line with the design principles detailed in 5.3.**
- 1.4 That Cabinet agree to increase the budget available by £1m to enable the planned works to include changes regarding Trade Waste, based on cost savings from waste disposal and income meeting the increased cost of capital.**
- 1.5 Subject to planning approval, Cabinet agree to delegate authority to the Director of Environment and Highways in consultation with the Cabinet Member for Environment and the Director of Finance and IT for the procurement of contracts for the redevelopment of the Household Waste and Recycling Centre.**

2. Introduction and Background

- 2.1** Thurrock Council has a statutory obligation under section 51 of the Environmental Protection Act 1990 to provide residents with a facility for the disposal of bulky household waste. The Act establishes minimum standards for the provision of the service in terms of the minimum number of sites for each Authority, it does not however, contain any guidance regarding the standards by which sites should be operated with local authority's being able to; set hours of operation, site layout and waste acceptance criteria.
- 2.2** Thurrock Council currently operates a single site at Buckingham Hill Road in Linford which is situated on a former Essex County Council Landfill Site. The land that the site sits on is owned by Thurrock Council. The current site has been operating in its current layout and working plan since March 1997 and was designed to accept in the region of 6,000 tonnes of household waste per annum. At present the site is receiving 11,000 tonnes per annum. There are currently 65,490 households within the borough and this is forecast to increase to 78,100 by 2030.
- 2.3** In line with Environmental Permitting Regulations Linford HWRC is operated under licence from the Environment Agency with regular inspections being

undertaken to ensure that the site is being run in accordance with the law. The site licence governs the site operations and the waste types that the site can accept; it also imposes requirements for site competent persons. Failure to comply with the terms of the licence can lead to the Council being prosecuted under Environmental Legislation or the restriction or closure of the site.

- 2.4 Between September 2009 and November 2010 the Council operated a second Recycling only centre at St Clements Way in West Thurrock. The throughput at the West Thurrock site was low and the site was deemed to be no longer viable to operate. The site was closed in 2011/12.
- 2.5 The Linford site was run under contract between 2010 and 2017. In the lead up to the expiry of the contract the contractor was offered the opportunity to extend the contract however, they rejected the opportunity stating that extension was neither financially nor operationally viable. The rejection of the contract extension, the volatility in waste disposal prices and the outdated design of the site meant that in conjunction with external specialist waste disposal consultants the decision was taken that procurement of the site 'as-is' was not a viable proposition. In June 2017 the management of the Linford HWRC was brought in-house under the Council's direct management

3. Interim Site Management update

- 3.1 Taking the site into Council control has allowed the Authority to undertake a number of interim quick wins to improve the site operations, introduce new avenues for recycling and reduce costs. These include:
- New site signage and markings
 - Introduction of the new site operating plan
 - TUPE Transfer of existing staff and transfer of agency staff to permanent roles.
 - Introduction of new waste disposal routes including revised paint containers, plate glass, co-mingled hardcore and ceramics, acceptance of fluorescent light tubes, PVC bin.
 - Extensive staff training to improve the site efficiency, health and safety and the customer experience.
 - Introduction of a new uniform policy to make staff more visible to the public and present a more professional face for the Council.

The quick wins and the improvement in the consistency and quality of service on site has been significant. This has been borne out in feedback from residents and Councillors.

- 3.2 Site operational costs remain within the budget however, the cost of disposing and transporting the waste deposited is over and above that budgeted, and this is likely to create a budget pressure over the year. Management of the disposal element of the site budget is primarily controlled by preventing the unauthorised deposit of waste at the site and by ensuring that waste is

segregated into the cheapest disposal stream. A small number of waste disposal streams generate an income for the site however, the majority specifically: Plasterboard, Residual Waste, Wood Waste and Hardcore incur significant costs.

4. Proposed revised waste acceptance policy for commercial vehicles and trailers

4.1 At present the site is operating beyond its capacity. It is clear that a large amount of this throughout is due to commercial waste being deposited on site, thus putting additional burden onto a site that is already at its limit. Depositing commercial waste at the site is a criminal offence and is a contravention of the site's environmental permit. Failure to address the amount of commercial waste being deposited on-site puts the site permit at risk and could result in site closure. Significantly the commercial waste abuse at the site costs the council a significant amount of money, and puts legitimate businesses at a financial disadvantage to those businesses disposing of waste illegally at the site.

4.2 In October 2016 Essex County Council introduced sweeping changes to the waste acceptance criteria at its sites, changes include;

- Removing van and trailer access at 12 of its sites
- Introducing significant restrictions on the time periods that vans and trailers can access sites
- The amount of waste that vans and trailers can deposit

Anecdotal evidence suggests that the restrictions at the Essex sites and the easy access via the A13 to Linford has made the HWRC a soft target for those wishing to dispose of waste illegally and at cost to Thurrock Council. Restrictions at Pitsea, Canvey Island and Rayleigh Essex CC sites are of particular close proximity to Linford via the A13.

4.3 An independent study undertaken by a private waste consultancy for 4 weeks in June 2017 has determined that 'Potential Traders undertook 27% of all visits to the HWRC, contributing to 33% of all site tonnage and at an estimated cost of £250,000 pa'. For comparison, the calculated borough wide cost for the clearance of fly-tipping is estimated at £125,000 pa.

4.4 Measures will need to be taken to reduce the impact of illegal waste disposal or 'fly-tipping of the commercial waste turned away at site. Surveillance of the businesses undertaking illegal commercial waste disposal on-site tracked operators from as far afield as Colchester and Barking. With the permit scheme introduced it is very unlikely that they would travel to Thurrock to fly-tip and would dispose of the waste in the locality that it was produced. There is potential for the locally based businesses to dispose of waste irresponsibly if turned away. In order to mitigate this following measures are proposed:

- On-site security officers to be issued with body worn CCTV supported by Automatic Number Plate Recognition to be installed on-site to record Vehicles being accepted and rejected.
- Continued investigation of fly-tipped waste for evidence. Cross referencing of rejected vehicles for links to fly-tipped waste.
- Continuation of borough wide commercial waste duty of care enforcement.

4.5. Where it is identified that waste is potentially trade waste, it will be vital to ensure that the responsible disposal of this waste is undertaken. Staff will provide the commercial waste carrier with the details of the two large commercial waste disposal facilities in the borough located in Grays and at West Thurrock and also with the details of the boroughs trade waste collection service. If the redevelopment proposal is successful then a paid for commercial waste facility will be installed on site. This will generate revenue and provide a value for money legally compliant option for commercial waste producers to dispose of their waste.

4.6 Options for restricting illegal Commercial Waste abuse on-site

4.6.1 Do Nothing

The level of Commercial Waste Abuse at Linford HWRC needs to be addressed to do nothing is not a viable option. The cost at an estimated £250,000 pa, the risk to the site Environmental Permit which could lead to site closure and the operational burden that the throughput of illegal waste is creating is unsustainable.

4.6.2 Ban all Vans from Site

This option has been discounted as it would prevent householder's from hiring or using commercial vehicles for legitimate waste disposal such as when moving house, spring cleans or similar.

4.6.3 Introduce Charging for Vans On-site

The current environmental permit does not allow for commercial waste on-site. The site capacity and layout is such that there is no reasonable assumption that a change to the existing permit would be granted. This has been borne out in informal consultation with the Environment Agency.

4.6.4 Introduce a permit system to limit the potential for commercial waste abuse on-site. – *The recommended option*

Vans and trailers on-site would be required to show a valid permit each time that they accessed the site. Permits would be supplied on application to Thurrock residents with a van requiring access to the site. The number of permitted visits in the commercial vehicle per annum would be restricted to a defined number. This approach has been implemented successfully at a number of local authorities. Vans attending the site without a permit will be given information relating to the scheme and also signposted to the numerous private licenced disposal sites in the locality.

4.7 Proposed Permit Scheme

4.7.1 Vehicles in-scope of permit scheme

The following vehicles would be in-scope of the permit scheme

- Any Vehicle without side rear windows
- Any Flatback Vehicle
- Any Pickup Style Vehicle (2 or 4 seats)
- Any Large MPV where the seats have been removed
- A vehicle that is towing a trailer
- Any vehicle over 3.5 tonnes

4.7.2 Permit Duration and total number of permitted visits.

- Vehicles in scope of the permit scheme where the registered keeper is a Thurrock Council Tax payer would be entitled to a 12 month permit allowing them to visit the site and deposit waste 12 times per year.
- Thurrock Council Tax payers hiring a vehicle in scope of the permit policy would be granted a 7 day permit for a specified registration. They would be required to provide hire paperwork and no more than 12 permits or a total of 12 visits would be permitted per year.

4.7.3 Cost of administering Permit Scheme

The estimated cost of delivering the permit scheme is £26,000 per year. This allows for 0.5 FTE to administer the scheme and £5,000 allowed for printing, promotion and advertising of the scheme. In the first 3 months in order to embed the scheme an additional £10,000 of cost will be incurred in order to pay for additional security on-site to support implementation.

These costs will be found from the saving that is envisaged from reduced disposal costs. The application process will be primarily web based with a paper based application form available for use in appropriate circumstances. Permits will be checked and stamped each visit by the existing staff on-site. There are no plans to introduce a cost to residents for either application or supply of the Van Permit. Analysis identifies an estimated £250,000 per annum of avoidable trade cost. Any reduction in spend will contribute towards reducing the existing waste disposal pressure within the Environment Service.

4.7.4 Proposed Implementation Plan and Communications

- In the months leading up to the implementation of the permit scheme flyers detailing the scheme will be handed out to those accessing the site in Commercial Vehicles.
- Communication campaigns will be put in place to inform residents' via the channels available to the Council; including Social Media, the local press and News Letters.

- Upon Scrutiny and Cabinet Approval the proposed Implementation will take place as early in the new year as possible.

4.7.5 Risks and Mitigation

The Linford site is remote and historically there has been a strong resistance to any policing of trade users accessing the site illegally. Anecdotally there has been verbal abuse and threats of physical harassment in a number of cases where access has been denied. This has also been the case at other authorities where Commercial Waste restrictions have been put in place.

In order to support staff during the first 3 months of the permit schemes operation in addition to a comprehensive communications campaign Enforcement Officers will be placed on-site to provide security and the enforcement of waste carrier and disposal legislation. As per 4.5.3, finance has been allocated for supporting the initial implementation however there is an acceptance that there may be a requirement for some rolling ad-hoc enforcement support as required.

5. Proposed Site Redevelopment Principles and Implementation

- 5.1 The current HWRC is not in keeping with modern facilities at other boroughs. The size of the site is struggling to meet current demand and will not be able to support the boroughs projected growth agenda. As it currently stands the site would not be able to be re-configured to support charged commercial waste deposits, a greater range of recycling containers or a dedicated re-use facility. The proposed re-development of the existing site will be designed to meet the boroughs requirements to 2030. Depending on the pace of growth within the borough and the stability of the amount of waste deposited per household an additional site may be required.

5.2 Issues with Current Site:

5.2.1 Site Highway Access

Access to this cramped site is far from ideal. There is no dedicated turning lane and there is insufficient space to stack cars within the site. When the site is busy, queues quickly spill out onto the highway and on many weekends queues have been known to extend for at least 300 metres and lasting up to 45 minutes. The customer exit lane is also in conflict with large lorries entering and leaving the site as it is not possible to service the site outside normal opening times. The traffic management issues at the current site prevent operatives from undertaking wide scale checking of Council Tax records; this is due to the time taken to undertake the checks contributing to significant traffic problems on the highway.

5.2.2 Size of Permitted Area

The site as is can be seen as per appendix 1. The site covers the entire fenced area however; the Environmental Permit only covers the area outlined in Red. The second area outlined in yellow does not form part of the permitted licenced area of the site and therefore, waste storage or operations cannot take place on this element. This was previously used for the storage of old items from the closed St Clements Way Depot, these items are no longer fit for purpose and have been removed. The non-permitted area can only be used for the storage of empty bins which severely curtails the options for configuring the site. The non-permitted area does not have planning permission, does not have drainage and is not on hard standing; this means that there is little to no change of an Environmental Permit being granted for the use of this area without major redevelopment.

5.2.3 Site Layout and access to containers

The current layout of the site is neither efficient or user friendly for both the general public and site operatives, limited space means that this will largely need to be resolved by improved layout and site design. The site infrastructure is basic by modern standards, particularly when compared to sites which are built on a split level, separating the public from site operations and avoiding the need for carrying waste up steps. Such sites are considered by the HSE as safer and easier for customers to use. Currently, site users have to walk via parking and access lanes whilst carrying bulky items. This is a particular concern for those carrying items from the rearmost lanes.

5.2.4 Services and Utilities

The site has a mains supply of water and a landline telephone. The site does not however; have mains sewerage, electricity or gas. The workarounds to this include a portable generator to provide power which is costly and caused significant problems with powering site CCTV and security measures. Sewage is managed using a cess pit which is costly to empty and maintain. A key impact of the lack of mains power is that the site opening times are restricted to daylight hours as the lighting required to run the site safely is not feasible on a generator.

5.2.5 Land Management and Environmental Issues

The site is located on a former Essex County Council municipal landfill site and there is paucity of data relating to ground conditions, surface water drainage and gas migration issues. Site redevelopment will need to include further ground condition surveys and is likely to limit redevelopment to the current site footprint and the identified 'un-permitted area'

5.3 Proposed Site Re-design Principles

5.3.1 Expand Site Permitted Waste Operations Area

Expand the permitted waste operation area to cover the full available area of land within the fences boundary of the site (both the yellow and red outlined areas on Appendix 1. This will involve land remediation, adequate drainage and hard standing to be put in place.

5.3.2 Introduce a Split Level Site Layout

The site will be landscaped in order to allow the larger high use bins to be sunk to a level that will allow the public to access the skips without having to climb steps. This will improve the customer experience, improve health and safety for the public and staff and will make customer more likely to use the recycling bins instead on only making one trip upstairs to deposit waste in the residual waste bin.

5.3.3 Highways Access Improvements

Introduce a dedicated right turn lane to reduce the queuing traffic on Buckingham Hill Road who are waiting to turn right into the site. In addition the increased site area will allow for additional 'on-site' stacking to reduce queuing on the Public Highway. The exit for Commercial Vehicles and HGV's servicing the site will also be segregated from car access and egress which will greatly improve site safety.

5.3.4 Connect the Site to Mains Power and Sewerage

Connecting the site to mains utilities will reduce revenue costs and will increase the reliability of site equipment and machinery. It will also allow for adequate lighting to be put in place during the winter months as well as removing the requirement for a septic tank, reducing costs and allowing for the drainage that will be required for site expansion. Recent commercial and residential redevelopments at Stanford-Le-Hope West mean that connection to mains service is now a viable option.

5.3.5 Significant Increase in Recycling and Re-use Facilities On-site

An increased range of recycling and re-use containers on-site will allow for a greater amount of waste items to be recycled or re-used instead of them being disposed of via more expensive methods. Increased space will allow for greater opportunities for partnership with local re-use community groups which will allow a greater number of items such as furniture, bicycles, electrical items and even items such as crutches to find new homes.

5.3.6 Introduce a dedicated Commercial Waste Disposal Facility On-site

The current site throughput data clearly shows that a large number of commercial waste is being disposed of at the site. An improved site layout and infrastructure will allow for the site to apply for an environmental permit for commercial waste disposal on-site. This will include the introduction of an electronic weighbridge with a dedicated commercial waste lane. This will provide an avenue for income generation and will provide commercial waste

producers with a further avenue to dispose of their waste legally and responsibly.

5.4 Site Redevelopment Plan Options Appraisal

5.4.1 Do Nothing

The site at present is not in keeping with modern standards with access to the site itself and waste containers being less than optimum from a Health and Safety Perspective. The current site layout and size will not allow for the projected number of future households within the borough and is therefore not a viable long term option. The requirement to climb stairs for high volume bins, the cramped layout and the need to cross lanes of traffic to deposit items mean that the user experience is not conducive to maximise recycling opportunities.

5.4.2 Build a new site at an alternate location

An independent planning consultancy has reviewed Council Owned Land to determine any alternative locations that could house a site. No suitable locations have been found that have adequate access or are in a location that is far enough from densely populated areas but that is situated close to major transport routes. Sites on land not owned by the Council have been considered however the cost implications of leasing or purchasing a site mean that this option is not feasible.

5.4.3 Maintain the current site 'as-is' and build a second similar size site at an alternate location

This approach was tried and failed at the St. Clements facility, which closed within a year. The cost of purchasing or leasing a second site has been discussed as per '5.4.2'. In addition the additional manpower and equipment required to operate a second site would incur significant revenue costs that are not currently budgeted for and would prove prohibitive.

5.4.4 Invest in the Current Site and expand into the non permit area – *the recommended option*

The Council own the full site and would not incur any lease or purchase costs. The current site is ideally located; not being directly adjacent to a built up area but still being located within excellent access to the A13 and A1306. Outline design ideas to scope the sites potential to meet the boroughs' needs as per Appendix 2. These outline scoping plans are encouraging and suggest that the site is suitable for redevelopment.

5.4.5 Site Redevelopment Budget

The estimated required budget for redevelopment of the site in order to meet the design principles identified is estimated to cost between £2.5 and £3.5 million. These are indicative costs and the final redevelopment cost will only be able to be finalised once the planning process has been completed and a competitive tender process has been undertaken. Members agreed a Capital budget of £2.6million to resolve the future of the site at Cabinet in February 2017. Redevelopment of the current site and the improvement to the site

layout particularly a move to a split level site is unlikely to result in any additional operations costs. The improved recycling and re-use facility as well as the opportunity to generate an income from commercial waste is likely to reduce the net revenue cost of running the site.

5.4.6 Proposed Site Re-design Procurement Process

A procurement exercise of up to £3.5 million is in scope of the OJEU tendering thresholds. Procurement of the site redevelopment contracts will be undertaken in line with the processes required under EU Procurement Regulations.

5.4.7 Proposed Implementation Plan

Completion of the planning process, Procurement and build is estimated to take 18 months. The timeline will be confirmed following completion of the Planning and subsequent Procurement Stage. It is proposed that at the end of each stage that a briefing report will be presented to Overview and Scrutiny Committee to update on progress. Re-development of the site will be undertaken in two halves to allow for the site to remain operational at an acceptable reduced capacity throughout the build

6. Reasons for Recommendation

6.1 Introduction of Van Permits at the HWRC;

This recommendation has been made to reduce the cost of illegal waste disposal at the HWRC, to reduce congestion on-site, to protect the sites environmental permit and reduce the risk of waste disposal overspends related to the volume and nature of waste received on-site.

6.2 Redevelopment of the Linford HWRC

This recommendation has been made to ensure that Thurrock has a fit for purpose waste disposal facility for households and businesses that will meet the future growth projections for the borough. The proposed site changes will improve; site efficiency, health and safety considerations and will create an customer experience that will encourage re-use and recycling.

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

7.1 Site Redevelopment Member Panel 19 September 2017. Including adjacent Ward Councillors from Stanford-Le-Hope West, Tilbury East, The Cabinet Member for Environment and the Chair and Vice Chair of the Cleaner Greener, Safer Overview and Scrutiny Committee.

7.2 Cleaner, Greener and Safer Overview and Scrutiny Committee. Site Redevelopment Permits 12 October 2017. Commercial Vehicle Access Policy 15 November 2017.

7.3 In all consultation meetings, the recommendations in this report were very positively received. Concern in relation to traffic accessing the site will be

addressed as part of the planning application and mitigation and enforcement in relation to potential increased fly tipping has been welcomed.

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

8.1 This report supports the Councils priority to “Promote and Protect our Clean and Green Environment”

9. Implications

9.1 Financial

Implications verified by: **Mark Terry (Capital Implications), Senior Financial Accountant**
Laura Last (Revenue Implications), Management Accountant

Capital Implications

The Capital Programme has allowed for £2.6 million for site redevelopment regarding the domestic waste side. A further £1m is required if the scheme is to include facilitating Trade Waste collection and the cost of the additional capital will be met from savings within waste disposal and income from the permit scheme.

Revenue Implications

Implementation of a permit scheme to reduce the levels of Commercial Waste being deposited at will contribute towards mitigation of the projected site waste disposal overspend. The cost of implementing the permit scheme will be delivered from within existing operational budgets.

9.2 Legal

Implications verified by: **David Lawson**
Monitoring Officer

Under section 51 of the Environmental Protection Act 1990 the Council has a statutory obligation as a waste disposal authority provide a facility for ‘persons resident in its area’ to dispose of household waste. Section 51(3) of the act makes provision for an authority to make charges for the deposit of Commercial or Industrial Waste.

The proposed value of the contracts for redevelopment of the site is above the thresholds for the Public Contract Regulations 2015 and therefore a full and compliant EU Procurement Process must be followed. In addition to the requirements of EU Procurement legislation the Procurement will be required to meet the Councils Contract Rules which sit within the Councils Constitution.

9.3 Diversity and Equality

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

The redeveloped site will result in improved access to the site for those with accessibility requirements. The removal of stepped access to container and dedicated parking bays will resolve significant impediments that currently severely restrict site access by disabled and elderly people. A full Equalities Impact Assessment will be required as part of any redevelopment.

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

Reduction in illegal waste disposal at HWRC.

Proposed Commercial Waste avenue at redeveloped site has the potential to reduce fly-tipping.

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

- Surrey County Council commercial vehicle access guidance
<https://www.surreycc.gov.uk/waste-and-recycling/apply-for-a-van-and-trailer-permit>
- Essex County Council HWRC changes to waste acceptance policy at Waste & Recycling Centres:
<http://www.recycleforessex.com/our-waste-strategy/changes/>
- WRAP Household Waste and Recycling Centre guidance for Local Authorities:
http://www.wrap.org.uk/sites/files/wrap/INH0449_HWRC_Guidance_2015_7%20FINAL.pdf

11. Appendices to the report

- Appendix 1: Current Site Layout
- Appendix 2: Outline mock up of potential redevelopment options on-site.

Report Author:

Beau Stanford-Francis
Environmental Protection and Contracted Services Manager
Environment and Place

Appendix 1: Current Site Layout

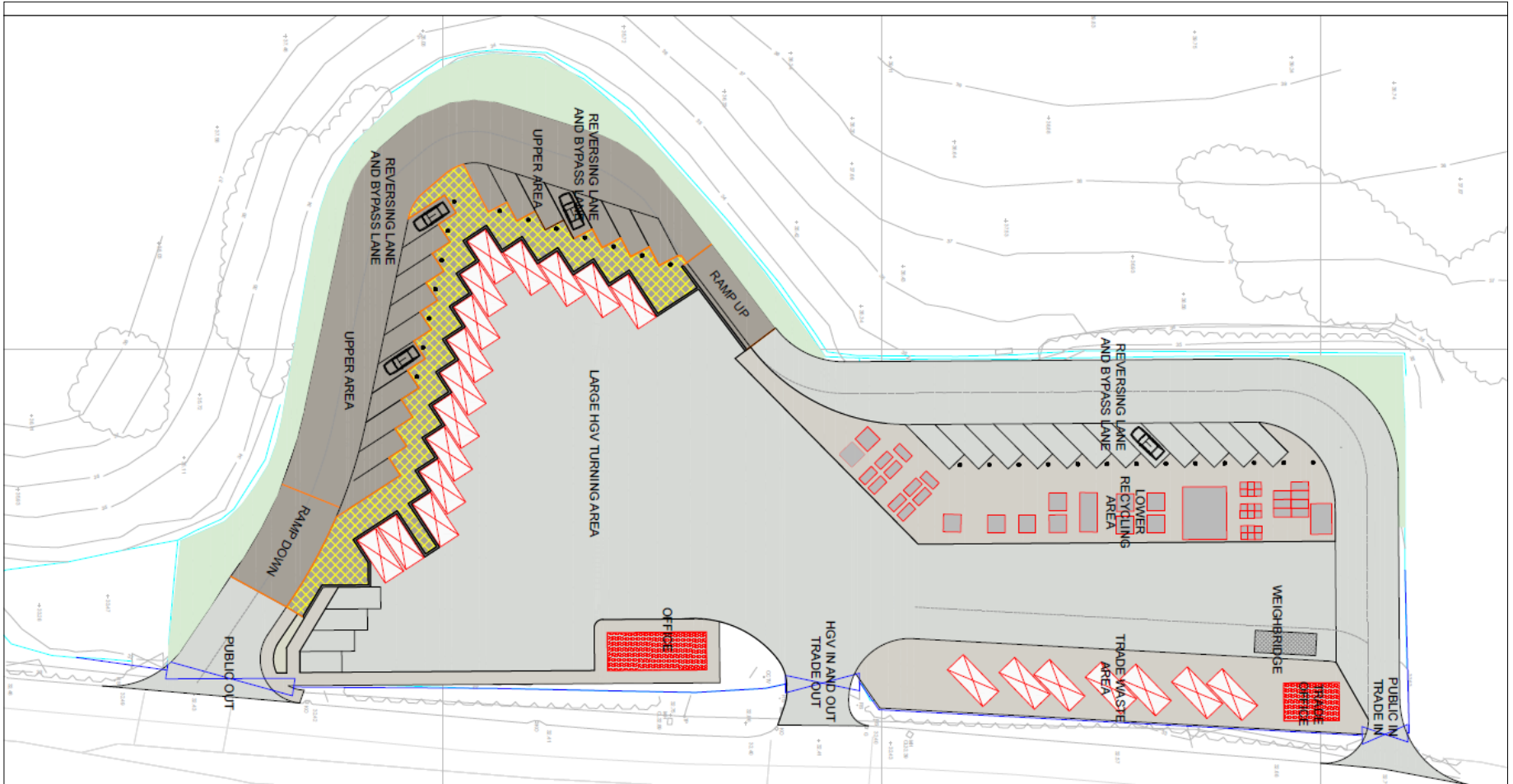
Red = Permitted Waste Area

Yellow = Non Permitted Area within existing site



Appendix 2: Outline mock up of potential redevelopment options on-site.

The following is simply a mock up to show the options available on the current footprint.



This page is intentionally left blank

13 December 2017	ITEM: 18 (Decision 0110451)
Cabinet	
Voluntary Sector Corporate Grants Programme	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Susan Little, Portfolio Holder for Children’s and Adult Social Care	
Accountable Assistant Director: Les Billingham, Assistant Director Adult Social Care and Community Development	
Accountable Director: Roger Harris, Corporate Director Adults, Housing and Health	
This report is Public	

Executive Summary

Thurrock’s Voluntary Sector Corporate Grants Programme is an established and recognised source of funding for key, strategic voluntary sector partners supporting communities in Thurrock. The current programme ends on 31st March 2018.

In 2016/17 this programme, totalling just over £300k, levered in a further £1.4m into Thurrock as a result of external and match funding.

This report considers the process for administering the grants programme from April 2018 and seeks support to continue the agreement for Thurrock CVS to administer the programme, maintaining the existing split of funding - 80% for existing groups and 20% for new groups.

- 1. Recommendation(s)**
 - 1.1 That the administration of the Voluntary Sector Corporate Grants Programme continues with Thurrock CVS from April 2018 – March 2021 with the option to extend by one year if required.**
 - 1.2 That the process reflects the criteria set out in Section 3.**
 - 1.3 To seek delegated authority for new funding agreements from 2018 – 2021 to be agreed by the Accountable Director for Adults, Housing and Health in consultation with the Portfolio Holder.**

2. Introduction and Background

- 2.1 Thurrock Council has supported a Voluntary Sector Grants Programme for many years. Criteria for the programme has reflected Council priorities, and funds have provided core support to a number of organisations whose work supports a diverse range of communities across Thurrock. Whilst some organisations work across a wider geographical area, funds awarded are solely to support work carried out in Thurrock.
- 2.2 In April 2013, the Joint Strategic Forum between Thurrock Council and the voluntary sector considered a number of options to modernise how the grants programme operated. A number of options were considered, and Cabinet agreed to pass administration of the fund to Thurrock CVS. This required CVS to ring fence 80% of the fund to those currently in receipt of funding and to open the remaining 20% to pump prime an annual programme to both Thurrock wide organisations and neighbourhood based organisations. A grants panel was established which included representation from Thurrock CVS, Thurrock Council including Portfolio Holder and Shadow Portfolio Holder for communities, and an independent member without knowledge or experience of the applicant organisations.
- 2.3 In 2017/18, the budget provided by Council is £332,600. The budget has been subject to savings over recent years. Savings proposals in July 2014 included a £75,000 saving to 2016/17 and £75,000 saving in 2017/18. Reaction from the sector, including an alternative budget, resulted in a specially convened meeting of Overview and Scrutiny Chairs to consider the proposals. Cabinet subsequently agreed to reduce the saving in 2017/18 to £25,000.
- 2.4 Thurrock Council is a signatory to the Thurrock Joint Compact which sets out agreed principles for working with the voluntary, community and faith sector. We recognise that strong partnerships with the sector will benefit Thurrock residents as the sector delivers a range of activities, services, support mechanisms and engagement opportunities that compliment Council priorities, and very often, support people to remain independent of Council services therefore managing demand. The term 'voluntary sector' comes from the recognition that community services emerge when people choose to take local action. Whilst unpaid volunteers are very often a large resource within the sector, many organisations do require a paid staff team and some enter into contracts to support service delivery. The sector is committed to democratic principles of engagement and activity is underpinned by a commitment to equality of opportunity.
- 2.5 Nationally, the activities and services provided within the voluntary, community and faith sector are increasingly recognised as effective support services for local communities. This has resulted in an increase on the pressure on services within the voluntary sector, with increased expectations and referrals to local community based organisations which often have limited resources or infrastructure to meet the need presented locally. The Voluntary

Sector Grants Programme has therefore sought to build capacity and develop a strong and thriving sector in Thurrock.

- 2.6 As grant funding opportunities have decreased, the Council and sector have sought to encourage new initiatives to grow local funding and resource opportunities. There are several good examples such as the 'Small Sparks Scheme' - which helps support community ideas to make a small improvement by match funding volunteer time with up to £250. Another example is GiFT - Give it for Thurrock - a partnership between local business, charities and the statutory sector to encourage giving in Thurrock – be this funds, time, resources, equipment etc. GiFT was launched in September 2017 and aims to provide a framework whereby local businesses can work aside communities and public agencies to benefit agreed priorities. Small donations or gifts of time or products can be used to help fundraising activities as well as events that bring people together to meet social outcomes. By creating a call to action with specific requests, it is envisaged that companies and communities will be better able to contribute to making a difference across Thurrock.

3. Issues, Options and Analysis of Options

- 3.1 A public consultation was held June 14th – July 25th 2017 to seek views on the future administration of the fund. A copy of the consultation report is attached as Appendix 1. The consultation suggested three options regarding future administration:

Option 1 – Continue to administer via CVS with recommendations made by a grants panel, including Thurrock Council representatives. 91.84% of responses to the consultation supported this option.

Option 2 – Return administration to Thurrock Council – 2.04% of responses supported this option

Option 3 – Other, for example, use an external fund manager – ideas were requested through the consultation. 6.12% supported this option.

- 3.2 This report supports continuing the administration of the grants programme through Thurrock CVS. There are two direct benefits related to administering grants through CVS. The first is that CVS is the established infrastructure organisation supporting the voluntary, community and faith sector to develop in Thurrock. It has an extensive data base and can promote grant opportunities across the borough to a wide range of organisations. Secondly, as an infrastructure organisation, CVS is well placed to offer developmental support to organisations based on their applications. Often, the confidence gained by securing a small grant can help an organisation apply for larger, external grants or develop income streams.
- 3.3 A further benefit is that CVS does not charge a management fee for this function. CVS sees this role as a function which helps to deliver its core

objectives as an infrastructure support organisation. Council has previously explored using a third party grant provider to manage funding applications. This arrangement would result in a cost, reducing the amount available to organisations. Taking the funds out of the borough could also impact on the confidence of organisations to apply.

- 3.4 In supporting the administration of the grants programme, CVS is required to convene a grants panel. Currently, invitations to the grants panel include:
- 2 x Thurrock CVS (Chair and Chief Executive Officer)
 - Neighbourhoods Portfolio Holder
 - Shadow Public Protection and Communities Portfolio Holder
 - Community Development and Equalities Manager, Thurrock Council
 - Independent member from outside Thurrock with experience of grant funding.
- 3.5 In addition, where there is an opportunity for funders to invest into the programme and use the process to invite bids, the relevant fund holder is invited to join the panel. An example of this is in 2017/18 when Public Health invested £20,000 to support applications which helped to support weight management.
- 3.6 As part of the administration of grants, CVS issues Grant Funding Agreements to confirm the amount and performance expectations of the grant. This enables monitoring against spend. Poor performance is initially supported by CVS with any decisions about changes to funding agreements made in agreement with the panel. Overall performance is very good, and monitoring data to date from the main three year grants programme in 2016/17 shows:
- £1.4m was levered into Thurrock through funding sources external to the Borough as a result of the Council's investment into three year grants. Sources for external funding include the Big Lottery, Esme Fairbairn Foundation, Essex County Council and the Home Office.
 - A further £1m was earned through these organisations either through charges, contracts or direct fundraising - including funds raised in Borough.
 - The overall funds raised result in a return on investment of £10.01 for every £1 invested by the Council.
 - Over 2,000 volunteers were involved, contributing almost 43,000 hours equivalent to £482,445 in kind support.
- 3.7 Future monitoring will aim to reflect the impact of the investment to Thurrock residents by quantifying the equivalent service outcome to local residents – for example, the number of young people supported or the number of counselling sessions supported, depending on the type of grant.
- 3.8 If the proposal for CVS to support administration of the fund is supported, the CVS would not want to be in a position where it had to compete against the wider sector to secure its own grant. In addition, security for CVS in this period would need to be assured so that CVS could agree to the

administration of the grants panel including the required resources. It is recommended that the grant to CVS is frozen for the three year period at the current value - £70,693.

- 3.9 It is proposed to continue to ring-fence 80% of the fund (£266,080) to existing organisations in receipt of a three year grant. This is to ensure core capacity and sustainability of key organisations providing bespoke services in Thurrock. Existing grant values, as well as key functions, are displayed in the table below.
- 3.10 20% (£66,520) will be available for small grants made in year. The value of each grant will be capped at £4000 with a requirement for each applicant to raise 10% of the value through fundraising means (e.g. Community Chest ticket sales).
- 3.11 All grants must reflect council priorities. Additional criteria may be included if more specific funding is available to award through the adopted process. In addition, all grant recipients will be expected to recognise the funds awarded by Thurrock Council through any promotion or activities supported in the local community.
- 3.12 Council issues grants through various programmes, and to support a range of initiatives in the voluntary sector. The Community Environmental Development Fund and Adult Social Care Grants are two examples of grant programmes with defined criteria and an application process. Some grants are issued to support specific strands of work. For example, the Citizens Advice Thurrock (CAT) currently receives £50,000 to support its core work in Thurrock. We propose to move this particular budget into the voluntary sector grants budget and invite Citizens Advice Thurrock as one of the named organisations to bid into the ring-fenced amount. Citizens Advice Thurrock would need to apply for a grant within this ring-fenced budget which may increase or decrease depending on the applications and decisions made. Citizens Advice Thurrock would receive a secure amount for three years following the process, providing some security for their business planning and fundraising strategy.
- 3.13 If the above proposals are carried, the overall grants budget would therefore increase from £332,600 to £382,600 with £316,080 (80% of the original budget plus £50,000 CAT grant) ring fenced to organisations in receipt of three year grants. The grant to CVS would be frozen at £70,693, making £245,387 available for ring fenced applications.

Existing Grant Agreements:

Organisation	Current term	Current core grant P/A £	Proposal
Thurrock CVS – Community Voluntary Service supporting the development of voluntary, community and faith sector organisations that serve Thurrock residents via voluntary services, activities, clubs, events etc. The grant is used towards the core costs of providing a resource centre, infrastructure support such as training and advice, and strategic leadership across the sector.	3 year	70,693	Freeze amount with GFA agreed direct with Council
South Essex Rape & Incest Crisis Centre – Specialist, free services to any individual who has or is experiencing any form of sexual violence. The grant is used to support the core costs of running the organisation including accommodation, staff and administration, and supporting strategic work to tackle sexual violence in Thurrock.	3 year	63,443	Ask to apply to ring fenced budget
Ngage – now part of Thurrock CVS, ngage runs a Volunteer Centre, supporting people to find suitable volunteer roles, and helping charities to recruit. This includes Time Banking and employee volunteering. The grant covers core costs including administration, rent, communication costs, as well as promoting volunteering across Thurrock.	3 year	52,566	Ask to apply to ring fenced budget
Citizens Advice Thurrock (CAT) – offers up-to-date and independent information and advice on many topics, including: debt, benefits, housing, discrimination, employment, immigration and other problems.	1 year	50,000	Ask to apply to ring fenced budget and extend grant term to three years.
Thurrock Open Door – Open Door works with young and vulnerable people, helping them overcome their barriers and achieve their potential through a number of services including schools outreach, housing support, counselling services, mentoring and missing children. The grant supports the core costs of the charity including staff, administration and accommodation.	3 year	38,066	Ask to apply to ring fenced budget

Organisation	Current term	Current core grant P/A £	Proposal
Thurrock Play Network – TPN provides advice, support and resources for play and recreation in the community. They operate a recycling scheme, diverting waste for play, and a toy library as well as advice and support for play workers, child minders, pre-schools etc. The grant supports the core cost of the charity including accommodation, staff and administration.	3 year	33,171	Ask to apply to ring fenced budget
Thurrock District Scout Council –Supporting 1700 members across 20 scout groups in Thurrock including Explorer Scouts, a scout network and active Support Units. The grant supports units across the borough via an application process which sets out local need.	3 year	16,722	Ask to apply to ring fenced budget
Thurrock Arts Council – an umbrella organisation supporting arts in Thurrock. The grant is used to support members across the borough via an application process which sets out the requirement for grant support which may include offsetting the cost of productions, including those at the Thameside Theatre.	3 year	10,876	Ask to apply to ring fenced budget
Thurrock Sports Council – Supporting the development of sports and local clubs and individuals in Thurrock. The grant is used to assist members across the borough via an application process which sets out the requirement for specific grant support.	3 year	6,888	Ask to apply to ring fenced budget
Total currently funded to organisations that can apply for a three year grant		£342,425	
Amount ring fenced for three year grants from 2018 (80% original budget plus £50,000 CAT grant)		£316,080	
Amount ring fenced for applications to the three year grants budget from 2018 (minus direct CVS grant amount £70,693)		£245,387	

Organisation	Current term	Current core grant P/A £	Proposal
Small grants in year (2018/19) Up to £4000 with a minimum 10% match fund contribution from 2018	1 year	£66,520	Panel will assess 2018/19.

- 3.14 Grants are managed separately through Grant Funding Agreements. Grant Funding Agreements set out the expectations and constraints of the use of the grant, and the timeframes in which the grant can be used. Grant Funding Agreements also set out the performance expectations of the grant including quantifiable data (number and profile of users, nature of enquiries, etc.) as well as qualitative data (how people feel as a result of an intervention for example).
- 3.15 Grant Funding Agreements from the voluntary sector grants programme are considered by the Legal Department and signed by the relevant Head of Service and organisation in receipt of a grant prior to funds being released. If the proposal in this paper proceeds, two Grant Funding Agreements will be issued by the Council to Thurrock CVS. The first will inform the grant expectations of the direct grant to CVS of £70,693. The second will cover the remaining budget (£311,907 assuming the inclusion of the Citizens Advice Thurrock budget is agreed) – this will confirm the expectations of the Council in administering the grants process including individual performance management of grants, with regular management meetings with Thurrock Council and Thurrock CVS.
- 3.16 The final paper to Cabinet will seek delegated authority for new funding agreements from 2018 – 2021 to be agreed by the Corporate Director for Adults, Housing and Health in consultation with the Portfolio Holder for Neighbourhoods who will be a member of the Grants Panel convened by Thurrock CVS.

4. Reasons for Recommendation

- 4.1 The recommendations are considered to offer Council best value, stability for key organisations in Thurrock and investment opportunities for new initiatives.

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

- 5.1 A consultation has been carried out to consider the recommendation and future process. The consultation results and overarching principles set out in this paper have been shared with the Joint Strategic Forum between the Council and Voluntary Sector. Corporate Overview and Scrutiny Committee considered the report November 2017 and supported the principles set out.

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

6.1 Supporting a strong third sector has the potential to support all priorities, in particular 'To Build Pride, Responsibility and Respect'.

7. Implications

7.1 Financial

Implications verified by: **Jo Freeman**
Management Accountant

This report sets out the approach towards the allocation of grant funding, the level of which is set as part of the annual budget setting process.

7.2 Legal

Implications verified by: **Lindsey Marks**
Principal Solicitor Safeguarding

Whilst the Council does not have any legal obligation or statutory duty to provide funding to the voluntary sector, Local Authorities do have the powers to promote the economic, social and environmental well-being of their area.

7.3 Diversity and Equality

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

Voluntary, community and faith sector organisations play a vital role in community engagement and meeting local need. This is especially so with respect to underrepresented and vulnerable communities, but the sector also has a positive impact across sports, arts, heritage and environment. Positive engagement with the sector supports our equality duties with respect to building cohesive communities. A Community Equality Impact Assessment will be completed against the final criteria.

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):

- Cabinet Report Voluntary Sector Grants Programme 5 June 2013 Item 14 01104211

9. Appendices to the report

- Appendix 1 – Consultation report.

Report Author:

Natalie Warren

Strategic Lead, Community Development and Equalities

Adult Social Care, Adults, Housing and Health.

13 December 2017

ITEM: dem
services to add
number

Cabinet

Voluntary Sector Grants Programme: Appendix 1 Consultation Feedback (August 2017)

A public consultation was held between 14th June 2017- 25th July 2017 seeking views on the future administration of the Voluntary Sector Grants Programme.

Feedback from the consultation was designed to inform options relating to the administration of the fund including the grant split for funds assigned to cover core infrastructure organisation grants (currently 80%) and grants available to smaller organisations (currently 20%).

The following report provides an overview of consultees feedback to the Council in relation to these points specifically culminating in the recommended option set out in the main report (to which this document is an appendice). Additional feedback in relation to the Giving for Thurrock (GiFT) initiative, Thurrock Joint Compact, Social Values Framework and Commissioning, Procurement and Grant Funding Strategy with the Voluntary, Community and Faith Sector is also summarised.

Consultees

Of the **49** respondents to the survey, **44** noted their response either as a local resident, partner agency or representative from the voluntary sector.

15 noted they had received a Voluntary Sector Development Fund (VSDF) grant, whilst **28** hadn't and **6** were uncertain.

Grant administration options



	% Total	% Answer	Count
Option 1: Continue to administer via CVS	91.84%	91.84%	45
Option 2: Return administration to Thurrock Council	2.04%	2.04%	1
Option 3: Other	6.12%	6.12%	3
Total	100.00%	100.00%	49

14 provided feedback in relation to ongoing administration by Thurrock CVS their comments included:

- ❖ *'The voluntary sector is well placed to evaluate grant bids'*
- ❖ *'Option 2 and 3 would most likely involve more administration'*
- ❖ *'I think CVS is the best fit for the administration of these grants because of their understanding of the Vol and com sector'*
- ❖ *'Needs to be arms-length from the Council'*
- ❖ *'Provides ideal focus for the voluntary sector'*
- ❖ *'Thurrock CVS is more aware of Thurrock Voluntary sector organisations than the council or any other external organisation. Thurrock cvs have managed the development fund well'*
- ❖ *'It is important to assess the value of the volunteers in an objective manner and be able to assess the varying value of different kinds of volunteers in the community'*
- ❖ *'CVS work endlessly in the voluntary sector'*
- ❖ *'The CVS are in touch with local charities and have a good idea of the support available locally'*

Of the 3 that suggested 'other' means for administering the grant, their feedback was as follows:

- ❖ *'Help set up an independent organisation that does not have a vested interest in using the money for its own or subsidiary or members projects'*
- ❖ *'Voluntary sector organisations'*
- ❖ *'Some other neutral organisation, which has a wide range of community groups' interests at heart'*

13 additional responses were received relating to the rationale for the option they selected regardless of whether it was Option A, B or C, suggesting:

- ❖ *'These grants should be open to all voluntary sector groups, including Christian charities'*
- ❖ *'There should be a range of levels to apply for'*
- ❖ *'It has been very helpful to have an agreement to receive grant over a three year period to enable advance planning'*
- ❖ *'The forms were easy to complete and a quick response was given on both occasions'*
- ❖ *'Application a bit long and complicated'*
- ❖ *'Support needed for new groups in understanding data returns process, etc'*
- ❖ *'Gathering an expert opinion in the relevant field of the grant would be useful in assessing its value'*

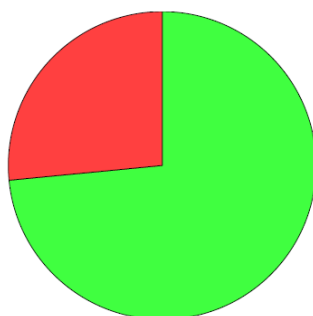
Promotion of grants programme

11 comments were received in relation to the promotion of the Voluntary Sector Development Fund, highlighting:

- ❖ *‘Opportunities should be promoted as widely as possible within the Borough – they should be sent out to all voluntary sector organisations’*
- ❖ *‘Good publicity from the CVS’*
- ❖ *‘They do not always get publicised in advance, that would be helpful in financial planning for the years ahead’*
- ❖ *‘I feel the advertising and advice is focussed for members of CVS’*
- ❖ *‘More should be done to promote it – the kind of things it can support’*

Preferred option for grant split

36 consultees were keen to maintain the 80/20 split in grants whilst 13 preferred to consider an alternative option.



	% Total	% Answer	Count
Option 1: Retain the existing 80/20 split in grants	73.47%	73.47%	36
Option 2: Consider an alternative ratio	26.53%	26.53%	13
Total	100.00%	100.00%	49

A sample of the comments received to inform the consultees selected choice is as follows:

- *‘50/50. The current ratio penalises smaller organisations in the area which need funding to start and grow’*
- *‘60/40’*
- *‘I think an alternative ratio should be explored which may mean offering grants of three years to support smaller organisations which would help with their sustainability’*
- *‘Some of the larger bodies mentioned can get funding from national sources denied to small(er) local bodies’*
- *‘This all sounds like doing the same thing’*
- *‘Why ringfence those that are existing takers – not the most meritorious’*

Additional suggestions included:

- *‘Maybe consider a further year role over option for some of the smaller groups if they achieve outcomes so that there is an incentive to achieve and continuity for the community, also maybe a separate category for new innovative ideas’*
- *‘If 80/20 has worked, then to keep it simple it would probably be best to continue’*
- *‘Core funding needs to be recognised for organisations that run services within Thurrock’*
- *‘Grants are vital to the voluntary sector, providing grants in this way is good practice and should be retained. Core grants should be ring-fenced under the development fund’*

Additional feedback

Additional survey questions sought consultees thoughts in relation to:

- ❖ awareness of the Giving for Thurrock (GiFT) campaign
- ❖ additional ideas to encourage local giving
- ❖ ideas for raising unrestricted funds for the community and voluntary sector or community projects
- ❖ the principles of the Thurrock Joint Compact, and,
- ❖ the implementation of the Council’s Social Values Framework and Commissioning Procurement and Grant Funding Strategy with the Voluntary, Community and Faith Sector (VCFS).

This final section of this appendice provides an overview of responses including a sample of comments where they have been received.

❖ Awareness of the Giving for Thurrock (GiFT) campaign

Over half (**29**) of those that responded to this question had either not heard about giving for Thurrock or were uncertain, whereas **20** had heard of the initiative.



	% Total	% Answer	Count
Yes	40.82%	40.82%	20
No	55.10%	55.10%	27
Unsure	4.08%	4.08%	2
Total	100.00%	100.00%	49

❖ **Additional ideas to encourage local giving**

9 suggestions were received for the purpose of increasing local giving. These incorporated the use of the Council's website for the purpose of direct donations through to reward systems for volunteers. Specific comments received are now set out:

- *'Add a 'Donate Now' button to Thurrock.gov pages with reference to giving to specific voluntary sector groups'*
- *'Expos promoting ALL voluntary sector organisations operating in the borough'*
- *'Bartering time or resources with the Council itself, so that the community gets a payback direct for the time and money it saves the Council; this could take the form of public works at weekends, support with local events'*
- *'Better reward system where volunteers can work towards achievements or like blood donor scheme bronze, silver, gold and get seeds such as pin badge or rose bowl'*
- *'Time credits are a good way to encourage people as they get access to tickets, freebies, etc'*
- *'Perhaps going into schools to encourage volunteering from a younger age. More events like the supper evenings'*
- *'I think there are volunteers out there, it's just making it known what opportunities are available'*
- *'We would be interested in a sharing scheme of ways to raise funds for our group. What are the successes of other groups for instance?'*
- *'Events such as, quiz nights, dances and fun community get togethers work better than sponsorships. Crowd funding for a particular piece of equipment can generate large sums'*

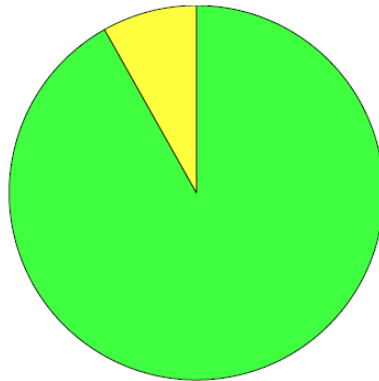
❖ **Ideas for raising unrestricted funds for the community and voluntary sector or community projects**

7 consultees had ideas relating to the creation of an unrestricted fund as follows:

- *'Add a 'Donate Now' button to Thurrock.gov pages with reference to giving to specific voluntary sector groups'*
- *'"Private sector" events such as the Orsett Show could provide a source of funding out of surplus funds. S106/CIL monies should be put into a central Trust Fund which is available to the voluntary sector'*
- *'More advocacy from Thurrock to trusts and foundations – support companies to set up local grant funds administered by CVS, use influence to develop major donors to give to projects in the borough. Tell Thurrock's story better'*
- *'I think it is very important to encourage the anti-obesity program as this is an investment in the future which takes the burden off of other nationally funded organisations (NHS)'*
- *'Entertainment fundraising events, using the college, Opera House and Thameside Theatre'*
- *'Some projects need to be unrestricted, due to the need of facilitation among certain groups of people'*

❖ The principles of the Thurrock Joint Compact

Most individuals agreed with the principles set out in the Thurrock Joint Compact.



	% Total	% Answer	Count
Yes	91.84%	91.84%	45
No	0.00%	0.00%	0
Unsure	8.16%	8.16%	4
Total	100.00%	100.00%	49

5 consultees felt that new principles should be considered with 4 sharing their comments as follows:

- *'Grant funding of the voluntary (sector) should not eclipse the statutory duties of local and central government and should not seek to replace it'*
- *'These principles are just waffle. Try to find something meaningful'*
- *'I think 'accountability' should be an integral part of any agreement on funding otherwise the money could just be wasted'*
- *'Whether or not a grant is an investment in the future or not'*

Other reflections included:

- *'Should be updated and revised to encompass and accommodate all groups not now included specifically'*
- *'More emphasis should be placed on the impact of faith in the process'*
- *'I wonder if number 3 should be changed to reflect the community involvement rather than for?'*
- *'How are funds made available to the Faith Sector?'*
- *'Ineffective and not upheld by Thurrock Council, but when challenged through CVS, people are told not to challenge or criticise it'*
- *'This document seems to only be in effect between council and larger voluntary organisations. Smaller independent groups struggle to challenge it'*
- *'All Thurrock statutory organisations need to adhere to the Thurrock Compact, this should also apply to Essex wide statutory organisations who have involvement in Thurrock e.g. Police and Crime Commissioners Office, Mental Health Trusts, etc.'*
- *'Not sure what is behind the principles in practice'*

❖ **Implementation of the Council’s Social Values Framework and Commissioning Procurement and Grant Funding Strategy with the Voluntary, Community and Faith Sector (VCFS).**

16 individuals shared their thoughts on the implementation of the Social Values Framework and strategy. Comments were wide ranging though tended to focus on the need to ensure fair competition for smaller local organisations to compete in a clear and proportionate commissioning process with training and information relating to social value an essential for the community, voluntary and faith sector. A sample of the comments received is now detailed:

- *‘Good emphasis on local knowledge, networks. Benchmarking/market research against other organisations to understand what they offer and at what price to understand the competition. Presentation/training’*
- *‘This sounds like you are just trying to save money’*
- *‘More support is needed for local community sector organisations to apply for commissions’*
- *‘Simplify the tender process’*
- *‘Clearer guidelines on the tendering process and support pre-interview stage would help smaller organisations who seem to lose out to larger organisations usually on price. Perhaps smaller pots of commissioning lots rather than awarding large contracts to one organisation’*
- *‘A conference that organisations can attend to discover more information’*
- *‘Local training and workshops held at convenient times other than 8:30am’*
- *‘Full cost recovery is a vital component of grants and tenders; Thurrock Council does not uniformly adhere to this principle. The need for Proportionate monitoring to enable organisations to bid’*
- *‘Onerous monitoring’*
- *‘Issuing tenders when the funding amounts are so low that a grant process could be used’*

This page is intentionally left blank